SO #1 Engagement and Outreach	Foster connection and promote the value of specialty veterinary medicine, so that members of our community can make their optimal contribution to animals, animal owners, their work environments, and the veterinary profession.
Drogromo 8 Drojosto	Definition/Goals
Programs & Projects 50th Anniversary in 2023	Identify opportunities to engage with members around our 50th anniversary and incorporate into existing programs.
DEI Consultant	Engage a consultant to inform the committee charge, structure and composition.
DEI Committee	Develop committee structure and charge based on outcomes of consulting engagement
Fellowship Program	Program that recognizes institutional programs that offer advanced learning in internal medicine;.
Member Engagement & Communications	Developing comprehensive strategic plan for member engagement in order to strengthen connection and build value.
Social Media Program Development	Develop a more robust, proactive social media plan that provides a more consistent ACVIM presence
Trademark Protections for DACVIM Credential	Seek legal protection for use of the DACVIM credential.
Lapsed Diplomate Reactivation Campaign	Develop a strategy and implementation plan to engage lapsed Diplomates and encourage reactivation.

Programs & Projects	Definition/Goals
Member Needs Assessment - Implementation of Findings	Develop projects or programs that meet the needs identified in the assessment.
NewsFlash	Weekly communication comprised of current professional and industry focused news.
Recognition Awards	Diplomate recognition and appreciation.
Specialty Medicine Awareness	Enhance public awareness around the unique value of specialists and specialty care
Vet Specialist Stories	Cultivate animal treatment stories that highlight specialty care to use on VetSpecialists.com.
Volunteer/Board Management Processes	Establish system for tracking, recruitment, engagement and recognition of volunteers.
Website - VetSpecialists.com (ongoing maintenance and content cultivation)	Create and maintain a public-facing website highlighting the value of a veterinary specialist. Build on relaunch of website and work supporting business plan objectives.
Student Chapters	Reassess program for relevance and growth potential incorporating a holistic view of the journey to becoming a Diplomate.

Programs & Projects	Definition/Goals
Artificial Intelligence Task Force	Convene a task force to assist members in utilizing AI in the practice of specialty medicine
ACVN Integration	Operational efforts to integrate nutrition members, systems and programs into ACVIM infrastructure.

SO #2 Training and Education	Support current and aspiring veterinary specialists' desire for quality training and continuing education by providing world class residency training programs and cutting-edge continuing education.
Programs & Projects	Definition/Goals
ACVIM Forum - Hybrid Development and	Development of content for hybrid delivery as well as
Delivery	return to in-person engagement.
Future of ACVIM Educational Offerings	Define a vision and strategy for educational portfolio.
RTP Compliance Task Force	Convene task force charged with defining improvements in RTP oversight.
RTP, Candidate and MOC Tracking Platform	Develop custom electronic tracking platform for RTPs, Candidates & MOC
Ongoing Continuing Education	Develop education programming offerings outside of ACE or Forum.
ACE Courses	
RTP Management	Provide support for PDs and candidates in RTP programs.
ACVIM Forum	Create an engaging and profitable ACVIM Forum.
	Improve user experience with the user experience for the online education platform, including registration and login access flow for attendees and to allow for increased educational offerings.
RACE CE Management	Ongoing support for educational programming.

SO #3 Certification	Establish and maintain excellent examination, credentialing and maintenance processes so that ACVIM candidates and Diplomates can demonstrate their knowledge, skills and abilities
Programs & Projects	Definition/Goals
Certification Manual Update	Regular annual review
Integration of Nutrition Specialty into ACVIM Certification Program	Integration of CM requirements, timelines, test framework, etc. Seeking full alignment by 2024.
Exam Administration	Deliver exams via Prometric test centers and remote-live proctoring.
Exam Development	Align exam development process alignment with industry best practice
Job Analysis	Gather information to inform exam blueprints
МОС	Track MOC requirements for Diplomates
Statistical Equating	Move exam cut score determination from Modified Angoff to Statistical Equating
Candidate Management	Support candidates through the entire certification process
Clinical Writing Assessment (CWA) Management	Support logistics of CWA for LAIM candidates
Credentials Management	Support committees and candidates through credentials process
Exam Administration	Administer all exams via LRP or Testing Centers using advanced remote software

Programs & Projects	Definition/Goals
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SO #4 Leadership	Develop and foster leadership competencies that lead to rewarding volunteer experiences for members, service to the organization, and that capitalizes on ACVIM's position in the community to advance the collective mission of veterinary specialty medicine.
Programs & Projects	Definition/Goals
Board Succession Planning/Leadership Development	Succession planning to ensure strong candidate pool for board leadership
Board and Organizational Development Workshops	To build Board knowledge, skills and abilities in governance competencies.
Certification Council Appointment and Onboarding	Appoint the inaugural Certification Council
Endorsement Criteria	Task force to define criteria that can guide response to requests for endorsement of third-party statements.
Future of Training Volunteer Workshop	Connecting volunteer leaders, Board and staff to create vision for the evaluation of residency training programs.
Streamline Governance Processes within Specialties	Determine structure that can be applied across all specialties in order to increase efficiency and accuracy in specialty-level governance support.
Veterinary Specialty CEO Coalition (aka Association Executives)	Convening association staff CEOs and senior leaders to address areas of shared concern and interest.
Volunteer Engagement and Onboarding	Establish volunteer onboarding, offboarding and recognition program.
VetVisionaries	A group of more than twenty veterinary organizations, convened by AAHA, who have come together to problem solve and create engagement opportunities for the veterinary profession.

Programs & Projects	Definition/Goals
Bylaws and Policies and Procedures Project	Revise bylaws to reflect past and pending changes. Create policy manual.

SO #5 Research and Discovery	Encourage and support clinician scientists in an effort to build an evidence-based foundation that enables the delivery of veterinary medical care that improves the health and wellbeing of animals, people and the environment.
Programs & Projects	Definition/Goals
Cardiology Professional Training Exchange Program	The ACVIM Cardiology Professional Training Exchange Programs (PTEP) goal is to enhance specialty training in cardiology by facilitating cross-institutional exchange between ACVIM Cardiology Diplomates. Funding comes from the Pacemaker fund.
JVIM Strategic Review	A comprehensive review of JVIM features, processes and business model.
Research Colloquium	Forum session to bring together researchers to share ongoing projects and inspire collaboration.
Grants – Pacemaker, Knecht, Holliday	Research and travel grants for Diplomates and residents.
Grants - Resident Research	Support completing of existing ACVIM grant program.
JVIM	Contribute to the body of knowledge for veterinary medicine through scholarly research and publication.
Research Abstracts	Review existing program scoring and administration and providing ongoing support.
Consensus Statements – Program management and restructure	Create new structure and increased clarity on purpose for consensus statements and identify timelines for implementation.
JVIM - Co-EIC Job Description	Review and finalize Co-EIC job description to include annual review process.
JVIN - Co-EIC Job Description	

Programs & Projects	Definition/Goals

Foundational Operational Systems and 2023 Initiatives	Stabilize and strengthen the foundation that supports effective and efficient execution of defined goals.
Programs & Projects	Definition/Goals
Leadership Succession Planning	CEO transition complete, with specific duties defined for Diplomate Consultant role through 2023.
Database Evaluation	Evaluating efficiency and effectiveness of current database to determine need to issue RFP for new platform.
ACVIM360 – Platform management	Online community platform
Email Platform Management - Informz	Email distribution system.
Brand Management	Ongoing management, and evaluation as part of marketing consulting engagement.
Change Management Fluency	Diplomate Consultant will guide ongoing change management efforts.
Cybersecurity	Ensure robust cybersecurity practices and systems.
Database Management	Ongoing data management and integration across platforms.
Financial Reporting	Update reporting formats to improve information sharing with the board.
Industry Relations and Strategic Partnerships	Define and nurture industry relationships that support ACVIM mission and meet member needs.
Marketing Collateral Development – Brochures, Sales guides, etc.	Ongoing support for educational programming.
Marketing Communications – Program promotions and participant details	Ongoing support for educational programming.
Performance Management - Staff	Refine approach to decrease emphasis on task management and instead focus on core values and behaviors.
Scope of Work Reporting Process	Ongoing.

Programs & Projects	Definition/Goals
Staff Development	Encourage growth mindset and career path progression for staff
Website – ACVIM.org (ongoing maintenance and content cultivation)	Create and maintain a member-facing site with resources for candidates and Diplomates.
Strategic Marketing Review / Planning	Engage in a consulting review of our processes, messaging, systems and brand.