

Strategy for Excellence 2020 - 2026



MISSISSIPPI STATE UNIVERSITY™
COLLEGE OF VETERINARY MEDICINE

I. INTRODUCTION

The MSU College of Veterinary Medicine was established by the Mississippi Legislature 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 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 Specialty Center) in 2010. The College's first class of students was admitted in the fall of 1977 and graduated in May of 1981. MSU CVM is one of 30 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, and the first class graduated in the spring of 2012 with a BS degree in Veterinary Medical Technology.

II. MISSION

Our mission is to protect and improve the health and well-being of animals and people 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.



CVM (Appropriated):

1. Starkville
College of Veterinary Medicine (CVM)
Animal Health Center (AHC)
CVM Diagnostic & Aquatic Labs (CVM DLS)
2. Stoneville
Aquatic Research & Diagnostic Laboratory (ARDL)
3. Pearl
MS Veterinary Research & Diagnostic Laboratory (MVRDL)
Poultry Research & Diagnostic Laboratory (PRDL)

CVM (509 (a)2-Corporations):

4. Flowood — Animal Emergency & Specialty Center (AERC)
5. Starkville — Veterinary Specialty Center (VSC)

- ### **NFWF Gulf Environmental Benefit Fund (GEBF):**
6. Gulfport — Institute for Marine Mammal Studies (IMMS)

III. VISION

The MSU College of Veterinary Medicine will be recognized widely for producing and placing highly capable veterinarians, veterinary technologists, and scientists, and our 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

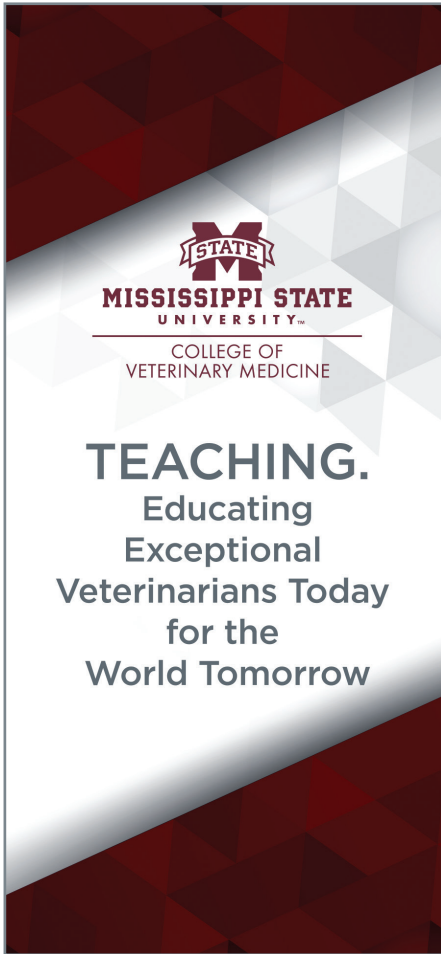
Our success factors include:


- 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 national board examination pass rates and are highly successful in their post-graduate placement in the work force, 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, outreach, and laboratory services across the state
- Strong partners including the University, the State and Nation, researchers, government agencies, veterinarians, community leaders, and businesses.



Our Challenges include:

- Attracting and cultivating students, staff, and faculty members who reflect the diversity of society so that teaching, research, and service activities can better meet the needs of a diverse society
- Increasing demands on faculty and staff because of reduction 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 our State that sometimes make it difficult to retain faculty
- The cultural and historical perceptions of our State that can cause our many capabilities to be under recognized.
- 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 medical schools, the MSU Division of Agriculture, Forestry and Veterinary Medicine (DAFVM), and other colleges across campus




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COLLEGE OF
VETERINARY MEDICINE

TEACHING.
Educating
Exceptional
Veterinarians Today
for the
World Tomorrow




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VETERINARY MEDICINE

SERVING.
Offering Programs
& Services to
Benefit Our
Ever-Evolving
World




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DISCOVERING.
Finding Creative
Answers through
Collaboration &
Innovation

STRATEGIC GOALS

FOR THE COLLEGE OF VETERINARY MEDICINE

Goal 1: Foster Teaching and Learning

The College will provide challenging, comprehensive and supportive veterinary/veterinary technology/graduate educational experiences which will prepare each of our graduates with the knowledge, skills and behaviors needed to become readily employable in private practice, biomedical research, education, and throughout the veterinary profession.

Priority 1: The College of Veterinary Medicine will be recognized as a leader in veterinary medical education and curricular design.



Objective	Measure of Success
<p>A. The College will graduate DVM students and VMT students with the scientific knowledge, skills, and values necessary to become valuable members of the veterinary profession and contribute successfully in a variety of veterinary careers.</p>	<p>A-1. Our students' NAVLE/VTNE pass rate at the time of graduation will exceed the national average.</p> <p>A-2. Our students' mean score on the NAVLE/VTNE will exceed the national average.</p> <p>A-3. DVM student performance as evaluated by externship mentors across 32 categories will meet or exceed the "expected performance/entry level competency" greater than 95% of the time.</p> <p>A-4. The employment rate, within the profession, of our DVM/VMT graduates within 12 months of graduation will exceed 95%.</p> <p>A-5. The College will maintain full accreditation status by the AVMA-COE and CVTEA.</p> <p>A-6. The College will rank among the top 30% of colleges at placing DVM graduates into highly competitive internship and residency programs.</p>
<p>B. The College will maintain a flexible, two-phase professional curriculum capable of responding to the changing needs of students, the profession, and society.</p>	<p>B-1. Every course will have 3-5 learning outcomes that are reviewed yearly.</p> <p>B-2. Each year of the program will have learning outcomes that will be attained during that year.</p> <p>B-3. Outcomes measures for new graduates will be developed and reviewed periodically to ensure they remain relevant.</p>

Objective	Measure of Success
<p>C. The College will provide all students with resources and access to support programs to ensure their academic success and personal well-being.</p>	<p>C-1. The overall absolute attrition rate for academic reasons will be less than 3% for each entering class.</p> <p>C-2. Promotion, access and utilization of PEEP/peer tutoring will be measured and reviewed following each semester.</p> <p>C-3. The faculty/student mentor program will be reviewed yearly, and enhancements made based on feedback from both faculty and students.</p> <p>C-4. Professional counseling services and wellness programs will be available for students.</p>
<p>D. The College will utilize a holistic admissions process that will be reviewed each year to ensure we are admitting the most qualified students while also seeking to enhance diversity within our student body.</p>	<p>D-1. By 2026, $\geq 15\%$ of the entering DVM class will identify as an underrepresented minority.</p> <p>D-2. The College will actively pursue annual and endowed scholarships to support highly academically qualified minority students with a goal of distributing \$50,000 per class by 2026.</p>
<p>E. The College will develop and implement an organized recruitment plan for reaching highly qualified potential DVM students.</p>	<p>E-1. The College will assemble a recruitment team and use personal visits coupled with digital technology to recruit high-ability students.</p> <p>E-2. The College will not have to go below the top 50% of the alternate list to fill each new class.</p> <p>E-3. Bardsley (and similar) scholarships will enable us to attract >5 academically high-achieving students each year – students that we may not have otherwise attracted.</p>



Priority 2: The College will continue to be recognized among its peer colleges of veterinary medicine as a leader in veterinary medical/biomedical graduate education.

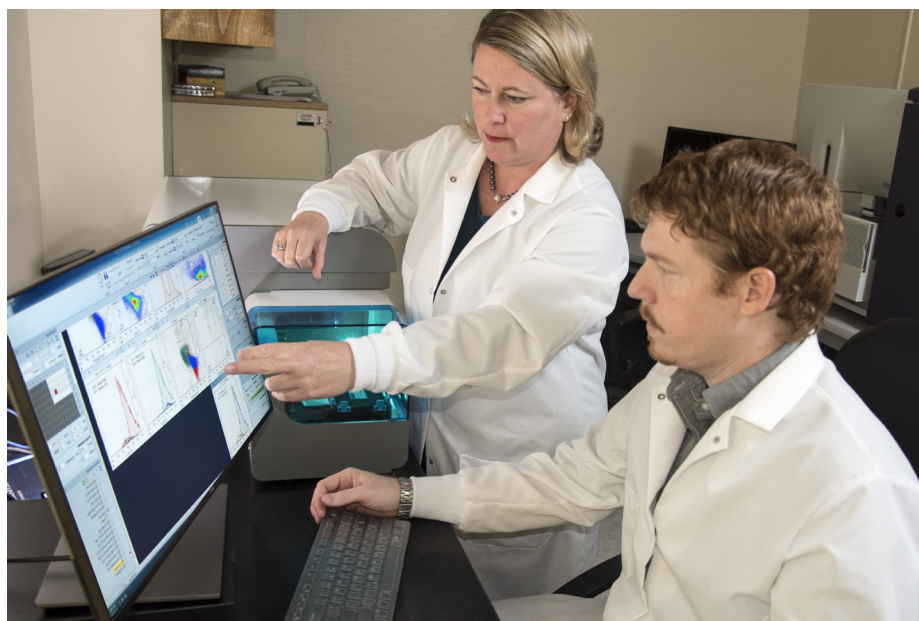
Objective	Measure of Success
<p>A. Recruit and support high academic ability students to our graduate program from the U.S. and internationally, including improved marketing of our programs to expand the applicant pool and attract such students.</p>	<p>A-1. The undergraduate GPA of all admitted graduate students entering our program will be > 3.4 (4.0 scale).</p> <p>A-2. Over 80% of graduate students at CVM will have a GPA of > 3.4.</p> <p>A-3. Report to the faculty students' achievements of degree milestones and time to graduation.</p> <p>A-4. Track graduates' career success (including publications) for at least 5 years after graduation. 90% of graduates will be working in a position related to their graduate work at MSU.</p>
<p>B. Provide assistance to students interested in preparing pre-doctoral fellowship applications.</p>	<p>B-1. Develop a program within ORGS to aid students in completing the application process.</p>
<p>C. Change the name of the Veterinary Medical Sciences MS and PhD degree programs to "Veterinary and Biomedical Sciences."</p>	<p>C-1. Ensure the name change is approved by IHL by 2021.</p>
<p>D. Maintain rigorous standards for graduate students.</p>	<p>D-1. Require PhD students to present an oral presentation at a regional or national meeting before graduation and to have at least one peer-reviewed publication submitted before graduation.</p> <p>D-2. At least 80% of MS students and all PhD students will have a peer-reviewed manuscript submitted by the time of graduation.</p> <p>D-3. Track PhD graduates and evaluate their postdoctoral institutions as peer or peer-plus. At least 50% will obtain positions at MSU's peer-plus (or equivalent) institutions.</p>
<p>E. Increase the number of PhD stipends available.</p>	<p>E-1. Identify external funding sources and submit requests.</p>
<p>F. Continue the House Officer Grant program and track impact.</p>	<p>F-1. A system will be developed for tracking grant recipients and documenting the number who submit a paper to a peer-reviewed journal acceptable by their mentor by the time they finish their internship or residency.</p>

Goal 2: Promote Research and Creativity

Priority 1: Promote research and creativity by moving CVM into the top 50% of accredited veterinary colleges in annual extramural research expenditures.

Objective	Measure of Success
<p>A. Prioritize faculty hires, equipment purchases, and facilities assignments and renovations in areas in which we already have strength: aquatic animal health, infectious diseases and immunology, toxicology and environmental health, epidemiology, clinical pharmacology, and biocomputing and bioinformatics.</p>	<p>A-1. The priority for new hires for positions with major research commitment will occur in existing areas of research strength.</p> <p>A-2. The College will increase faculty research FTE to 30 by 2026.</p>
<p>B. Provide an effective and consistent mentoring program for new faculty.</p>	<p>B-1. Develop and maintain faculty mentoring programs at the department level.</p> <p>B-2. Provide grant writing training and require new faculty members with > 0.25 research FTE to participate.</p> <p>B-3. Develop workshops on grant writing and develop a college-wide research proposal review committee for pre-review of applications before they are submitted to a funding agency.</p> <p>B-4. The CVM Office of Research and Graduate Studies (ORGS) will provide information to all faculty members on development activities that are available through ORED and other groups on campus and on research equipment and expertise available on campus.</p>
<p>C. Develop innovative programs to reward and retain exceptional faculty.</p>	<p>C-1. College and departmental funds will support successful faculty by sharing cost for infrastructure, lab space, and equipment.</p> <p>C-2. Competitive internal grant programs will enable faculty members to obtain preliminary data necessary to strengthen extramural grant applications.</p> <p>C-3. Work with MSU Provost, Vice President for Research, and Vice President of DAFVM to create innovative salary programs.</p>

Objective	Measure of Success
<p>D. Increase the number of early career grants or post-doctoral fellowships (Such as NIH K- series grants).</p>	<p>D-1. Establish and promote programs to support and advise faculty eligible for K-awards and similar awards from other agencies.</p> <p>D-2. The number of NIH Fellowships and K-awards as well as similar grants from other agencies will increase to 5 or more by 2026.</p>
<p>E. Enhance the College's research infrastructure.</p>	<p>E-1. Survey the faculty and department/center heads to determine the most pressing infrastructure needs and determine annually which can be funded (shared major equipment or facilities renovation). Report annually a list of new shared equipment for which the departments, ORGS, or the Dean's Office contributed.</p> <p>E-2. Provide incentives for faculty members to apply for equipment grants from NSF, NIH, or USDA.</p> <p>E-3. Document the number of applications for equipment grants and the number of those grants that are funded each year. The number of applications will increase to 2/year and the number funded will increase to 1 every 2 years.</p>
<p>F. Increase funding support from industry partners.</p>	<p>F-1. The CVM Office of Research and Graduate Studies will seek connections with industry partners and inform faculty members of potential opportunities.</p> <p>F-2. Records will be maintained and reported annually to the faculty on annual research expenditures provided by industry partners.</p>



Priority 2. Enhance the culture and productivity of the College’s research program.

Objective	Measure of Success
<p>A. Increase intellectual property development and commercialization.</p>	<p>A-1. Consideration will be given to intellectual property development (provisional patents, utility patents, licensing agreements) and commercialization in promotion and salary decisions.</p> <p>A-2. CVM Office of Research and Graduate Studies will provide advice on intellectual property development and commercialization.</p> <p>A-3. The number of invention disclosures, provisional patents, utility patents, licensing agreements, and start-up companies that are new or which remain active will be reported annually to the faculty.</p>
<p>B. Promote interdisciplinary research.</p>	<p>B-1. Inform faculty of the mechanisms for conducting interdisciplinary research and applying for interdisciplinary funding.</p> <p>B-2. Encourage team-building collaborative research and annually document the number of publications resulting from collaborative studies.</p> <p>B-3. The CVM Associate Dean for Research will actively interact with other associate deans for research across campus to identify potential collaborations.</p>
<p>C. Increase number of publications in peer-reviewed journals that can be used to measure research recognition.</p>	<p>C-1. Report unique publications from CVM (125 for FY2019).</p> <p>C-2. Report publications per research FTE with the goal being 6 per FTE by 2026.</p>
<p>D. Increase faculty involvement and leadership in national and international scientific societies, invited review services, etc.</p>	<p>D-1. Recognize faculty members who win national or regional awards in research and those who are elected to offices related to research.</p>

Objective	Measure of Success
<p>E. Capitalize on opportunities for our veterinary students to receive training in research.</p>	<p>E-1. Track students in the Summer Research Experience (SRE) Program for veterinary students to determine success of participants who enter research-related fields.</p> <p>E-2. Submit high quality applications to NIH and Boehringer-Ingelheim for funding the SRE program. The NIH T35 and the Boehringer-Ingelheim grant will be renewed each time they are submitted.</p> <p>E-3. Encourage students to apply for pre-doctoral fellowships from NIH or other funding agencies and provide them and their mentors assistance in preparing a competitive application.</p> <p>E-4. 20% of DVM graduates will pursue post-DVM training in research or where research is part of the training (i.e., residency).</p>

In the spring of 2020, the College will begin providing \$40,000 each year in support of student travel to CVM-related international programs such as the study abroad program in Uganda, the FAO, and the Fish Innovation Lab, which, pictured at right, supports applied research to develop human food resources in developing countries and provides opportunities for veterinary students and graduate students to participate in projects in Africa and Asia.



Goal 3: Expand Outreach and Engagement

Priority 1: The College will become the preeminent referral resource for practicing veterinarians in the state and region.

Objective	Measure of Success
<p>A. The Animal Health Center, the Veterinary Specialty Center in Starkville, and the Animal Emergency and Referral Center in Flowood will be positively recognized for their expertise in the clinical sciences and the provision of tertiary services and advanced medical techniques unavailable in most general practices.</p>	<p>Combining data from all 3 locations:</p> <p>A-1. Referral cases will increase by 20% by 2026.</p> <p>A-2. Number of referring DVM's will increase by 15% by 2026.</p> <p>A-3. Based on data collected from systematic client discharge surveys, greater than 90% of responding clients will rate each evaluated category a score of 5 or more on a 1-6 Likert scale.</p> <p>A-4. Based on data collected from systematic referring DVM surveys, greater than 90% of responding DVMs will rate each evaluated category a score of 8 or more on a 1-10 Likert scale.</p>
<p>B. Develop and maintain services and specialties within the Animal Health Center and Mississippi Clinical Outreach Services to expand capabilities serving referring DVMs, the public and animals of Mississippi.</p>	<p>B-1. Develop creative ways to fund new services through leveraging appropriated, tuition, development, and clinical revenue dollars.</p> <p>B-2. Maintain current small animal surgery, small animal medicine, community veterinary service, equine medicine and surgery, food animal medicine and surgery, neurology, ambulatory, theriogenology, anesthesiology, radiology, dentistry, ophthalmology, dermatology, physical rehabilitation, pathology and clinical pathology services.</p> <p>B-3. Identify and implement additional clinical services that will provide student education, client service, and hospital revenue (i.e., cardiology, etc.) by 2026.</p>



The College's off-campus clinical teaching facilities provide our students with a variety of invaluable, hands-on learning opportunities. At the Veterinary Specialty Center located in west Starkville, we share a linear accelerator, 64-slice CT scanner and 3 tesla MRI unit (shown in the photo at left) with physicians.

Objective	Measure of Success
<p>C. Create a southeastern center of emphasis in rural, shelter and primary general veterinary practice that has national and global implications, and that more fully integrates service roles with teaching and research programs, thus benefitting students, faculty, and the public.</p>	<p>C-1. All MSU CVM veterinary students receive instruction in basic rural, shelter and primary general veterinary practice.</p> <p>C-2. Students from other colleges will select MSU CVM rural, shelter and primary general practice emphasis areas for advanced learning experiences.</p> <p>C-3. Maintain integrated teams to aid in the diagnosis and management of livestock and poultry diseases in Mississippi, including poultry health and farm/flock surveillance programs.</p> <p>C-4. Provide an all-day poultry field trip to production units and/or processors for each group of veterinary students in the third-year population medicine clinical rotation.</p> <p>C-5. Maintain 2-year, post-DVM poultry production medicine residency/MS degree program.</p>
<p>D. Preserve and enhance a diagnostic laboratory system recognized nationally for excellence and for protecting animal and public health.</p>	<p>D-1. Maintain AAVLD full accreditation for all species for each 5-year accreditation cycle, the maximum allowed by the accrediting body.</p> <p>D-2. Conduct appropriate diagnostic tests on samples submitted to the diagnostic laboratories within the system for assistance with disease diagnosis, herd/flock health status, and surveillance for diseases of potential public health significance, with a target of averaging at least 400,000 unique tests per year.</p> <p>D-3 Average turnaround times for diagnostic tests from receipt of case to reporting final results will be less than 3 days, (excluding post-mortem, mycology, virus isolation, referrals, and non-diagnostic accessions).</p>

Priority 2. The College will enhance educational and outreach programs that address critical animal and public health issues.

Objective	Measure of Success
<p>A. Provide continuing education programs for veterinarians to learn the latest diagnostic and therapeutic techniques.</p>	<p>A-1. Over a 5-year period, at least 75% of faculty (assistant professor and above) with clinical or diagnostic appointments (both clinical and tenure track) will be speakers at state, regional, national, and international continuing education meetings</p>
<p>B. Coordinate our efforts with other units within the University to develop and implement professional outreach programs that have a positive impact on the health and safety of livestock, companion animals, wildlife, environment, and public health.</p>	<p>B-1. By 2026, 30 faculty members will participate in industry, professional society, state and federal governmental advisory and regulatory committees at a national or international level.</p> <p>B-2. By 2026, 20 faculty members will serve on federal governmental or national professional society review panels that establish priorities for animals, health and legislative action.</p> <p>B-3. By 2026, based on determination of needs (from faculty involvement as outlined in B-1 and B-2) the MSU CVM will establish new outreach programs or initiatives in companion animals, livestock, wildlife (including marine animals), and public health.</p>
<p>C. Promote food security and sustainability through collaborative teaching, learning and research efforts involving the livestock, poultry, and aquaculture industries.</p>	<p>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.</p>

Priority 3. The College will develop and promote mutually beneficial relationships, collaborative efforts and strategic alliances with University and external partners with common goals and objectives.

Objective	Measure of Success
A. Collaborate with the CVM Alumni Association and the MSU Alumni Association to increase the number of active members and participation of alumni.	A-1. Foster a veterinary alumni society that engages and communicates effectively with alumni. A-2. Successful alumni events will be conducted at state, regional, and national levels.
B. Develop an MSU CVM Veterinary Medical Technology Alumni Program.	B-1. Foster a veterinary medical technology alumni society that engages and communicates effectively with alumni.



Actively engaged alumni such as Dr. Kevin Smith (DVM 1984) and Drs. Mark and Audra Alley (DVMs 1996) pictured below and at left are a wonderful resource for our students, providing always-welcomed encouragement and much-needed guidance, having first-hand knowledge of what it takes to become a veterinarian as well as what it takes to build a successful career. Alumni such as these are also valuable ambassadors for the College.



Goal 4: Encourage Globalization

Priority 1: Develop, support, and coordinate infrastructure to enhance global outreach and capacity development in research and academic programs focused on food security and One Health.

Objective	Measure of Success
A. Establish more organized and coordinated globalization efforts.	<p>A-1. Establish and support a partial-FTE, college-level position to provide leadership in globalization and liaise with MSU International Institute (MSU II).</p> <ul style="list-style-type: none"> • Will actively lead efforts to obtain extramural funding necessary to support activities <p>A-2. Establish a faculty committee (members rotate) to provide strategic direction and guidance.</p> <p>A-3. Establish centralized CVM reporting and collection of data on international activities of both students and faculty.</p>
B. Attain an international reputation in global outreach, research, and academic programs.	B-1. By 2026, the College will have attained at least two designations (i.e. Memoranda of Understanding or Agreements with international organizations such as FAO, OIE, Fulbright, Borlaug, or Cochran programs).
C. Develop human and institutional capacity to offer training (e.g. in diagnostics) that will lead to international certifications or other international recognition.	<p>C-1. By 2026, the College will offer several training programs leading to international certificates.</p> <p>C-2. Partner with MSU Center for Distance Education to offer online global development courses and obtain funding to develop and offer on-line training modules.</p>
D. Provide infrastructure at the college level including financial support to students and incentives to faculty to enable them to engage in relevant international activities.	<p>D-1. By 2026, at least 10% of CVM faculty and 15% of students will participate in relevant international activities, including volunteer programs in developing countries.</p> <p>D-2. Guidelines will be established within departments to recognize and evaluate faculty appropriately for international activities in research, teaching, and service.</p>
E. Leverage ongoing faculty activities (i.e. research, Risk Group, Fish Innovation Lab) to attract increased external funding.	<p>E-1. Maintain leadership of the USAID Fish Innovation Lab.</p> <p>E-2. Actively seek involvement in additional USAID Innovation Labs.</p>
F. Promote MSU CVM internationally for recruiting and collaborations.	F-1. Improve MSU CVM International Programs web presence by including information for faculty interested in engaging, information for veterinary students, links to IVSA and MSU International Institute, and international graduate student recruiting (highlighting countries where MSU CVM has strong linkages).

Priority 2: Facilitate academic and cultural opportunities of the College faculty, staff, and students through global engagement.

Objective	Measure of Success
<p>A. Develop, support, and coordinate opportunities to further engage veterinary students (<i>and others</i>) in international activities.</p>	<p>A-1. Information on student opportunities will be housed on a webpage maintained by CVM and linked to MSU International Institute. All students participating in CVM-supported international travel will create post-trip reports, and experiences will be rated according to specific objectives.</p> <p>A-2. Feedback will be collected, and an information portal will be created for students to post opportunities and experiences.</p> <p>A-3. A Point of Contact (POC) will be appointed to facilitate MSU CVM international activities.</p>
<p>B. Increase veterinary student engagement and opportunities in international research, education, and outreach by developing relationships with international colleges and faculties.</p>	<p>B-1. 20% of veterinary students will be engaged in international activities, including research. Priority for funding student travel will be given to MSU CVM projects and then to students working with international colleges and faculties.</p> <p>B-2. MSU CVM will become involved with organized campus activities throughout the year and utilize student resources available at MSU.</p> <p>B-3. MSU CVM will continue to engage international veterinary students in the veterinary curriculum, accepting up to 10 per year (including international veterinary student externships at MSU CVM).</p> <p>B-4. New agreements, including MOUs, will be developed with other colleges and faculties abroad to facilitate student and faculty exchange.</p> <p>B-5. Additional funding sources for study abroad will be identified, and the number of students applying for assistance will increase. Current programs approved for college funding include the Uganda Study Abroad, FAO, and Fish Innovation Lab research projects (effective May 2020). Our goal is \$50,000 per year by 2026.</p> <p>B-6. Re-establish internationally focused student organizations (such as International Veterinary Student Association and the One Health Club), and encourage veterinary student engagement with other internationally minded student associations on campus.</p>

Objective	Measure of Success
C. Attract visiting scholars.	<p>C-1. Host 5 visiting scholars involved in research and/or teaching each year.</p> <p>C-2. A Point of Contact will be appointed to facilitate arrangements for international visitors in collaboration with the MSU II.</p>
D. Encourage graduate faculty and graduate students to become engaged in international activities.	<p>D-1. By 2026, have 2 graduate students (master program poultry specialty) doing at least one poultry international fieldtrip.</p> <p>D-2. Five faculty will be engaged in fellowship programs by 2026.</p>



The College encourages our students and faculty to engage in international training, education and service projects. Through global outreach, extension, research and academic programs, both current and future veterinarians and scientists gain perspective and experience that can prove beneficial for years to come.

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 achieving 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 1: The College will provide a safe, clean, and comfortable learning and working environment in all its locations and facilities.

Objective	Measure of Success
A. Create and sustain a positive physical environment that is conducive to learning, research, and service.	A-1. With at least 50% survey completion, more than 80% of the faculty, staff, and students will indicate they are satisfied with the physical environment.

Priority 2: The College will encourage and support the holistic development and well-being of faculty, staff, and students.

Objective	Measure of Success
A. Provide programs that support personal and professional growth and success, to include mentoring, health (physical and mental) and work-life balance initiatives.	A-1. Create a mentorship program to support the needs of new faculty and staff. A-2. Work with HRM to institute career ladders for staff development. A-3. Create an occupational health task force to evaluate how to help faculty and staff maintain physical and mental well-being, including work-life balance initiatives.
B. Increase faculty salaries and benefits.	B-1. Ensure faculty salaries and benefits are equal to peer group averages.
C. Increase staff salaries and benefits.	C-1. Ensure staff salaries and benefits are equal to market levels.
D. Ensure transparent, shared governance.	D-1. Maintain CVM Faculty Organization and their representation on the College's Cabinet. D-2. Promote and encourage regular combined staff and faculty meeting to improve communication. 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.

Priority 3: The College will promote an inclusive institutional climate that fosters diversity within the student body, faculty and staff.

Objective	Measure of Success
A. Seek to recruit and maintain an inclusive and supportive community, including underrepresented populations in administration, faculty, staff and students.	A-1. Foster inclusive excellence in teaching research and service.
B. Create an academic environment that enhances inclusiveness for all people regardless of race, religion, ethnicity, age, gender, gender identity, sexual orientation, cultural and socioeconomic background, national origin, and disability.	B-1. Maintain an active Diversity and Inclusion Committee to promote a diverse College population.

Goal 6: Maintain Stable Financial Base

Priority 1: The College will seek increased financial stability from a variety of sources.

Objective	Measure of Success	FY2019 (Per Year)	By July 1, 2026 (Per Year)
A. Enhance development opportunities – endowments and annual gifts	A-1.	\$2.9M	\$4.0M
B. Manage appropriate student tuition levels.	B-1.	\$13.8M	\$18.0M
C. Increase grants and contracts	C-1.	\$9M	\$12.0M
D. Increase revenues from CVM clinical operations	D-1.	\$11.8M	\$15.8M
E. Increase revenues from Diagnostic Lab	E-1.	\$2.9M	\$3.8M
F. Other sources (educational & lab services, designated revenue)	F-1.	\$3.3M	\$4.5M
G. Increase State support	G-1.	\$17.5M	\$22.3M
H. Increase overall College revenue	H-1.	\$61.2M	\$80.4M

ADDENDUM (Culture and Environment)

Possible tactics to promote success of our priorities:

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

Lactation room, additional history rooms in clinics

The College will encourage and support the holistic development and well-being of faculty, staff, and students. Mental Health Awareness Campaign, Daycare Facility in the College, Volunteer CVM Child Care List, Volunteer CVM Pet Care List, Better Vending Choices or longer cafeteria hours, Monthly or Quarterly College Newsletter, Extended Cabinet minutes emailed college-wide, Yearly student meeting on Ethics, Yearly meeting with Faculty that grade students



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