Strategy for Excellence 2012 – 2018
College of Veterinary Medicine
Mississippi State University
I. INTRODUCTION

A. Brief Description of College

The Mississippi Legislature established the College of Veterinary Medicine in 1974. The physical plant in Starkville (main campus) was built in phases comprised of an educational/instruction wing, the Animal Health Center, and a research wing. The first class of students was admitted in the fall of 1977 and graduated in May of 1981. The Warm Water Aquaculture Research and Diagnostic Laboratory in Stoneville and the Poultry Research and Diagnostic Laboratory in Pearl became part of the College in 1992 and 2000, respectively. The Mississippi Veterinary Research and Diagnostic Laboratory (MVRDL), the reference laboratory of the Mississippi Diagnostic Laboratory System, became part of the College (by act of the legislature) in 2002. A not-for-profit [509(a)2] corporation, Mississippi Veterinary Clinical Outreach Services, began operations in Flowood (Animal Emergency and Referral Center) and Starkville (Veterinary Neurology and Imaging Service) in 2010. The college is one of 28 accredited colleges of veterinary medicine in the United States. The college has been fully accredited since 1981 by the Council on Education of the American Veterinary Medical Association and is committed to improving both the economic and intellectual resources of Mississippi.

The professional curriculum provides courses leading to the Doctor of Veterinary Medicine degree (DVM), which is a four-year curriculum. Graduate programs of study offered in the college lead to the MS or PhD degree in selected areas of specialization. The College began an undergraduate program in Veterinary Medical Technology in 2010. The first class will graduate in the spring of 2012 with a BS degree in Veterinary Medical Technology.
II. MISSION

The college’s mission is to protect and improve the health and quality of animal and human well-being while contributing to the economic development of Mississippi and surrounding regions by providing quality professional veterinary education, advancing research in veterinary and biomedical fields, and serving the community through excellent diagnostics, clinical care, and shared learning.

III. VISION

The College of Veterinary Medicine will be ranked highly and recognized widely for producing and placing highly capable professional veterinarians, veterinary technologists, and scientists, and the faculty and staff will be recognized for being at the forefront of new developments in animal and human health.

IV. VALUES

- Maintain a unique sense of family.
- Communicate effectively with students, colleagues, clients, and referring veterinarians.
- Act with integrity in both professional and scientific roles.
- Embrace innovative options.
- Encourage collaborative, multidisciplinary research efforts benefiting both animal and human health.
- Support student, faculty, and staff participation in activities that enhance the veterinary profession and the reputation of the College, the University, and the State.

V. STRENGTHS AND CHALLENGES

Success factors include:

- A two-phase curriculum that provides students with strong core classes, extensive casework and surgical experiences, and the flexibility to choose a career path that meets individual student needs.
- Graduates who have achieved outstanding board examination pass rates and are highly successful in their post-graduate placements in the workforce, including internships and residencies.
- A highly regarded admissions process that enables the College to attract students to the program from both inside and outside of Mississippi, thereby enhancing the state’s economic welfare and reputation.
- Productive and committed faculty members and staff who maintain a balance between their professional and personal lives.
- High quality facilities, including the Wise Center and diagnostic laboratories in Pearl, Stoneville, and Starkville, that enhance our excellent clinical, extension, and laboratory services across the state.
- Strong partners including the university, the state and nation, researchers, government agencies, veterinarians, community leaders, and businesses.

**Challenges include:**
- Attracting and cultivating students, staff, and faculty members who reflect the diversity of society so that teaching, research, and service activities can meet the needs of a diverse society.
- Increasing demands on faculty and staff because of reductions in faculty size, increasing numbers of students, and new programs.
- The need to expand services and revenue base while maintaining excellent relationships with core constituents across the state.
- The low population base and limited financial resources in the state sometimes make it difficult to retain faculty.
- The cultural and historical perceptions of the state can cause our many capabilities to go unrecognized.
- The need to incorporate new knowledge and innovative ideas into teaching while maintaining the strengths and flexibility of the two-phase curriculum.
- Understanding that the role of the veterinarian is expanding – and that it is a College responsibility to explain the link between human and animal health and the contributions that veterinary research can make to society.
- The need to take better advantage of potential partnerships with local medical schools, the division of agriculture, and human sciences.

**STRATEGIC GOALS FOR THE COLLEGE OF VETERINARY MEDICINE**

**Goal 1: Foster Teaching and Learning**
The College of Veterinary Medicine has a rich history of innovative approaches in design and delivery of veterinary medical curricula.

**Priority:** The College of Veterinary Medicine will continue to be recognized as a leader in veterinary medical education and curricular design.
**Strategy:**

A. The College’s academic programs will be characterized by a holistic “One Health” approach and graduate veterinary medical students with the basic scientific knowledge, skills, and values necessary to practice veterinary medicine independently at entry-level for a variety of animal species.

B. The College will continue its commitment to maintaining a flexible, two-phase curriculum that is responsive to the changing needs of its students, the changing requirements of the profession and society, the biological diversity of the animal kingdom, and the shared concerns of animals and humans, fitting into the One Health concept.

**Measure of Success:**

A-1. Employment rate in the veterinary medical profession twelve months after graduation will be greater than 95%
A-2. Pass rate on NAVLE at the time of graduation will be greater than 98%
A-3. A high percentage of students (>75%) applying for advanced programs after graduation will be selected.

B-1. Greater than 80% of students will score excellent or above on Externship Mentor Evaluations.
B-2. Greater than 80% of graduates will score excellent or above on First Year Employer Evaluations.
B-3. Outcome Assessment Evaluations require that each student will have satisfactorily completed threshold events in each required clinical rotation, and each student must satisfy the requirements of a Clinical Competencies Checklist as verified by faculty.
B-4. The College will maintain full AVMA Council on Education accreditation.
B-5. Some students enter non-practice fields soon after graduation.
C. The College will evaluate continuously admissions requirements and procedures with the primary goals of improving the overall quality of the applicant pool, as well as enhancing the diversity of the student body in order to assure that future alumni continue to provide significant contributions to the state of Mississippi, the nation, and global society.

C-1. The overall, absolute attrition rate will be less than 3% of each entering class.
C-2. There will be an increase in the number of qualified students admitted who are from diverse or non-traditional backgrounds or who seek to enter under-represented sectors of the profession. [15% of the entering veterinary class will consist of under-represented minorities (URM) by 2018.]
C-3. Secure annual and endowed scholarships for minority students and students interested in entering under-represented sectors of the profession. (distribution rate of $50,000 per year by 2018.)

D. The College will create a center of emphasis in rural veterinary practice and will be the institution of choice for students interested in pursuing education and placement in sustainable rural veterinary practice.

D-1. The College will be recognized as a top-five program among US colleges of veterinary medicine in preventive medicine, theriogenology, and veterinary public health.
D-2. The 5th year MS program will be re-invigorated, and extraordinary students will be recruited into it.
D-3. The rural veterinary practice area of emphasis will be integrated into and serve as a model for students and faculty as they participate in international activities.

Priority: The College will become recognized as a national leader in education for veterinary medical technology.

A. The College will graduate veterinary technology students with scientific knowledge, skills, values, and experience to become valuable, successful members of the profession.

A-1. Employment rate in the field 6 months after graduation will be greater than 95%.
A-2. Pass rate on the NAVTA at graduation will be 97% or higher.
B. The Veterinary Medical Technology Program (VMTP) will maintain an effective curriculum.

B-1. Obtain and maintain full accreditation of the program by the AVMA Committee on Veterinary Technician Education and Activities (CVTEA).

B-2. Greater than 80% of VMTP graduates will score excellent or above on First Year Employer Evaluations.

C. The technology program will evaluate continuously admissions requirements and procedures with the primary goals of improving the overall quality of the applicant pool and enhancing the diversity of the student body in order to assure that future alumni continue to provide significant contributions to the state of Mississippi, the nation, and global society.

C-1. The overall absolute attrition rate will be less than 5% of the entering class.

C-2. The number of qualified students admitted who are from diverse or non-traditional backgrounds or who seek to enter under-represented sectors of the profession will be increased so that at least 25% of the VMTP entering class will be URM by 2018.

C-3. Annual and endowed scholarships for minority students and students interested in entering under-represented sectors of the profession will be secured. (distribution rate of $25,000 per year by 2018.)

Priority: The College will become recognized among its peer colleges of veterinary medicine as a leader in veterinary medical/biomedical graduate education.

A. Increase the academic quality of graduate students.

A-1. Recruit and support high ability students through external stipends.

A-2. Track students’ achievements of degree milestones and length of time to graduation. (Develop portfolio of graduate students.)

A-3. Require all students in MS and PhD programs to submit peer-reviewed publications by graduation.

A-4. Reinvigorate the traditional 5 year (4 +1) DVM-MS (in production medicine) graduate program with a goal of three such students graduating per year by 2018.
Goal 2: Promote Research and Creativity

Priority: The College will strengthen its research program in concordance with the university’s goals and objectives. The College will be recognized as the state and regional resource for animal and public health research initiatives.

Strategy:

A. The College will be in the top half of veterinary colleges in the nation based on extramural research expenditures.

B. Prioritize future faculty hires that build on and/or enhance current successful research areas and strengths (infectious disease, biocomputing/genomics, toxicology, health disparities, food safety, aquatic medicine, applied clinical and translational research)

C. Clearly articulate scholarship expectations of all faculty with a research appointment and maintain rigorous standards for promotion, tenure, and salary adjustments.

D. Provide rigorous mentoring program for faculty.

Measure of Success:

A-1. Increase research expenditures from extramural sources to more than $15M per year (in 2011 dollars) by 2018.

B-1. Increase research FTE to >30 by 2018 (currently 20).

B-2. Hire 75% of new tenure track faculty into a research focus area.

C-1. Increase publication rates in peer-reviewed journals to 6/research FTE and increase publication impact factors.

D-1. Provide periodic grant writing workshops and require new faculty with research FTE to participate.

D-2. Develop internal seminars on grant writing, provide formal reviews and mentoring, and require faculty with research FTE to participate.
E. Develop innovative programs to reward and retain exceptional faculty.
   E-1. Work with the University to develop creative salary structure to retain productive faculty.
   E-2. Use College and Departmental funds to “partner” with successful faculty in providing infrastructure such as technical support, laboratory space, and equipment.
   E-3. Continue and enhance internal funding for preliminary data for promising research proposals.
   E-4. Work with investigators to identify impediments to federal funding and develop methods to overcome these impediments.
   E-5. Establish an online database of available equipment, investigator expertise, and methods and investigator funding for college and university as well as university statistics for describing facilities, resources, and environment.

F. Increase the number of endowed professorships and chairs.
   F-1. Increase the number of endowed professorships and chairs to 10 positions by 2018.

G. Increase academic quality of DVM-PhD, DVM-MS, and DVM student summer research programs.
   G-1. Recruit talented, motivated students into dual degree program and match with successful, motivated, and committed faculty.
   G-2. Fund summer research program for motivated students, match with committed faculty, and mentor beyond summer program.
**Priority: Identify and promote select research focus areas that capitalize on existing strengths and future opportunities.**

**Strategy:**
- **A.** Support and enhance current strengths including genomics/biocomputing, environmental toxicology, infectious disease research, health disparities food safety, aquatic medicine, and translational research.
- **B.** Increase NIH funding.
- **C.** Maintain and improve USDA supported areas.

**Measure of Success:**
- **A-1.** Initiate at least two major projects with federal partnerships by 2018.
- **A-2.** Develop at least eight industry partnerships and commercialize on at least one product by 2018.
- **B-1.** By 2018, have 20 R01s, R21s, R15s, 2 COBREs and position CVM for Center Grant and Equipment Grant applications.
- **C-1.** By 2018, have ten standard USDA AFRI grants and five new investigator grants.

**Priority: Recognize and capitalize on the unique education that students can receive at a research-intensive university by increasing the quality and extent of student research experiences.**

**Strategy:**
- **A.** Continue Summer Research Program
- **B.** Continue House Officer Grant Program

**Measure of Success:**
- **A-1.** Develop tracking mechanism to determine success of participants who enter research-related fields. Goal is for 20% of participants to enter eventually a research-related field.
- **B-1.** Develop tracking mechanism and metrics to measure impact. Goal is that 100% of residents publish in peer-reviewed journals.

**Priority: Enhance the College’s culture and structure within the University for interdisciplinary research.**

**Strategy:**
- **A.** Develop a process that identifies, supports, and invests in interdisciplinary research areas of strategic importance.

**Measure of Success:**
- **A-1.** By 2018, have a 25% increase in the number of interdisciplinary research teams and interdisciplinary submissions/awards.
B. Institute evaluation and reward systems at the departmental and college level that encourage and reward interdisciplinary efforts. B-1. Interdisciplinary research efforts become a valued component of faculty evaluation, promotion and tenue, and resource allocation.

Goal 3: Expand Outreach and Engagement

Priority: The College of Veterinary Medicine will become the preeminent referral resource for practicing veterinarians in the state and region.

Strategy: Measure of Success:

A. The College (in Starkville and at the Animal Emergency and Referral Center in Flowood) will be recognized for its expertise in the clinical sciences and the provision of tertiary services and advanced medical techniques generally unavailable in private practices.

A-1. Referral cases to increase by 50% by 2018.

A-2. Number of referring DVMs to increase by 30% by 2018.

A-3. Veterinary Neurology & Imaging recognized as the premier such service in MS, AL, LA, TN, and AR.

B. Develop new clinical services and specialties within the Animal Health Center and Mississippi Clinical Outreach Services to expand capabilities serving referring DVM’s and the public.

B-1. Develop creative ways to fund new services through leveraging appropriated and tuition dollars.

B-2. Oncology, Ophthalmology, Cardiology, Critical Care, and Equine Neonatal Care services to be added by 2018.

C. Create a southeastern center of emphasis in rural veterinary practice that has global implications.

C-1. All MSU-CVM veterinary students receive instruction in basic rural practice.

C-2. Students from other colleges select MSU-CVM rural practice emphasis area for advanced learning experiences.

C-3. Establish integrated teams to aid in the diagnosis and management of livestock and poultry diseases in Mississippi.

D. Preserve and enhance a diagnostic laboratory system recognized nationally for excellence and for protecting animal and public health.

D-1. Maintain AAVLD accreditation.

D-2. More fully integrate system into the teaching and research programs thus benefitting students, faculty, and the public.
Priority: The College will enhance educational and outreach programs that address critical animal and public health issues.

Strategy:
A. Provide continuing education programs for veterinarians to learn the latest diagnostic and therapeutic techniques.

Measure of Success:
A-1. Over a 5 year period, 75% of faculty with clinical or diagnostic laboratory appointment will be speakers at state, national, and international continuing education meetings.

B. Coordinate our efforts with other units within the university to develop and implement professional outreach and extension programs that have a positive impact on the health and safety of Mississippi’s livestock, companion animals, wildlife, environment, and public health.

B-1. By 2018, 15 members of CVM faculty will participate in industry, state and federal governmental advisory and regulatory committees.

B-2. By 2018, 10 faculty members will serve on federal governmental review panels that establish priorities for animals, Health, and legislative action.

C. The College will promote food security and sustainability through collaborative teaching, learning, and research efforts involving the livestock, poultry, and aquaculture industries.

C-1. All faculty with expertise in poultry, livestock, aquaculture, and food safety will be involved with other such faculty on campus and producer and regulatory organizations.

Priority: The College will develop and promote mutually beneficial relationships, collaborative efforts, and strategic alliances with University and external partners with common goals and objectives.

Strategy:
A. Collaborate with the CVM Alumni Association and the MSU Alumni Association to increase the number of active members and participation of alumni.

Measure of Success:
A-1. Develop a highly functional veterinary alumni society.

A-2. Successful alumni events will be conducted at state, regional, and national levels.
Goal 4: Encourage Globalization

Priority: Develop, support, and coordinate infrastructure to enhance global outreach and extension, research, and academic programs focused on preventive medicine and the “One Health” concept.

Strategy:

A. Organize faculty interested in international work and document areas of interest, expertise, and experiences (including research) as a reference.

B. Collect feedback from students on their experiences from international externships and opportunities to serve as a reference.

C. Provide financial support to students engaging in relevant international activities.

Measure of Success:

A-1. By 2018, over any 4 year period, 25% or more of faculty will be engaged in significant international teaching, research, and outreach activities.

B-1. By 2018, at the time of graduation, 20% or more or our students will have participated in international activities while they were in CVM.

C-1. Provide $25,000 per year to support students engaging in relevant international activities by 2018.

Priority: Enrich the academic and cultural experiences of the faculty, staff, and students through global engagement.

Strategy:

A. CVM engages in international teaching, research, and outreach.

B. Encourage faculty to become engaged in international activities.

C. Enhance the internationalization of the MSU campus.

Measure of Success:

A-1. CVM is a full partner with MSU’s international program.

B-1. International activities become a component of faculty evaluation, promotion and tenure, and resource allocation.

B-2. Engage 25% or more of faculty in international activities by 2018.

B-3. Three CVM faculty to receive Fulbright Fellowships by 2018.

C-1. By 2018, have 15 international students per year interface with the College.

C-2. By 2018, have 15 international faculty per year interface with the College.
Goal 5: Enhance Institutional Culture and Environment

The College recognizes the importance of attracting and retaining appropriately trained faculty and staff who are willing to commit to accomplishing the College’s mission and achieve its goals. Whereas some turnover is normal in academic institutions, it is important that a stable core of faculty and staff is present to provide continuity in program delivery and confidence that the College’s mission is not threatened. The CVM strives to establish a safe, non-threatening learning/working environment that will promote collegial professionalism, respect for and pride in its students, staff, and faculty.

Priority: The College will provide a safe, clean, and comfortable learning and working environment in all its locations and facilities.

Strategy:
A. Create and sustain a positive physical environment that is conducive to learning, research, and service.

Measure of Success:
A-1. More than 80% of the faculty, staff, and students will indicate by survey they are satisfied with the physical environment.

Priority: The College will encourage and support the holistic development and well-being of faculty, staff, and students.

Strategy:
A. Provide programs that support personal and professional growth and success, including mentoring and health and work-life balance initiatives.

Measure of Success:
A-1. Create mentorship programs to support the needs of new faculty and staff. A-2. Work with HRM to develop career ladders for staff development.

B. Increase faculty salaries and benefits.

Measure of Success:
B-1. Faculty salaries and benefits equal to peer group averages.

C. Increase staff salaries and benefits.

Measure of Success:
C-1. Staff salaries and benefits equal to market levels.
D. Ensure transparent shared governance.
   D-1. Maintain Faculty Organization and their representation on Cabinet.
   D-2. Promote and encourage regular combined staff and faculty meetings to improve communications.
   D-3. Develop creative methods to communicate with faculty and staff.

E. Promote ethical behavior of students, staff, and faculty.
   E-1. Maintain “All College” meetings to define standards and promote ethical conduct.

F. Seek to attract diverse, high quality faculty and staff to CVM.
   F-1. Increased ethnic and gender diversity of the faculty and professional staff, including an African-American faculty percentage of 7.5% and a female percentage of 42%.

Goal 6: Maintain Stable Financial Base

Priority: The College will seek increased financial stability from a variety of sources.