



# **Australian and New Zealand College of Veterinary Scientists Strategic Plan 2016-2020**

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Last updated 28 April 2017

### Organisational Role:

To advance the study of veterinary science and to bring together members of the veterinary profession for their common benefit. To conduct examinations of professional proficiency for the purpose of determining qualifications for membership and fellowship of the College.

**Organisation values:** Professionalism, Excellence, Ethical, Transparency, Evidence-based, Fairness, Collegiality

### Strategic Priority #1 - Improving certification quality and outcomes

Maintain and continuously improve the sustainability, desirability, reputation and integrity of the examination and qualification.

Results	Proposed Actions	Projects	Responsibility	KPIs
<b>1. Examination quality assurance</b>				
Support the Board of Examiners (BoE) to plan, develop, implement and validate advanced veterinary professional certification of an international standard.	Facilitate and direct utilisation of the Examination Development Fund to resource the review and continuous improvement work of the Board of Examiners.  Collaborate annually with BoE to develop strategic projects.	<ol style="list-style-type: none"> <li>Review the consistency and validity of membership examinations.</li> <li>Develop an Electronic Examination Results System</li> <li>Review the perceptions of the membership</li> </ol>	Council/CE/BoE/Project Officer	<p>2017 (March) - Advertise and employ a part time Project Officer.</p> <p>Ongoing - Reports provided to each Council meeting by CE/Project Officer.</p> <p>Ongoing - Maintain exam development fund at \$100,000</p> <p>2017/2018 - Current projects 1-4 completed</p>

	Utilise findings to enhance certification value  Employ a part time Project Officer to support their delivery	examination and its value. 4. Develop materials to help examiners and candidates to prepare for and sit oral examinations		
<b>2. Examiner training</b>				
Facilitate and assist the Board of Examiners to deliver examiner training to build Chapter based examination capability and sustainability	Annual examiner workshops  Support individual Chapter initiatives for examiner training	N/A	BoE /CE  Council	Ongoing - Organise and deliver an annual examiner training workshop Ongoing - Measure number of individual and subjects involved in workshop Ongoing - Appointment of examiners by deadline. Ongoing - Submission of a quality examination on time and to specification.
<b>3. Examination Communication and Post examination analysis</b>				
Review and continuously improve the framework and system for post examination analysis and structured feedback to Chapters.  Support the BoE and Examinations Officer to	Continue Examiner and candidate exit surveys  Use Electronic Examination Results System to conduct examination analysis	N/A	CE/BoE/ Examinations Officer	Ongoing - All examiners and candidates are asked to complete exit surveys  2017 and ongoing - Electronic Examination Results System in place for 2017 examinations

define, coordinate and administer post examination analysis and communication to Chapters				
<b>4. Reaccreditation program</b>				
Evaluate the implementation of a reaccreditation program for members.	Support the development of a reaccreditation program for Fellows	Currently being developed by TCC	BoE	2018 (December) – Reaccreditation program completed

## Strategic Priority #2 – Enhancing member value and engagement

Enhance and promote the value and engagement of membership and fellowship to advance veterinary science

Result	Proposed action	Project	Responsibility	KPI
<b>1. Science Week</b>				
Maintain Science Week as Australia/New Zealand's highest standard scientific veterinary conference.	<p>Council will support Chapters to run high level cutting edge programmes through office support and activities of SW Coordinator</p> <ul style="list-style-type: none"> <li>• Planning teleconference in December year prior to SW (each Chapter nominated person)</li> <li>• Introduce shared session inducement for smaller Chapters to collaborate with larger Chapters</li> <li>• Develop role descriptions for specific purpose roles such as Science Week Co-ordinator so as to effectively achieve outcomes.</li> <li>• Investigate outsourcing to professional event organising team or</li> </ul>	N/A	<p>Council: Chapter Liaison Officer Office staff Science Week Coordinator</p>	<p>Ongoing - Attendee numbers and demographics are reported to Council following SW.</p> <p>Ongoing – continued maximal attendance</p> <p>Ongoing - : Analysis of survey of attendees @ Council meeting following SW</p> <p>Ongoing - Completion of &gt;75% SW program by February each year</p> <p>Ongoing - Chapters continue to apply for support funding</p> <p>Ongoing - Attendance at plenary sessions to be monitored and reported back to Council at next meeting following SW?</p>

	<p>consider using profits to pay for CE/promotion officer p/time staff member</p> <ul style="list-style-type: none"> <li>• Communications to Chapters regarding access to Chapter Fund for funding for speakers</li> </ul> <p>Council to provide relevant high level plenary speakers/presentations.</p> <p>Survey Monkey for SW and results/delegate information fed back to Council.</p>			
<b>2. Chapter support and engagement</b>				
<p>Improve support and communication between Council and Chapters to promote and support sustainability, engagement and leadership.</p>	<p>a. Establish Chapter Liaison Councillor</p> <p>b. Develop Chapter Liaison Report Template</p> <p>c. All Chapters to have a Council Liaison</p> <p>d. Establish Chapter Support Fund</p>	N/A	<p>Chapter Liaison Councillor, EO and College Manager (all)</p> <p>Communication direct responsibility of assigned Councillors</p>	<p>a. Completed</p> <p>b. July 2017 meeting</p> <p>c. Completed</p> <p>d. Completed</p> <p>e. July 2017</p> <p>f. End 2017</p>

	<p>e. Default email for chapter executive positions (updated via database) and Council liaison</p> <p>f. Develop a package of materials for each Chapter executive for improving financial management, planning and governance</p>			
<p>Promote the diversity of our Chapters to the greater profession and general public for advancing veterinary science, collegiality and professional development.</p>	<ul style="list-style-type: none"> <li>- Develop a profile and plan for promotion to veterinary schools (plant the seed), veterinary associations (AVA etc.) and the public</li> <li>- Develop plaques/stickers of recognition for practices</li> <li>- Improve web-site integration and have member profiles every month (why I'm a member/fellow) and</li> </ul>	<p>- N/A</p>	<p>EO with assistance from Council, Office Manager</p> <p>Zoe L to handle Twitter @ CSW 2017</p>	<p>2017 (October) - Plan developed in conjunction with SW plan (outsource or new position as above) for approval by Council</p> <p>2017 (June) - Photos and hashtag @ 2017 Science Week; Twitter account to be set up</p> <p>2017 and ongoing –</p> <ul style="list-style-type: none"> <li>• Plaques, stickers developed</li> <li>• Website integration completed</li> <li>• Member profiles monthly</li> </ul>

	<p>social media interaction</p> <ul style="list-style-type: none"> <li>- Website to have find a member/fellow by the public</li> <li>- Photographer at Science Week for promotion (#I love Science Week)</li> </ul>			<ul style="list-style-type: none"> <li>• Find a member/fellow in place</li> <li>• Photographer at SW</li> </ul> <p>Ongoing - Metrics of website usage by public and members to be monitored and reported to Council</p>
<b>3.Member communication and engagement</b>				
<p>Improve and streamline communication from College to Chapter members</p>	<p>As per #1 and #2 will need to compare creating new position in office (promotions/CE) versus outsourcing promotions/marketing. In interim, to investigate new template for newsletter Email embedded newsletter 4 times per year with less content</p> <p>Important news items to be sent as individual press release via email, including have you registered for Science Week; places are running out?</p>	N/A	College Manager	<p>Ongoing – newsletters issued on time 4 times/year</p> <p>Ongoing – individual releases sent as required</p> <p>2017 (December) – Chapter template developed</p>



	Develop template for Chapters to provide news to members (max words, format etc.).			
Improve and reward volunteer culture	<p>Focus (profile) piece once every 2 months on one of our volunteers</p> <p>Reduce SW registration costs for Chapter executives &amp; promote this on registration</p> <p>Incorporate individual's volunteer roles on the SW name badges (ribbons) and lanyards</p> <p>Encourage nominations for College prizes and awards to recognise merit, excellence and scientific eminence of Members and Fellows, through promotion in chapters and external bodies</p>	N/A	Zoe & Caroline (Council) Office staff	<p>Increased number of applicants for vacant positions within Chapters</p> <p>Increasing and sustained number of applicants for prizes</p>
Increase support for membership (member value)	Investigate additional membership benefits including access to university libraries, and arrangement of employer support for	N/A	EO	2018

	time and costs to undertake the ANZCVS examination.			
Increased international value	<p>Strengthen international relations with advanced practitioner bodies in the United Kingdom and Europe.</p> <p>Evaluate possibility of membership in general practice</p> <p>Evaluate possibility of large chapter membership examinations in UK</p>	N/A	??	<p>Ongoing? 2018?</p> <p>2018</p> <p>2018</p>

### Strategic Priority # 3 Sustaining College governance and efficacy

Ensure that the ANZCVS operates in a socially and financially sustainable way to certify and support members to advance veterinary science

Result	Proposed action	Project	Responsibility	KPI
<b>1. Council leadership and operations</b>				
Strong governance in financial reporting	Develop Charter and induct Finance & Risk Committee	Review Council model with a view to strengthening financial governance.	FRC & Council	2017 – Charter agreed and FRC established 2018 review completed
Review current and future skillsets (e.g. finance) required on Council and consider co-opting and nominating candidates for election to maintain diversity of skills and representation of smaller Chapters.	Charter a nominations committee	Evaluate feasibility of a Nominations Committee	Council	2018
Council and BOE perform at high level	Develop performance plans with annual appraisals for Council and BoE and for individual Councillors and BoE members		Council	2018
<b>2. Financial management</b>				
Strategic priorities and projects are adequately resourced	Resources allocated to strategic priorities and projects recommended by FRC to Council.		Treasurer FRC College Manager	Ongoing - Submit quarterly financial performance reports.

				Ongoing - Develop ANZCVS annual budget plan between January and April.
Benchmarked Financial Performance	Benchmarks are developed to monitor and evaluate financial performance	Commission a business analysis project to provide ANZCVS with Not for Profit (NFP) benchmarks and advice re financial policy and management.*	FRC/Council	2018 (December) - benchmarking project completed
Fit for purpose financial systems for College and Chapters	Review financial management and reporting framework for College and chapters.		FRC/Council	2018 - interim 2019 - change management plan developed
External Auditor appropriate for College characteristics	Review the provision of external auditing services with a view to appointing an auditor with knowledge of NFP and small enterprises so as to achieve consistency of auditing procedures and reporting.		FRC/Council	2018 - new (?) auditor appointed
<b>3.College staff management</b>				
Fit for purpose structure of the College Office	Review Office staff structure including developing position descriptions for key roles		Council & EO	2017

	<p>Manage the transition of office staff and knowledge transfer including retirements, replacements, project staff and external contractors.</p> <p>Review College Organisational Chart</p> <p>Develop communication plan</p>			
College Office Performance Reporting.	Support the professional development of office staff as agreed at annual performance planning and development meeting.		Council & EO	Ongoing – performance plans in place and reviewed annually
<b>4. Brand and profile building (NOTE: this section is considered Contingent on Marketing Capability not currently provisioned)</b>				
Marketing of College key points of difference	Actions to be completed if a Marketing Officer is appointed	Evaluate feasibility of Marketing Officer	Possible Marketing Officer	2018
National and International Branding	Actions to be completed if a Marketing Officer is appointed	Evaluate feasibility of Marketing Officer.		2018
Membership Examinations in Asia	Actions to be completed if a Marketing Officer is appointed	Evaluate feasibility of Marketing Officer		2018
Environmental Scanning for competitors	To be kept on the agenda for discussion at each council meeting	Use Council networks to stay abreast of and report	Councillors	Ongoing

		on developments in the field and potential competitors.		
<b>Effective and monitored Internet presence</b>  <b>Operational</b>	Maintain and continuously improve ANZCVS website to profile the College, communicate with members and capture and store data for planning purpose	Website refresh is carried out	College Office	Ongoing Website is fit for purpose