



Strategic Plan 2019 – 2024



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I. Introduction

The strategic plan of 2014-19 called for a new Strategic Planning Committee (SPC) to be convened in five years to reevaluate IVSA and make a new plan for the next five years of the organisation. Executive Committee (ExCo) chose the 2018-19 SPC during the 2017-18 term after a call for committee members was published to IVSA members. The committee was chosen based on a motivation letter and diversity of experience within and knowledge of IVSA. The General Assembly approved the committee selection at the 67th IVSA Congress in Krakow, Poland in July 2018. The committee represents most regions of IVSA worldwide, and each member has varied experience with the organisation locally and internationally.

Members:

- **Lara Scherer (Vienna, Austria)** – Chair of the IVSA Strategic Planning Committee (2018-19), Trust (2018-19), IVSA Committee Coordinator (2016-18), Exchange Officer of IVSA Austria (2016-17) and Organizing Committee of the 65th IVSA Congress in Vienna, Austria (2015-16)
- **Anna Ciećkiewicz (Krakow, Poland)** – IVSA Secretariat (2018-19), Organizing Committee of the 67th IVSA Congress in Krakow, Poland (2017-18)
- **Aqil Jeenah, BVSc (Pretoria, South Africa)** – IVSA Trust (2018-19), Organizing Committee of the 66th IVSA Symposium in South Africa (2017-18), IVSA Committee Coordinator (2015-16) and Chair of the IVSA Standing Committee on One Health (2014-15)
- **Branden Nettles, DVM (Texas, USA)** – IVSA Interim President (June-August 2018), IVSA External Relations Officer (2017-18), and Organizing Committee of the Special General Assembly in Raleigh, North Carolina, USA (2016-17)
- **Megan Rawlins, BVetMed MRCVS (London, UK)** – Chair of the IVSA Standing Committee on Animal Welfare (2018-19) and Member of IVSA Standing Committee on Animal Welfare (2016-18)
- **Ranjita Bastola, BVSc, AH (Rampur, Nepal)** – Treasurer of IVSA Nepal (2017-18), Exchange Officer of IVSA Rampur, Nepal (2017-18), Hill's Next Generation Student (2018)

This plan was written with input from the sitting ExCo, Trust, and Committee Chairs during the 2018-19 term, as well as from previous officials and Honorary Life Members. This valuable input helped make the plan relevant and achievable. It outlines, in detail, specific and shared goals for IVSA and a strategy to achieve these goals over the next five years. The mission of the SPC is to write a plan that will guide IVSA Officials over the coming years to continue the significant work IVSA has achieved thus far and helps the organisation to grow and represent veterinary students worldwide while also keeping a focus on the benefits members gain.

Unlike the previous Strategic Plan, which was divided into a five- and ten-year plan, this plan identifies long term goals with an appropriate strategy written in one, three, and five year increments. This is to be used as a guide; IVSA is a dynamic organisation and this plan is written with the understanding that flexibility is important. The officials of the coming years will read this plan and use it to guide their term, deciding when and how to implement various ideas.

This Strategic Planning Committee recommends that a new Strategic Planning Committee be formed at the 72nd IVSA Congress in 2023 to create a Strategic Plan for the years 2024-2029.

–Strategic Planning Committee 2018-19



2. Documentation

1. **IVSA documentation online** – Documents such as the constitution, bylaws, manuals, etc. should be available and easily accessible online by all IVSA members. The Secretary General should keep the IVSA Wiki up-to-date.
 - a. **Records database** – Future IVSA officials, members, and partners would have access to detailed records of historical activities and actions of IVSA organised in a digital system.
2. **Membership database** – A database will expedite the screening process for events, scholarships, exchanges, committee selections, etc. It will ensure that those who are part of a paying MO will be the ones to benefit from IVSA's opportunities. This will also be a source of information about IVSA's growth and how the organisation engages members. This information could be analysed and summaries and statistics can be provided to partners.

3. External representation and partners

1. **Continuity of communication** – Communication roles should be defined at the beginning of each term with a handover of communication.
2. **Potential partners** – IVSA should pursue for both leadership support and financial support.
3. **Transparency** – Measurable statistics should be identified within IVSA and organised in a format to present to partners as well as the membership.
4. **Professional organisations** – Existing relationships with professional organisations should be maintained and expanded when possible. New relationships should be explored as time and resources allow.

4. Finances

1. **Reserve fund** – The reserve fund should be separate account, maintained through regular savings and investments. This account should be able to sustain IVSA at a minimum capacity for at least two years.
2. **Transfer fees** – Having diverse monetary options, such as accounts in the Eurozone and USA, give options to minimise large transfer fees.
3. **Membership fees** – A membership portal system should be explored to facilitate the payment of fees.
4. **Accounting** – IVSA should invest in quality bookkeeping software and pursue training for the treasurer to utilise this software.

5. Congress and Symposium

1. **Variety of experience** – Events should ensure equal representation of the various careers available to a veterinarian.
2. **Funding options** – Provide general information to potential delegates about funding options.
 - a. **IVSA Event Finances** – Regular analysis of the organisation's finances should highlight possibilities to help support under-represented regions in attending IVSA events.



3. **Selection** – Regular review of selection criteria for IVSA events will ensure equal and diverse representation of members from around the world and allow for diversity in the GA and elected officials.
4. **External event planner** – As IVSA events grow, it may be beneficial to find an external, professional partner to assist in the event planning process.
5. **Educational content** – The itinerary of events should include quality educational material for members; it is important to utilise content produced by the standing committees. This material can be made available to delegates after the event.

6. Development Fund

1. **DF opportunities** – Regular review of the DF's finances will improve the availability of scholarships, reduced fee spots, and other opportunities for members.
2. **IVSA merchandise** – An online marketplace can allow for constant sale of IVSA merchandise and continued support for the DF outside of regular events.
3. **DF projects** – New DF projects should be adequately advertised to members. MOs can be encouraged to get involved, spreading awareness at their schools of the various projects, and engaging in their own fundraisers to support DF projects.

7. Member Organisations

1. **Local events** – Local MOs should be encouraged to hold local events. This can help engage new members and provide a continued presence of IVSA within their local school community.
2. **Exchanges** – Group exchanges are an important part of IVSA and should continue to be encouraged and supported when possible. Individual exchanges offer the unique opportunity to gain veterinary experience in an international setting. The individual exchange program should be evaluated and structured to facilitate members to learn about existing opportunities and make contact with the organising MO's officials.
3. **Internships/Externships** – Opportunities through current MOs/schools should be catalogued into a database for members to research and pursue if interested. IVSA should continually update this list and explore more opportunities to offer members.

8. Public Relations and Communication

Communication

1. **Email list** – Using a member roster, an email list of current IVSA members should be maintained and used to communicate activities and announcements of IVSA.
2. **General newsletters** – IVSA's current publications should be condensed into a uniform newsletter sent to members. This should include specific updates from ExCo, the committees, regions, etc.
3. **Communication responsible** – A position should be designated at all levels of IVSA who is responsible for maintaining contact with the PRC/PRC secretaries. This may be an existing position, such as EO, or a separate one depending on the size and activity of a MO.
4. **Translation** – Major announcements of IVSA should be translated into the major languages of the organisation/world. As time/personnel allow this can be expanded to include more language groups of IVSA.



5. **Portal system** – A portal system should be researched and utilized to increase engagement of members.

Technology

1. **Virtual Meeting software** – Various platforms should be investigated to give IVSA the ability to host traditional online meetings and larger-scale meetings such as webinars.
2. **Website maintenance** – As one of the principal ways the organisation presents itself to new members and external partners, the website should be constantly maintained by a designated member of the PRC team. The system should be reviewed and outsourcing may be considered.

9. Standing Committees

1. **Outreach** – Utilise Ambassador Networks and Social Media accounts
2. **Partnerships** – Committee Coordinator (CC) should work alongside the External Representation Officer (ERO) to form collaborative agreements for the committees.
3. **Policy** – Collaborate with influential international organisations in veterinary policy making to provide opportunities to members in this field.
4. **Member benefits** – Continue to organise events, such as WikiVet LIVE, the animal welfare conference, etc. Explore new opportunities to provide member benefits, example: creating internship opportunities and soft skill training sessions through the trainers network (TN).
5. **Representation at IVSA Congress/Symposium** – A Committee Day should be explored, potentially in a pre-congress setting. This would be organized by the CC and committed with workshops from all Standing Committees and training opportunities.

Standing Committee on Veterinary Education (SCoVE)

1. **Research externships** – Explore creating a partnership with external organisations, such as ERASMUS, for research opportunities.

Standing Committee on One Health (SCOH)

1. **SCOH events** – Look into holding an international SCOH conference and at holding regional events. Options for IVSA's involvement with the WHSS event in 2021 should be investigated.
2. **OIE Ambassador network** – Continue development and growth of the number of registered and active ambassadors.

Standing Committee on Animal Welfare (SCAW)

1. **IVSA Animal Welfare Conference** – SCAW should be more involved with the planning. Goals to increase attendees and sponsorship should be pursued. The conference should be held in different regions and potentially annually instead of bi-annually.
2. **Animal Welfare Education** – Use data on animal welfare from the “Veterinary Education Survey,” and other sources to find focus areas. Work with collaborative organisations and MOs to improve these areas. A second survey should be published in the future. The collaboration with Vet Books for Africa should be continued and expanded.
3. **Climate change** – Create Sustainable Event Guidelines and partner with relevant organisations.



Standing Committee on Wellness (SCOW)

1. **Student Surveys** – Act on the findings of the Wellness Survey and use them to direct the work of SCOW. A future survey should be planned.
2. **Wellness toolkit** – Continue to add to the toolkit and present it at IVSA events through the SCOW-ExCo workshop.

10. Structure of IVSA

1. **Elections** – Modernise IVSA Elections by exploring contemporary options.
2. **Secretariat** – Increase the value and accountability of the secretariat. Explore secretary specific jobs and titles.
3. **Trust** – Make Trust more visible and give more input to the ExCo. Trust should work with ExCo to set tasks and goals for a given term.
4. **ExCo** – As aspects within and outside of the IVSA world evolve and change, IVSA should maintain an open stance and be able to change as needed – this mentality is set every year by ExCo.
5. **MOD Team** – Improve the MOD team’s workload through expansion and increased representation regionally.
6. **MOs** – Regionalise IVSA, ensuring diverse and equal engagement and representation among all members.
7. **Rules** – Give IVSA a common set of standards for both the global organisation and local MOs.

