Draft AVMA Goals 2012

Prepared by the AVMA Executive Board Task Force on Strategic Planning
December 1, 2010

The Executive Board charged the Task Force on Strategic Planning to review critical issues facing the veterinary medical profession, and recommend a strategic plan for the association for the next 2-4 years. The Task Force considered the critical issues scan and draft goal statements and objectives developed by the House of Delegates, and the critical issues scan conducted among the AVMA membership and volunteer-leaders.

The Task Force developed the following draft strategic goals and objectives as a “starting point” for review and input. Two caveats should be considered. First, the goals and objectives are subject to change pending information that will be forthcoming from various task forces and other types of due diligence. Second, it is important to prioritize the goals in order to develop a realistic plan.

The preliminary draft strategic goals:
1. Promote Animal Welfare
2. Transform Veterinary Medical Education
3. Strengthen Veterinary Practice Profitability and Financial Wellbeing
4. Enhance Veterinary Medical Workforce
5. Advance Science and Discovery
6. Advocate Oversight of Veterinary Medical Procedures

1. Promote Animal Welfare

**Goal Statement:** AVMA is a leading advocate and an authoritative resource for animal welfare.

**Objectives:**
- Develop and implement public information campaigns to promote the important role that veterinarians have as leaders and authorities on animal welfare.
- Promote AVMA’s Principles of Animal Welfare to the profession and public in order to provide a consistent and unified message on animal welfare.
- Lead proactive initiatives that clearly advance AVMA’s progressive policies on important animal welfare issues.

2. Transform Veterinary Medical Education

**Goal Statement:** In collaboration with other organizations, the AVMA promotes restructuring of veterinary medical education to ensure that competently educated veterinarians meet the practice, scientific, societal, and workforce needs of the 21st century.

**Objectives:**
- Advocate changes in professional curricula to best prepare graduates for clinical veterinary practice on day one
- Promote progressive and relevant professional curricula that ensure clinical competence and establish professional confidence among graduates
- Develop recruitment strategies and admission requirements that address workforce and societal needs, in particular, communication skills, teamwork, critical thinking, problem solving, creativity, and leadership
- Study and promote alternative funding and delivery models for veterinary medical education to improve both efficiency and decrease costs
• Promote the adoption of efficiencies in the educational process that maximize the utilization of shared veterinary medical educational resources
• Develop educational programs to inform veterinary and pre-veterinary students about financial expectations and counseling, strategies for debt repayment

3. Strengthen Veterinary Practice Profitability and Financial Wellbeing

**Goal Statement:** The veterinary medical profession’s economic growth and profitability are improved within all segments of veterinary medical practice.

**Objectives:**
• Identify production efficiencies in the delivery of veterinary services to enhance profitability
• Encourage veterinary service delivery models that emphasize wellness and the prevention of disease.
• Educate veterinarians to help them develop business management skills to enhance profitability
• Strengthen demand for veterinary services by educating animal owners about the critical importance of veterinary services
• Identify why, in the face of increasing strength of the human-animal bond and the value of animals to society, the use of veterinary services is decreasing

4. Enhance Veterinary Medical Workforce

**Goal Statement:** Veterinary Workforce needs are identified and solutions developed to effectively match the human resource needs of society and the veterinary profession.

**Objectives:**
• Identify underserved market segments and develop effective solutions
• Identify current and future critical vacancy areas and advocate for effective recruitment and retention strategies that match enrollment with societal and professional need
• Foster increased workforce diversity pertaining to cultural, ethnic, gender, and racial representations
• Increase the number of graduate veterinary technicians
• Promote better utilization and retention of credentialed veterinary technicians
• Examine association membership and leadership needs and deliver benefits and information that meet those needs
• Strengthen relationships between state veterinary medical associations and new graduates, and veterinary colleges
• Sustain a strong leadership development for the AVMA, state VMAs, and allied associations

5. Advance Science and Discovery

**Goal Statement:** Science and discovery is promoted and funded effectively to ensure the advancement of veterinary medical knowledge.

**Objectives:**
• Promote greater awareness of the need for sustained and consistent research funding at all levels, from federal to foundational, through enhanced communications to the media, public, and other applicable audiences, concerning the benefits of veterinary medical research.
• Coordinate public/private partnerships to advance animal health through research
• Advance the clinical use of research-generated knowledge by promoting the practice of evidence-based medicine to and by members
• Support education in research at all levels of veterinary education and training

6. Advocate Oversight of Veterinary Medical Procedures

Goal Statement: The veterinary medical profession retains the leadership role and oversight for medical, dental, surgical, and complementary/alternative veterinary medical procedures in animals.

Objectives:
• Inform and educate the public of the important role of veterinary oversight for veterinary medical procedures
• Engage state legislators to pass laws that require veterinary oversight of paraprofessional training and performance of specific veterinary medical procedures
• Develop and advocate a national agenda for state legislative issues and build coalitions to implement the agenda in every state