



**IVSA STRATEGY
AND ACTION PLAN
2024-2029**

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ACRONYMS

ADHD	: Attention Deficit Hyperactivity Disorder
AI	: Artificial Intelligence
CC	: IVSA Committee Coordinator
DAD	: IVSA Development Aid Director
DF	: IVSA Development Fund
EIT	: Event Inclusivity Taskforce
EO	: Exchange Officer (national or local)
ERO	: IVSA External Relations Officer
ExCo	: Executive Committee of the IVSA
FAO	: Food and Agriculture Organization of the United Nations
FVE	: Federation of Veterinarians of Europe
GA	: General Assembly
GDP	: Gross Domestic Product
GDPR	: General Data Protection Legislation
GVSOS	: Global Veterinary Student Organization Survey
HLM	: Honorary Life Member
IFMSA	: International Federation of Medical Student Associations
IPSF	: International Pharmaceutical Students' Federation
IVSA	: International Veterinary Students' Association
LC	: Local Chapter of IVSA
LMIC	: Low and Middle income countries
MENA	: Middle East and North Africa
MO	: Member Organization
MOD	: IVSA Executive Committee's Member Organizations Director
NGO	: Non-Governmental Organization
OC	: Organizing Committee
PRC	: IVSA Public Relations Coordinator
RCA	: Root Cause Analysis
SA	: Specific Action
SCOCA	: IVSA Standing Committee on Career Attributes
SG	: IVSA Secretary General
SMART	: Specific, Measurable, Achievable, Realistic, and Time-Bound
SPC	: Strategic Planning Committee
SSA	: Sub-Saharan Africa
UNEP	: United Nations' Environmental Program
VEE	: Veterinary Education Establishment
WHO	: World Health Organization
WOAH	: World Organization for Animal Health
WSAVA	: World Small Animal Veterinary Association
WVA	: World Veterinary Association

FOREWORD

Writing a strategic plan is a big responsibility and no easy feat. Especially after turbulent times in which the world faced a global pandemic, forcing our activities to move online only. This caused a change within the organization we could not have predicted; our membership numbers rapidly increased across regions where IVSA struggled to keep hold in the past. This surely is a change for the better, but this bigger diversity also calls for a new way of thinking about our organization.

This strategic plan was written over two years (2023-2024) by the Strategic Planning Committee (SPC) members. Honorary Life Member (HLM) Mehdi Amrani was elected Chair of the SPC and created the method by which the plan was to be drafted. Through an open call, a team representative of the diversity within IVSA was brought together to start working on the Strategic Plan. Starting from the previous Strategic Plan of 2019-2024, core objectives and strategic focal points were formulated to help structure the process.

Moving forward, a survey of members was conducted to collect their input on the core objectives and the problems they currently face within IVSA. Various IVSA Officials of the past and current term received specific questionnaires to gain more in-depth insight into the current workings of the organization. Collecting the input of our members across the globe and various Officials has provided extensive information on where IVSA is standing, and where we would like it to be in the future. Filtering down all this data, a list of issues within the organization was made per objective, which was then again put up for discussion with the current IVSA Officials and SPC team members to find potential solutions.

Practically, multiple issues have severely impeded the realization of the first and second IVSA Strategic Plans. Some, unfortunately, are inevitable such as the very high turnover rate and the ensuing lack of continuity and experience, as well as the impact on effective communication. While there are mechanisms and structures in place to mitigate some of these effects, the previous strategic plan faced some adverse circumstances.

Based on this, this Strategy and Action Plan were written to guide everyone within the IVSA structure and organize common efforts and overarching projects for the upcoming 5 years. We would like to thank our members for all their contributions and hope this plan will help move IVSA towards the next level. We wish you wisdom, patience and courage to help IVSA take this big next step.

All the best,

The Strategic Planning Committee 2023-2024

MEMBERS OF THE IVSA STRATEGIC PLANNING COMMITTEE 2024-2029

Member	Role in SPC	IVSA MO	Other roles in IVSA
Mehdi Amrani	Chair	IVSA Morocco	Honorary Life Member
Felix Metzger	Co-Chair	IVSA Germany	IVSA President-Elect 2024-2025
Lisa Buren	Team leader	IVSA The Netherlands	IVSA Trust 2022-2024
Matteo Carnevale	Team leader	IVSA Italy	IVSA Trust 2023-2024
Tamy Negron	Team member	IVSA Peru	Regional Representative Americas 2022-2023, Organizing Committee 73rd IVSA Congress
John Gyan	Team member	IVSA Ghana	IVSA Secretariat 2021-2023, Chair of the IVSA History Taskforce 2023-2024
Ekin Öcal	Team member	IVSA Turkey	President IVSA Turkey 2023-2024
John Michael Trajano	Team member	IVSA The Philippines	IVSA Treasurer 2022-2023
Anagha Reji Puthiedath	Team member	IVSA India	IVSA member
Karina Khatic	Team member	IVSA Trinidad & Tobago	IVSA Committee Coordinator 2022-2023, IVSA Trust 2023-2024
Shivam Srivastava	Team member	IVSA India	IVSA member
Muntahina Moutusi	Team member	IVSA Bangladesh	IVSA member
Leam Joshua Danladi	Team member	IVSA Nigeria	IVSA member
Ali Dlshad	Team member	IVSA Iraq	IVSA Alumni Network team member
Nicoline de la Cour	Team member	IVSA Denmark	Organizing Committee 72nd IVSA Congress
Alessandra Puppo	Team member	IVSA Peru	Organizing Committee 73rd IVSA Congress
Ignacio Salazar	Team member	IVSA Mexico	IVSA member
Francis Anarfo	Team member	IVSA Ghana	Regional Representative Sub-Saharan Africa 2022- 2023
Daniela Di Fazio	Team member	IVSA Venezuela	IVSA member

ABOUT THE IVSA

In the wake of the Second World War, several factors led to the establishment of an international collaboration system targeting key areas needed for the world to rebuild. This led to collaboration across many topics such as food and agriculture, health, peace, and humanitarian action. In the first decade post-war, the world saw the birth of the United Nations Organization and its specialized agencies (specifically the FAO and WHO). At the same time, this was paralleled by collaborative and international student movements driven by strong desires to foster peace, cross-cultural understanding, and global education. This eventually led to the creation of many international student organizations in the fields of human medicine, pharmacy, and veterinary medicine in the four years between 1949 and 1953.

After two preparatory meetings in London in 1951 and Paris in 1952, 38 students from ten different nations participated in the international holiday camp for veterinary students in Gießen, West Germany from the 26th of July until the 8th of August 1953. The program included excursions to stud farms, dairy farms and the Celebration of the 175th anniversary of the Veterinary Faculty in Hannover. The highlight of the event was the foundation of the “International Veterinary Students Union (IVSU)” on the 6th of August 1953 on the “Gleiberg” (a small village near Gießen). The IVSU was, at the time, created among other things to promote the exchange of ideas to address professional problems and to foster a better international understanding between peoples of the world. In 1968, the IVSU became the International Veterinary Students’ Association (IVSA) and started actively including students from non-European countries as members. IVSA continues to grow today as the largest veterinary student organization representing the voice of veterinary students around the world. Currently, the IVSA is an organization of close to 40,000 Student members in over 80 countries from all over the world.

IVSA MISSION

The mission of the IVSA is *“to benefit the animals and humans of the world by harnessing the potential and dedication of veterinary students to promote the international application of veterinary skills, education and knowledge.”*

IVSA aims to:

- ➔ **Encourage** veterinary students to use their knowledge and abilities to the benefit of both animals and humans.
- ➔ **Raise** the overall standard of veterinary education worldwide.
- ➔ **Actively support** measures to improve the standard of animal welfare worldwide.
- ➔ **Provide** opportunities for veterinary students to undertake education in important areas outside traditional veterinary training.
- ➔ **Encourage** cooperation between members, veterinary student associations and international organizations.

IVSA VISION

As the veterinary profession has undoubtedly made great strides in gaining more prestige and recognition, there are still many issues veterinarians suffer from. Critical challenges such as mental health, work-life imbalance, the urgent need for major veterinary curriculum reforms, as well as a prevalent disinterest in the veterinary leadership potential are linked to many forms of division in the veterinary community.

As the largest international community of veterinary students, the IVSA holds to be self-evident that these issues, and others, cannot be solved by a divided veterinary community of students and/or professionals, and that the most effective way to create unity and engagement in the veterinary profession would be to instill a deep sense of attachment to professional values among veterinary students. Hence, as the largest potential contributor towards this goal, the IVSA strives for **“a cohesive international veterinary community engaged towards the advancement of the veterinary profession, and benefiting humans, animals and the environment.”**

VALUES AND PRINCIPLES

The IVSA Values constitute the most fundamental aspect of what the IVSA works towards. They embody the ideals that need to be maintained by necessity which define the IVSA’s behavior and attitude towards itself and its members, and how it presents itself to external partners. For that reason, they are to be held as axiomatic. The IVSA values are:

- **Knowledge:** The IVSA and its members seek to promote knowledge among veterinary students and the communities they are part of.
- **Partnership:** The IVSA strives to build bridges between different communities of students for a multidisciplinary collaborative approach to tackle issues of interest.
- **Leadership:** The IVSA and its members seek to promote veterinary student leadership among student and professional entities at the global, regional, and national levels.
- **Globality:** The IVSA approaches relevant issues from a global perspective and encourages the development of a global mindset in its members.
- **Respect:** The IVSA respects its members and builds upon mutual understanding and compromise to provide a safe collaborative environment for its members to reach its objectives.

Alongside these values, IVSA operates by the following principles:

- **Member focus:** All IVSA initiatives are enacted to benefit IVSA members.
- **Engagement:** IVSA strives to keep its members active and involved in its initiatives.
- **Representation:** IVSA strives to better reflect the world population of veterinary students by having equal representation of its members within its organization.

- **Continuous improvement:** IVSA works on continuously improving on both a local and international level by evaluating its strategies and policies.
- **Evidence-based decision-making:** the IVSA ensures that all knowledge shared with its members is based on sound scientific evidence and that its decisions are based on scientific facts and reliable data about veterinary students.

STRATEGIC FOCAL POINTS

To achieve the IVSA Mission, the following Strategic Focal Points have been identified due to their relevance for the veterinary medical profession and veterinary students around the world. These are also the topics for the Standing Committees of the IVSA alongside the IVSA Alumni Network.



Figure 1: The six Focal Points of the IVSA Strategy 2024-2029

→ Veterinary Education Standards and Curriculum Reforms

Veterinary education standards encompass guidelines and requirements to ensure that veterinary programs produce competent, ethical, and knowledgeable veterinarians. These standards aim to maintain high educational quality and ensure that veterinary graduates are well-prepared to meet the needs of the animals and the public. Some of the most relevant topics affecting student experience and learning are:

- **Accreditation of Veterinary Education Establishments (VEEs):** There is a need to study and assess the impact of the accreditation of VEEs on student mobility. Students need to be an active stakeholder in the accreditation process of their VEE and participate in the elaboration of accreditation norms that correspond to their needs.

- **Curriculum reforms:** Curriculum reforms are essential to keep veterinary education relevant and up to date with advancements in the field. The veterinary curriculum also needs to be reflective of necessary skills to have in the work field as well as students' expectations for their desired field of specialty (tracking). Once again, students need to be an active participant in the elaboration of new curriculum standards and Day 1 Competencies.
- **Mentorship:** Mentorship plays a critical role in the professional and personal development of veterinary students. The IVSA should advocate for structured mentorship programs within VEEs, where students have access to experienced professionals to guide and support them throughout their education and career.
- **Facilities and Resources:** Adequate facilities and resources are fundamental to providing high-quality veterinary education. The IVSA must emphasize the need for modern, well-equipped laboratories, animal hospitals, and teaching facilities that offer hands-on learning experiences. The IVSA must also advocate for students to have access to up-to-date textbooks, scientific journals, and digital resources. To do this, the IVSA shall aim at advocating for the improvement of teaching resources and facilities in critical areas by promoting collaborations with industry partners to enhance the educational infrastructure.
- **Professional and Clinical skills:** Professional and clinical training is the cornerstone of veterinary education, providing students with the practical skills and experiences necessary for their future careers. The IVSA should advocate for enhancing clinical training programs thus ensuring that students have ample opportunities to work with a variety of animal species and clinical cases. This should include the development of externship and internship programs, partnerships with veterinary clinics and hospitals, and the integration of simulation-based training. Emphasizing the importance of ethics, communication, and client interaction within professional training is also crucial as part of the professional skills of a good veterinarian.
- **Research:** Research is a vital component of veterinary education, contributing to the advancement of veterinary science and improving animal health and welfare. The IVSA must advocate for strong research programs within VEEs, encouraging student involvement in research projects and fostering a culture of scientific inquiry. Important topics should include securing research funding, promoting interdisciplinary research, and providing mentorship and support for student researchers. Research programs should also highlight the importance of translating research findings into clinical practice and policy, bridging the gap between research and real-world applications.

→ One Health, Public Health and Climate Change

Veterinary medicine plays a crucial role in One Health, Public Health, and addressing climate change. In all these fields, veterinary professionals collaborate with other sectors to protect and improve the health of humans, animals, and the environment. The goal of IVSA is to highlight these aspects and increase the involvement and advocacy of veterinary students about:

- **One Health:** This approach recognizes the interconnectedness of human, animal, and environmental health. Veterinarians contribute by monitoring and controlling zoonotic diseases, ensuring food safety, and participating in multidisciplinary health initiatives. Notable

topics for veterinary students to address include zoonotic diseases and antimicrobial resistance.

- **Public Health:** Veterinarians help prevent and manage diseases that can spread from animals to humans, oversee the safety of the food supply, and contribute to research and public health policy. Students need to raise their knowledge and awareness about the crucial role of veterinarians in safeguarding public health, and advocate for a stronger public health system in which veterinary competencies are valued and respected.
- **Climate Change:** Veterinary students must strive towards a better understanding and rationalization of the impacts of climate change on animal health, including the spread of diseases to new areas, changes in vector populations, and the health effects of extreme weather events. The IVSA must advocate for sustainable practices and new policies to mitigate climate change while preserving animal health and welfare, starting with the comprehensive inclusion of Climate Change in veterinary curricula of its impacts on animal and public health.

→ Animal Welfare

Veterinary medicine plays a vital role in animal welfare by ensuring the health, well-being, and humane treatment of animals. The IVSA may raise awareness and advocate for the following topics related to animal welfare:

- **Preventive Care:** Providing vaccinations, parasite control, and routine health checks to prevent illness and promote long-term health.
- **Diagnosis and Treatment:** Diagnosing and treating diseases and injuries to alleviate suffering and restore health.
- **Behavioral Health:** Addressing behavioral issues and ensuring mental well-being
- **Humane Killing & Euthanasia:** Providing compassionate end-of-life care and euthanasia when necessary to prevent unnecessary suffering.
- **Education and Advocacy:** Educating pet owners, farmers, and the public on proper animal care and welfare practices, and active participation in the elaboration of policies and regulations that promote animal welfare.

→ Student Wellness and Mental Health

The mental health of veterinary medicine students demands specific attention due to the high levels of stress and pressure inherent to their rigorous training during veterinary studies. Addressing the mental health of veterinary students is vital for their well-being, academic success, and long-term professional effectiveness. The IVSA must raise awareness about the following aspects:

- **High Stress Levels:** Intense coursework, clinical rotations, and the emotional toll of dealing with animal suffering contribute to significant stress.

- **Mental Health Challenges:** Students are at risk for anxiety, depression, and burnout, which can impact their well-being, academic performance, and future professional success.
- **Support Systems:** Access to mental health resources, counselling services, and peer support groups is essential.
- **Wellness Programs:** Incorporating wellness programs and stress management training into the curriculum can help students develop healthy coping strategies.
- **Reducing Stigma:** Promoting a culture that encourages seeking help and reduces the stigma around mental health issues is crucial.
- **Neurodivergence:** The IVSA must advocate for the inclusivity and support for students with autism, ADHD, dyslexia, etc... in veterinary education establishments and the veterinary workforce. These students often bring unique strengths, such as attention to detail and innovative problem-solving skills, which can enrich the field of veterinary medicine. However, they may also face challenges, including difficulties with traditional learning methods or social interactions.

→ Training and Capacity Building

Training and capacity building for veterinary medicine students are essential to ensure they become competent, skilled, and effective professionals. Overall, robust training and capacity building are crucial for developing well-rounded, effective veterinarians who can meet the diverse needs of animal health and public health. The IVSA must raise awareness about the importance of soft skills and the professional and personal development of veterinary students and professionals.

→ Continuous Education of Veterinary Professionals

Continuous education of veterinary professionals is vital for ensuring that veterinarians receive training according to the best and most advanced science available. The IVSA must instill in its members an attitude of lifelong learning and advocate for the formalization and structuring of Continuous Education programs at the local level by professional organizations.

APPROACH AND METHOD

An initial consultation process targeting experienced members of the IVSA Alumni community aimed at identifying the high-level objectives of the IVSA 2024-2029 Strategy which resulted in the IVSA Core Strategy Objectives and the IVSA Focal points. From thereon, the strategic planning team split into three groups, each assigned two objectives based on affinity, and developed a set of close to 200 questions for data collection. This resulted in extensive discussions and a significant number of comments from team members and current and past officials who identified and explained multiple problems they were facing.

Additionally, a survey of IVSA MOs was conducted based on an 80-question Google form to gather direct input about the perspective and demands of IVSA Member Organizations. Over 140 responses from more than 50 countries were collected to ensure regional representativity and statistical relevance of the collected data among the IVSA Member Organizations. The survey covered many aspects related to MO management, activities, their environment and the nature of their activities. The results of the survey were analyzed with IBM's SPSS®.

After analyzing the survey results and input collected from officials and team members, relevant issues were identified and summarized into roughly 250 individual issues, then subsequently classified based on importance and the areas they affect. By considering the Pareto principle, it was posited that 80% of the issues identified are consequences of only 20% of the most critical issues. The decision on which problems to address during the Root Cause Analysis (RCA) was based on whether the issue affected all of IVSA (Global, Regions, and Local), only two, or one of these categories, based on the hypothesis that systemic issues of IVSA have the most impact on productivity and the IVSA's ability to fulfill its objectives. This approach was also intended to reduce the number of issues to include in the subsequent steps to avoid redundancy and overanalysis.

The most widely spread issues were selected and underwent the Root Cause Analysis process using a simplified 5 Why's Framework. Following discussions on each issue, they were classified into side issues (stemming from other issues) and core issues (fundamental by nature or of critical importance). The core issues and root causes were then recompiled to serve as the basis for brainstorming workshops, where IVSA officials and SPC team members participated in problem-solving exercises to create solutions according to the SMART framework (specific, measurable, achievable, realistic, and time-bound). After three brainstorming sessions, a list of over 450 suggestions were made. These were consolidated and ranked, and suggestions that were inconsistent with the SMART Framework were rejected. From the amended list of suggestions, a list of Specific Actions, with a high potential impact and large scope were identified. The list of Specific Actions was analyzed for potential links and restrictions (projects which are linked with each other and those that require further preparation or other previous projects to happen) and complemented as needed.



Figure 2: IVSA Strategic Framework 2024-2029

After clearly defining the overview of each item, the final list of Specific Actions was classified according to the Core objective they addressed, and finally, the Action Plan was organized by semester.

CONTEXT

PART 1: Internal Management and Communication Strategy

→ Internal Structure and Knowledge Management

The term "internal structure" refers to how an organization is organized and structured. It encompasses the hierarchy, roles, responsibilities, and relationships between individuals within the organization. The internal structure of an organization defines how different departments, teams, and individuals are organized and how they interact with each other to achieve the organization's goals.

Within IVSA, the internal structure has been changing rapidly over the years due to an increase in membership numbers and the enlargement of existing teams. Since these changes were more adaptive to the short-term environment of the IVSA rather than based on strategic development, a myriad of problems was exacerbated ranging from lack of resources, oversight, and failure to use the communication channels appropriately. At the same time, little has been done to flesh out a systematic information and knowledge management structure to ensure that knowledge can be passed on to successors and members. This generally leads to:

- **A lack of transparency** within the organization leads to problems in communication, inaccessibility of information to members and misunderstandings between different levels of management.
- **A lack of continuity** in long-term projects over the years demotivating team members.
- **Loss of information** between terms because not everything is archived according to a set structure. The IVSA History Taskforce is, however, currently developing this.

Global

Due to a lack of a clear-set work culture, people elected to the team of Officials have varied expectations from the start. This causes a discrepancy in the level of responsibilities they assume to have and the level of independence they have within their role. Within the team, people struggle with delegating tasks and keeping each other accountable for their responsibilities. Alongside this, people do not always feel valued and appreciated for their contributions. Specifically, people relatively new to IVSA tend to underestimate the workload associated with their position when they join the team of Officials, sometimes feel intimidated by more experienced IVSA members and can become disillusioned with the amount of lasting impact they seem to be able to make.

Specific issues related to the types of positions within the team of Officials are:

- **The IVSA ExCo** experiences a high workload which is caused by several factors such as a lack of task delegation, miscommunication between different levels of the organization and unresponsiveness of other Officials. Due to insufficient handovers, some EXCOs must reinvent the wheel of their position every few years.

- **The IVSA Secretariat** allows people to learn more under a specific EXCO position (sometimes multiple), but the efficacy of this form of capacity building depends on the willingness of the responsible EXCO to teach and delegate. Training on specific tasks is limited, if present at all. There is no strategy for how the Secretariat should develop over time.
- **The IVSA Trust** has been put in place to help and advise current Officials where necessary. Over the past terms, it has turned out to be difficult to keep Trust members active and involved. At the same time, usually, only EXCO asks for Trust input, whereas it should be open to all Officials.
- **IVSA Chairs of Committees and Networks** struggle with a lack of continuity within projects, due to insufficient handovers and unawareness of the overarching IVSA strategy. As a result, Chairs come up with their strategy each year, which does not always coincide with the previous term's or the IVSA objectives. At the same time, the team size has doubled in some cases, requiring more management efforts and a strong team leadership skillset from the Chair. Since the roles of committee/network members are not the same between the teams and vary each term, it is hard to build up a solid structure for future development.
- **Regional Representatives** are a relatively new position within the team of Officials, due to which their role and responsibilities are still under development. Nevertheless, member feedback shows that when equipped with the right training and knowledge, they are in the best position to help improve MOs at both the national and local levels.

Local

The internal structure of MOs on the national and local levels has greatly improved since the introduction of the National MO structure. This gives a better structure for communication between individual members and their MO, as well as communication between the national and global levels. Still, there is quite some room for improvement to solidify the position of MOs within the organization:

- Not every MO is as capable of joining in-person activities due to VISA and financial restrictions.
- General information on what IVSA is and what its objectives are, guidelines and templates are not readily available to MOs to share with or translate for their members. This specifically goes for practical information such as what platforms IVSA uses, and how to apply for scholarships or register for activities within IVSA.
- Not every local MO is acknowledged or supported by the university they are present in. This leads to issues with the availability of funds, study rooms and/or materials for workshops.
- A high workload is experienced by (National) MO board members, due to factors like inexperience, insufficient delegation and unclear responsibilities associated with their position.

These problems affect the level of engagement of both individual and MO board members. Results have shown that most MOs reported rarely seeing board members resign (61,1%). However, in the MENA region, two-thirds of MOs see resignations once per term (66,7%). In the Americas and Asia region, this is the case in a third of the MOs (29,2% and 31,4%). The main reason reported for this is stress from studies, in some cases a lack of interest also played a role.

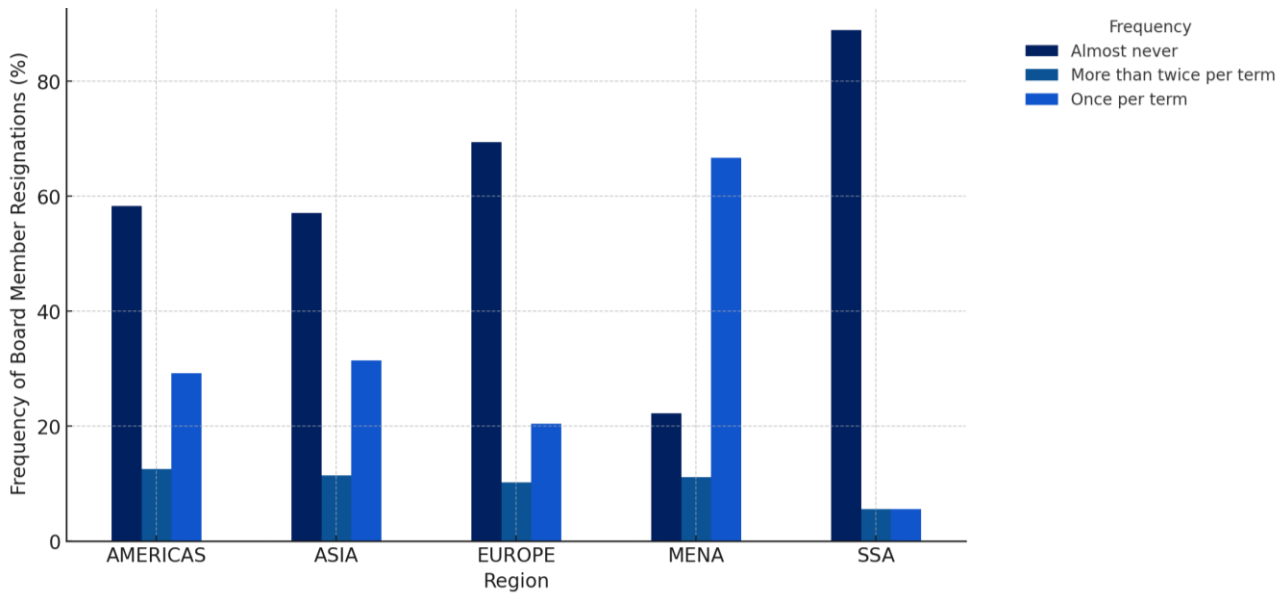


Figure 4: Frequency of board member resignations by region

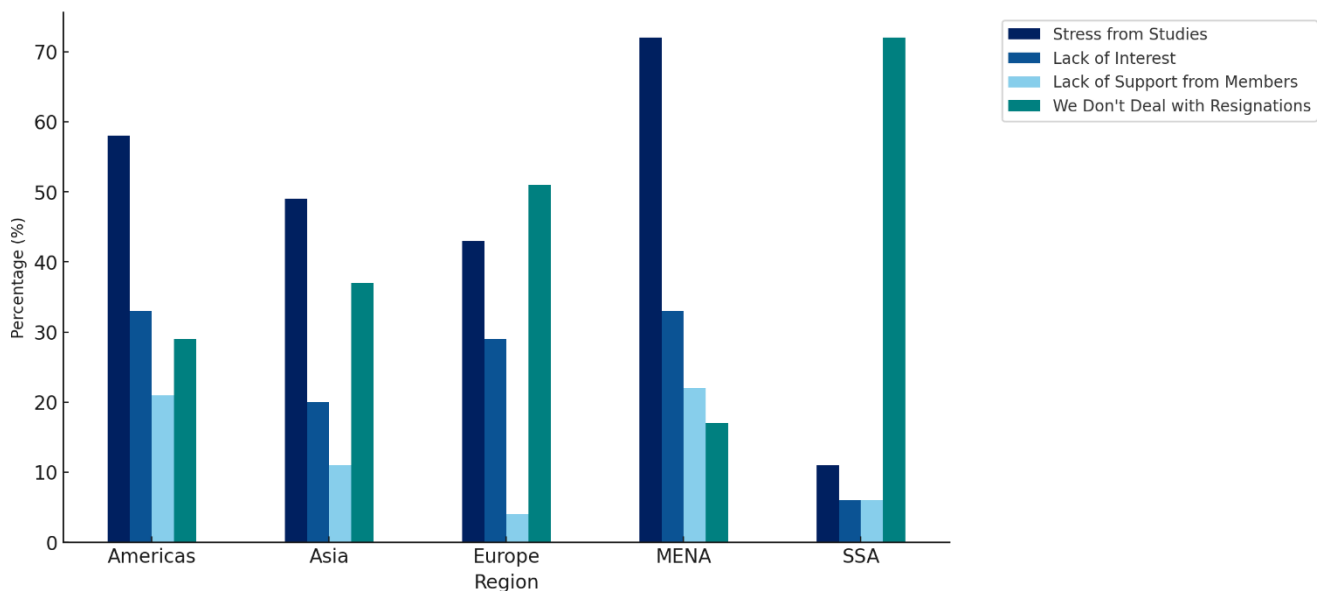


Figure 3: Reasons given for board member resignation by region

In terms of documentation and information management, most MOs keep track of their minutes and archive them to provide a basis of information to their successors.

At the same time, Official reports and other GA documentation are not available to members not attending the GA, preventing people unable to attend from getting access to important information. One-on-one meetings between MOs and their Regional Representatives are very helpful in assuaging this. Officials trying to help MOs stay active is appreciated by MOs, but asking too much of them in terms of meetings and activities can also cause them to become inactive again. For this, every region has different needs and needs to be approached accordingly.

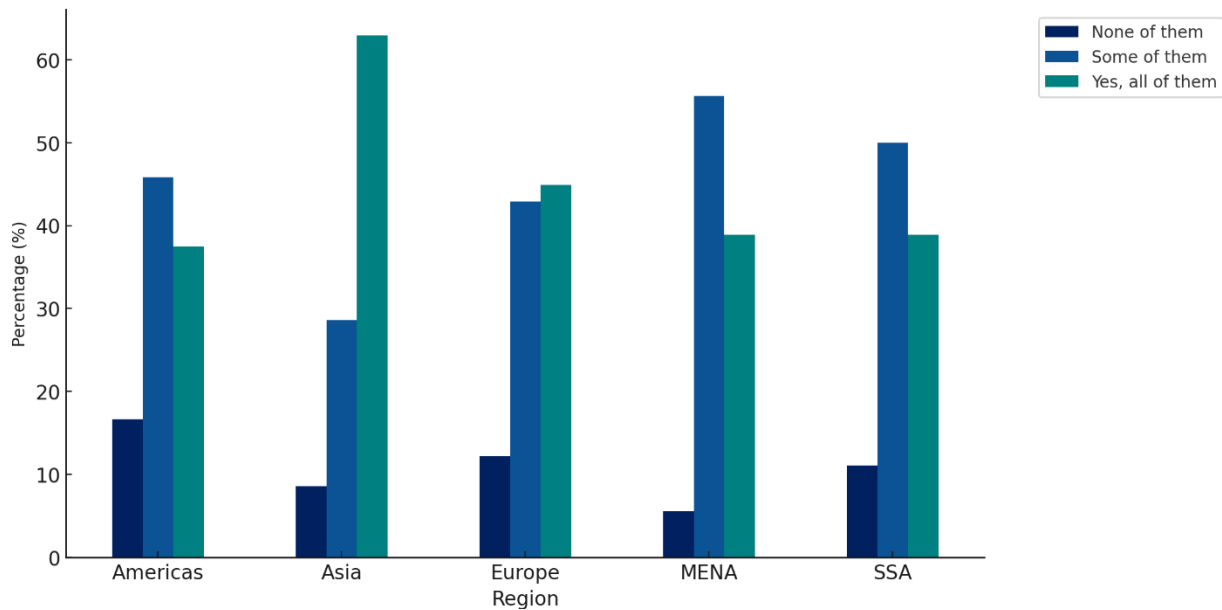


Figure 5: "Do you keep and archive board meeting minutes?"

→ Communication Strategy

IVSA's internal communication uses emails, WhatsApp, Members Portal, President's and EO's meetings, and IVSA Bulletin. Though no clear strategy was set out, the way IVSA communicates has seen a lot of improvement over the past few years by Officials agreeing on certain standards and desirable practices. However, the way people make use of the different channels has changed, leading to miscommunication or a perceived lack thereof in some cases. For the individual members, this creates the feeling that IVSA Global is growing farther away from them.

→ Continuity

Global/ Regional

Between various Officials at the Global and Regional levels, different communication styles and expectations pose a significant challenge. Part of this can be explained by the cultural diversity of the team, but most of it has to do with the varying levels of experience. Without acknowledging this beforehand, collaboration within the team will be hindered due to the adverse effects this has on communication. For all positions, having a good handover from the previous term is essential to set personal expectations for the coming year. As several Officials have little to no handover, they are forced to 'reinvent' the responsibilities associated with their positions especially in relatively undefined and somewhat independent positions (secretariat and committee chairs for example), causing a lack of structural approach. With Chairs and Regional Representatives specifically, this issue carries on to the team they lead. Without clear communication about expectations and readily available information on the position, team performance becomes severely affected.

Local

At the local level, the extent to which the MO board is aware of what is happening at the regional and global levels varies a lot. Like the Officials team, not every term or position has a structured handover, leaving the incoming team to figure things out on their own. The support for MOs on this has, however, drastically improved by the one-on-one meetings with the Regional Representative and more intensive

collaboration with the MOD team. At the same time, MOs ask for more tutorials and guidelines to better inform them of the practicalities such as how meetings work, how to sign up for activities and the structure of IVSA. Another point that is frequently raised is that not having materials available in multiple languages creates a barrier for people whose first language isn't English.

Unfortunately, lack of definition and effective communication causes members to often mention that they are unsure of how IVSA can help their veterinary career. The main reason for members to become inactive worldwide is the lack of perceived value/interest (32,4% given as primary reason, 23,6% given as secondary reason). For the Americas and SSA region in particular, a lack of information is a big part of why members grow uninterested in IVSA.

In terms of communication channels, the ways in which the IVSA Global Team of Officials communicates with MOs is not optimal. For instance, not all MOs use the official emails provided due to which important information from IVSA Global does not reach individual members. To inform their members within the MO, MOs largely rely on IVSA social media (73,6% of all MOs in the survey) and IVSA bulletin (47,9% of all MOs in the survey). Through these two platforms, IVSA currently publishes newsletters, journals, and other materials to keep members informed and engaged. They also hold competitions such as essay contests and photo contests to stimulate creativity and involvement among students. A known challenge with most members finding information on IVSA through social media is that the algorithm of the medium may cause some members to see the content, whereas others might not.

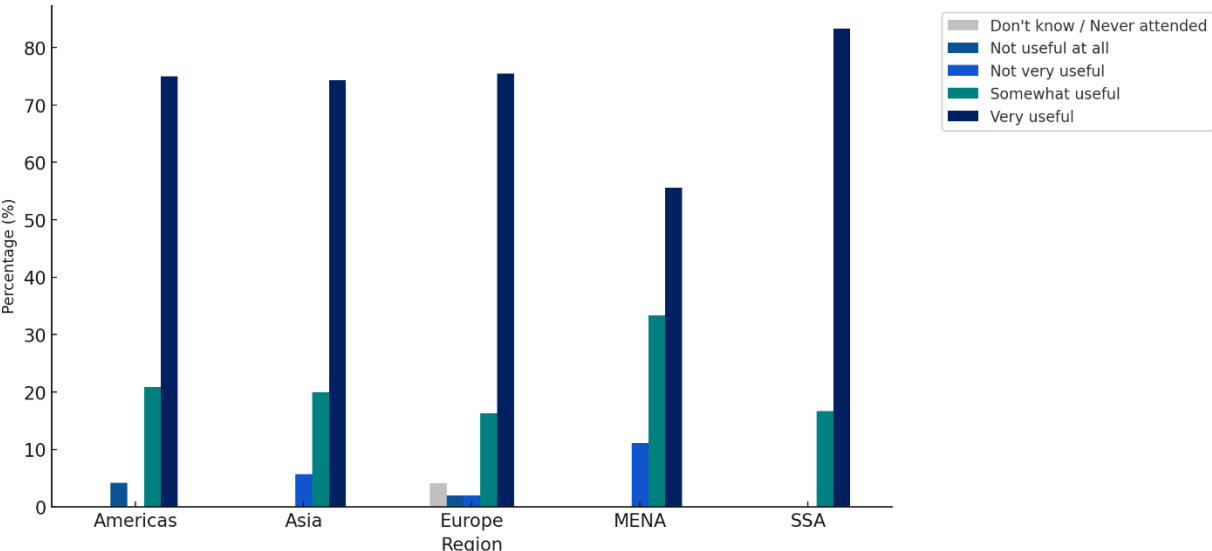


Figure 6: IVSA Social Media usefulness as a means of communication and access to information

Interestingly, how committees and committee workshops contribute to sharing information is perceived differently per region. Asia (60,0%) and MENA (66,7%) do find this very useful, SSA somewhat useful (44,4%); whereas Americas (20,8%) and Europe (22,4%) don't know or never participated. Those who did attend from Europe and the Americas found it 'somewhat useful'. Some MOs also have national versions of Global committees, but how many are out there is still being mapped out.

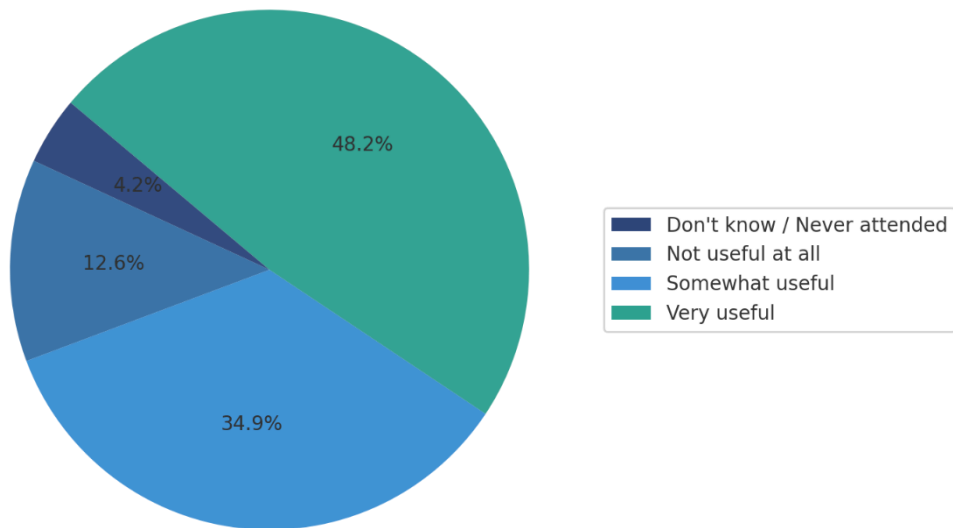


Figure 7: Usefulness of the IVSA Monthly Bulletin as a means of communication

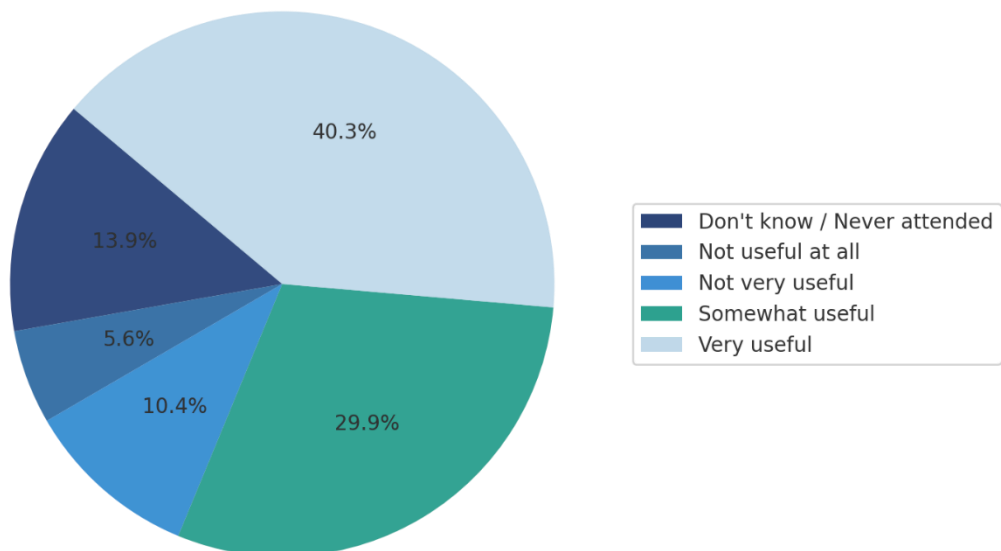


Figure 8: Usefulness of Committee workshops as a means to gain access to information about the IVSA

PART 2: Capacity Building

Capacity building is defined by the United Nations as *“the process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive in a fast-changing world.”*¹

Within an organization like IVSA, this may consist of soft-skill training of Officials and members, structuring handover processes and strategic planning. Important to note in this is that as a student organization, the level of experience that can be expected from elected officials is limited. This means that all Officials are ‘learning on the job’ throughout the term, while levels of experience vary between

¹ <https://www.un.org/en/academic-impact/capacity-building>

team members. This should be addressed through capacity building, equipping the Officials with the skills they need to perform their tasks professionally.

To emphasize the importance of soft skills in veterinary medicine, the Standing Committee on Career Attributes (SCOCA) was created during the 68th IVSA Congress 2019 in Zagreb. While their role and position within IVSA was not addressed by the previous IVSA Strategic Plan, SCOCA has already developed several projects. Over time, their focus shifted more to organizing the training of Officials. This is something that can be used to the benefit of all IVSA members in the future. Recent online training in Autocrat® and Click Up® are good examples of this - these skills are not only relevant to IVSA Officials and can therefore be open to any type of member. Ensuring that capacity-building programs are accessible and beneficial to a diverse range of participants is important. This includes considerations for gender, nationality, socioeconomic status, and other factors.

As of yet, there is no strategy nor set-out structure for capacity building within IVSA. Training of Officials and members does take place but with no long-term strategy. Handovers do not take place according to a planned format and strategic planning is present, but hardly adhered to. As a result, the development of skills and the retention of organizational knowledge over different terms is limited, in addition to the fact that Officials do not have a good enough opportunity to gain new skills or improve on existing ones due to a defective training system.

Global/ Regional

The skills every elected person brings to the table will be different every time, which calls for a higher level of adaptability of IVSA to get them to a level where they can work well within the IVSA Team of Officials and be capable of tasks linked to their position. In principle, all Officials should receive a handover manual for their position and several meetings with their predecessors. In practice, this is not always the case due to a lack of engagement from the outgoing Officials. This creates a lack of continuity that affects all parts of IVSA. Especially people who have not had previous experience in IVSA Global tend to become disillusioned with the amount of lasting impact they seem to be able to make.

Local

MOs, irrespective of their region, tend to rate the knowledge of the average IVSA member in their Local Chapter about the IVSA to be neither very low nor very high. Only in the Europe region, the

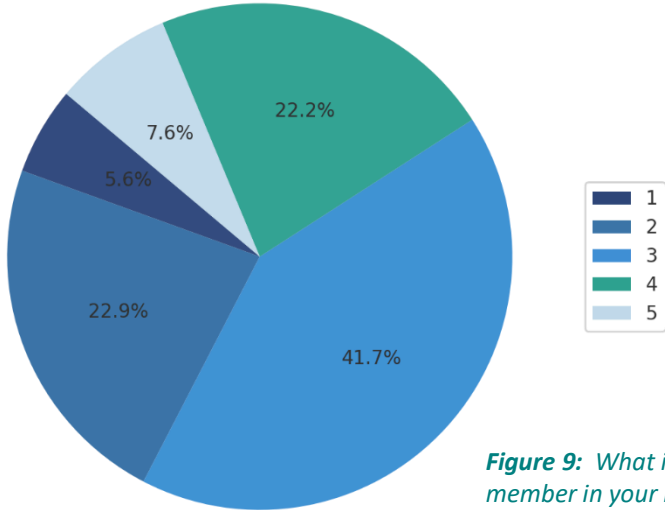


Figure 9: What is the level of knowledge of the average member in your MO/Chapter about the IVSA ?

knowledge of IVSA was overall estimated on the lower side. This leaves room for improvement through capacity building.

The average duration of IVSA membership within an MO is 3 years or longer (36,8%); the exceptions to this are the MENA region and the Americas region, where this is 1-2 years. In most cases, this is either directly linked to a lack of interest and perceived value or due to most members only learning about IVSA later in their studies. This limits the window in which capacity building at the local level can take place.

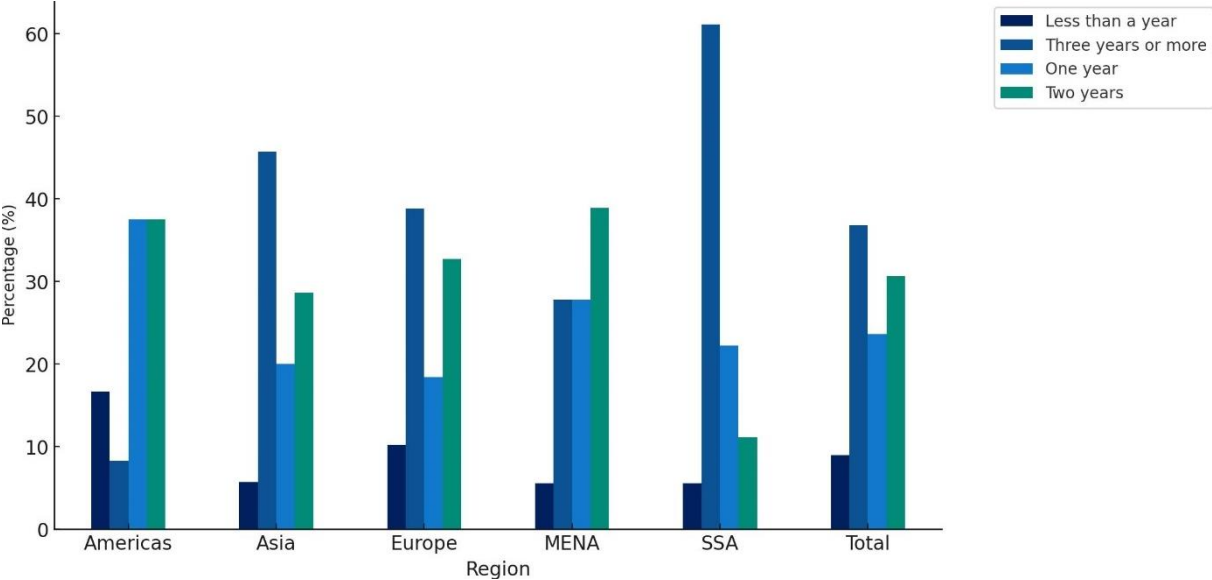


Figure 10: "For how long do members stay active in your MO/LC ?"

The survey found that 88,9% of all MOs elected their MO board every year. This rate is the lowest in Europe at 81,6% and the highest in the Americas with 95,8%. In a few cases, elections are not held, and new members are simply appointed.

Most MOs have formal handovers for their board (73,6%); only the Europe region had 40,8% of MOs reported that they do not have a formal handover for the board. The format in which this takes place may vary a lot between MOs; either consisting of (position) manuals, one-on-one meetings with their predecessors or a combination of both.

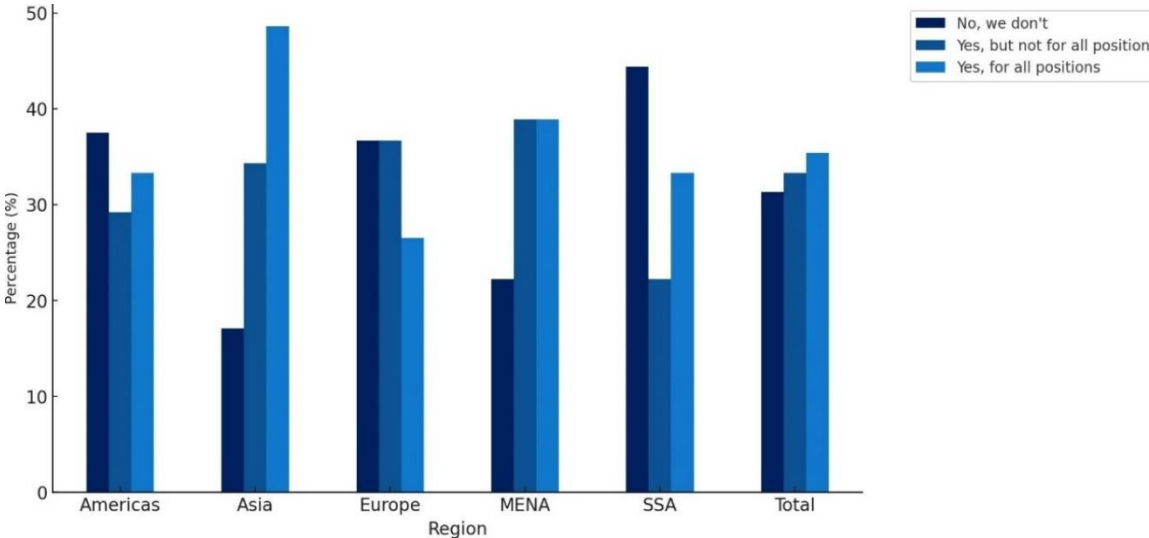


Figure 11: "Do you have position manuals?"

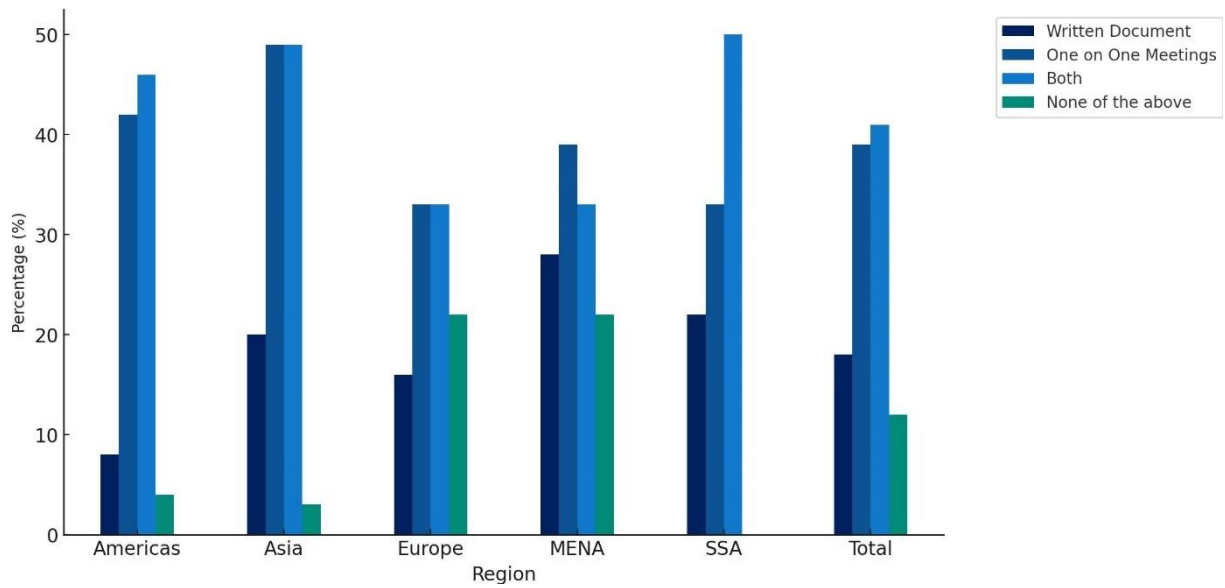


Figure 12: Means and structure of the handover process

PART 3: Student Mobility and Interaction

→ Inequalities

Inequality in student mobility refers to the disparities that exist in the opportunities and experiences of students to study, train, or intern in different geographic locations, both domestically and internationally. These inequalities are influenced by various socio-economic, cultural, and institutional factors that can significantly impact a student's educational and professional trajectory. As found in our MO survey, most universities do not offer mobility opportunities and when they do, these are only available to a select few. The only region that offers more mobility is the Europe region, which historically has had the benefit of geographical closeness to other host countries, better financial ability and less travel restrictions.

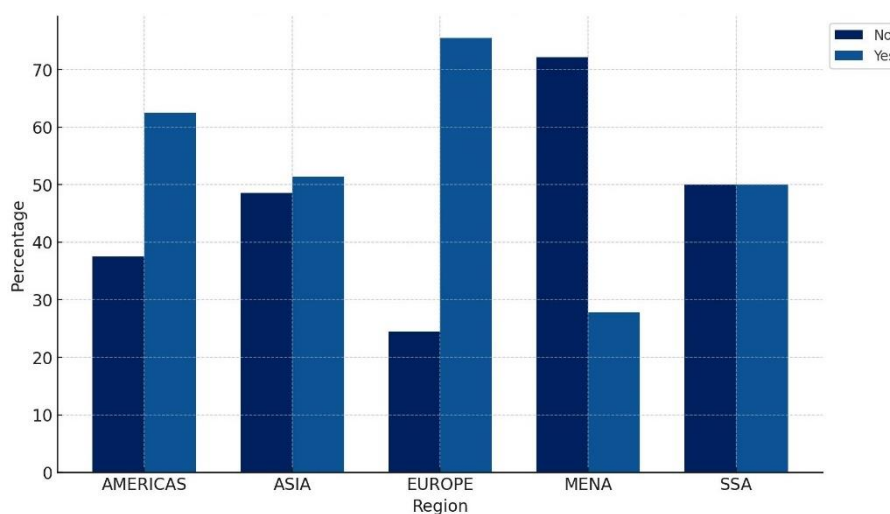


Figure 13: "Does your university offer any other exchange/mobility opportunities to veterinary students?"

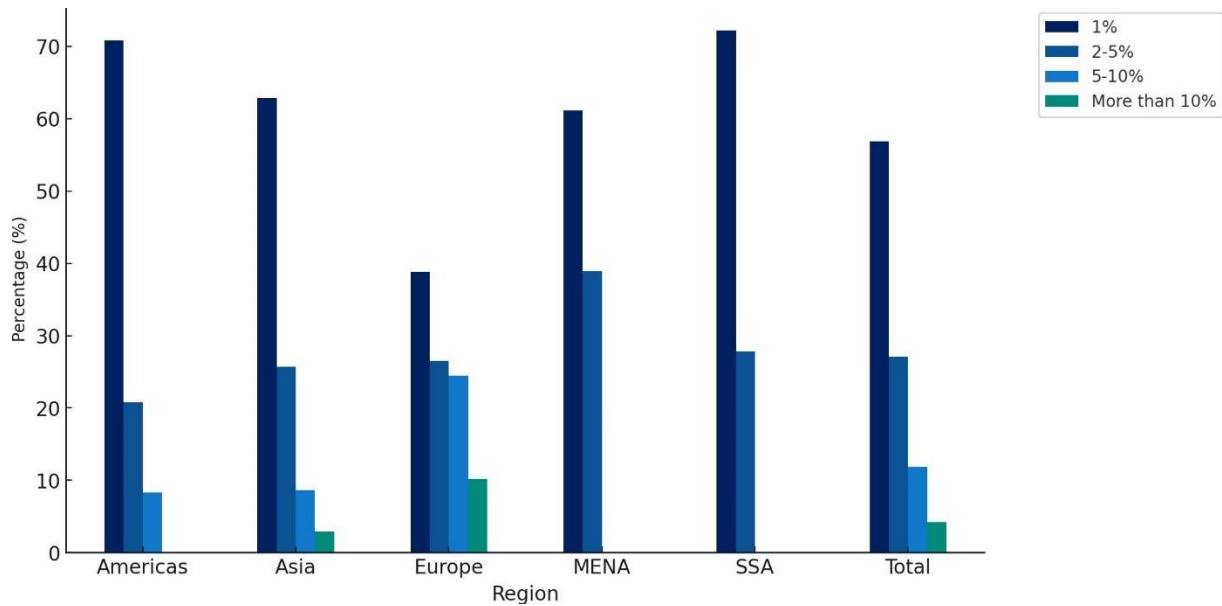


Figure 14: "How many students are able to benefit from these opportunities?"

IVSA has been offering multiple opportunities to be part of student mobility programs from its very beginning. However, not all of these programs are equally accessible to all students. Certain regions have to deal with financial inequalities and further distances to be overcome to get to the benefits of student mobility. As a result, very few members actually get to participate in live events.

Exchanges between MOs are the foundation on which IVSA was built over 70 years ago. However, with the current geographical spread of members and financial inequalities, these types of in-person exchanges are no longer possible for most. Usually, MOs are limited to one exchange per year in a group of less than 10 people. At the same time, student mobility for studies abroad is largely limited to the Europe region due to financial and visa restrictions for travel between the different regions. This leaves online as the only place to reliably put members from different regions in touch with each other.

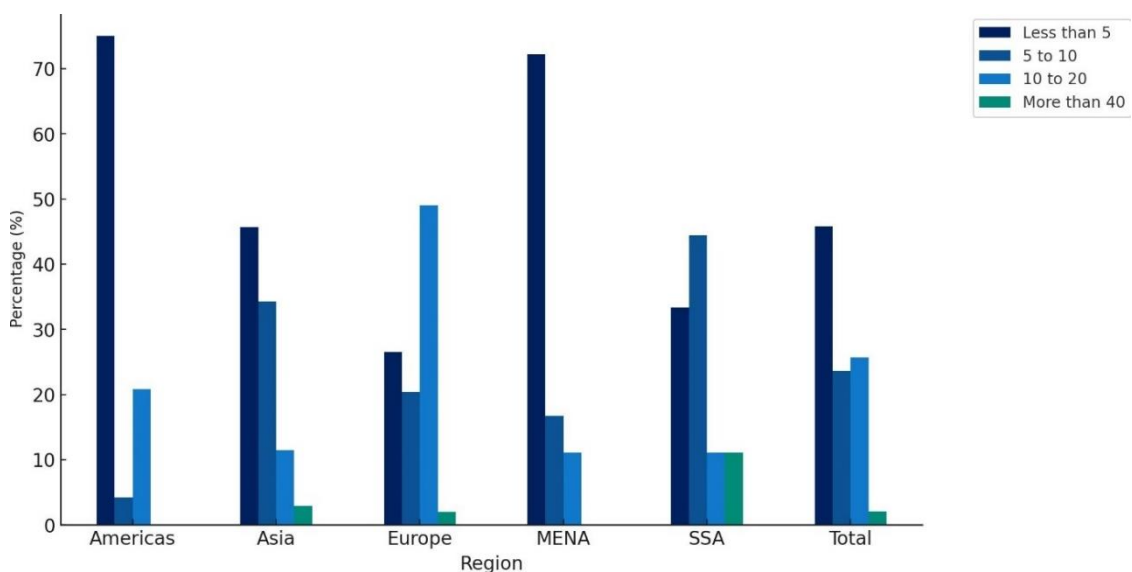


Figure 15: "How many of your members are able to participate in IVSA Exchanges/Congresses/Symposia?"

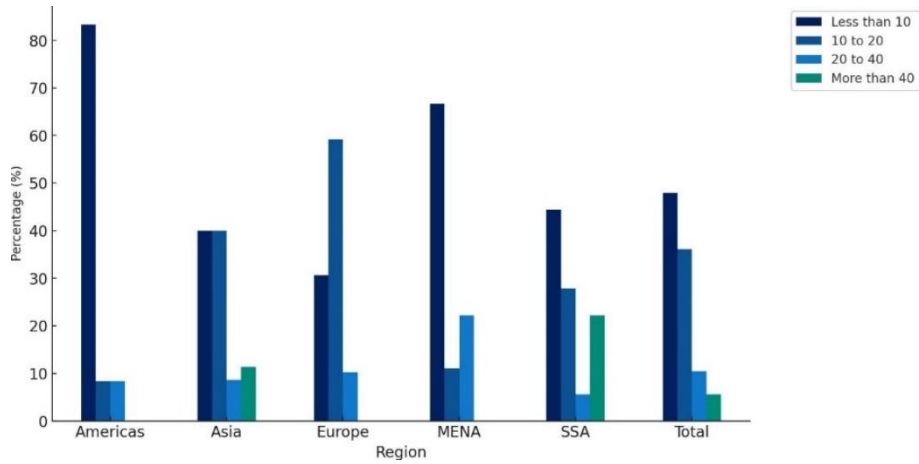


Figure 16: "How many students are you able to host in exchanges every year?"

In most regions, MOs are not in partnership with MOs in other regions, in the same region or even the same National MO. SSA is the only exception to this rule according to the survey results.

Despite most not being able to attend, most MOs still consider exchanges important to students. Smaller, intimate events such as exchanges can create strong bonds between members and can be tailored and altered depending on the member's interests. For members that have been able to partake in them, this is considered one of their most positive associations with the organization.

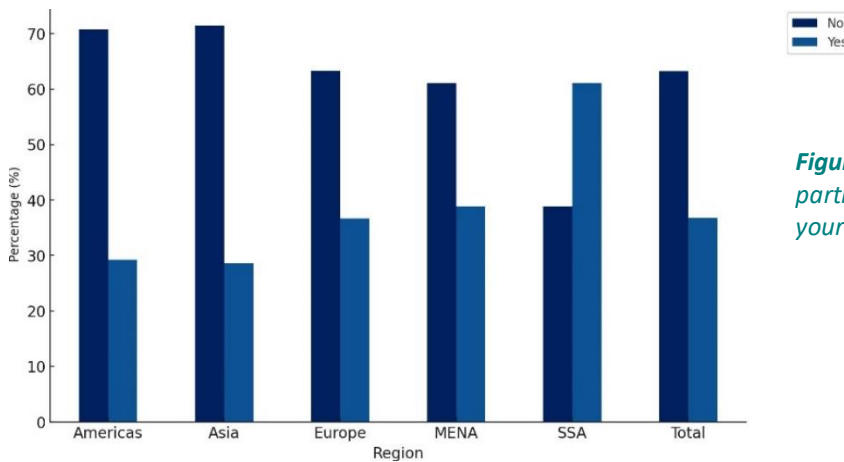


Figure 17: "Do you have any ongoing partnerships with other Local Chapters in your country?"

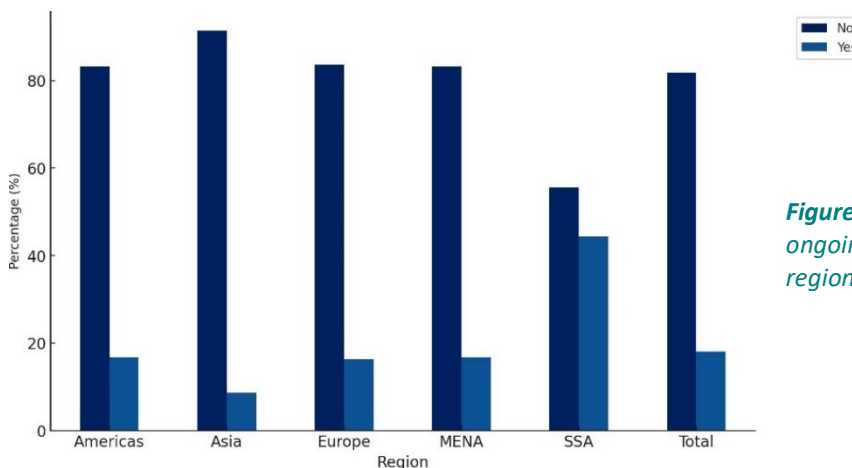


Figure 18: Does your National MO have any ongoing partnerships with MOs from other regions?"

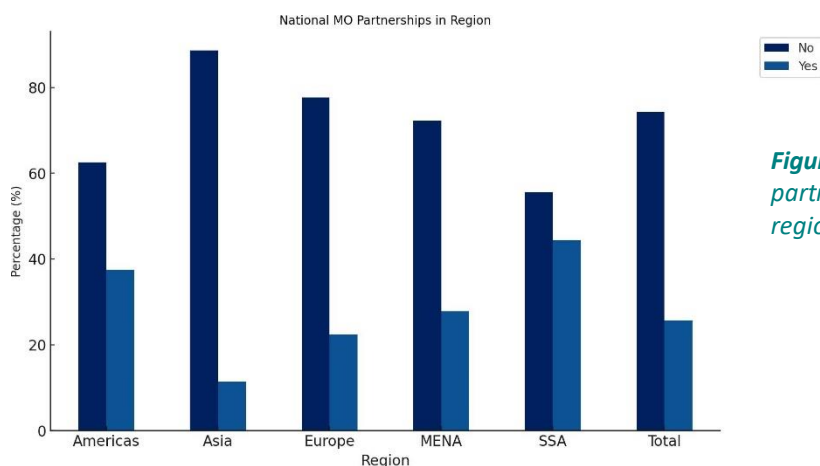


Figure 19: "Does your MO have any ongoing partnerships with other MOs from the same region?"

The importance of such opportunities is underlined by the benefits. Networking, connections and easier access to professional events are very important chances that are not available to all IVSA members in the same way. For the SSA and MENA region specifically, the lack of opportunities plays a larger role (33,6% given as the primary reason in SSA, 38,9% given as the secondary reason in MENA).

Financial means (in addition to logistics like VISA etc ...) are perhaps the most limiting factor in student mobility worldwide. IVSA tries to address this through the Development Fund (DF) travel grants and by offering grants in collaboration with sponsors. Due to financial inequality between members from different regions, these grants may still not be enough to cover the costs. Therefore, the opportunities for studying abroad are generally only available to those with more financial means.

These survey results prove that IVSA no longer fulfills its objectives to 'Create opportunities for veterinary students' and 'Encourage cooperation between members' in an equal way for all members. This is also stopping the progression of IVSA since it makes it harder for MOs to explain the benefits of IVSA to their members, especially outside the Europe region. To decentralize student mobility, it is

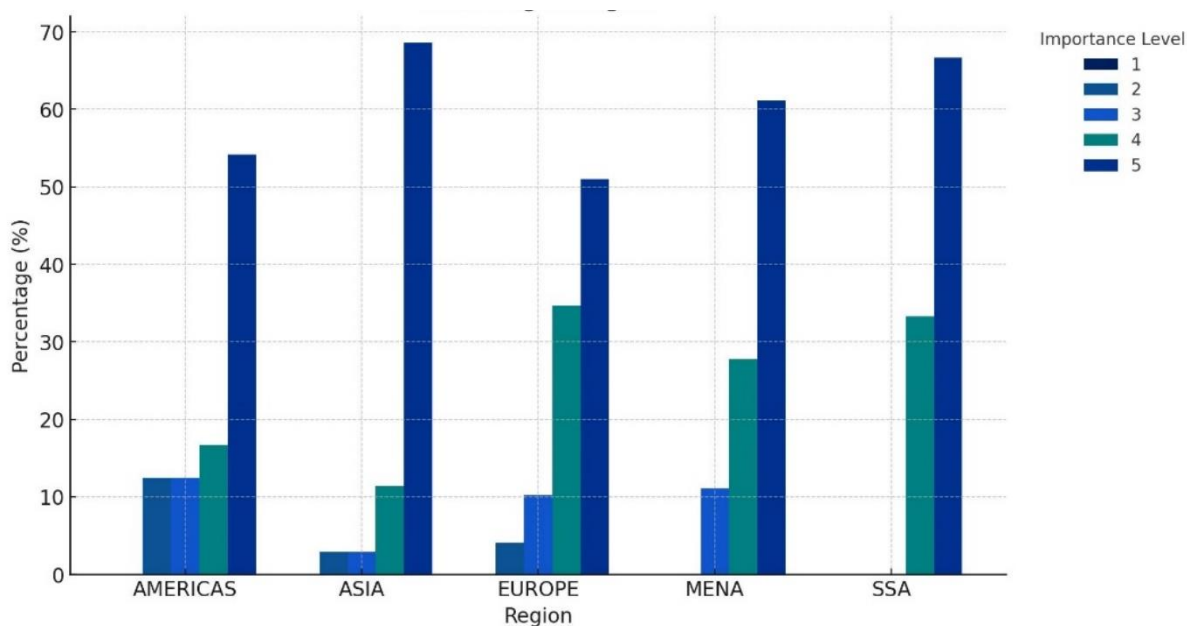


Figure 20: "How important it is for members of your MO/LC to attend exchanges? (out of five)"

necessary to create a better width of events on all levels in IVSA to allow members easier access to the available opportunities without having to overcome financial and geographical boundaries.

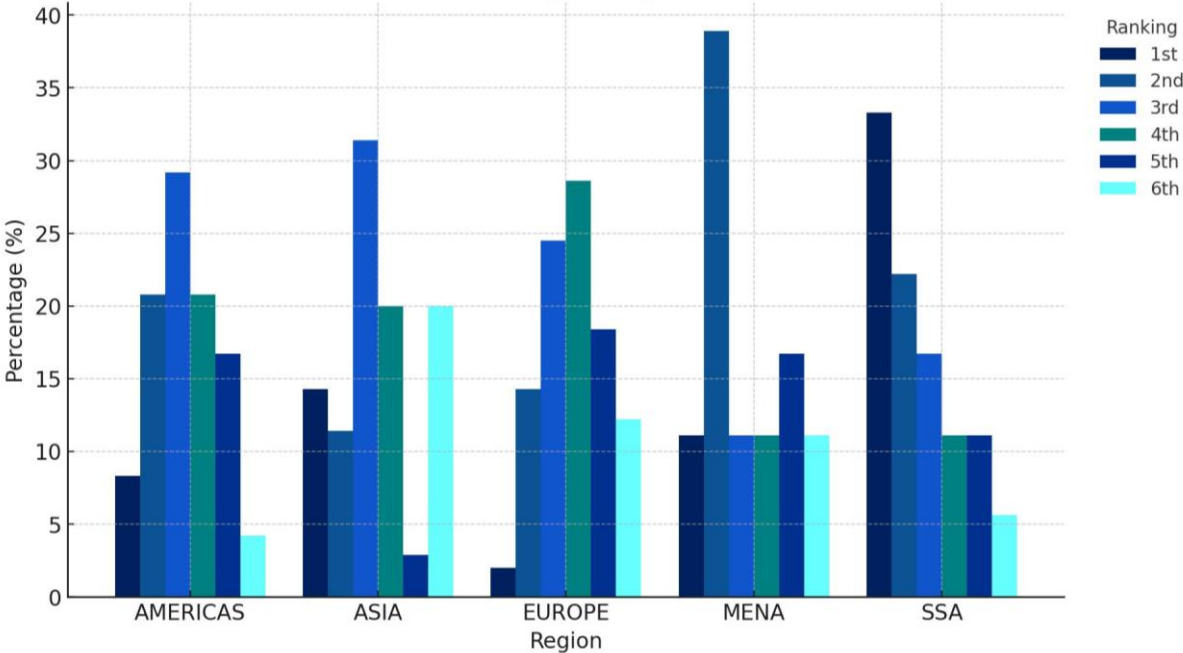


Figure 21: Ranking of lack opportunity as a reason of inactivity of members per region (percentage of answers)

➔ **IVSA Live and Online Events**

Current Model

IVSA organizes a variety of events aimed at fostering professional development, cultural exchange, and networking among veterinary students globally. These events collectively aim to enhance the educational experience of veterinary students, promote international collaboration, and advocate for improvements in the veterinary profession. Through this, IVSA gives space for students to explore, express and experiment. The current event structures are:

- ➔ **IVSA Global Congress & Symposium:** IVSA holds in-person events twice a year for 8 to 12 days at a previously elected hosting MO. The congress takes place between June 15th and August 15th, and the symposium between December 1st and February 1st. These events bring together 100 to 150 veterinary students from around the world for the biannual General Assembly (GA) of IVSA. Alongside this, the events feature a scientific program, workshops, cultural activities, and opportunities for networking and collaboration.
- ➔ **Regional Events:** For 3 years, the regional teams have organized an event for 2-4 days in their region tailored to the specific needs and interests of veterinary students in different parts of the world. These events are generally hosted online.
- ➔ **Workshops and Webinars:** IVSA committees, networks and other Officials frequently conduct online workshops and webinars on various topics related to veterinary science, soft skills, and career development. These events are designed to be accessible to a broad audience and provide valuable learning opportunities.
- ➔ **Local activities:** MOs may organize activities locally catering to the interests of their members. This may vary from educational activities to social activities. Some have the support of their university to organize these activities, but others don't.

Event Strategy

As of yet, there is no strategy set out for how IVSA events should develop over time. For the organization of a congress or symposium, rules and guidelines are set out in the bylaws and OC manual. For any other type of event, how the event is organized is mostly up to the committee organizing it. Expectations of members for live events are mostly educational and related to GA activities. The only exception to this is the Europe region, a region in which members historically have had more opportunities to attend live events and change their expectations for the future according to more social and cultural activities.

Financial support

Due to the previously discussed restraints, the IVSA GA struggles to get a good representation of its members present at Congress or Symposium. Some MOs have not attended an event in over 8 years. High costs for travel and visa restrictions are the core problems keeping members from attending IVSA events.

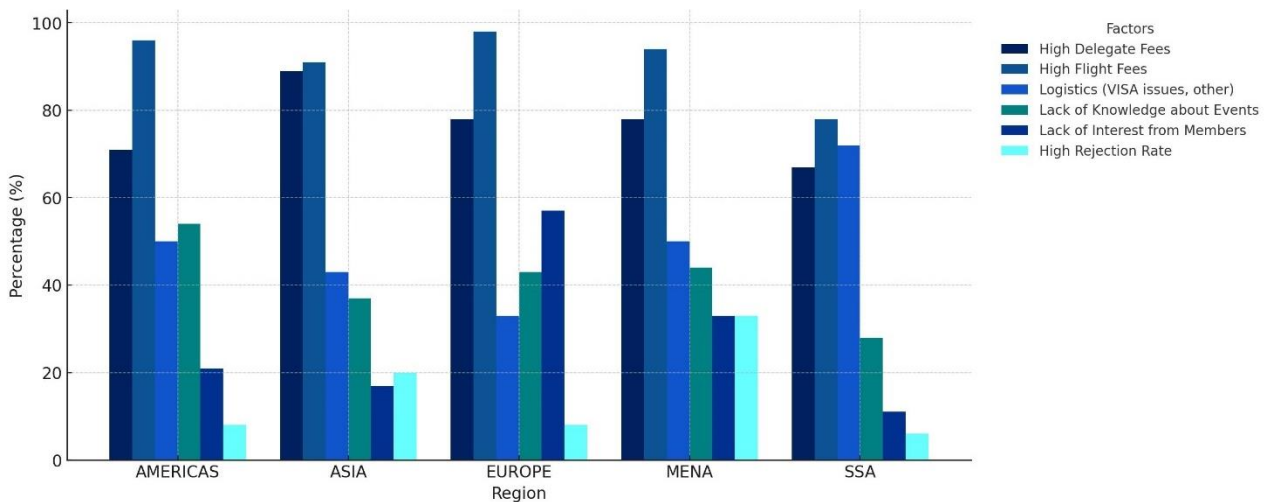


Figure 232: Reasons given for difficulty attending IVSA Congresses/Symposia according to each region

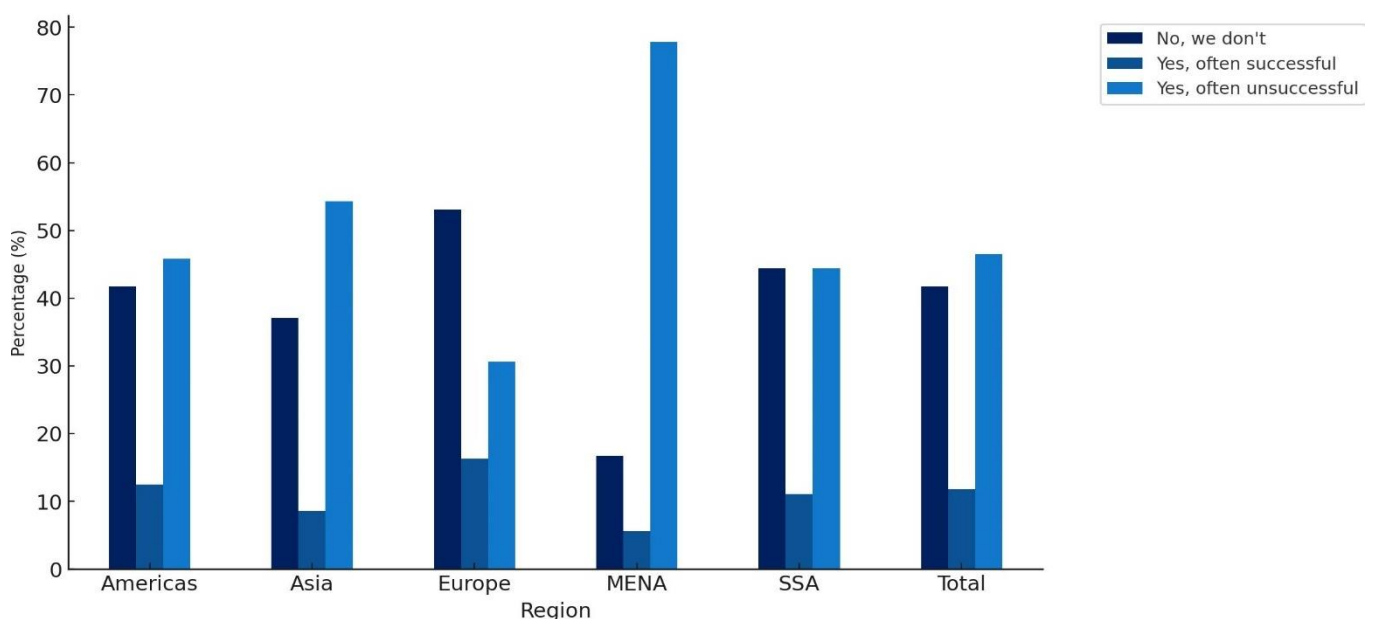


Figure 223: "Does your MO help students look for sponsorship to attend IVSA events?"

IVSA currently does not have the funds to sustainably invest in improving the mobility of its members. MOs themselves may receive sponsorship from their university or a sponsor organization, but opportunities for this are limited. On top of this, fundraising and sponsorship opportunities are not equally distributed over the regions, making it harder for a MO in a country with a lower GDP to raise the funds needed for different types of mobilities for their members.

PART 4: Collaboration and Partnership

→ IVSA Marketing

The current marketing strategy of the IVSA is a multifaceted and digital-centric approach aimed at engaging and expanding its global community of veterinary students and professionals. At the core of IVSA’s strategy is an informative website that serves as the central hub for all information related to the organization’s activities, membership benefits, educational resources, and upcoming events. Part of this website is the newly established Members Portal, which allows members to sign up and filter through all opportunities provided by IVSA. However, not many MOs and individual members have signed up for the Members Portal so far; it takes time to get to its full potential of being an interactive meeting place.

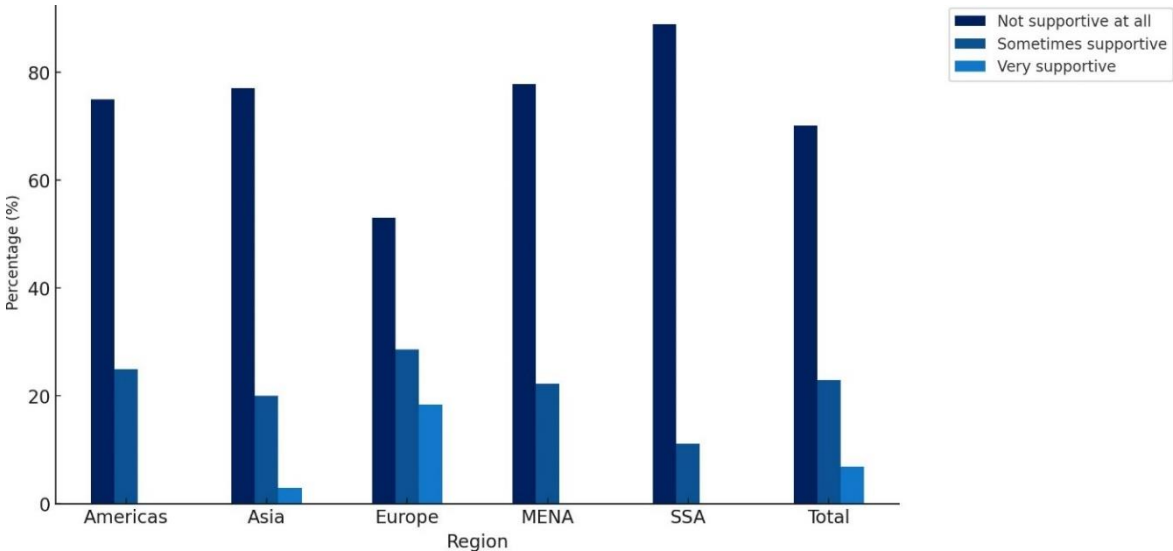


Figure 24: "Does your university offer Financial Support for students to attend IVSA Events?"

Email newsletters are another critical component of IVSA’s marketing efforts. These newsletters like the IVSA Bulletin and the IVSA Journal provide timely updates on recent developments, highlight upcoming opportunities, and share important announcements with the member organizations. The bulletin is considered a useful tool, whereas the IVSA Journal is seen as a less useful way of showcasing IVSA.

Social media platforms play a pivotal role in IVSA’s current marketing strategy. The organization maintains an active presence on major platforms such as Instagram and is currently trying to reactivate its presence on YouTube. Through these channels, IVSA shares engaging content, including success stories, event promotions, and interactive posts, to keep the community informed and connected. Interactive content has become increasingly important for IVSA, especially in the context of the COVID-19 pandemic. The organization has adapted by offering virtual events, webinars, and live streams, allowing members to participate in educational and networking opportunities regardless of their

geographical location. These virtual initiatives have not only maintained member engagement during times of physical restrictions but have also expanded IVSA’s reach.

Partnerships and collaborations are also vital to IVSA’s marketing strategy. The organization works closely with veterinary schools, professional organizations, and sponsors to support its initiatives and extend its influence. These partnerships facilitate the organization of events, provide educational opportunities, and secure necessary funding for various projects. Collaborations with industry professionals further enhance IVSA’s visibility and impact, bringing diverse expertise and perspectives to the community. At the same time, IVSA is struggling to present its work with all opportunities equally to its members, but also to its partners regarding ambitious future projects.

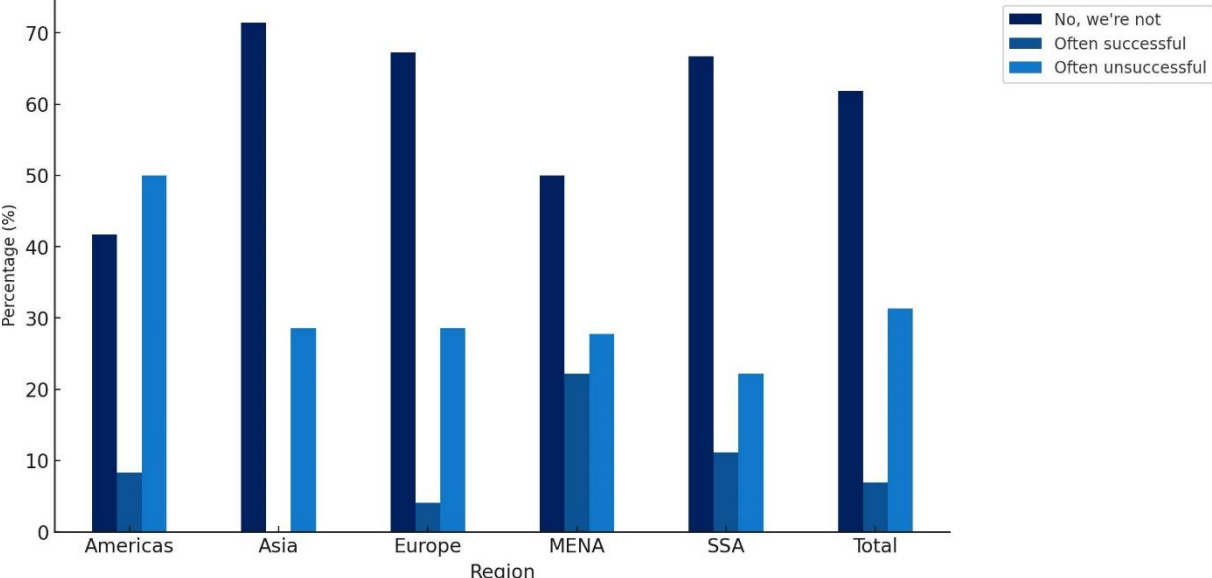


Figure 25: "Does your MO sponsor students to participate in IVSA Exchanges/Live Events?"

PART 5: Prospection and Stakeholder Mapping

➔ Prospection

Prospection involves the proactive search for new opportunities and areas for growth. For IVSA, this currently includes identifying new member prospects, potential partners, sponsors, and areas for program expansion.

- ➔ **Member Recruitment:** IVSA continuously seeks to attract new members, particularly veterinary students who can benefit from its programs and contribute to the community. This involves outreach through veterinary schools, social media campaigns, and participation in veterinary conferences and fairs.
- ➔ **Partnership Development:** IVSA looks for potential partnerships with educational institutions, NGOs, veterinary organizations, and industry leaders. These partnerships can provide valuable resources like financial support, expertise, and opportunities for collaborative projects. Especially the Regions are in high need of partners to help with financial issues regarding transportation to the Live Events or more educational opportunities in areas that require highly specialized speakers.

- ➔ **Funding and Sponsorship Opportunities:** IVSA is constantly trying to expand and establish new projects to get more sponsors. This involves reaching out to veterinary pharmaceutical companies, equipment manufacturers, and other businesses within the veterinary field that might be interested in supporting IVSA's mission.
- ➔ **Program Expansion:** IVSA constantly explores new areas for program development, such as innovative educational resources, international exchange programs, and virtual learning opportunities. This involves assessing current trends and needs within the veterinary field and tailoring programs to meet these demands.

➔ Stakeholder Mapping

Stakeholder mapping is the process of identifying and analyzing the individuals and organizations that have a stake in IVSA's activities. This helps IVSA understand their needs, expectations, and influence, enabling more effective communication and engagement strategies.

- ➔ **Internal Stakeholders:** These include IVSA members and Officials. Internal stakeholders are crucial for the implementation of IVSA's initiatives and the overall functioning of the organization. Understanding their motivations, needs, and feedback helps IVSA tailor its programs and improve member satisfaction.
- ➔ **External Stakeholders:**
 - **Veterinary Schools and Universities:** These institutions have the potential to be key partners in recruiting new members and supporting educational initiatives. Building strong relationships with veterinary schools ensures access to a continuous stream of new members and collaboration opportunities. Currently, not all universities are equally keen on supporting IVSA members, which needs to be worked on.
 - **Professional Veterinary Organizations:** Organizations such as the World Veterinary Association (WVA) and local veterinary associations are important allies. They provide networking opportunities, professional development resources, and advocacy support. This can be used to improve IVSA's visibility and influence on the global stage since such organizations value the input of student organizations.
 - **Sponsors and Donors:** Companies and individuals who provide financial support are vital for the sustainability of IVSA's programs. Understanding their goals and interests helps IVSA tailor sponsorship packages and maintain strong, long-term relationships both globally and locally.
 - **Alumni and Industry Experts:** Former IVSA members and industry professionals offer valuable expertise, mentorship, and networking opportunities. At the moment, IVSA is unable to approach this group to enhance the quality of IVSA's programs and provide career development support for current members.
 - **International Organizations:** the IVSA is actively trying to improve its relationship with international Organizations such as WHO, FAO, UNEP and WOA. Collaborating with these organizations not only grants students access to expert opinion and networking opportunities, it also enables the IVSA to contribute to policy, advocacy, and global

health initiatives in fulfillment of the IVSA's mandate as the global voice of veterinary students.

- **Beneficiaries:** The primary beneficiaries of IVSA's activities are veterinary students and, by extension, the communities and animals they serve. Mapping these stakeholders involves understanding the educational and professional development needs of students, as well as the broader impact of veterinary care on public health and animal welfare.
- **Community and Society:** IVSA also considers the wider community and societal impact of its activities. This includes promoting public health, animal welfare, and the overall advancement of the veterinary profession. Engaging with these broader stakeholders helps IVSA align its goals with societal needs and contribute to global health initiatives.

PART 6: Long-term collaboration and High-impact projects

The IVSA currently finds itself at a key moment in terms of long-term collaborations and high-impact projects, marked by a blend of strengths and challenges. On the positive side, IVSA benefits from an established global network of veterinary students and professionals, which provides a solid foundation for fostering long-term collaborations. Key partnerships with reputable organizations such as the WVA and various veterinary schools bolster IVSA's credibility and enhance its access to essential resources. Additionally, IVSA's connections with industry stakeholders open doors for funding, expertise, and collaborative ventures. Possible collaborations with veterinary pharmaceutical companies might increase these even more in the future and should be investigated.

However, IVSA also faces several critical challenges that impact its long-term collaborations and high-impact projects. One major issue is the sustainability of these collaborations, which often hinges on consistent funding and resource allocation. Fluctuations in financial support can jeopardize the longevity and effectiveness of IVSA's initiatives. Additionally, high turnover rates among student volunteers, due to graduation and changing commitments, pose significant challenges for maintaining continuity in long-term projects and collaborations.

Another area of concern is the measurement and evaluation of impact. IVSA needs more robust mechanisms to assess the outcomes of its projects. Without clear metrics and evaluation processes, it is difficult to determine the long-term benefits and effectiveness of high-impact initiatives. Ensuring proper documentation and knowledge transfer between successive teams of volunteers is also crucial for maintaining the momentum of ongoing projects.

Strategic focus and prioritization are other areas where IVSA could improve. Balancing a wide array of projects and initiatives can lead to resource dilution, making it essential for IVSA to strategically prioritize high-impact projects that align with its core mission and provide the most significant benefits to its members and the broader veterinary community.

To address these challenges and enhance its long-term collaborations and high-impact projects, IVSA could focus on several key areas for improvement. Strengthening partnerships through formalized long-term agreements with key partners can provide more stability and predictability in resource allocation and collaborative efforts. Engaging with IVSA alumni to tap into their expertise and networks can also enhance continuity and bring additional resources and mentorship to ongoing projects.

Enhancing impact evaluation by developing standardized metrics and establishing regular reporting and evaluation cycles can provide clearer insights into the effectiveness of IVSA's initiatives. This would help in tracking progress and identifying areas for improvement. Moreover, concentrating efforts on a few high-impact areas, such as global health initiatives, sustainability in veterinary practices, and

innovative educational programs, can maximize IVSA’s impact. Strategic resource allocation to projects with the highest potential for long-term benefits can further enhance overall effectiveness and sustainability.

PART 7: Leadership and Policy

→ Visibility & representation

IVSA is going through another growth spurt; IVSA’s importance is being recognized more and more every day. As found in the MO survey, half of our MOs (51,4%) have declared that IVSA now is the largest veterinary student organization at the local level. This makes IVSA an interesting partner for other organizations worldwide.

In terms of representation, in most IVSA MOs (73,6%), students are part of the administrative body of their vet school. However, when asked about the extent to which students are involved in decisions that affect or concern them, far fewer MOs, and thereby the students they represent are included.

This leaves a representation gap in veterinary medicine worldwide, something which IVSA, as the voice of veterinary students, may help alleviate. Especially at events in which IVSA is asked to participate in the various discussions to create more opportunities for IVSA to represent the voice of veterinary students on different topics and to interact with people from other fields, especially in global issues requiring interdisciplinary approaches.

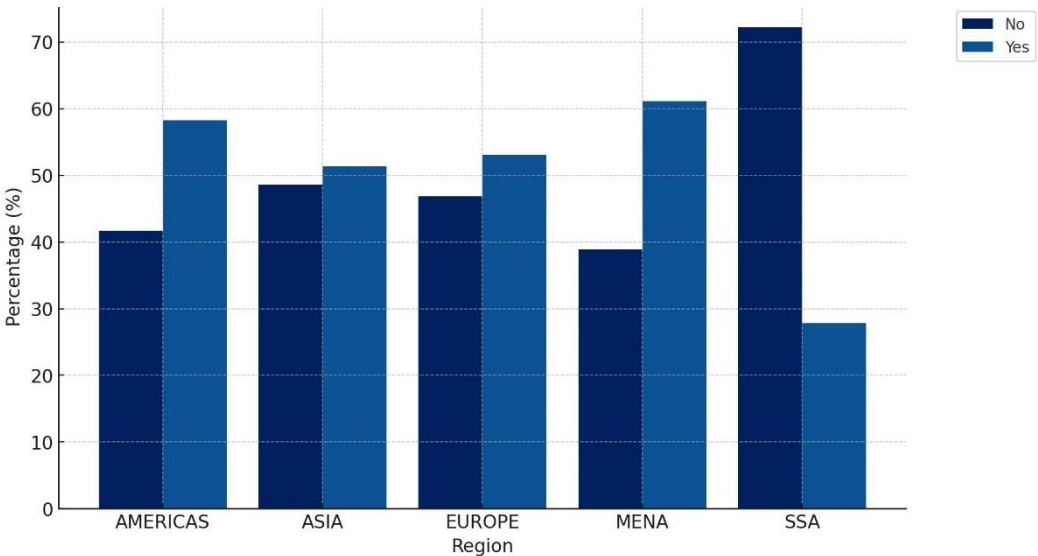


Figure 26: "Is your MO the largest veterinary student organization locally?"

However, at this moment, IVSA is not well-equipped to deal with this level of visibility and representation. As of yet, policy and advocacy are topics that need to mature within the organization. Simultaneously, the level of leadership shown by its Officials is inadequate for an organization of its size.

→ Policy & Advocacy

Policy-making is something that IVSA currently does very little, surprisingly as this is one of the main tools that the IVSA can use to fulfill its duty as the largest and global representative of veterinary

students around the world. Policy-making was originally meant to be the main focus of the IVSA committees, but currently, the committees seem to have other priorities. Earlier policy papers (shelter medicine, freedoms of animal welfare, etc.) and endorsements (tuberculosis, climate change etc.) were made, but are currently not visible within the organization nor to our partners. As a result, advocacy efforts are not structured and hardly take place. Most of this is due to a lack of competency to do so and inadequate documentation during handover processes. Another important reason is the internal structure of IVSA. Timelines and procedures seen as rigid are not allowing much flexibility to work with other associations, which sometimes is the cause for collaborations not happening or coming to an end.

Though the desire to create more policies is expressed, the lack of engagement inside teams of committees/networks on this topic leads to limited results. There is no training or internal manual available on policymaking. On top of this, endorsement of partners' policy is not done as often as possible.

➔ **Leadership**

The way leadership is implemented throughout IVSA relies on the personal leadership style of the person elected for a position, so it varies from year to year. Overall, Officials suffer from a high workload, lack of appreciation, lack of support and lack of accountability; this causes some of them to burn out during the term. Due to a lack of trust in the capabilities of their team members, tasks are often not delegated. This impacts the stability of the teams throughout the term as well as between the terms.

➔ **Planning and Strategy**

There are currently no defined objectives in terms of leadership and policymaking. Without any strategy, it is nearly impossible to create policy and commit to advocacy with a lasting impact. This is the case at both the local and the global levels; Strategic Plans often lack at the MO level, except in the SSA region.

Still, without an overarching global strategy and policy output, there is little lasting impact these plans can make within the organization over time.

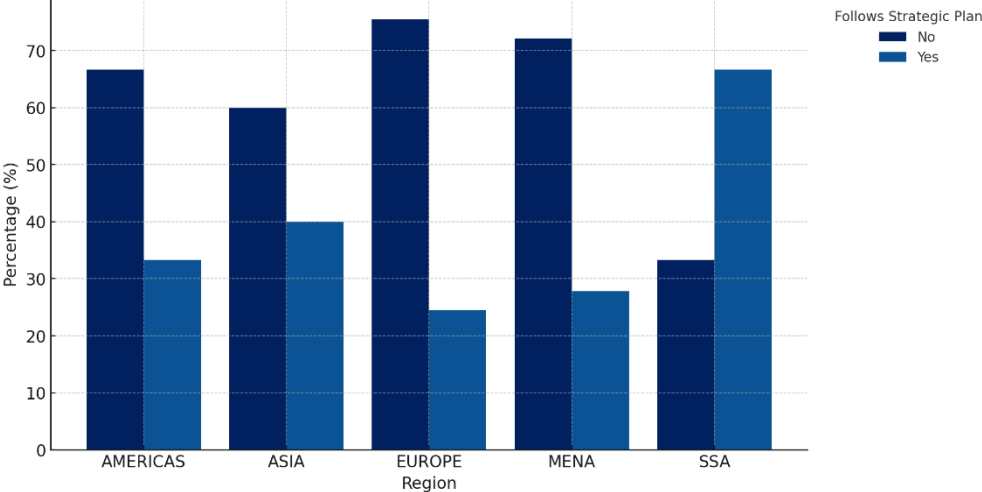


Figure 27: "Does your MO follow a Strategic Plan?"

CORE STRATEGIC OBJECTIVES FOR 2024-2029

The six Core Strategy Objectives are overarching themes that direct the IVSA Strategy and Action Plan 2024-2029. They were developed based on feedback from IVSA Members, and current and past Officials regarding core areas of improvement in the IVSA.

Objective 1: Refine the IVSA Global and Regional internal structure and management.

The current global and regional structure of the IVSA does not fully support what the organization is trying to achieve. There is a need to refine and improve it to get better engagement from members and more efficient resource management.

Objective 2: Improve overall communication in all its aspects with IVSA Members and IVSA Management.

Currently, information about IVSA and available opportunities does not reach all members. The overall communication strategy of the IVSA within the team of Officials, with and between IVSA Members needs to be improved for better engagement.

Objective 3: Research and increase opportunities for student mobility and interactions at all levels.

Unfortunately, many of the in-person opportunities offered by the IVSA are not accessible to all members due to financial and travel/diplomatic constraints. The IVSA should strive to offer a wide array of opportunities accessible to more members of underrepresented regions or backgrounds.

Objective 4: Design and implement a sustainable system for capacity building in MOs and the IVSA Team of Officials.

Due to the high turnover and relative lack of experience in high-level management positions, the IVSA has suffered from cases of bad leadership and lack of continuity at all levels. To create consistency in the management of the IVSA, the organization is in strong and urgent need of a long-term capacity-building strategy benefiting IVSA Officials and MOs (who are arguably in a much more fragile position).

Objective 5: Engage in meaningful and relevant collaborations at the global and regional levels with particular emphasis on under-represented regions.

The IVSA should be engaging with more world-leading organizations seeking collaborations on relatively unexplored areas of our Focal Points, keeping in mind the diversity in local and regional relevance of important issues.

Objective 6: Define the IVSA approach to Leadership and policymaking in relevant issues to veterinary medicine.

The IVSA is currently lacking a strategic vision about how to globally represent the voice of veterinary students in matters of great importance to themselves and the veterinary profession. Policy made by IVSA Members should work to define the IVSA position on important and relevant issues to guide the

work of the IVSA, for Officials to represent and relay the official IVSA Positions globally, and for members and MOs to implement locally.

IVSA ACTION PLAN 2024 -2029

While the purpose of the IVSA Strategy is to introduce high-level objectives and the long-term direction of the organization, the Action Plan is a tool meant to support and define the execution of the strategy by translating the high-level objectives into precise and actionable steps towards the fulfillment of the strategy goals and the IVSA mission and vision.

Since the last IVSA Strategic Plan was adopted in 2019, the IVSA underwent major structural changes. First, the IVSA created the IVSA Standing Committee on Career Attributes (SCOCA) in the summer of 2019, which was also followed by the creation of six IVSA Regions, now five due to lack of IVSA membership in the Pacific. In the 2020 revision of the IVSA Bylaws, the IVSA increased the capacity of the IVSA Secretariat by 50% to 12 positions. In the same year, the IVSA also adopted a constitutional amendment that changed its recognition of supra-national organizations, imposing changes in Member Organizations' local and national structure, and adopting a new Code of Conduct. Last but not least, the IVSA created the IVSA Equine Network, the IVSA Wild and Exotics Network, and the IVSA Pathology Network, all of which are still not officially recognized in the IVSA Bylaws as they are candidate networks. The IVSA also introduced the Members Portal as part of the previous strategic plan's objectives. While this provided more opportunities for members, many of the extensive changes made in such a short period (which also coincided with the COVID-19 Pandemic) did not have the revolutionary effect some expected them to have and some proved to be quite dysfunctional.

Particularly, the COVID-19 Pandemic had severe consequences on the IVSA in that it further exacerbated the previously mentioned issues. While it provided some opportunity for increased engagement in IVSA Governance of students from underrepresented countries via online media, the pandemic also greatly weakened the IVSA MO locally. Furthermore, while the IVSA knew a significant improvement in diversity within the team of Officials, this came at the expense of specific IVSA experience and laid bare the defectiveness in internal communication and a lack of cultural sensitivity.

Drawing from previous efforts and experience in implementing IVSA strategic plans, the following Action Plan sought to provide alternative solutions to enhance its implementability. Therefore, it was developed using a programmatic approach, based on the definition of specific programs or projects breaking down the strategic objectives into manageable, actionable initiatives that can be systematically executed and precisely monitored over time. This, along with the distinction between the Strategy and Action Plan which has not been done in past IVSA Strategic documents, should provide a clearer framework for future Officials and IVSA Members to follow over the next five years.

Specific Actions

The specific actions stem from analysis and recommendations made by experienced IVSA Officials and members. They have been classified based on their belonging to the six Core Strategic Objectives underlined in the IVSA Strategy 2024-2029. The following list of 38 specific Action Items were retained and classified according to their scope and the specific level they target (Global, Regional). They are explained in further detail in Annex.

→ Global Action Items:

Objective 1: Refine the IVSA Global and Regional internal structure and management.

SA 1. IVSA Manual Taskforce

SA 2. IVSA Handover Manual

SA 3. IVSA Structure Changes

SA 4. Report on the Potential for using technological advancements and Artificial Intelligence (AI) in IVSA Management.

Objective 2: Improve overall communication in all its aspects with IVSA Members and IVSA Management

SA 5. IVSA Communication Strategy

SA 6. IVSA Digital Archive and Documentation Portal

SA 7. IVSA Quarterly Meetings

SA 8. Vet Student Organization Data Strategy and Action Plan

Objective 3: Research and increase opportunities for student mobility and interactions at all levels.

SA 9. IVSA Event Strategy

SA 10. GA Resolution on money to be allocated to the Development Fund from the Excedent of the annual budget.

SA 11. IVSA Event Attendance Database

SA 12. IVSA International Mobility Program Database

SA 13. IVSA Report on International Group Exchanges

SA 14. IVSA Policy Document on Student Mobility

Objective 4: Design and implement a sustainable system for Capacity building in Member Organizations and the IVSA Team of Officials.

SA 15. IVSA MO Manual on Strategy

- SA 16. IVSA MO Manual on Project Management*
- SA 17. IVSA MO Manual on Governance*
- SA 18. Officials Self-Assessment Forms*
- SA 19. MO Self-Assessment Form*
- SA 20. MO Startup Package*
- SA 21. IVSA Manual on Knowledge Management*
- SA 22. Soft Skill Library*
- SA 23. Survey: Veterinary Students' Perception of Soft Skills*
- SA 24. IVSA Soft Skill Festival*
- SA 25. IVSA Trainer Network*
- SA 26. IVSA Policy Document on Soft Skills*

Objective 5: Engage in Meaningful and relevant collaborations at the global and regional levels with particular emphasis on under-represented regions.

- SA 27. IVSA Alumni Database*
- SA 28. IVSA Sponsorship Manual*
- SA 29. Animal Health Stakeholder Map*
- SA 30. IVSA MO Fundraising Manual*

Objective 6: Define the IVSA approach to Leadership and policymaking in relevant issues to Veterinary Medicine.

- SA 31. IVSA Strategic Focal Points 3-year Action Plan*
- SA 32. IVSA Excellence Award*
- SA 33. Reevaluation of past IVSA policy documents*
- SA 34. IVSA Advocacy and Policy Writing Guidelines*

→ Regional Action Items:

SA 35. IVSA Guidelines on MO Collaboration

SA 36. IVSA Guidelines on Regional Events

SA 37. IVSA Report on Regional Priority Areas

SA 38. IVSA Regional Strategy and Action Plan 2030

Timeline

YEAR 1: 2024-2025	
SPECIFIC ACTION	PROJECT LEAD
SEMESTER 1: sept 2024 -dec 2024	
SA 1.1. EXCO and Trust Manuals (1/2)	Taskforce
SA 2. IVSA Handover Manual	SG
SA 3.1. Definition of ExCo Positions	Taskforce
SA 4.1. Report on the Potential Applications of Artificial Intelligence Tools in IVSA Management	SG
SA 5. IVSA Communication Strategy (1/2)	PRC
SA 15. IVSA MO Manual on Strategy	IVSA SPC 2024-2029
SA 23. Survey: Veterinary Students' Perception of Soft Skills	SCOCA
SA 29. Animal Health Stakeholder Map (1/2)	ERO
SA 37. IVSA Report on Regional Priority Areas	MOD
SEMESTER 2: jan 2025 - jun 2025	
SA 1.1. EXCO and Trust Manuals (2/2)	Taskforce
SA 3.2. Definition of Standing Committee Structure	Taskforce
SA 4.2. Action Plan for the Implementation of Artificial Intelligence Tools in IVSA Management	SG

SA 5. IVSA Communication Strategy (2/2)	PRC
SA 7. IVSA Quarterly Meetings	SG
SA 9. IVSA Event Strategy (1/2)	Taskforce
SA 10. GA Resolution on Money to be Allocated to the Development Fund from the Excedent of the annual Budget	Treasurer
SA 22. Soft Skill Library (1/9)	SCOCA
SA 24. IVSA Soft Skill Festival	SCOCA
SA 25. IVSA Trainer Network (1/3)	SCOCA
SA 27. IVSA Alumni Database (1/3)	Alumni Network
SA 29. Animal Health Stakeholder Map (2/2)	ERO
SA 31. IVSA Strategic Focal Points 3-year Action Plan	CC

YEAR 2: 2025-2026

SPECIFIC ACTION	PROJECT LEAD
SEMESTER 3: sep 2025 - dec 2025	
SA 1.2. Committee Teams Manuals (1/2)	Taskforce
SA 3.3. Definition of Regional IVSA Structure	Taskforce
SA 6. IVSA Digital Archive and Documentation Portal (1/4)	PRC
SA 9. IVSA Event Strategy (2/2)	Taskforce
SA 12. IVSA International Mobility Program Database (1/2)	Taskforce
SA 17. IVSA MO Manual on Governance (1/2)	SG
SA 18.1. ExCo Self-Assessment Forms	Trust
SA 18.5. Trust Self-Assessment Forms	Trust
SA 22. Soft Skill Library (2/9)	SCOCA
SA 25. IVSA Trainer Network (2/3)	SCOCA
SA 27. IVSA Alumni Database (2/3)	Alumni Network

SA 32. IVSA Excellence Award	DAD
SA 38. IVSA Regional Strategy and Action Plan 2030 (1/2)	MOD
SEMESTER 4: jan 2026- jun 2026	
SA 1.2. Committee Teams Manuals (2/2)	Taskforce
SA 6. IVSA Digital Archive and Documentation Portal (2/4)	PRC
SA 11. IVSA Event Attendance Database	MOD
SA 12. IVSA International Mobility Program Database (2/2)	Taskforce
SA 17. IVSA MO Manual on Governance (2/2)	SG
SA 22. Soft Skill Library (3/9)	SCOCA
SA 24. IVSA Soft Skill Festival	SCOCA
SA 25. IVSA Trainer Network (3/3)	SCOCA
SA 27. IVSA Alumni Database (3/3)	Alumni Network
SA 30. IVSA MO Fundraising Manual	DAD
SA 38. IVSA Regional Strategy 2030 (2/2)	MOD

YEAR 3: 2026-2027	
SPECIFIC ACTION	PROJECT LEAD
SEMESTER 5: jan 2026 - dec 2026	
SA 1.3. IVSA Regional Teams Manuals (1/2)	Taskforce
SA 3.4. Definition of IVSA Secretariat Named Positions (1/2)	Taskforce
SA 6. IVSA Digital Archive and Documentation Portal (3/4)	PRC
SA 8. Vet Student Organization Data Strategy and Action Plan	MOD
SA 16. IVSA MO Manual on Project Management (1/2)	SCOCA
SA 18.2. Committee Positions Self-Assessment Forms	Taskforce
SA 22. Soft Skill Library (4/9)	SCOCA
SA 28. IVSA Sponsorship Manual (1/2)	ERO

SA 35. IVSA Guidelines on MO Collaboration	MOD
SA 36. IVSA Guidelines on Regional Events	MOD
SEMESTER 6: jan 2027-jun 2027	
SA 1.3. IVSA Regional Teams Manuals (2/2)	Taskforce
SA 3.4. Definition of IVSA Secretariat Named Positions (2/2)	SG
SA 6. IVSA Digital Archive and Documentation Portal (4/4)	PRC
SA 16. IVSA MO Manual on Project Management (2/2)	SCOCA
SA 22. Soft Skill Library (5/9)	SCOCA
SA 24. IVSA Soft Skill Festival	SCOCA
SA 28. IVSA Sponsorship Manual (2/2)	ERO
SA 33. Reevaluation of Past IVSA Policy Documents	CC

YEAR 4: 2027-2028	
SPECIFIC ACTION	PROJECT LEAD
SEMESTER 7: sep 2027 - dec 2027	
SA 1.4. Secretariat Manuals (1/2)	Taskforce
SA 14. IVSA Report on International Group Exchanges (1/2)	MOD
SA 18.3. Regional Reps Self-Assessment Forms	Taskforce
SA 21. IVSA Manual on Knowledge Management (1/2)	SG
SA 22. Soft Skill Library (6/9)	SCOCA
SA 34. IVSA Advocacy and Policy Writing Guidelines (1/2)	CC
SEMESTER 8: jan 2028 - jun 2028	
SA 1.4. Secretariat Manuals (2/2)	Taskforce
SA 14. IVSA Report on International Group Exchanges (2/2)	MOD
SA 21. IVSA Manual on Knowledge Management (2/2)	SG

SA 22. Soft Skill Library (7/9)	SCOCA
SA 24. IVSA Soft Skill Festival	SCOCA
SA 34. IVSA Advocacy and Policy Writing Guidelines (2/2)	CC

YEAR 5: 2028-2029	
SPECIFIC ACTION	PROJECT LEAD
SEMESTER 9: sep 2028 - dec 2028	
SA 14. IVSA Policy Document on Student Mobility (1/2)	SCOCA
SA 18.4. Secretariat Self-Assessment Forms	Taskforce
SA 19. MO Self-Assessment Tool (1/2)	MOD
SA 20. MO Startup Package (1/2)	MOD
SA 22. Soft Skill Library (8/9)	SCOCA
SA 26. IVSA Policy Document on Soft Skills (1/2)	SCOCA
SEMESTER 10: jan 2029 - jun 2029	
SA 14. IVSA Policy Document on Student Mobility (2/2)	SCOCA
SA 19. MO Self-Assessment Tool (2/2)	MOD
SA 20. MO Startup Package (2/2)	MOD
SA 22. Soft Skill Library (9/9)	SCOCA
SA 24. IVSA Soft Skill Festival	SCOCA
SA 26. IVSA Policy Document on Soft Skills (2/2)	SCOCA

Communication Plan

Communicating a strategy and action plan effectively requires a multi-faceted approach to ensure all stakeholders are informed and engaged throughout the process of its implementation. To achieve this, the IVSA must implement a comprehensive communication plan that includes clear, consistent messaging, various communication channels, and feedback mechanisms. This includes the publication and promotion of the IVSA Strategy and Action Plan in all IVSA Platforms. Following the adoption of the Strategy and Action Plan, a special bulletin may be sent to all MOs underlining their role in its success, especially regarding items where MO feedback is needed (surveys, etc...).

Furthermore, it will be crucial to put in place a strong social media campaign throughout the duration of the Action Plan, not only in the initial phase of raising awareness regarding its adoption, but also to celebrate its successes and milestones, and providing regular progress reports to members, partners, sponsors and the public. This shall make use of multiple forms of messaging and may explore the idea of creating video content to attract viewers and facilitate the sharing of important knowledge depending on feasibility.

Finally, the IVSA Officials should set up a series of workshops (at least 2) every year at the start of the term to explain the IVSA Strategy and Action Plan to members and anchor incoming IVSA Officials within the bigger framework of the IVSA Strategy and Action Plan. These shall be organized by the MOD team. It is preferable to make use of the already existing framework of Regional Meetings to approach members. The projects of the concurring (part of the) term should be summarized to IVSA members during Presidents & EOs meetings and during Official Meetings (time-permitting).

Review and Adjustment

Should any radical change occur in the IVSA or its environment (political, economic, technological, etc ...) which would render some of the specific actions underlined in this plan obsolete or less urgent, it will be important for the IVSA to recognize and adapt to the new status quo. The review and adjustment of the current Action Plan shall be done in accordance with the principles underlined in the current IVSA Strategy. Changes must only be made after a rigorous process of gathering and analyzing data to ensure all decisions are evidence-based and necessary. Throughout the implementation of the IVSA Action Plan, the IVSA may engage its partners, sponsors, and other stakeholders to collect feedback regarding its projects. Indeed, the IVSA Action Plan 2024-2029 should serve as the basis for collaboration with IVSA partners, sponsors and other stakeholders in fulfillment of the IVSA Mission and Vision.

The progress of the Action Plan shall be monitored in IVSA Quarterly Meetings (SA 7.) and through reporting to the IVSA GA. Reviews and Adjustments to the IVSA Strategy and Action Plan should only be discussed in the IVSA Quarterly Meetings and adopted by the IVSA GA upon suggestion by the IVSA Officials.

ANNEX : TERMS AND SCOPE OF THE SPECIFIC ACTIONS COMPRISED IN THE IVSA 2024-2029 ACTION PLAN

SA 1. IVSA Manual Taskforce

1. Description: The objective of SA 1. is to make sure the incoming IVSA Officials possess manuals of very good quality to help them during their handovers and their subsequent term. These manuals should contain most of the necessary information about the responsibilities of IVSA Officials (depending on which Official the manual is made for) and work in the IVSA Team of Officials. The IVSA has struggled for a long time with the fact that the handover of necessary knowledge was mostly done verbally due to the very high turnover, even though the technical aspects of working in the IVSA Team of Officials don't change that often. Over time, it became very hard for outgoing officials to keep up with the necessary updates to the manuals (some positions have very outdated manuals, and some do not have one at all), which has been a significant issue as of late, and which has been exacerbated by the relative loss of experience during and after the COVID-19 Pandemic. This project will help define some of the newer positions (Regions, new Committees, Networks, the expanded Secretariat) while reinforcing the older ones in order to satisfy the IVSA's need for consistency and continuity across consecutive terms.

2. Timeline: The project shall be conducted during 4 years (2024-2028):

- ➔ **SA 1.1 ExCo and Trust Manuals:** Sep 2024 - Jun 2025
- ➔ **SA 1.2 Committee Chairs and Team Manuals:** Sep 2025 - Jun 2026
- ➔ **SA 1.3 Regional Representatives and Team Manuals:** Sep 2026- Jun 2027
- ➔ **SA 1.4 Secretariat Manuals:** Sep 2027 - Jun 2028.

The Secretariat Manuals are left to last in order to give time for the new Secretariat structure to mature and for individual positions to emerge from the remainder of the Action Plan.

3. Responsibility: This project shall be conducted by a specific Taskforce consisting of very experienced members with applications at least once a year, with the IVSA Secretary General being the main point of contact with IVSA ExCo. During the duration of this project (4 years at least), the Taskforce may be chaired by different people depending on which subsection and the advancement state of this project, and the Taskforce may change its structure.

4. Recommendations

- The Taskforce may start by collecting already existing manuals and evaluating their quality and content before making all necessary amendments. Based on the existing manuals, a standardized format may be made to make all manuals follow the same overall structure and logic.

- The manuals would cover most if not all technical aspects of IVSA work within the Team of Officials such as estimated work time during a week, regular tasks throughout the term, other responsibilities, etc.
- There will be handovers within the Taskforce between different terms: make sure to prepare and pick team members accordingly to benefit from new input and persons with specific knowledge and experience in the different areas that will be covered by this project.

SA 2. IVSA Handover Manual

1. Description: Currently, the IVSA handovers are not set in one particular period and do not follow any predefined format. It is very unclear for outgoing and incoming Officials what needs to be done during the Handover period, which oftentimes also coincides with the period when Officials are trying to finish up their projects for the year. While previous efforts were made to tackle this issue (IVSA Manual on Handovers, 2020-2021), this proved rather ineffective due to overall lack of engagement with this initiative and the outbreak of COVID-19 that term. The aim of this project is to revisit the already existing manual, amend it, and make sure it is implemented consistently by all IVSA Officials.

2. Timeline: The expected timeline for this project is half a term.

3. Responsibility: The SG shall be the project lead. They may collect input from experienced members of Trust or previous members of the IVSA Team of Officials.

4. Recommendations

- Upon completion, the IVSA Secretary General and the IVSA MOD may consider developing a broader Guidelines document destined towards Member Organizations to serve as reference in case any are struggling with their handovers.

SA 3. IVSA Structure Changes

1. Description: The IVSA Structure currently does not allow the IVSA to accomplish all that it aims to do and a review of the IVSA Structure is necessary to make necessary improvements. The objective of this project is to address the changes that need to happen in the IVSA structure which includes, but may not be limited to: Defining the ExCo positions of ERO, CC, and PRC (not defined in the IVSA Bylaws), defining the named Secretary positions, addressing the specific needs of the IVSA Regions and IVSA Committees in terms of structure and defining them, etc.

This project is strongly linked to SA 1. in which the IVSA Manuals Taskforce will be taking into account the results of this project.

2. Timeline: This project is scheduled to happen over three years (2024-2027):

- ➔ **SA 3.1. Definition of ExCo Positions:** Sep 2024-Dec 2024
- ➔ **SA 3.2. Definition of Standing Committee Structure:** Jan 2025-Jun 2025
- ➔ **SA 3.3. Definition of Regional IVSA Structure:** Sep 2025–Dec 2025
- ➔ **SA 3.4. Definition of IVSA Secretariat Named Positions:** Sep 2026-Jun 2027

3. Responsibility: This project shall be conducted by a separate taskforce (The IVSA Taskforce on Structure) working in collaboration with the IVSA Manuals Taskforce. Input may be collected from relevant Officials.

4. Recommendations

- There will be handovers within the Taskforce needed between different terms: make sure to prepare this well in advance. **SA 3.1** and **3.2** are in one term, **SA 3.3** on the next and **SA 3.4** on the one after. Select team members accordingly.
- **SA 3.1** should partially be already done by a bylaw amendment presented at the 2024 IVSA Congress that covers the definitions of the CC and ERO positions.
- **SA 3.2** will be more difficult due to the large variety there currently is between committees; start earlier in the term if possible.
- **SA 3.4** is set for a whole term since this part needs to start from scratch. Until now, the Secretariat roles have been different every term.

SA 4. Report on Potential for the use of Technological advancements and Artificial Intelligence in IVSA Management

1. Description: With the recent advancements in technology (especially the advent of powerful artificial intelligence tools), there are many tasks which can be made much easier and less time consuming through the use of AI and other platforms. Particularly, generative AI can be powerful tool to help in report writing, summarizing, graphic design, document translation, etc., all of which the IVSA has been trying to make easier during the past few years. As AI performances improve and become more accurate and powerful, the IVSA may also entertain the idea of starting larger projects which previously needed specific knowledge or competence and/or a large amount of human and financial resources.

The aim of this project is to study the applications of AI in the management of the IVSA (**SA 4.1.**), and build an action plan to implement the rational and accurate use of AI in IVSA Management (**SA 4.2.**). The report may also take note of any platforms which are available to Member Organizations for free and showcase the benefits.

2. Timeline: The estimated duration of this project is one term (2024-2025).

3. Responsibility: This project shall be under the responsibility of the IVSA Secretary General. They may benefit from help from the IVSA Secretariat and/or the IVSA Trust.

4. Recommendations

- Analyze different types of AI for specific tasks they may cover so you can compare
- Add a “How to identify AI” section to allow members a safer and more educated approach
- Give an overview of the common mistakes that can happen with AI (can be combined with the second recommendation)
- An AI such as DeepL® can be used to address the demand for translated IVSA content

SA 5. IVSA Communication Strategy

1. Description: The IVSA currently does not have a clear communication strategy. This causes a great deal of confusion within the IVSA Team of Officials and MOs to whom the inner process of communication and decision making in the IVSA is unclear. To address these issues and others, the IVSA must draft a clear and detailed communication strategy which covers both internal and external communication at and between all levels of the IVSA structure.

2. Timeline: The IVSA Communication Strategy is expected to be a one-year project (2024-2025).

3. Responsibility: The PRC shall serve as project lead. However, the project should include input from the SG, ERO, and MOD; or other experienced members (Trust or former Officials) who may fulfill these roles.

4. Recommendations

- Create an overview of the different IVSA communication channels with their pros and cons
- Use the Strategic Plan MO survey data to see which methods are used the most by members
- Talk to Officials which was of communication is providing the most efficient outcome for them and which one is causing the most confusion
- Analyze which ways of communication aren't used in IVSA and could be beneficial

SA 6. IVSA Digital Archive and Documentation Portal

1. Description: In recent years, the IVSA made great investments in safeguarding its history and improving members' accessibility to relevant IVSA documentation. While the IVSA History Taskforce is currently collecting and indexing historical documents, the IVSA migrated its website and created the Members' Portal with an associated mobile app. However, there is a need to make sure that all IVSA documentation is made available to all IVSA members across the different platforms and to make sure that all efforts thus far undertaken can converge into a unique, secured, and open platform.

2. Timeline: The estimated timeline for this project is set at 2 years (2025-2027).

3. Responsibility: The PRC shall serve as project lead. However, the project should include input from the IVSA History Taskforce. Additionally, the PRC may require the opinions of the IVSA SG and/or the IVSA Trust.

4. Recommendations

- Coordinate with the IVSA History Taskforce on what should be archived and how.
- Collect data on Webinars held in the past 3-4 years to create a list with topics that have been addressed to avoid repetition between terms.
- Collect data on total amount of posts and likes on the IVSA Global social medias and the official pages for committees, networks and regions. This should set a standard for metrics to be shared with partners.
- There will be handovers within the Taskforce needed between different terms: make sure to prepare this well in advance and pick team members accordingly.

SA 7. IVSA Quarterly Meetings

1. Description: The expansion of the IVSA structure, accompanying communication issues, and lack of experience have progressively made IVSA meetings inefficient and unnecessarily long. The current meeting structure has become inadequate to fulfill the purposes of IVSA governance. While there were previous efforts to amend this, (a manual with guidelines was written in 2020-2021 to change the meeting structure), the changes were not implemented during the following term. Furthermore, the COVID-19 pandemic resulted in the cancellation of nearly all IVSA Live Meetings due to a lack of hosts, but also due to a change in financial vision and an attempt to reallocate these expenses towards the growing number of officials and stronger in-person attendance at strategic events.

The purpose of this project is to revise and implement the necessary and already existing changes in the nature and function of online and in person meetings of the IVSA Team of Officials.

2. Timeline: This revision will take place in the 2024-2025 term and shall, from there on out, be a continuous project to improve based on experience gained.

3. Responsibility: The IVSA SG shall serve as project lead. All changes shall be agreed on by the IVSA President in consultation with the rest of the IVSA Officials.

4. Recommendations:

- Replacing Quarterly Live Meetings with online Strategy Meetings
- Replacing ExCo meetings with "Officials' Meetings"
- Ensuring the communication about Officials' Meetings is sufficient towards members
- Radically amending the IVSA meeting agenda template to make sure meetings are short, efficient, and decision-based instead of using them to give updates by making sure all agenda points are assigned a time limit and choosing which agenda items need to be included to address the topics by order of priority and respect everybody's time.

SA 8. Vet Student Organization Data Strategy and Action Plan

1. Description: The Vet Student Organization Data Strategy and Action Plan aims to define the metrics by which the IVSA shall assess the status of its MOs and identify the current gaps in terms of data. Information on MOs to be considered might be number of members, National MO board structure, collaboration strategy between National MO and its Local Chapters, year of (re)starting the MO, main activities undertaken by MO, etc. The document shall include an action plan defining how and when this data should be collected, the different parameters which influence their viability.

2. Timeline: The Vet Student Organization Data Strategy and Action Plan is scheduled to be a six-month project, but may potentially require a full term.

3. Responsibility: This project should preferably be assigned to a Secretary working in collaboration with the IVSA Regions and under the supervision of the MOD.

4. Recommendations

- The strategy should include an explanation on how to deal with data analysis and privacy (GDPR)

- The strategy should set up a list of essential information IVSA Global needs to know about its MOs to better help them and improve the overall function of IVSA. Alongside this, not absolutely necessary, but interesting information may be collected as 'optional' to prioritize the need for information.
- Consider taking a look at the older 'MO reports' in the IVSA History archive to see how this was done in the past.

SA 9. IVSA Event Strategy

1. Description: This project aims to build on previous findings of the Event Inclusivity Taskforce, which should be replaced by the Event Strategy Taskforce. Due to time and data availability constraints, the Event Inclusivity Taskforce was unable to fully analyze all aspects of IVSA events and address all the concerns shown by many members. Given the critical importance of Live events in the management of the IVSA, a stronger effort should be made to reach a sustainable solution to ensure that IVSA events are able to happen without unnecessary burden to the IVSA Team of Officials and the IVSA Members (especially the Organizing Committees) all while allowing for as many IVSA events to happen live, thus providing increased opportunities for members to attend.

The Event Strategy should look at all aspects of event financials, structure (length, content, mandatory parts of the event according to the Bylaws and IVSA customs etc.), proximity, and business model for Global Live Events (Congress and Symposium) as well as Committee Live Events (Animal Welfare Conference, Veterinary Education Conference, etc.) to see how changes made to the events may impact their viability (complexity and burden on Organizing Committees, Event fees, etc.).

A particular section of the IVSA Event Strategy will be dedicated to determining clear and quantifiable objectives for attendance which shall serve as the basis for resource management of travel grants and reduced fee spots destined towards IVSA Members. This may include setting regional quotas, clear cut objectives such as defining the frequency at which we expect IVSA MOs to attend Live Events or any other data deemed necessary and which reflects the reality of IVSA Members and MOs. This section should also include an analysis of the estimated budget to fulfill the event attendance objectives which should be covered by the IVSA Development Fund.

2. Timeline: This project is expected to take one year (over two terms: Jan 2025- Dec 2025) at minimum. However, given the importance of this analysis, the timeline may be extended by an additional six months (until June 2026).

3. Responsibility: The project lead will be a Taskforce named "IVSA Event Strategy Taskforce". The Taskforce Chair should ideally be a very experienced member of the IVSA and a former member of the Organizing Committee (OC) of a Live IVSA Event (Congress or Symposium). The rest of the team should consist of equally knowledgeable individuals with deep knowledge about IVSA financials, Live Events, and any aspect deemed relevant to the purpose of this project. The Taskforce may engage in a consultation process of former OCs and IVSA Officials and/or former IVSA Delegates, as well as members of the IVSA Event Inclusivity Taskforce.

4. Recommendations

- Make a survey and include former ExCo and former OCs to see which problems they faced with the event organization.
- Analyze the problems they both faced and check for reasons like miscommunication or missing structure to get to the root-causes
- Include an idea section in the surveys to see what solutions people already thought of instead of starting everything from scratch

SA 10. GA Resolution on money to be allocated to the Development Fund from the Excess of the Annual Budget.

1. Description: Given the great need to provide more assistance for members to attend IVSA Live Events, a great burden falls on the IVSA DAD and the Development Fund to create grants with sufficient funds to cover delegate expenses, especially flights. In recent years, the IVSA has been able to consistently end the executive term with a positive balance. As the IVSA gains new sponsorships, funds may be allocated from the Central Fund to the Development Fund in the form of a certain percentage of the excess of the Yearly Budget in order to help create more opportunities to sponsor member attendance at the IVSA Live Events.

The aim of this project is to determine the feasibility and sustainability of this practice by analyzing previous IVSA financial reports (last 5 years) to determine the evolution of the IVSA budget in order to allow the creation of a sufficient number of travel grants for members to attend IVSA Live Events.

2. Timeline: It is expected for this project to take up half a term (Jan 2025-June 2025).

3. Responsibility: This project shall be led by the Treasurer who shall work closely with the President and DAD. The Treasurer may benefit from additional input from the IVSA Trust and past DAD and Treasurer and shall temper their ideas with the recommendations and objectives set by the IVSA Event Strategy.

4. Recommendations

- Be aware that the last 5 years also include the COVID years so it might be beneficial to include Budgets before that time as well

SA 11. IVSA Event Attendance Database

1. Description: The IVSA Event Attendance Database aims at collecting data regarding attendance at IVSA Live events from the past 5.5 years at the very least (taken as the average duration of the veterinary curriculum around the world which could also be taken to represent roughly one generation of IVSA Members). Collecting event attendance data is a crucial step towards understanding the frequency of MO presence at IVSA live events, thus providing a better understanding of the priority targets for IVSA travel grants and sponsorships. The database shall include in its first column the names of all MOs, and in the subsequent columns the status of their attendance in IVSA events (1 column for 1 event). The last column should have a list of the last known event which was attended by any MO.

After every IVSA Event, the IVSA Event Attendance Database should be kept updated by one of the MOD secretaries.

2. Timeline: The initial phase of compiling preexisting data into the database shall be of six months (Jan 2026-June 2026). The database will then be regularly updated after each IVSA event. If the table contains more than 5.5 years' worth of data, the previous data should still be kept although in a separate sheet.

3. Responsibility: This project is a responsibility of the MOD secretariat.

4. Recommendations

- Make sure to create a well-structured, sustainable database that can be easily updated and well maintained so there won't be a need to restructure it in the near future
- Part of this data is already collected by the Events Inclusivity Taskforce; use this as a basis

SA 12. IVSA International Mobility Program Database

1. Description: This project aims at compiling a list of existing recurrent mobility programs which veterinary students can benefit from as well as international monetary grants that students may apply for which can be used to fund a mobility project. The project team should first define the types of categories of mobility programs and mobility grants they will collect. The project should include simple internet search and a consultation process with other Student Organizations (like IPSF, IFMSA, etc.).

Furthermore, the project team should beware of geographical specificity and ideally only focus on student opportunities which are global or regional. Stronger efforts need to be put in place to look for suitable opportunities open to members from underrepresented regions and students from LMICs.

2. Timeline: The expected timeline for this project is one term (2025-2026).

3. Responsibility: This project shall be conducted by a taskforce titled the "IVSA Taskforce on Student Mobility Programs". The Chair and members of this taskforce should be chosen based on dedication to improving student mobility and its impact on the veterinary workforce worldwide. Their main point of contact should be the MOD.

4. Recommendations

- The MOD database may serve as a starting point for finding some mobility programs
- Categories of mobilities which might be considered are: Vet specific / nonspecific but which provide a particular opportunity to improve vet skills; repeatable/ non-repeatable; covering education costs and/or travel costs and/or room and board costs; region-specific/international ; pre-requirements; specific to certain nationalities/ open to all; reimbursement based/ lump sum; specific to a particular animal species; etc.

SA 13. IVSA Report on International Group Exchanges

1. Description: The IVSA Exchange Program is one of the earliest programs put in place by the IVSA. The framework for group exchanges offered by the IVSA is relatively unique. However, the true importance of the IVSA Exchange Program is badly understood, and thus it is very difficult to assess

and showcase its true value. The aim of this project is to give a comprehensive study and report of the IVSA Exchange Program, which should include individual exchanges, group exchanges (live) and online exchanges. With better understanding, the project team may formulate a series of recommendations to improve IVSA Exchanges and improve its visibility among members, partners, and sponsors. The basis for this project shall be a study conducted by the IVSA Regional Teams and the MOD team collecting data from MOs about group exchanges.

2. Timeline: This project is expected to take one term to finalize (2027-2028).

3. Responsibility: The responsibility for this project falls under the MOD team working closely with the IVSA Regions and Regional Teams.

4. Recommendations

- The analysis will collect previous EO reports and assess the evolution of International Exchanges at the global level, and if possible, at the local level as well.
- Set up the needed metric system before the data collection to be more efficient
- The project team may also analyze previous reports made by IVSA MOs which provide information about the number of exchanges realized, the number of students who benefited from them, and any other metric deemed necessary and valuable to the analysis.

SA 14. IVSA Policy Document on Student Mobility

1. Description: As a culmination of all previous efforts to understand student mobility and its importance to the mission and vision of the IVSA and its members, the IVSA shall publish a policy document on student mobility which will serve as the official position of the IVSA regarding this subject. In addition, the Policy Document shall be an important tool for the IVSA to advocate for increased mobility of veterinary students.

2. Timeline: The expected timeline for this project is one term (2028-2029).

3. Responsibility: The responsibility of drafting the IVSA policy document on Student Mobility falls on the SCOCA. The committee may choose to consult with other standing committees, the IVSA MOD, the IVSA ERO and the IVSA DAD in order to benefit from their input.

4. Recommendations

- Read through the Policy Document Guidelines first to establish a good structure
- Think about possible people in IVSA with experience in policy writing to proof-read the document
- Base the policy document on earlier findings by the Vet Student Organization Data, IVSA Report on International Group Exchanges and IVSA International Mobility Program Database

SA 15. IVSA MO Manual on Strategy

1. Description: The IVSA MO Manual on Strategy aims to provide MOs with a comprehensive guide on strategic planning. This project seeks to equip MOs with the necessary tools and knowledge to develop

and execute effective strategies that align with the overarching goals of IVSA and its global strategy, while also respecting the specific context in which each MO is evolving.

While MOs are very active at a local level, they have found it difficult to work on long term projects and many of them are stuck in a seesaw pattern of evolution. This project aims to remedy that by providing MOs with a tool for mid and long term sustainable and continuous improvement which they can adapt to their local context.

2. Timeline: This project is expected to take half a year to finalize (Sep 2024-Dec 2024).

3. Responsibility: The responsibility of making the IVSA Manual on Strategy belongs to members of the IVSA SPC 2024-2029

4. Recommendations

- This manual should not be too long and be easy to understand

SA 16. IVSA MO Manual on Project Management

1. Description: Throughout its history, the IVSA has been trying to develop the idea of long term projects, but no clear frameworks or guides were created to help MOs accomplish that. Many times, IVSA Members and MOs are stumped by the technicalities of creating and communicating their project ideas to potential stakeholders. It is reasonable to assume that attractive and well-presented projects have the opportunity to attract more partnership and sponsorship towards MOs. The IVSA MO Manual on Project Management is designed to offer detailed guidelines on managing projects effectively within MOs. The manual should cover key aspects of project management, including planning, execution, monitoring, and evaluation.

2. Timeline: The expected timeline for this project is one term (2026-2027).

3. Responsibility: The responsibility of drafting the IVSA Manual on Project Management falls on the SCOCA. The committee may choose to consult with other standing committees, the CC or external partners to benefit from their input.

4. Recommendations:

- Do research on the fundamentals of project management and compare it to the way IVSA is doing it with examples for better understanding
- Analyze the results of older IVSA projects especially considering the planning phase and the metrics to evaluate the results
- Talk to partners and sponsors about long-term projects they may like or do and think about what would be needed in IVSA to accomplish them

SA 17. IVSA MO Manual on Governance

1. Description: Among the number of issues limiting the growth and consistency of MOs, structural and procedural problems rank among the highest. While the IVSA respects each MO's autonomy over its own procedures, many MOs look up to the IVSA Global governance structure as a model to follow. However, in some cases, it is not easy (nor desirable) to translate the IVSA Global way of working into

the local level. Depending on numerous metrics that define the way IVSA exists locally, the ideal structure for governance might look very different.

The IVSA MO Manual on Governance aims to study the specificities of MO structure, explain the IVSA governance structure, and finally provide MOs with a framework for effective governance which is universal and can be amended to fit the local context supported by literature about best practices. This manual will address topics such as leadership structures, decision-making processes, and accountability mechanisms. By enhancing governance practices, this project contributes to the IVSA Strategy and Action Plan by ensuring that MOs operate efficiently and transparently, thereby strengthening their organizational effectiveness and credibility at the local level.

2. Timeline: The expected timeline for this project is one term (2025-2026)

3. Responsibility: The IVSA SG shall serve as project lead and may choose to let other IVSA Officials assist them in this task.

4. Recommendations

- Use the MOD Database to get an overview of the size difference between MOs and LCs
- Get in touch with MOs e.g. through a survey to gather information on their struggles and strengths to compare it and find aspects they have in common. In addition you can receive information on their structure to see if certain structures cause certain problems
- ISO 38000 may be a good starting point for your literature study

SA 18. Officials Self-Assessment Forms

1. Description: Among the most important projects of the IVSA 2024-2029 Action Plan, the Officials Self-Assessment Tools/Package is designed to help IVSA officials evaluate their own knowledge about the functioning of IVSA and identify areas for improvement. By allowing for a quantifiable verification of the effectiveness of the IVSA Handovers, this project may help to increase the confidence of ExCo and other high level officials in their teams, which is one aspect making the current structure dysfunctional.

The Self-evaluations, as their name entails, will be form-based and filled by the incoming IVSA Officials at the end or shortly after their handover period. They shall be developed gradually based on the contents of the specific position manuals as per the IVSA Taskforce on Manuals (**SA 1.**) and shall be extensive and rigorous in order to accurately ascertain incoming Officials' knowledge of the IVSA and their position. Should any Officials fail their evaluation, they should undergo specific training to palliate their lackings. This project shall therefore create a set of self-assessment tools over time based on the IVSA Position manuals, allowing each IVSA Official to accurately judge their level of knowledge and understanding about the work of IVSA. The forms may include questions about the IVSA Basic texts, other IVSA reports, guidelines and manuals and IVSA general knowledge deemed necessary for Officials to excel.

2. Timeline: The forms will be developed over time in the following steps:

- **SA 18.1 EXCO Self-Assessment Forms (Jan 2025- Dec 2025):** collect set of 'required knowledge' for every EXCO position, create form questions according to this and set up form. This form

can be used starting the 2026-2027 term. This can be done with help from ExCo's of the previous terms.

- **SA 18.2 Trust Self-Assessment Forms (Jan 2025- Dec 2025):** collect set of 'required knowledge' for different types of Trust tasks, create form questions according to this and set up form. This form can be used starting the 2026-2027 term. This can be done with help from Trust of the previous term.
- **SA 18.3 Committee Positions Self-Assessment Forms (Sep 2026-Dec 2026):** collect set of 'required knowledge' for every Chair and Team member position, create form questions according to this and set up form. This form can be used starting the 2027-2028 term. This can be done with help from Chairs of the previous term.
- **SA 18.4 Regional Reps Self-Assessment Forms (Sep 2027-Dec 2027):** collect set of 'required knowledge' for every Regional Representative and Team member position, create form questions according to this and set up form. This form can be used starting the 2028-2029 term. This can be done with help from Reps of the previous term.
- **SA 18.5 Secretariat Self-Assessment Forms (Sep 2028-Dec 2028):** collect set of 'required knowledge' for every Secretariat position, create form questions according to this and set up form. This form can be used starting the 2029-2030 term. This can be done with help from Secretaries of the previous term.

3. Responsibility: This project is to be led by IVSA Trust, once available, they will coordinate sending out the forms to the right person.

4. Recommendations

- With the result, it is up to the person having filled out the form to decide how they want to improve in the areas they scored the least on. They can further discuss this with their team.
- The form takes the form of a 'test' with required knowledge for the position. In the communication about this, it is important to mention that the result does not mean a person is good/bad for the position, but simply shows where their strengths and weaknesses lie. This can then better help them develop throughout their term.
- In the long term, the Officials' Self Assessment forms should be managed by the IVSA Secretary General and their team. Results will be kept private and confidential, and any further training shall be arranged with SCOCA.

SA 19. MO Self-Assessment Form

1. Description: Similarly to the Officials Self-Assessment Forms, the MO Self-Assessment Form aims to provide Member Organizations with a structured approach to evaluate their performance and identify strengths and weaknesses. This tool will help MOs assess various aspects of their operations, including but not limited to governance, project management, and member engagement. By promoting self-assessment, this project supports the continuous improvement and capacity building within MOs.

Ideally, this project aims to help MOs identify areas where they would like to seek assistance with. In the long run, this assistance can come from the MOs themselves, other MOs (encouraging bilateral collaboration), or the IVSA Global. This is expected to help MOs better communicate their needs and for IVSA Global to better understand the needs of IVSA Member Organizations.

2. Timeline: This project will take place in one term (sep 2028- jun 2029).

3. Responsibility: The MOD will be in charge of this project, together with their MOD team and/or Secretaries.

4. Recommendations

- Make sure to include MOs/LCs in this process to avoid a global approach on this problem
- The MO Self Assessment tool should be heavily promoted at every opportunity (Live Events, Regional Events, Presidents and EOs meetings, IVSA Bulletin, Social Media campaigns etc ...)

SA 20. MO Startup Package

1. Description: While the IVSA currently has another version of this project, the contents of the IVSA toolkit for new MOs are unclear and possibly outdated. Through this Action Plan, the aim is to improve the already existing tools that are at our members' disposal, and create new tools to include them in the final IVSA MO Startup Toolkit which should include the manuals on Governance, Knowledge management, and Project management to be developed according to this Action Plan.

The MO Startup package is designed to assist old and new MOs in correctly establishing themselves. This package will include essential resources and guidelines for starting and running an effective MO to make sure that all MOs benefit from all the necessary resources to thrive as members of the IVSA.

2. Timeline: This project will take place in one term (2028-2029).

3. Responsibility: The MOD will be in charge of this project, together with their MOD team and/or Secretaries.

4. Recommendations

- Make sure to include MOs/LCs in this process to understand their needs and what was missing/is outdated in the old Startup Package

SA 21. IVSA Manual on Knowledge Management

1. Description: The IVSA Manual on Knowledge Management aims to establish standardized practices for managing knowledge across the organization. This spans all information created and shared by IVSA, from decisions and policies made, to archiving of past projects and experiences. For an organization of the IVSA's size which also benefits from an NGO status, the IVSA needs to maintain a public record of important decisions and positions. This is also very important due to the fact that management or organizational knowledge is a cornerstone of quality management system norms (ISO 9001 for example). The IVSA, as an organization with membership in more than 70 countries with a very high turnover, is critically susceptible to loss of knowledge with time. While IVSA global has started compiling a directory of historical documents, there is very little information about national and local MO struggles. As a result, while there are guidelines in place to make sure information and knowledge is not lost over time, the IVSA does not have a formal knowledge management system. The IVSA Manual on Knowledge Management will need to take into consideration the context of IVSA Global, and be broad enough so that it is universally applicable across all levels of the IVSA.

2. Timeline: This project be finished in one term (sep 2027- jun 2028).

3. Responsibility: The SG will be in charge of this project and can be helped by members of the Secretariat.

4. Recommendations

- This project creates an overall strategy for future development the IVSA History Archive, manuals and guidelines. Try to build it based on the work already done by taskforces in the previous years.

SA 22. Soft Skill Library

1. Description: The Soft Skill Library project aims to develop a repository of resources focused on enhancing soft skills among veterinary students and professionals. This library will include materials on communication, teamwork, leadership, and other essential soft skills. By providing access to these resources, the project supports the development of well-rounded veterinary professionals equipped with the necessary skills for success in their careers.

The Library shall contain recordings of workshops, conferences organized by the IVSA SCOCA. In order to help with the development of the platform, the SCOCA may seek partnerships with individuals or organizations active in Soft skills development during the first couple of years of this project and launch the platform once a sufficient number of resources has been collected (5 to 10 conferences/workshops). To support this, IVSA should as soon as possible try to have a sufficient number of members and alumni as certified trainers in order to lower its dependency on external trainers and for a more sustainable management of its capacity building activities. On top of external resources, the IVSA and SCOCA should organise at least one lecture/conference each semester. The format and resources included in the Library should be strictly be academic.

2. Timeline: The Soft Skill Library will be a long-term project starting in jan 2025, lasting all the way to the end of this Strategic Plan in jun 2029. Once the platform is launched, it should become a permanent project of the IVSA SCOCA and regularly maintained.

3. Responsibility: This project is the responsibility of the SCOCA Chair and their team

4. Recommendations

- Check on existing resources for Soft Skills in IVSA
- Collaborate with the Alumni Network to ask on input about their experiences and what soft skills they were/are lacking or learned to become better veterinarians

SA 23. Survey: Veterinary Students' Perception about Soft Skills

1. Description: This project involves conducting a survey to gather insights into veterinary students' perceptions and experiences regarding soft skills. The survey aims to identify gaps and areas for improvement in soft skill training, as well as collect student input about the availability and access to soft skill training through their university and outside of it.

Soft Skills is still often times misunderstood and badly defined by students which leads to some misconceptions. The Project team shall therefore strive to offer a comprehensive and accurate definition of Soft Skills, and provide opportunity for individual members and MOs to provide feedback on which skills they consider to be most important, and how the IVSA, and SCOCA in particular might be able to fulfill our members' needs. This project's importance lies in the fact that it shall serve as a guideline for all subsequent actions of SCOCA for the remainder of the current Action Plan, especially when drafting the IVSA Policy Document on Soft Skills. As an example, important skills to take note of are leadership, communication, teamwork, time management, assertiveness, conflict management, and decision making.

The survey shall aim at collecting enough responses from different MOs and countries so as to be representative of the opinions of IVSA MOs and students. It shall be open to all individual members. Following the end of the data collection, the results shall be analyzed and published in a written report. The timeline may be extended in case of extenuating circumstances.

2. Timeline: this survey will have a duration of half a year (sep 2024-dec 2024)

3. Responsibility: This project is the responsibility of the SCOCA Chair and their team

4. Recommendations

- Structure the survey based on knowledge already available to SCOCA on the topic through past surveys of other committees
- Do a short literature study on soft skills in veterinary medicine to support your findings.

SA 24. IVSA Soft Skill Festival

1. Description: The Soft Skill Festival will be a dedicated time of the year where activities related to soft skills, capacity building and trainings shall be put forward and celebrated (similarly to animal welfare week, for example). It is advised to choose the first week of April annually for this initiative. Every year, SCOCA may organise events and workshops for the benefit of IVSA Members. The other objective of this program is to raise MO awareness about the importance of soft skills in the personal and professional development of veterinary professionals, and, ideally, push MOs to celebrate the IVSA Soft Skill Festival locally in their own way.

In the long term, it will be extremely beneficial to have MOs be able to independently and autonomously create their own system and initiatives for capacity building and personal development. The SCOCA shall therefore collect data about MO interaction with this initiative, and carefully determine the number of trainings MOs are able to organize independently. Data from consecutive campaigns shall serve to determine trends over multiple terms and assess the evolution of student and MO interactiveness with such initiatives.

2. Timeline: this will become an annual event starting the first year of the Action Plan (apr 2025).

3. Responsibility: This project is the responsibility of the SCOCA Chair and their team

4. Recommendations

- Consider repeating previously successful trainings in the soft skill festival to give people another opportunity to attend it.

- Try offering workshops at different levels as experience with soft skills will vary between members
- Offer trainings and workshops at different times during the day to accommodate different time zones.

SA 25. IVSA Trainer Network

1. Description: The IVSA Trainer Network project aims to establish a network of trainers who can deliver workshops and training sessions on various topics, including soft skills, project management, and governance. This network will enhance the capacity of IVSA to provide high-quality training to its members, specific and periodic training to MOs, and contribute to the Soft Skill Library (SA 23).

By creating a pool of skilled trainers, this project shall reduce IVSA dependency on external trainers and ensure that the IVSA and its members are able to benefit from quality trainings from fellow veterinary students and professionals for at minimal cost in the mid term. Therefore, the project team and the IVSA shall consider the possibility in investing money to train the first batch of Trainers. The first cohort of IVSA trainers shall be trained according to a predetermined priority list of topics emanating from members' feedback and the IVSA Survey on Students' Perception of Soft Skills.

2. Timeline: This project will take a year and a half to set up (jan 2025-jun 2026) and will require maintenance afterwards.

3. Responsibility: This project is the responsibility of the SCOCA Chair and their team. The SCOCA team will work with the ERO and strive to include IVSA alumni in its action plan for this project, especially at the initial stages consisting of producing the first batch of IVSA Trainers.

4. Recommendations

- Work closely with the Alumni Network to benefit from the Alumni Database they set up (SA 27)
- Consider asking IVSA partner organizations (WSAVA, FVE, etc) for help as well as they have more experience with this topic

SA 26. IVSA Policy Document on Soft Skills

1. Description: The IVSA Policy Document on Soft Skills aims to formalize IVSA's commitment to the development and promotion of soft skills within the veterinary profession. This policy document will outline the organization's approach to soft skill training and its integration into the broader educational framework. It can then be used to further advocacy towards Veterinary Education Establishments, professional organizations and other stakeholders of the veterinary profession to underscore the importance of soft skills in the personal development of veterinary professionals, and move towards a comprehensive and holistic approach to improve veterinarians' soft skills on the performance and rendering of veterinary services.

The Policy Document shall draw information and insights from the available literature as well as the findings and feedback collected from other SCOCA projects underlined in the current Action Plan (SA

22, 23, 24 & 25). Finally, the IVSA Policy Document on Soft Skills shall follow the rules to be set in the IVSA Advocacy and Policy Writing Guidelines (detailed further below).

2. Timeline: This project will be finished in one term (Sep 2028 - June 2029).

3. Responsibility: This project is the responsibility of the SCOCA Chair and their team

4. Recommendations

- Highlight what IVSA has done so far to improve the position of soft skills in veterinary medicine in the policy document.
- Based on the survey results (**SA 23**), address regional differences in soft skills in veterinary medicine

SA 27. IVSA Alumni Database

1. Description: While the Alumni Network has been a longstanding project of the IVSA, it has so far been very difficult to keep former IVSA Members engaged with IVSA. As an association with over 70 years' worth of history, the IVSA has yet to fully capitalize on the untapped wealth of its very large yet mostly uncharted Alumni community. The IVSA Alumni Database project aims to create a comprehensive database of former IVSA members. This database will facilitate networking, mentorship, and collaboration among alumni and current members. By maintaining strong connections with alumni, this project aims at leveraging the experience and expertise of past members to support ongoing initiatives and foster a sense of community within IVSA.

2. Timeline: This project will take a year and a half to set up (Jan 2025-June 2026) and will require maintenance afterwards.

3. Responsibility: This project will be the responsibility of the Alumni Network Chair and their team. They shall strive to collaborate together with the IVSA History Taskforce and involve MOs in this process where possible.

4. Recommendations

- Invite IVSA Alumni to join Members Portal where IVSA Members can connect with them.
- Get in touch with more senior alumni through the IVSA History Taskforce
- Be clear in your communication about how alumni can contribute to IVSA

SA 28. IVSA Sponsorship Manual

1. Description: The IVSA Sponsorship Manual aims to provide guidelines and best practices for MOs to help them secure sponsorships and partnerships. MO access to sponsorship depends on many factors, of which many can be traced back to a lack of knowledge and experience. This manual can be based on already available content from the IVSA Global ERO manual, OC manual and the ERO workshop of the 2024 IVSA Symposium.

2. Timeline: This project will take one term to complete (Sep 2026-June 2027).

3. Responsibility: This project is the responsibility of the ERO, in which they may be assisted by their Secretaries.

4. Recommendations

- Use the preexisting Manual as a base for the next revision.
- Collect feedback from MOs to give examples of MO success stories and experiences.

SA 29. Animal Health Stakeholder Map

1. Description: While the veterinary field is very large and broad, the IVSA has sometimes received the critique of being overly focused on small animals. It is indeed the case that many of IVSA Partners and Sponsors are somewhat specialized in companion animals. Practically, this has also been a recurrent argument in favor of the creation of the IVSA Networks. However, while that is the case, it is also true that the IVSA has lacked the sufficient knowledge and opportunity to interact with many of the leading organizations of the poultry, livestock, equine, wildlife and laboratory medicine sectors.

The Animal Health Stakeholder Map project aims to create a comprehensive map of key stakeholders in the animal health sector. This map will include organizations, institutions, and individuals who play a significant role in animal health and its different sectors. Ideally, the project team shall also identify key stakeholders that the IVSA should establish an official working relationship with, highlighting the benefits to the IVSA Global as the official representative of the global veterinary student community, and the expected benefits for our members.

2. Timeline: This project will take one term to complete (Sep 2024-Jun 2025).

3. Responsibility: This project is the responsibility of the ERO, in which they may be assisted by the IVSA President, and the ERO Secretary.

4. Recommendations

- Divide the map into the different IVSA regions to get a good overview of what opportunities lie where
- Try to get input from members and alumni active in different fields of veterinary medicine; they know their field best and can give you a clue on where to look

SA 30. IVSA MO Fundraising Manual

1. Description: The IVSA MO Fundraising Manual aims to provide MOs with strategies and techniques for effective fundraising. This manual will cover various alternative financing methods, including events (basekales, merchandise, auctions, etc.), campaigns (crowdfunding, donation boxes, etc.), and grant applications. By equipping MOs with the skills to raise funds, MOs become less reliant on raising funds through sponsorship and membership fees, which are not a possible or reliable source of income for MOs in many contexts. Having more financial stability will enhance the capacity of MOs to achieve their goals. The manual shall draw from MOs' experiences in order to showcase MO success stories and offer solutions which are applicable to the MOs that need it the most to achieve success.

2. Timeline: This project will take half a year to complete (Jan 2026-June 2026).

3. Responsibility: This manual will be the responsibility of the DAD and their team, but input from the MOD team might be helpful as well.

4. Recommendations

- Talk to the Regional Representatives to learn more about types of fundraising activities that are more successful in their region.

SA 31. IVSA Strategic Focal Points 3-year Action Plan

1. Description: While the Standing Committees and the Alumni Network are a rather recent structure in the IVSA (they have been created progressively over the last 12 years), many have struggled to achieve their full potential due to the fact that no clear and comprehensive action plan specific to all the IVSA Committees, and which coordinates between them, has been adopted. While the committees have undoubtedly achieved much over their relatively short existence, they have not been able to consistently identify a specific agenda around a few priority areas which consists of long term high impact projects. Thus, the committees have mostly been unable to pick up any kind of momentum.

The IVSA Strategic Focal Points 3-year Action Plan aims to outline specific actions and initiatives that align with the strategic focal points identified in the IVSA Strategy. This action plan will provide a roadmap for committees to implement key projects and contribute to the IVSA strategic objectives over the next three years.

2. Timeline: This project will take half a year to complete (Jan 2025-June 2025). The timeline may be extended by another semester if needed.

3. Responsibility: This Action Plan is to be set up by the CC, while they may be aided by their Secretaries and Committee Chairs.

4. Recommendations

- Start by mapping out what projects of the committees have lasted throughout several terms and see how they tie in to the Strategic Focal Points.
- This project will be the basis for the committee team manuals to be created in the next term (SA 1.2) to decide how the teams should be build up to best achieve the set goals.

SA 32. IVSA Excellence Award

1. Description: In the mid 2010s, the IVSA created the IVSA Excellence Award in order to recognize the work of special individuals who have made significant contributions to the IVSA. So far, the IVSA Excellence Award has been given to one individual every semester. However, as the IVSA grows, the IVSA must recognize the efforts and contributions of many other members across different regions.

This project aims at rethinking the reward scheme of the Excellence Award into a format which recognizes more of the IVSA Members' contributions with an attractive reward, and an accurate method of selecting winning candidates. Furthermore, the IVSA Excellence Award should take into account regionality. Ideally, the format would be changed so that one award is given for each region for every cohort of winners. The project team shall consider a suitable award.

2. Timeline: This project revision will take half a year to complete (Sep 2025-Dec 2025).

3. Responsibility: This project will be the responsibility of the MOD and their team who shall consult with the DAD team.

4. Recommendations

- Based on previous awards, decide what criteria would be for selecting an award winner
- Consider if there would exclusion criteria as well. For Example : someone in the Officials team
- In the long run, DAD/ERO might find a partner to sponsor prizes for this award

SA 33. Reevaluation of past IVSA policy documents

1. Description: This project aims to review existing policy documents to assess their relevance and effectiveness. Following this assessment, collected documents shall either be deemed obsolete and permanently archived according to the current guidelines developed by the IVSA History Taskforce, who shall assist in searching for and collecting previous IVSA Policy Documents of the last 10 years. Other documents may be updated and repropose for approval by the GA. This assessment shall include a characterization of the impact of said policies and making necessary revisions to align them with evolving needs and priorities. The reevaluation of past IVSA Policy Documents shall include an attempt to analyze the reasons why previous policy documents have had limited impact, thus contributing to the success of future policy making efforts of the IVSA.

2. Timeline: This reevaluation will take half a year to complete (Jan 2027-June 2027).

3. Responsibility: This will be the responsibility of the CC, but they may be aided in this by IVSA Trust.

4. Recommendations

- Consider for every policy how they contribute to the Strategic Focal Points

SA 34. IVSA Advocacy and Policy Writing Guidelines

1. Description: The IVSA Advocacy and Policy Writing Guidelines project aims to develop a comprehensive guide for effective advocacy and policy writing. This guide will provide members with tools and techniques for drafting persuasive policy documents and conducting successful advocacy campaigns. By enhancing members' advocacy skills, this project supports empowering the veterinary student community to effectively influence policy and drive positive change.

The project team shall provide a list of general recommendations and detail the recommended process to draft a policy document. A separate section of the document shall provide a comprehensive guide to advocacy taking into account regional and cultural differences by ensuring, to the extent where this is possible, that the proposed recommendations are universally applicable.

2. Timeline: This project will take one term to complete (Sep 2027-June 2028).

3. Responsibility: This project will be the responsibility of the CC and their team.

4. Recommendations

- The lessons learned from older policy writing attempts can be collected from (SA 33)
- Speak with the Regional Representatives about what approaches may be more suitable to their region

SA 35. IVSA Guidelines on MO Collaboration

1. Description: The survey done for this Strategic Plan has shown that there is an insufficient level of collaboration between MOs of the same region and MOs of different regions. The framework for MO collaboration is currently nonexistent and MOs have very limited opportunity to benefit from each other's experience.

The IVSA Guidelines on MO Collaboration project aims to establish best practices for collaboration between MOs. These guidelines will outline strategies for effective communication, joint projects, and resource sharing (Manuals, documents, etc). By promoting collaboration, this project shall aim to foster a sense of unity and cooperation within the IVSA network, enhancing the collective impact of MOs, and alleviating the need for the IVSA Global to intervene and mediate, since MOs shall directly collaborate with each other.

2. Timeline: This project will take half a year to complete (Sep 2026 - Dec 2026).

3. Responsibility: Creating these guidelines will be the responsibility of the MOD and their team.

4. Recommendations

- Speak with the Regional Representatives about what approaches may be more suitable to their region
- Make sure to include MOs/LCs in this process to understand their needs
- The IVSA Report on Regional Priority Areas (SA 37) and IVSA Regional Strategy 2030 (SA 38) may serve as a basis

SA 36. IVSA Guidelines on Regional Events

1. Description: Currently, the IVSA Regional Events are facing multiple difficulties depending on the regions. In IVSA Europe, the Regional Event is able to happen every year in person. However, that is not possible for all regions. For a better understanding of the IVSA Regional specificities, the IVSA must strive to create regional forums where MOs shall discuss regional issues and, over time, define a regional development agenda based on common issues and interests. While it is ideally best for this to happen in person, the IVSA regional events strategy shall try to establish this as the true purpose of the IVSA regional events.

The IVSA Guidelines on Regional Events project aims to provide a framework for organizing and hosting successful regional events. These guidelines will cover planning, logistics, and evaluation, ensuring that events meet high standards and achieve their objectives.

2. Timeline: This project will take half a year to complete (Sep 2026 - Dec 2026).

3. Responsibility: Creating these guidelines will be the responsibility of the MOD, in which they may be helped by their team

4. Recommendations

- Build on the experience from previous years to learn what did and did not work for the events they held at the time.
- The OC manual can give valuable insight on specific aspects of both live and online events
- The IVSA Report on Regional Priority Areas (SA 37) and IVSA Regional Strategy 2030 (SA 38) may serve as a basis

SA 37. IVSA Report on Regional Priority Areas

1. Description: The implementation of the IVSA regional structure laid bare the significant differences between MOs of different regions in addition to intra-regional diversity. However, the first attempts at regional strategizing did not account for all these differences. The results of the IVSA Global Veterinary Student Organizations Survey (GVSOS) suggest that the MOs from the same regions have similar needs.

The IVSA Report on Regional Priority Areas project aims to identify and document key priority areas for action within different regions. This report will provide insights into the specific needs and challenges faced by each region, guiding the development of targeted initiatives. By addressing regional priorities, this project should ensure that efforts are tailored to the regions' needs and focused on areas where they can have the greatest impact.

This project shall be realized through an extensive data collection instrument and comparing results obtained with the results of the IVSA GVSOS 2023. The project team may also choose to use the IVSA Regional Meetings and Presidents and EOs' meetings to discuss MOs' needs with more detail. Like with all surveys to be conducted in this Action Plan, the data collection should be representative of the IVSA Membership (at least 60% of MOs from every region should participate).

2. Timeline: This report will take half a year to complete (Sep 2024- Dec 2024). The deadline may be extended to July 2025 to allow for a more extensive data collection.

3. Responsibility: This report should be written by the MOD team collectively, but with heavy involvement from the IVSA Regions, collecting input from other Officials where relevant.

4. Recommendations

- Speak with the Regional Representatives about what approaches may be more suitable to their region
- Make sure to include MOs/LCs in this process to understand their needs

SA 38. IVSA Regional Strategy and Action Plan 2030

1. Description: The IVSA Regional Strategy and Action Plan 2030 project aims to develop a mid-term strategic plan for each region of the IVSA. This strategy will outline regional goals, objectives, and actions to be undertaken by 2030. Drawing from all previous data and output from the previous

Specific Actions, the project team should deliver a clear long-term vision for IVSA regions which will guide the IVSA Regional strategy.

Given the complexity of the situation in each region and the high turnover, the project team may be advised to do additional data collection to verify the stability of important information and compare with previous assumptions. Any overarching themes should be addressed at the global level, and regional projects shall therefore exclusively concentrate on the specificities of each region to avoid redundancy.

The IVSA Regional Strategy and Action Plan should take note of and strive to align itself with the current IVSA Strategy and Action Plan especially the IVSA Core Objectives and Focal Points. The provisions indicated in the IVSA Regional Action Plan should consider the workload emanating from this document and reasonably assign new projects with respect to the quality expected of their outcome.

2. Timeline: This project will take one term to complete (Sep 2025 - June 2026).

3. Responsibility: Creating the Regional Strategy will be the responsibility of the MOD, in which they may be helped by their team and Regional Representatives.

4. Recommendations

- The IVSA Report on Regional Priority Areas **(SA 37)** may serve as a basis
- Speak with the Regional Representatives about what approaches may be more suitable to their region
- Make sure to include MOs/LCs in this process to understand their needs