



# 2007-2012 Strategic Plan

## Executive Summary

Building on the Strategic Plan that was adopted in 2002, the American College of Veterinary Pathologists (ACVP) began preparations in 2005 to create a new five-year strategic plan that would integrate the strategic goals of the previous plan, as well as prepare the College to successfully meet the challenges of the changing professional environment. On December 1-2, 2005, ACVP Council assembled the 2007-2012 Strategic Planning Work Group in Boston to review an assessment of the future environment, identify threats and opportunities for our profession, and devise a plan to meet these challenges. The Group recognized that the goals of the 2003-2006 Strategic Plan remain important to the College and efforts to meet those goals should continue over the next five years. Those goals are:

1. Increase the supply of veterinary pathologists
2. Build the Endowment Fund
3. Increase the visibility and image of ACVP

Three additional strategic goals were recommended for the 2007-2012 Strategic Plan:

4. Develop veterinary pathologists for the future
5. Identify innovative ways to meet future demands
6. Develop strategic partnerships to achieve common goals

The Group revised the ACVP mission and vision to more clearly position ACVP members as comparative scientists whose knowledge, research and training impacts human, environmental, and animal health.

**ACVP Mission:** The American College of Veterinary Pathologists fosters excellence in veterinary pathology to protect and improve animal, human, and environmental health to benefit society.

**ACVP Vision:** To be an innovative and integral contributor to global health solutions by understanding disease.

An implementation plan was devised at the 2006 May ACVP Council meeting in Tucson, Arizona. Implementation of the new strategic goals rests principally on four newly assigned task forces: Role Delineation Task Force, Training Program Development Task Force, Complementary Resources Task Force, and the Strategic Partnerships Task Force. This document reviews the process used during the planning meeting for the 2007-2012 Strategic Plan and outlines the implementation strategy.

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## 2003 - 2006 Strategic Plan: Historical Overview

The 2003-2006 Strategic Plan was developed to give ACVP a framework from which to launch several initiatives. Although the intent of the Strategic Plan was to allocate projects over the full time period, the major projects were developed and implemented by 2005. A review of the plan and its outcomes is as follows:

The 2003 Strategic Plan had the following three-year goals:

1. Increase the supply of veterinary pathologists
2. Build the Endowment Fund
3. Increase the visibility and image of ACVP

By 2005, ACVP implemented the goals it had set in 2002:

*Increase the supply of veterinary pathologists: assigned to the Recruiting Committee*

### Highlights of the Completed Activities include:

- Establishment of Student Chapters began immediately with 11 approved by the end of 2002. By March 2006, 31 Student Chapters had been established at North American veterinary colleges.
- Creation of "Careers in Veterinary Pathology," a CD illustrating the various career paths available to students interested in the profession. Requests for the CD average about one per month, and it has proven to be a popular "give-away" at the Student AVMA Symposium and at the ACVP Annual Meeting.
- An Externship Scholarship program was initiated in 2003 to enhance student exposure to pathology. The ACVP Council annually sets aside \$15,000 for the Externship Subcommittee to award to qualified applicants.

- In addition to the scholarships, an Externship Center was established on the ACVP website to facilitate the promotion of externships and to increase the number of students visiting the ACVP website.
- Interest by students in the ACVP Annual Meeting grew each year. In 2005, over 100 students representing 19 Student Chapters attended the Annual Meeting in Boston. The ACVP Council provided a \$1,000 travel award to every Student Chapter that requested it. At the Annual Meeting, the students had access to a hospitality area, a student breakfast, a student reception and a student booth in the Exhibit Hall.

*Build the Endowment Fund and ACVP Fundraising Program: assigned to the Development Committee*

- Two campaigns: "Leave Your Mark" and "Give Your Share" were implemented to encourage leadership giving by Council and past-Council members (Leave Your Mark) and to encourage the general membership to provide continuing support (Give Your Share) to ACVP.
- In 2004, a silent auction was successfully introduced at the Annual Meeting to provide funds to support student travel and was repeated at the 2005 Annual Meeting with more items to auction.
- A collaboration was established between ACVP and STP to develop a program targeting industrial firms to support pathology-training programs. In 2004-2005, the ACVP/STP Coalition for Fellows in Veterinary Pathology was formed, a Director and Board of Directors were selected, tax-exempt status was sought, and support for six new residents was generously provided by three pharmaceutical companies in 2005. In 2006, five additional resident and two PhD fellowships have been funded.

- In 2005 and 2006, a letter was sent to over 200 senior pathologists asking them to support the Endowment Fund.
- A mechanism for members to contribute to ACVP charitable funds while renewing their memberships and/or while registering for the Annual Meeting was initiated.

*Increase the visibility and image of ACVP: Assigned to the newly formed Public Visibility Committee*

- Engaged The Hiebing Group (recently rebranded to Hiebing) to develop a multipurpose media kit, a public relations program, and a communications plan.
- Beginning in 2003 and occurring in each succeeding year, planned and completed a media tour including print and visual media in conjunction with the Annual Meeting.
- Created a subcommittee for The ACVP Scientific Symposium (TASS) to communicate the contributions ACVP members provide to scientific discovery and research and to advance scientific knowledge. TASS partnered with the American Society of Investigative Pathology (ASIP) and presented a half-day seminar in 2005 and expanded to a six-hour seminar in 2006. Planning has already commenced for 2007.
- Completed fact sheets and recruited expert ACVP members to serve as media contacts for scientific issues of current interest. The Speakers Bureau was moved from the Recruitment Committee to the Public Visibility Committee to take advantage of a broader list of ACVP scientific expertise and members to use as contacts.

## ACVP 2007 - 2012 Strategic Plan: The Process

In 2004, ACVP Council recommended that the College undertake another strategic planning session that addressed the rapidly changing professional environment while continuing the work of the 2003-2006 Strategic Plan. The planning committee, in consultation with a professional facilitator, chose to construct a five year plan that would position the College to face the challenges expected by 2012. A Strategic Planning Working Group was assembled from ACVP Council, chairs of selected ACVP committees, representatives from clinical and anatomic pathology working in academia, industry, government, or diagnostic laboratories, and ACVP representatives from strategic partner organizations such as American Veterinary Medical Association, Association of American Veterinary Medical Colleges, Society of Toxicologic Pathologists, European College of Veterinary Pathologists, and American Association of Zoological Veterinarians. In preparation for the December 2005

planning session in Boston, a forward-looking environmental scan was conducted to identify the external and internal threats likely to affect ACVP. Participants were assigned to 10 working groups charged with collecting data and answering questions relative to the impact on ACVP of trends in the following areas: consumer/economic/social environment, industry perspectives, government legislation and regulations, media relations, technology, corporate and professional sponsorships, specialty credentialing and certifying processes, future/potential members and competitors, and ACVP as an association. Following reporting and analysis of this information at the December 2005 meeting, participants were asked to project themselves to the year 2025 to predict the environment in which ACVP will be operating. They then identified potential threats to ACVP and discussed their impact on the organization. The principal potential threats identified were: a continued shortage of veterinary patholo-

gists and training programs to meet that need; having our niche filled by paraprofessionals, non-veterinary professionals, foreign veterinary pathologists, medical (human) pathologists, or computer-based technologies; and the emergence of new technologies in biomedical research that will require changes to our training and certifying processes. The Working Group reviewed and modified the 2002 Mission and Vision statements to better reflect the role of veterinary pathology in global health. The remainder of the meeting focused on identifying and prioritizing the principal new strategic goals that would guide College activities over the next five years. In May, the activities necessary to meet the strategic goals were outlined, and people were assigned to lead the new Task Forces. The specific activities and timeline for each Task Force will be determined when these groups meet at the 2006 ACVP meeting.

## 2006 Strategic Planning Work Group Participants:

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Gary L. Cockerell ACVP/STP Coalition for Veterinary Pathology Fellows	Krista M.D. La Perle Weill Medical College of Cornell University (Academia-Medical Colleges)	D. Reid Patterson Reid Patterson Consulting, Inc. (ACVP Development Committee)	Heath C. Thomas GlaxoSmithKline (Technology)
John M. Cullen North Carolina State University (ACVP Councilor)	Michael D. Lairmore The Ohio State University (Academia-Veterinary Colleges)	John E. Sagartz Seventh Wave Laboratories, LLC (ACVP Corporate Partners)	Keith G. Thompson Massey University (Australian Veterinary Association-Veterinary Pathology)
Nancy Ellen Everds DuPont Haskell Laboratory (ASVCP)	Lawrence D. McGill Animal Reference Pathology (AVMA and ACVP Public Visibility Committee)	Eva A. Sartin Auburn University (Veterinary Pathology Editor)	Mary Anna Thrall Colorado State University and Ross University (ACVP President-Elect 2006)
Nancy A. Gillett Charles River Laboratories, Inc. (STP)	Lisa M. Miller Atlantic Veterinary College (AVMA-ABVS)	R. Mark Simpson National Cancer Institute (Academia-Government)	Wendy J. Coe ACVP Executive Director
Robert L. Hall Covance Laboratories (ACVP Councilor)	Derek A. Mosier Kansas State University (ACVP Secretary/Treasurer)	Bryan L. Stegelmeier, Poisonous Plant Research Laboratory (ACVP Exam Committee-Anatomic Pathology)	Susan M. Rees President & CEO, The Rees Group, Inc.
R. Keith Harris Wyeth Research (ACVP President)	Linda Munson University of California School of Veterinary Medicine (ACVP Past President)	Paul C. Stromberg The Ohio State University (ACVP President-Elect 2005)	Facilitator: Lori Silverman Partners for Progress
David J. Honor Wyeth Research (ACVP Exam Committee-Clinical Pathology)	Ricardo Ochoa Pfizer, Inc. (ACVP Councilor)	Maja M. Suter University of Berne (ECVP)	

**2007 - 2012 Strategic Plan Flowchart**

Completion Timeline	Step in the Process	Step in the Process	Step in the Process	Step in the Process
Sept. 2005			Develop environmental scan questions and assign to team leaders	
Oct. 2005			Team leaders collect information	
Nov. 2005			Collected information is sent to strategic planning meeting attendees	
Content of Dec. Meeting			Team leaders present and attendees discuss summarized environmental scan information	
	Identify planning assumptions	Project planning assumptions into 2011	Identify threats & wildcards	Identify key uncertainties
			Modify the mission and vision statements	
			Identify three strategic goals	
May 2006			Define the objectives for each strategic goals	
			Determine leadership for strategic goal task forces	
June 2006			Recruit leadership & give them the charge for the first-year activities	

## **ACVP Strategic Plan: Environmental Scan**

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### **Consumer/Economic/Social Environment**

The emergence of zoonotic diseases, such as avian flu and SARS, and the threat of foreign animal diseases, such as foot and mouth disease, will require intensive and diverse training of veterinary pathologists to enable them to swiftly diagnose diseases of importance to public health and agriculture. Infectious diseases such as AIDS, malaria, and drug-resistant tuberculosis will continue to pose threats to public health, and opportunities for veterinary pathologists who understand the comparative pathology of infectious diseases will grow. The public will also look to veterinary pathologists to define the pathogenesis of diseases that are present in the altered (non-natural) environment. Consumers will demand more sophisticated diagnostic methods and personalized medicine. Consumers will demand greater drug safety and efficacy standards which will require validation of better in vitro and in vivo models. The aging of the human population will stimulate funding of neoplastic diseases, neurodegenerative diseases, hormonal deficiencies, and degenerative diseases of the heart and musculoskeletal system.

Veterinary pathologists will have opportunities to be leaders of “One Medicine,” encompassing human, domestic and wild animal health. There will be a greater need for veterinary pathologists to be involved in the morphologic phenotyping/tissue anchoring of genetic research. Veterinary pathologists will require more diverse training to become comparative scientists of the future and to integrate new technologies with traditional skills. Further developments and refinements in computer technology will allow greater on-line collaboration between pathologists at remote sites, as well as remote teaching opportunities.

Funding opportunities will experience the greatest growth in areas with human health implications and, as a result, collaborative interactions with human health investigators are likely to expand. Global research trends will be affected by funding opportunities from government and philanthropic sources. The buying power of large entities such as Banfield will influence diagnostic services.

Consumer willingness to invest money in the health of their pets and health insurance for animals may affect trends in veterinary services.

Most population growth is urban/suburban and in the Hispanic population. A greater proportion of the general population and workforce will be over age 50. A significant mismatch exists between American demographics and the make up of veterinary medicine and veterinary pathology, i.e., 95% of veterinarians are Caucasian as of 2005 and a large majority of veterinary students are women.

### **Industry Perspective**

Agribusiness and the pet industry will grow. Animal activism will increase, but use of non-invasive imaging techniques may decrease use of primates and companion animals in research. The pharmaceutical industry may cater to subgroups with age-related, life-style, or orphan diseases. The number of large pharmaceutical companies will continue to decrease as mergers and consolidations continue. R&D will shift to small firms and biotech companies. Whereas a veterinary pathologist in a large company has specialized skills, the small biotech firms are looking for pathologists with investigative skills in addition to or instead of diagnostic skills (“gene to gross”). The term “One Medicine” will create a different level of expectation for the skills a veterinary pathologist possesses. ACVP has the opportunity to place veterinary pathologists at the center of the “one medicine” model, but veterinary pathologists will need to market their skills as comparative scientists in order to partner with their human medicine counterparts.

### **Government Legislation/Regulation**

ACVP needs to carve a niche within government agencies to influence policies that affect our profession. Government research funding may increase because of bioterrorism, food safety, and zoonoses. Governmental funding of veterinary schools and colleges will need to increase, because of the key role played by veterinarians in these issues. Currently the schools receive only a small proportion of research grant,

training grant and fellowship award dollars. The Veterinary Workforce Expansion Act of 2005 is an important piece of legislation that would begin to address the shortage of veterinary scientists in government and academia, and therefore is important to ACVP.

With an increasingly international focus on animal identification, movement of animals across borders, and management of disease outbreaks, the United States government may have to change laws governing animal and food safety because currently these laws do not foster collaboration and cooperation with other countries. Global efforts will need to be managed carefully so that we can coordinate resources here and overseas without competition jeopardizing potential alliances. Forming regional relationships will become more important to ACVP, as countries such as India and China develop facilities that will allow for lower cost alternatives to research in the United States. Legislation on animal welfare will be increasing.

The paradigm for drug development and approval is changing with an increased emphasis on better animal models and surrogate endpoints, which could provide opportunities for pathologists as experts in whole animal biology.

### **Media Relationships**

The media and public interest are closely connected, and ACVP members are involved in many of the areas of current interest. Emerging disease, zoonoses, changes to the ecosystem, stem cell research and contemporary therapies are areas in which ACVP members are involved in front-line discoveries. ACVP needs to market the vision that we are first line of defense against infectious diseases and drug safety.

Establishing relationships with the media is critical in terms of providing regular and timely information. Electronic methods have shortened the length of time needed to provide information, and reporters often depend on websites, pod casts, and blogs for their sources. To raise visibility, ACVP needs to embrace new communication technologies. Creating visibility doesn't occur haphazardly, it requires thoughtful investment of

resources on the part of the organization. ACVP has utilized the services of a public relations firm for the past three years and is beginning to see the results.

### **Technology**

Automated screening, morphological diagnosis software, magnetic resonance imaging, computer assisted tomography, nanotechnology and other technologies will change the way pathologists work. These technologies will require the expertise of pathologists to validate their use and offer an opportunity for pathologists to successfully integrate these technologies with their understanding of morphological changes and pathophysiology. Clinical pathologists could be leaders in the application of nanotechnology. Digital slides and archiving will eventually replace the microscope to a large extent, allowing pathologists the flexibility to examine histopathologic, cytologic, or blood specimens off-site. ACVP will need to partner with similar organizations to develop regulations related to image storage and accountability of diagnoses.

Veterinary pathologists could play a pivotal role in the development and validation of new animal models for human diseases. Although a number of models exist today for drug toxicology and efficacy studies, they are sometimes unreliable and contribute to faulty decision-making. Veterinary pathologists can integrate their knowledge of biological systems and whole animal biology with new technologies to increase the validity of or create new models.

### **Corporate Sponsorships and Professional Partnerships**

ACVP depends heavily on contributions from pharmaceutical companies, although individual giving has increased over the past three years. Even with mergers and consolidations, ACVP's corporate contributions have remained stable primarily because ACVP members actively encourage donations from their employers. Fewer large companies may mean diminishing support for ACVP, so smaller firms should be cultivated for charitable support. ACVP needs to have an array of funding opportunities to offer all donors. Pharmaceutical companies and diagnostic laboratories are well aware of the shortage of

veterinary pathologists and many foundations are interested in supporting education; therefore ACVP's development efforts for travel awards, externship scholarships and student functions at the annual meeting should continue to be attractive. Foundation funding is project-driven with seed funding most often provided. Donor giving to endowment funds is driven by relationships and personal contacts.

### **The Future of Specialty Credentialing and Certifying Processes**

While the examination continues to be the gold standard for certifying qualified veterinary pathologists, pathologists will need to learn new skills throughout their career, some of which are not exam related. The exam may be perceived by students and trainees as a barrier prior to becoming board certified, but board certification is perceived as a mark of excellence upon passing it.

Recruiting students will become more difficult if pathologists are not attracted and retained at universities. Collaborations between training programs and industry would enhance training programs. Credentialing requirements for the ACVP exam may need to be more flexible to meet changing training paradigms.

While little enthusiasm exists among ACVP members for a system of recertification, a requirement for continuing education may be more acceptable and would encourage members to take responsibility for maintaining their expertise.

### **Future/Potential Members**

Potential members of the College include veterinary students, veterinarians who are not practicing pathology and veterinarians practicing pathology without certification. Interested students should be encouraged to join pathology clubs or ACVP Student Chapters. Veterinary student externships should be promoted and financially supported. Undergraduates and veterinary students may not choose to become veterinary pathologists for several reasons, including the length of the training period, the potential to be a biomedical investigator without a veterinary degree or a residency, and because admission committees at

veterinary colleges may select applicants who wish to become practitioners. Professors of pathology must strive to be positive role models for veterinary students in order to increase student interest in pathology as a career path.

The examination process and time needed to prepare for the exam may be a barrier for veterinarians practicing pathology without certification.

### **Future of Associations – The Future of ACVP**

Several general trends in associations will affect ACVP. The first is a greater use of technology to educate members and keep them connected. Journals and continuing education will become more web-based. A second trend will require increased involvement in governmental issues to stay current with opportunities and possible challenges. A third will be a greater reliance on paid staff to complete major projects for the College. Personal contacts continue to be critical in identifying members willing to serve on committees and assume leadership roles. Some members need to be invited to participate in ACVP activities. As activities become more complex, non-ACVP members and staff with special skill sets will likely be needed.

While the annual meeting is the main connection members make with the organization, technology continues to advance, enabling committees to function online. Audio conference calls facilitate committees to communicate regularly and inexpensively. Members will continue to make use of online resources like the website and the online journal in the future.

ACVP will need to consider partnering with other organizations especially to lobby the legislature. The AVMA is a natural partner and ally, and ACVP may need to put forth more effort to interact with AVMA.

### **Membership**

ACVP has 1,325 active members. However, a shortage of veterinary pathologists still exists and approximately 50% of ACVP members are over age 40. The Recruitment Committee was established as a result of the previous Strategic Plan and has been successful in establishing a Career Center, an Externship Center and in supporting the

formation of 31 ACVP Student Chapters. However, the additional 3–7 years of training needed as a resident and/or PhD candidate remains a deterrent for interested veterinary students. ACVP struggles to increase its ethnic diversity to better reflect the diversity of the general public. ACVP members belong to an array of other scientific associations such as American Veterinary Medical Association, Society of Toxicologic Pathologists, American Association of Veterinary Lab Diagnosticians, American Society for Veterinary Clinical Pathology, Society of Toxicology, European Society for Veterinary Clinical Pathology, American College of Veterinary Internal Medicine, American Association of Zoological Veterinarians, Wildlife Disease Association, and other scientific organizations.

Like other organizations, ACVP needs more volunteers to reach the goals of the College. Personal contacts are still the best way to recruit committee members from the College.

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## **ACVP Strategic Plan: Assumptions for 2007-2012**

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Planning assumptions are what we presume will be true about ACVP and its environment in 2012 and 2025 which provides the basis for strategic planning. The planning group developed this list of assumptions after reviewing the information from the environmental scan. Should an assumption become irrelevant, the strategic plan will need to be revisited to ascertain whether the goals and objectives are still valid. The planning assumptions have been grouped around three major categories: veterinary pathologists, biomedical research, and society.

### **Veterinary Pathologists**

- The number of academic faculty in veterinary pathology will decline
- Veterinary pathologist retirements will exceed replacements
- Demand for veterinary pathologists will continue to exceed the supply
- Diversity will become increasingly important
- There will be increased competition for talent from other scientific fields
- Training in veterinary pathology will continue to be costly and prolonged
- Technology will continue to change and affect how we communicate, train, and function as pathologists
- There will be higher standards for drug and chemical registration – greater safety, greater efficacy
- Clinical pathology will have a larger role in translational medicine
- Toxicologic pathology primary screening will be off-shored and/or automated

- Paraprofessionals will be used to decrease the workload of ACVP pathologists
- There will be an increasing number of retired/semi-retired College members looking for part-time employment

### **Biomedical Research**

- Biomedical testing methods will change
- An increase in biomedical research will increase the number of job opportunities
- Federal funding resources will be more limited
- Research in aging and chronic diseases will increase
- Interdisciplinary collaboration will increase

### **Society**

- Personalized human medicine will increase
- Investment in pet medicine will increase
- Human-animal bond will become more important
- The number of animal rights extremists will increase
- Concern for environmental health will continue
- Big agriculture will replace small farms
- Liability issues will increase
- Homeland security issues will increase
- Global public health crises will continue to emerge
- India and China will have an increasing impact on the world economy/job market
- The world will be less Westernized

## ACVP Strategic Plan: Threats and Wildcards

The Strategic Planning group identified threats and wildcards (potential catastrophic events) and their implications to ACVP. The following list was rated by the group according to each threat's probability and severity.

Scale: 1 – 5, with 1 being low and 5 being high

Threat	Probability	Severity	Implication
Demand for recruits exceeds supply.	5	5	Inability to meet societal needs may result in increased use of paraprofessionals.
Inability to recruit an adequate number of volunteers jeopardizes the College's ability to carry out its activities.	5	5	ACVP experiences increased costs due to the use of paid staff to carry out College functions.
Academic training programs can no longer recruit and retain faculty.	5	5	Reduction in academic training programs will result in inability to meet supply needs for veterinary pathologists.
Reduced funding for research and training causes a decline in training programs.	4	4	ACVP could witness a decline in research jobs and in scientific knowledge among its members.
Jobs are outsourced as a result of demand exceeding supply of veterinary pathologists.	5	3	ACVP would lose members as a result of lost or shifted jobs.
Increased regulatory environment affects animal usage by researchers.	5	3	Regulatory issues decrease the opportunity to model human diseases using animals or it could hasten the use of off-shore research.
Liability and/or litigation impede the forward progress of the College.	3	5	ACVP could experience credibility issues and bear increased costs of insurance coverage.
Animal rights extremists become more antagonistic.	4	3	ACVP would encounter negative press and possible loss of interest in the field.
Reluctance to embrace new technologies slows ACVP's advancement as a College.	2	3	ACVP's ability to reach its members and prospective members is diminished and gives the impression that the College is moribund.
Alternative specialty organizations (U.S.) attract ACVP members and potential members.	1	1	ACVP's "gold standard" of excellence would decline.

### ACVP 2007-2012 Strategic Plan: Key Uncertainties

The Strategic Planning group then identified the key future uncertainties that may affect our future and serve as the basis for our strategic goals.

- Difficulty recruiting adequately qualified candidates into veterinary pathology
- The impact of technology and paraprofessionals on our profession
- The viability of training programs
- The impact of globalization/what will constitute community
- World economic health and shift in economic dominance
- The economics of pharmaceutical industry and health care
- Geopolitical stability
- Health of the planet
- The impact of pandemics or natural disasters
- The level at which animals will be used in research

### ACVP Mission and Vision

The mission and vision were adjusted to more clearly position ACVP members as comparative scientists whose knowledge, research and training intersects animal, human and environmental health.

#### ACVP Mission

The American College of Veterinary Pathologists fosters excellence in veterinary pathology to protect and improve animal, human, and environmental health to benefit society.

#### ACVP Vision

To be an innovative and integral contributor to global health solutions by understanding disease.

### ACVP 2007-2012 Strategic Plan: Goals and Objectives

#### Strategic Goals

The Planning Group identify the three most important strategic goals:

1. Develop veterinary pathologists for the future.
2. Identify innovative ways to meet future demands.
3. Develop partnerships.

#### Objectives for the Strategic Planning Goals

The Planning Group then defined possible objectives for each of the strategic goals over the next five years.

1. Develop veterinary pathologists for the future
  - a. Conduct role delineation study
    1. Survey members and employers for current and future roles
    2. Re-evaluate appropriateness of roles over time
  - b. Evaluate current training paradigms
    1. Investigate current and future training tools and methods
    2. Address issues around faculty recruitment/retention
    3. Recommend changes to current training methodologies to align with future roles
    4. Address economic and manpower feasibility of changes
    5. Evaluate effects of change over time
  - c. Evaluate the certification process
    1. Realign certification process with current/future pathologist roles
    2. Align life-long learning with future roles
    3. Evaluate re-alignments over time
2. Identify innovative ways to meet future demands
  - a. Develop a process to ascertain future needs
  - b. Identify unmet needs in academia, industry, and diagnostic labs
  - c. Identify options to meet unmet needs
  - d. Assess potential impact on ACVP
  - e. Plan strategy to meet unmet needs
  - f. Recommend action to the College
3. Develop partnerships
  - a. Determine the value of collaboration to ACVP
    1. Identify types of collaboration
    2. Prioritize potential collaborations

3. Investigate collaborative potential
  - b. Form collaborations through initiatives
  - c. Assess value of collaborations over time

### ACVP Strategic Plan: Prioritizing Objectives

The Planning Group then compared the objectives of each strategic goal to identify overlap and rated each objective as having a high, medium, or low priority in order to establish the top priority objectives. The Strategic Planning Group singled out the following objectives as being most crucial for ACVP forward progress over the next five years:

1. Conduct a role delineation study
2. Identify unmet needs for veterinary pathologists and options to meet those needs

### Strategic Planning Committee Meeting in May 2006 in Tucson, AZ

In May 2006, the 2007-2012 Strategic Planning Work Group leaders and ACVP Council reviewed the notes of the December Strategic Planning Working Group, refined the objectives of the Strategic Goals, and developed an implementation strategy.

The **Objectives** under each **Strategic Goal** were refined as:

1. Develop veterinary pathologists for the future
  - Establish the **Role Delineation Task Force**
    - Conduct role delineation studies for the current and future roles of veterinary pathologists
    - Assure a role of veterinary pathologists in integrated medicine
  - Establish the **Training Program Development Task Force**

- Define and develop ways to assure sustainability and excellence of training programs
- Provide recommendations to the Examination Committee to align the certification process with role delineation results
- Make recommendations to training programs based on role delineation results
- Review and make recommendations for credentialing requirements for candidates
- Charge the **Education Committee** with:
  - Developing life-long learning opportunities
  - Developing guidelines for continued competency
- 2. Identify innovative ways to meet future demands
  - Establish the **Complementary Resources Task Force**
    - Interact with the Role Delineation Committee to define future demands in industry, diagnostics, and academia
    - Identify options to meet the demands including paraprofessionals and technology
    - Engage in development of quality validation and certification standards for these options
    - Study the impact of outsourcing on the College
- 3. Develop strategic partnerships to achieve common goals
  - Establish the **Strategic Partnerships Task Force**
    - Investigate opportunities for:
      - Training
      - Continuing education
      - Influencing regulatory policy
      - Collaborative scientific interests
      - Enhancing public visibility
      - Enhancing participation in integrated medicine

- Enhance relationships with allied organizations, including American Veterinary Medical Association, Society of Toxicologic Pathologists, American Society for Veterinary Clinical Pathology, American College of Laboratory Animal Medicine, European College of Veterinary Pathologists, Association of American Veterinary Medical Colleges, American Association of Veterinary Lab Diagnosticians, C.L. Davis D.V.M. Foundation for the Advancement of Veterinary Pathology, American Medical Association, College of American Pathologists, and American Society of Investigative Pathology, to achieve common goals

### **Implementation Plan**

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Four task forces will be established: Role Delineation, Training Program Development, Complementary Resources, and Strategic Partnerships. In addition, the Education Committee will be charged with developing life-long learning opportunities and developing guidelines for continued competency. The President will recruit task force chairs who will then recruit members for their respective committees. The committees will meet at the ACVP Annual Meeting in December 2006 to finalize and prioritize the objectives and set goals for the first year. Each committee will then determine quantifiable outcomes for its work.