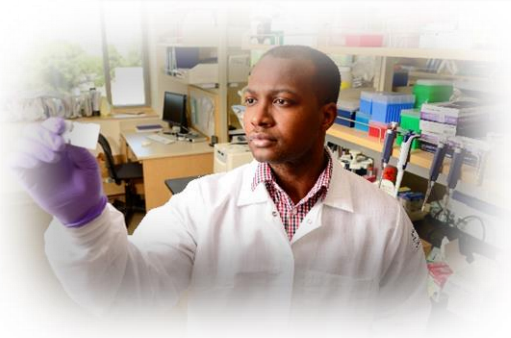
Veterinary Institute for Regenerative Cures

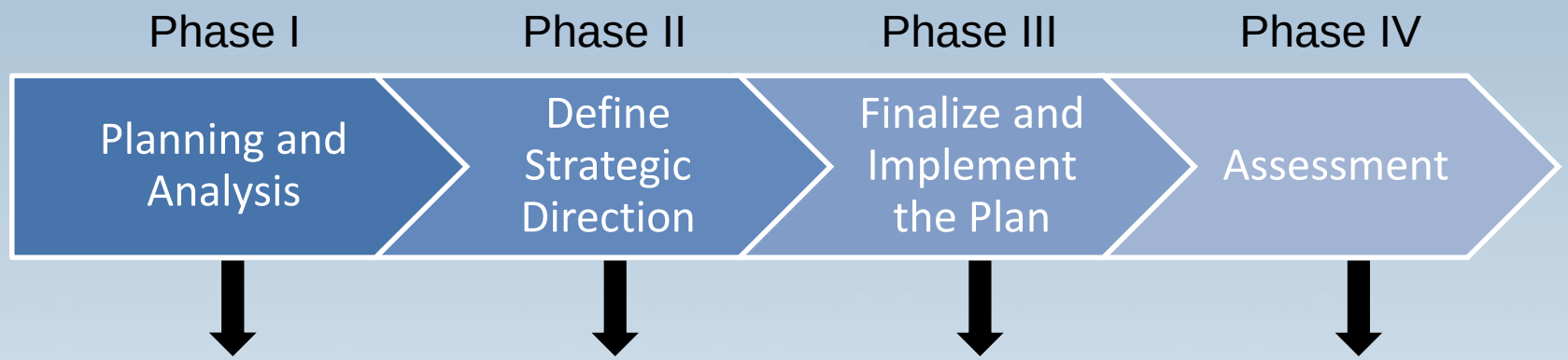


2015-2020
Strategic Plan

UCDAVIS VETERINARY MEDICINE

Leading Veterinary Medicine, Addressing Societal Needs

The Strategic Planning Process



- Identify key stakeholders for full day retreat
- Internal SWOT and gap analysis
- Draft vision, mission, goals, objectives and tactics with leadership team

- Hold full day retreat
- Define and develop vision, mission, goals, objectives and tactics
- Identify measureable early and late stage milestones

- Finalize the Strategic Plan
- Prioritize Strategies
- Develop implementation plan with deadlines and assignments

- Assess the defined milestones and implementation strategy

S.W.O.T Analysis

Strengths

- Talented faculty members with a diverse research portfolio in regenerative medicine
- Excellent core facilities and infrastructure at the SVM
- Funding for the next five years to develop VIRC program

Weaknesses

- No Strategic Plan in place
- No financial plan in place

S.W.O.T Analysis

Opportunities

- Lead the field in Veterinary Regenerative Medicine
- Define GLP and GMP processes associated with regenerative medicine products for veterinary medicine
- Implement new education programs in regenerative medicine
- Foster collaborative research across UC Davis campus
- Establish relationships with industry

Threats

- Competition from other veterinary regenerative medicine programs
- Potential to not secure extramural funding
- Competition from SVM departments and programs for ICR or other funding

Vision

Improving lives through regenerative medicine

Mission

Pioneering regenerative medicine cures for animals and people

Goal

To develop and integrate regenerative medicine discoveries into clinical practice

Gap Analysis

Status Quo

Strategies and Tactics

Vision

From **concept** to **reality** and beyond

1. Define and Implement Strategic Plan
2. Develop a sustainable financial plan
3. Develop educational opportunities in regenerative medicine
4. Establish partnerships with academia, government and industry

VIRC Objectives

1. **Foster collaborative high-impact research**
2. **Educate future leaders in veterinary regenerative medicine**
3. **Develop effective institute-wide infrastructure and resources**
4. **Build a sustainable financial base for the institute**
5. **Share regenerative medicine discoveries with the world**

Strategies to Achieve the Objectives	
Objective 1: Foster collaborative high-impact research	a) Develop strategies to effectively compete for intramural and extramural research funding b) Engage government, industry and other academic institutions to form collaborative partnerships
Objective 2: Educate future leaders in veterinary regenerative medicine	a) Design curriculum and training programs to promote veterinary regenerative medicine b) Attract, mentor and support the best and brightest faculty, students and trainees
Objective 3: Develop effective infrastructure and resources	a) Optimize the Institutes organizational structure b) Optimize use of resources
Objective 4: Build a sustainable financial base for the institute	a) Optimize the financial position of the Institute
Objective 5: Share regenerative medicine discoveries with the world	a) Create outreach, educational and stewardship strategies, materials and opportunities

Strategies and Tactics Supporting each Objective

Objective 1: Foster collaborative high-impact research	a) Develop strategies to effectively compete for intramural and extramural research funding b) Engage government, industry and other academic institutions to form collaborative partnerships

Objective 1: Foster collaborative high-impact research

Strategy 1a

Develop strategies to effectively compete for intramural and extramural research funding

Tactics

i. Initiate a monthly grants meeting to help build collaborative working groups to more effectively compete for external funding.
ii. Submit multiple funding applications per year to internal and external sources under the VIRC umbrella:
    1. Center, PPG and individual grants
    2. Training Grants (T-32)
    3. Donor and Industry outreach
iii. Identify untapped research areas in which the VIRC can make significant contributions.
iv. Establish VIRC membership structure
v. Establish collaborative relationships to promote use of naturally occurring disease models and expand recruiting network for Clinical Trials (VCCT).
vi. Engage UC Davis partners from, the College of Biological Sciences (Animal Sciences), the College of Engineering (Biomedical Engineering), the Graduate School of Management, the Office of Research (Intellectual Property Management) and the School of Medicine (Institute of Regenerative Cures), as well as entities such as CIS, VMTH, SVM, CCM, CEH, CCAH and qb3.
vii. Publish high impact articles on basic, translational and clinical research endeavors (1b)

Objective 1: Foster collaborative high-impact research

Strategy 1b

Engage government, industry and other academic institutions to form collaborative partnerships

Tactics

i. Engage industry to establish contracts or tech transfer agreements
ii. Work with the California Institute of Regenerative Medicine (CIRM) and other such institutes in California to highlight our programmatic strengths and successes in translational research and the acceleration of natural disease models for regenerative medicine.
iii. Work with the FDA to establish a test bed for the development of minimum standards for qualifying materials for entry into veterinary trials. Explore the possibility of leveraging such trials as IND enabling studies for human clinical trials

Strategies and Tactics Supporting each Objective

Objective 2: Educate future leaders in veterinary regenerative medicine	a) Design curriculum and training programs to promote veterinary regenerative medicine b) Attract, mentor and support the best and brightest faculty, students and trainees

Objective 2: Educate future leaders in Veterinary Regenerative Medicine

Strategy 2a

Design curriculum and training programs to promote veterinary regenerative medicine

Tactics

i. Develop and organize undergraduate and graduate level curriculum in regenerative medicine.
ii. Revitalize the VIRC Seminar Series: Seek funding to include distinguished speakers in veterinary science and regenerative medicine. Partner with other schools at UC Davis to expand audience.
iii. Organize and plan an annual VIRC open house for community/donors and practicing veterinarians.
iv. Offer continuing education opportunities for referring veterinarians.
v. Explore and identify appropriate institutes for submission of a T-32 training grant and the NSF-sponsored REU program.

Objective 2: Educate world leaders in Veterinary Regenerative Medicine

Strategy 2b

Attract, mentor and support the best and brightest faculty, students and trainees

Tactics

i. Develop outreach programs to increase diversity in veterinary and regenerative medicine.
ii. Develop and organize undergraduate and graduate level curriculum in regenerative medicine (2a).
iii. Develop a range of scholarships, grants and other forms of financial aid to assist students and trainees.
iv. Develop a range of educational opportunities for veterinary students including: clubs, a UC Extension Certificate program and seminars
v. Partner with SVM centers and programs to publish high impact articles on basic, translational and clinical research endeavors (1a).
vi. Launch and market website to key players and organizations.
vii. Partner with the SVM and SOM development offices to develop a marketing plan to develop a solid message and brand for students, trainees, partners, donors and stakeholders.
viii. Develop opportunities for faculty engagement.

Strategies and Tactics Supporting each Objective

Objective 3:	a) Optimize the Institutes organizational structure
Develop effective infrastructure and resources	b) Optimize use of resources

Objective 3: Develop effective infrastructure and resources

Strategy 3a Optimize the Institutes organizational structure

Tactics

i. Hold annual retreat to develop and refine organizational structure of the VIRC
ii. Define and implement administrative structure
iii. Define and implement operational structure and obtain department code
iv. Develop an Executive Committee and leadership team

Objective 3: Develop effective infrastructure and resources

Strategy 3b Optimize use of resources

Tactics

i. Identify existing institute-wide equipment available for collaborative research with units such as VMTH and CIS
ii. Develop a longer-term plan for equipment acquisition
iii. Work toward creating a GMP facility
iv. Develop a plan for additional space and partnerships with other facilities

Strategies and Tactics Supporting each Objective

Objective 4:	a) Optimize the financial position of the institute
Build a sustainable financial base for the institute	

Objective 4: Build a sustainable financial base for the institute

Strategy 4a — Optimize the Institutes financial position

Tactics

i. Work with SVM and UC Davis to identify and protect intellectual property
ii. Secure funding from intramural and extramural sources
iii. Work with SVM to establish a business plan for the institute that includes multiple programs of support such as:
    1. RML Profit Sharing
    2. Fee-for-Service Core Facilities
    3. Indirect cost return and extramural funding
    4. HIP proposal
    5. Private donors
    6. Facility, Center and Training grants
    7. Licensing (IP) and contracts with academic or industry partners
iv. Explore establishment of an Industry Liaison Program
v. Partner with the SVM and SOM development offices to develop a marketing plan to develop a solid message and brand for students, trainees, partners, donors and stakeholders (2b).

Strategies and Tactics Supporting each Objective

Objective 5:	
Share regenerative medicine discoveries with the world	a) Create outreach, educational and stewardship strategies, materials and opportunities

Objective 5: Share regenerative medicine discoveries with the world

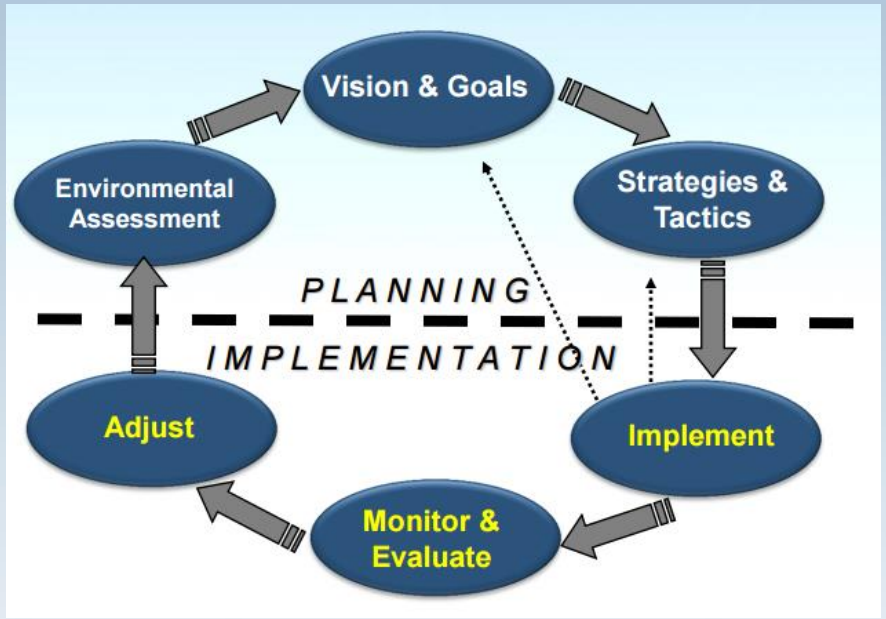
Strategy 5a

Create outreach, educational and stewardship strategies, materials and opportunities

Tactics

i. Develop materials to inform the community on previous and current research endeavors at UC Davis
ii. Launch and market website as a key resource in delivering up-to-date regenerative medicine information.
iii. Organize and plan an annual VIRC open house for community/donors and practicing veterinarians (2a).
iv. Promote the use of naturally occurring disease models for regenerative medicine veterinary and human clinical trials
v. Host a symposium to introduce the VIRC to the DVM community, stakeholders and industry partners.
vi. Partner with the SVM and SOM development offices to develop a marketing plan to develop a solid message and brand for students, trainees, partners, donors and stakeholders (2b).

Implementation Plan and Assessment



Borrowed from: UCD SVM Strategic Plan

1. Prioritize strategies
2. Assign and clarify implementation tasks
3. Link tasks to other short and long term plans
4. Monitor progress
5. Communicate Results

Implementation Plan and Assessment

#	STRATEGIES	Implementation Priortity
1a	Develop strategies to effectively compete for intramural and extramural research funding	**Immediate**
1b	Engage government, industry and other academic institutions to form collaborative partnerships	**Immediate/Mid-term**
2a	Design curriculum and training programs to promote veterinary regenerative medicine	**Long-term**
2b	Attract, mentor and support the best and brightest faculty, students and trainees	**Mid-term**
3a	Optimize the Institutes organizational structure	**Immediate**
3b	Optimize use of resources	**Mid-term**
4a	Optimize the financial position of the Institute	**Immediate**
5a	Create outreach, educational and stewardship strategies, materials and opportunities	**Immediate**

Implementation Plan and Assessment

Objectives	Examples of Assessment Metrics
1. Foster collaborative high-impact research	➢ Number of new members, ➢ Number of grant applications submitted ➢ Number of grants submitted with more than two co-investigators ➢ Number of partnering units
2. Educate future leaders in veterinary regenerate medicine	➢ Number of classes organized and developed ➢ Submission of T-32 grant application ➢ Number of registered participants in VIRC educational programs/classes
3. Develop effective infrastructure and resources	➢ Development of a market analysis, financial plan/budget and schematics for multiple CROs under the VIRC umbrella ➢ Identification and placement of committee chairs within the VIRC administrative structure ➢ Number of new members ➢ Extent of revenue from resources and services
4. Build a sustainable financial base for the institute	➢ Development of a business plan and budget ➢ Extent of revenue from resources and services ➢ Implementation of a sustainable financial model
5. Share regenerative medicine discoveries with the world	➢ Development of distribution materials to multiple audiences ➢ Planning and launch of 2015 VIRC rollout event ➢ Launch website

Short and Long Term Milestones

First Year Milestones

- Launch and maintain Website (5a)
- Work with Dean and Development on “rollout” event to donors, key stakeholders, leadership, RDVMs, clients etc (5a)
  - Work to acquire the appropriate marketing and branding materials
- Establish VIRC committees and leadership team (3a)
  - Define roles and responsibilities for VIRC committees and leaders
- Establish membership structure and identify/acquire incentives (1a)
- Meet with key local, industrial, academic and government stake holders (1b)
- Development of business plan and Institute budget (4a)
- Submit HIP Proposal (1a)

Short and Long Term Milestones

First Year Milestones (continued)

- Re-format and launch VIRC Seminar Series (2a)
- Establish a VIRC Grants Meeting to help facilitate collaborative research (1a)
- Submit multiple intramural and extramural grant applications through the VIRC (1a)
    - Grant “concierge” services

Short and Long Term Milestones

Second Year Milestones

- Perform market analysis to assess need and costs of potential VIRC CRO services (3b)
  - GMP manufacturing facility
  - Experimental surgery
  - GLP lab services
- Plan and develop educational opportunities in regenerative medicine (2a and 2b)
  - Undergraduate/Graduate course
  - UCD Extension program
  - Continuing education
- Initiate a pilot industry liaison program with known partners and test rollout of a formal ILP (1b)

Short and Long Term Milestones

3-5 Year Milestones

- Launch VIRC educational opportunities (2a and 2b)
- Prepare and submit a T-32 training grant application in regenerative medicine (2a)
- Establish fee-for-service CROs (3b)
  - GMP manufacturing
  - Experimental surgery for model development
  - GLP lab services
- Launch Industry Liaison Program (1b)
- Explore submission of NIH or NSF-sponsored center grants (1a)
- Financial sustainability (4a)
- Publish annual newsletter for donors and general public (5a)

Short and Long Term Milestones