Dear Dean Clarke,

Thank you for submitting your Strategic Alignment and Budget Reduction Implementation document describing the proposed activities that the College of Veterinary Medicine will be undertaking to comply with previously implemented budget adjustments, and describing your realignment activities both within the college and within the Health Sciences Division. The Strategic Alignment and Budget Reduction Review Committee has completed its preliminary review of your document and has the following observations and one question for your consideration:

- The Committee recognizes that many aspects of the college’s organizational structure are mandated by the profession’s accrediting body, the Council on Education for the American Veterinary Medical Association. As such, the college is not expected to undergo any significant administrative or academic realignment. Budgetary implications for any changes would be minimal.

- The proposed organizational structure is in alignment with the institutional guidelines of no more than four layers (Provost ➔ Dean ➔ Department Head ➔ Faculty). Within this structure, the college is complying with the mandated minimum 6-to-1 reporting guidelines.

- The college will retain its two departments: Clinical Sciences and Biomedical Sciences. Each department exceeds the mandated minimum of 20 faculty members per department.

- The college has submitted a category 1 proposal to terminate its Ph.D. program in Comparative Veterinary Medicine. The program has not been meeting minimum graduation rates. Similarly, the M.S. program, which is not meeting the graduation standards, will be phased out and students currently enrolled in the program will be transitioned into a new graduate program developed at the Division level. This transition will occur as the division moves forward with its consolidation plans.

- The college has been proactively managing its budget situation in an appropriate and progressive manner. Specifically, the college has:
  - Held certain faculty positions open, temporarily (short term adjustment)
  - Reduced supplies and services budgets (this will only work as long as the patient census remains low)
  - Increased both in-state and out-of-state tuition by 6% (increases the long term base)
  - Increased student enrollments, with some emphasis on out of state students (increases the long term base)
  - Increased service fees in several units by 5%.

- In terms of its divisional alignment, the college will be developing a new MPH-DVM program. It was not clear from the write-up if the M.S. in comparative Veterinary Medicine would be rolled into this MPH-DVM program, or if an alternate M.S. program at the divisional level would be
developed.

- The Committee recognizes that the divisional alignment activities remain in their formative stages. Broad initiatives to develop MPH-DVM programs are in the works as are efforts to broaden and strengthen cross-college collaborative research activities.

- Finally, because few, if any significant organizational changes are anticipated, your report has not required extensive engagement of faculty within the college to develop the plan. Nonetheless, we strongly encourage you to keep your faculty informed about the institutional realignment activities and processes. If ideas arise as to how we, as an institution, might become better aligned and more broadly collaborative, please share those with the Committee.

- Budget projections for the next biennium indicate that additional cuts will probably be necessary, possibly in excess of 10%. To what extent will the proposed changes address further decreases in state-appropriated funding?

The Committee will be developing recommendations for the Provost’s consideration by the end of May. At this point, we believe that your proposal is well aligned with both in the institutional expectations and with the needs of the college. However, if there is additional information that you feel compelled to share with the Committee, or if circumstances arise that changes will need to be made to your alignment implementation plan, submit this material along with the answer to the question regarding budget projections no later than April 30, 2010.

Please let me know if you have any questions for the Committee. Also, please do not hesitate to contact me if you think the committee can play a facilitating role in development of plans, either within the College or involving other colleges, which may advance the strategic initiatives of the university. Thank you.

Sincerely,

Becky Warner
Committee Chair