

KSU.CVM Strategic Survey Synthesis: KEY-WORDS (most frequent responses)

Q2: What are KSU.CVM's Most Important Strengths Today?

	Faculty + Staff	DVM Students + Grads + HOs	All External Stakeholders
Education, Teaching	No tracking; practical training ; tablets; career-ready; we care	No tracking ; shelter med; caring faculty; curriculum; hands-on	Career-ready grads ; faculty skilled and available to students; innovative training (mobile spay/neuter); good practical knowledge; no tracking; broad species exposure; multi-modal
VDL (Diag. Lab)	Rabies lab; exceptional service	Rabies lab	Professional and consistent; strong rabies testing capability ; good reputation; acceptable turnaround
Faculty	Motivated; committed to students; collaboration; P&T rules; diversity of –ists;	Passionate; caring, available to students ; diversity	Strong in basic sciences; positive education experience; quality and committed instructors; care about students' success
Clinical Teaching	Faculty outreach program; LA focus; problem-solving	Tremendous positive impact	Grads well-prepared for mixed practice; skilled specialists ; pre-clinical program; great rotations
Research	One Health ; ICOM; NICKS; basic + applied research; collaboration; clinical trials; pharma	World-class research team	Some solid research areas; FA focus; infectious diseases; connections with Animal Health Corridor and NBAF
Food Animal Experts	AMR ; beef production; outreach to cattle producers; industrial links		Beef cattle production medicine ; BCI; AMR; strong training, research and training skills and expertise
Hospital, Clinicians	Patient care; compassion; SA clinicians and techs; specialties	Good reputation; knowledgeable clinicians	High quality patient care ; prices are reasonable; easy referral access; outreach to rDVMs
Staff	Exceptional skills; behind-the-scenes; despite non-compet. pay	Helpful and approachable	Competent and friendly

Q3: Where should KSU.CVM Focus on Making Improvements?

	Faculty + Staff	DVM Students + Grads + HOs	All External Stakeholders
DVM Students	Higher quality ; mentoring; promote FA careers; diversity vs. quality	Not techs; info overload; wellness; listen to feedback; better admissions eval	More in-state than ex-state ; upgrade admissions criteria; aim for broader careers; student wellness; maintain quality entrants
Collaboration	Inter-deptl; ex-CVM; AMR; less territorial; multi-disciplinary	Curriculum centrally managed	Stronger alumni connections; comms w/rDVMs; collaborate with field DVMs on new techs
VHC (Hospital)	Techs as educators; salaries; re-modelling; staff levels ; prices for services; service speed; less admin/hierarchy	Pricing; maintain teaching as a high priority ; value of techs and vet techs	Long waits; better comms with rDVMs; improve client service; ICU staffing; technician retention; admissions process; facility needs refurbishing; new protocols for desk staff
Education & Curriculum	More hands-on yrs 1-3; prep for all careers ; greater case-load; value excellent teachers; core mission is education	Less didactic; train, reward the teachers; more hands-on; focus on breadth not depth; critical thinking	More practical, real-world ; add business, leadership and comms training; less focus on SA; increase dental; expand spay/neuter program; more on nutrition, toxicology
Facilities & Infrastructure	All need updating; less red-tape; communications; servant leadership; marketing; HR	Teaching labs upgrades; career services; lack of tech support; clearer rules	Building and equipment upgrades everywhere, partic. LA
Clinical Education	More hands-on yrs 1-3; more teaching in VHC; FA caseload	More hands-on yrs 1-3; no mentorships; FA caseload;	More teaching by clinicians ; increased caseload; ER; less focus on rare conditions; cats
Cost of Education	Debt load affects admissions; financial counselling; scholarships	Invest more in students and the education programs	Tuition costs too high ; look at productivity and hierarchy to reduce costs, then tuition; provide access to financial advisors (int/ext); wellness; too much \$ goes to research vs. teaching
Image & Morale	Staff recognition & respect; promotion opportunities; recognize excellence; ONE-CVM	Focus less on profits; more respect at all levels	Improve ext. image to attract cases; promote positive experiences for students and clients
Food Animals			Total mgmt & health of FA; more FA caseload to expand experience; equine; BCI ; connections & training w/local producers; food security

Q4: Where should KSU.CVM be a More Prominent Leader?

	Faculty + Staff	DVM Students + Grads + HOs	All External Stakeholders
Research	Focus on rabies expertise ; focus on federal priorities; cancer; stem cells; epidemiology; equine; nanomedicine; pharma; etc. etc.	Nutrition; biosecurity; focus on a few research areas and build depth of expertise and impact	Vitally important – must be practical ; develop research leadership in food security & livestock health; AMR ; translation & comparative programs; stem cells; cross-species studies
Infectious Diseases	Huge opportunity, bench-penside; public educ.; zoonotic; trans-border	Transboundary ; zoonotic; surveillance and outbreak response; epidemiology	Leverage rabies leadership; foreign animal diseases; disease threats to FA populations; arthropod-borne diseases
Education + Students	Experiential learning; critical thinking ; field experience; career counselling; entrant diversity	Tuition costs; dedicated world-class teaching resources ; field/rural experiences; career-wide; behavior courses; practical FA knowledge	Enable students to enter wide spectrum of careers; lower tuition costs; more hands-on skills; client comms programs; create hybrid degrees to broaden expertise; ER
Food Animals	AMR ; food security; herd health; focus on beef; curriculum changes	Public education ; beef focus; AMR; livestock medicine; alumni relations	Beef cattle focus, leadership ; BCI; public education; food supply safety; FA welfare expertise (feedlots);
One Health	Collaboration ex-CVM; climate change impacts; public health MPH		Nutrition & public health; expose students to OH concepts; outreach to human physicians (collab?)
Collaboration	Intl. research/education; researchers connecting with clinicians ; BRI; NBAF potential; translational research;	NBAF potential ; work more with industry and producers; researchers and clinicians work closer; hospital services less siloed	Emergency response teams; re-connect with industry & producers, listen to their needs; NBAF; public education; researchers and clinicians
VHC (Hospital)	Relations w/rDVMs; patient care AND student education; client education; pricing review; ICU, ER staffing; urgent renovation	Teaching, teaching, teaching – students are hungry for learning from experts	Communications w/rDVMs; practice mgmt support and CE; make service and education work together, not oppose; leadership & staff relations
Animal Welfare		Public education; more in curriculum	Expose puppy mills; maintain/grow shelter med and spay/neuter services

Q5: What are the Most Critical External Threats to KSU.CVM’s Future?

	Faculty + Staff	DVM Students + Grads + HOs	All External Stakeholders
Cost of Education & Admissions	Debt and ROI; tuition supporting research programs; high tuition results in lower diversity and will impact quality of grads	Cost of education less than career value ; admission quality will decline; relying too much on out-of-state	Competition for out-of-state applicants is growing; financial resources spread too thin – focus; impact on diversity
Reduced Funding	Impacts research and education; expect trend to continue; impacts our ability to attract best (all)	Caustic KS legislature; GOP impacts;	Don’t increase class-size; food animal economics; current funding model is not sustainable; need new sources (but where are they?)
Competition (all)	More research at industry; more competition for students; commercial labs growing; impact of distributive education model?	KSU needs competitive advantage(s) ; online learning on increase; why opening so many CVMs?	LA caseload under major threat; new CVMs; specialty hospitals; KSU needs to be ‘special’
Too Many DVMs	SA practitioner job market decreasing		CVMs graduating more SA vets than demand;
Quality of Education	Lack of clinical caseload ; FA exposure in decline	Cost < value ; need more practical hands-on skills; more relevant electives, no more history; students share all on blogs; use new learning technologies	Focus on mixed-animal vets; try better to keep up with technology; more focus on teaching excellence; teach what’s most relevant to KS; decline in FA caseload is having negative skill impact; adapt to the needs of millennials (rather than the other way around)
Us	Reluctance to change; must leverage more NBAF & BRI; needs leadership & vision; inability to focus; distracted from core teaching mission; ‘corporate’ view	Create more x-CVM partnerships; interact more with alumni; can faculty adapt and change fast enough?	Continuing disconnect between what is taught and what is needed in practice; losing LA clinicians; build external partnerships; innovative and strong leadership required going forward

Q6: One Prioritized Focus Area for Immediate Strategic Attention?

	Faculty + Staff	DVM Students + Grads + HOs	All External Stakeholders
Collaboration	Build research teamwork; prepare for collab w/NBAF; ONE-CVM ; team training; raise our profile	Cooperation among departments; transdisciplinary research; NBAF potential ; reach out to industry	More interactions with industry, producers and DVMs by faculty; One Health; co-op research with other CVMs, colleges; have meetings outside CVM; clinical trials
Morale & Salaries	Tech staff and non-tenured faculty; value and recognize RVTs more		
Education & Grad Quality	All-careers; education should be primary mission ; adapt to millennials' needs; caseload; not PBL; incl. pre-vet	More than learning; critical thinking; animal welfare; ready for all careers; curriculum overhaul ; teaching excellence center; expand mobile clinic model; clinical experiences	Career-ready grads; more internships for yrs 1-2; re-evaluate core curriculum; add business and comms skills; surgical and clinical competency; public health and One Health careers; distance learning??
Research Focus	Leverage our strengths ; infectious diseases; drug develop.; biosensors; zoonotic diseases; share resources more; translation medicine; funding		AMR; zoonotic diseases; infectious diseases; leverage rabies expertise; impact of NBAF; clinical translation ; focus on (few) strengths, align resources and facilities
Faculty & Staff	Need more faculty & staff ; recruitment and retention strategy	Develop and reward the best teachers	Recognize excellence in all missions; develop best teachers ; teaching must come first; importance of expert clinical faculty; more boarded specialists
Facilities	Renew or refresh ; security; technologies for teaching		Need to upgrade ageing hospital facilities; facelift for client areas as minimum;
Cost of Education	Strive for quality and value; ways to lower tuition; scholarships; impact of competition on out-of-state applicants	Freeze ; address student wellness	Look for innovations to decrease cost without impacting quality; scholarship drive; return focus to KS residents first; target research to demonstrate real value to KS, then pressure legislators

<p>Food Animal Focus</p>	<p>Cattle production; connect with local producers more often; BRI</p>		<p>Strengthen focus on FA in education, service and research; more outreach such as BCI; maintain KSU as beef cattle center of excellence; food safety and humane treatment of FAs</p>
<p>Leadership & Admin</p>	<p>Develop team culture; more focus on people; build respect among groups, eliminate silos; marketing</p>	<p>Relations with students; decisions more focused on advancing education</p>	<p>Enhance CVM image among ext. stakeholders and public; be different – strong in a focus area; lead innovation of the education model; create positive and inclusive culture; wellness for all</p>
<p>VHC (Hospital)</p>	<p>Develop education role; donor-supported upgrades; more staff; client/rDVM service; less silos; prices</p>	<p>ICU staffing; more techs; rDVM communications and interactions</p>	<p>Continue to involve external partners; facilities upgrades; communications with clients and rDVMs (getting better); staffing in all areas</p>

Q7: Other Comments?

	Faculty + Staff	DVM Students + Grads + HOs	All External Stakeholders
Working Environment	Need incentive plans; more college-wide activities; recognition & reward for great staff; grow more positive culture thru CVM		
Strategic Focus	Make choices; link 3-missions; promote international efforts when in concert with state interests; more productivity in research	Less focus on profitability	Use this initiative to create new focus and energy at the CVM; maintain focus on production ag
Collaboration	Research teams; translational research; NBAF opportunity	More cohesive among entities, departments – all working together	
Funding			Better meet our needs, we'll be more supportive; KS donors not keen on number of out-of-state students;
Education & Students	All-careers; teaching focus at VHC; cost of tuition not sustainable; don't forget our grad programs; student experience tailored to today's students (not the pros)	Costs costs costs; student well-being; expand number of amazing teachers; better electives; shelter medicine program is great	Hands-on instruction & fundamentals; international programs to grow diversity and experience; include wellness and work-life-balance; career opportunities at NBAF?
Leadership			Invest in students and they will return the investment with donations
VHC (Hospital)			Welcome rDVMs ; follow-up calls to clients;
Thanks!			Thanks for all you do and for your efforts to produce world-class vets and provide great support to those who refer clients (+7 similar messages)