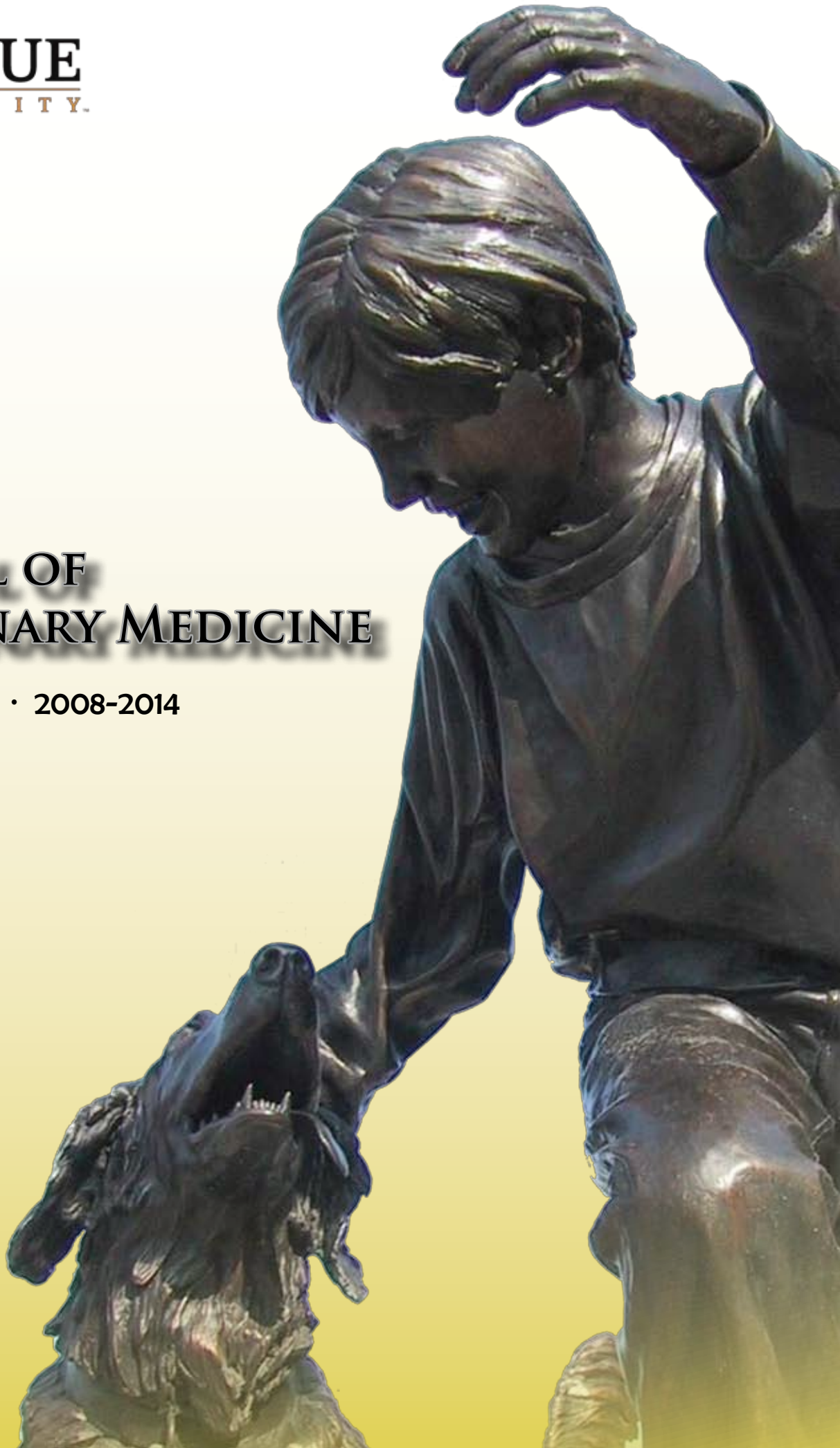


**PURDUE**  
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Strategic Plan • 2008-2014



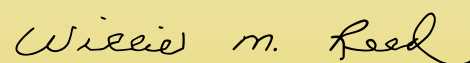
# *A Message from the Dean*

This strategic plan, which you hold in your hand, is a living, vital blueprint for the future of the Purdue University School of Veterinary Medicine. While no plan will succeed simply because it has been written on paper, it also is true that no plan can succeed without being documented in some way. I wanted our plan not only to be documented, but to be widely available in print so anyone who has an interest can understand where we are headed and why. We realize each person who is tied in some way to our school, whether an alum, colleague, student, animal owner, collaborator, donor, or client, has a stake in our future direction.

To understand this plan, you should know a little about its inception. The planning process began with a faculty retreat in January 2008 to discuss the implications of recently completed national studies covering issues and challenges facing the veterinary medical profession. The day-long faculty session provided the foundation for extensive work that occurred in subsequent months, as a team of faculty and staff compiled a draft plan. The final version, which spells out our School's vision, mission, goals and strategic directives, was adopted at a meeting of the faculty in August, 2008 and then approved by the School's Executive Committee a month later.

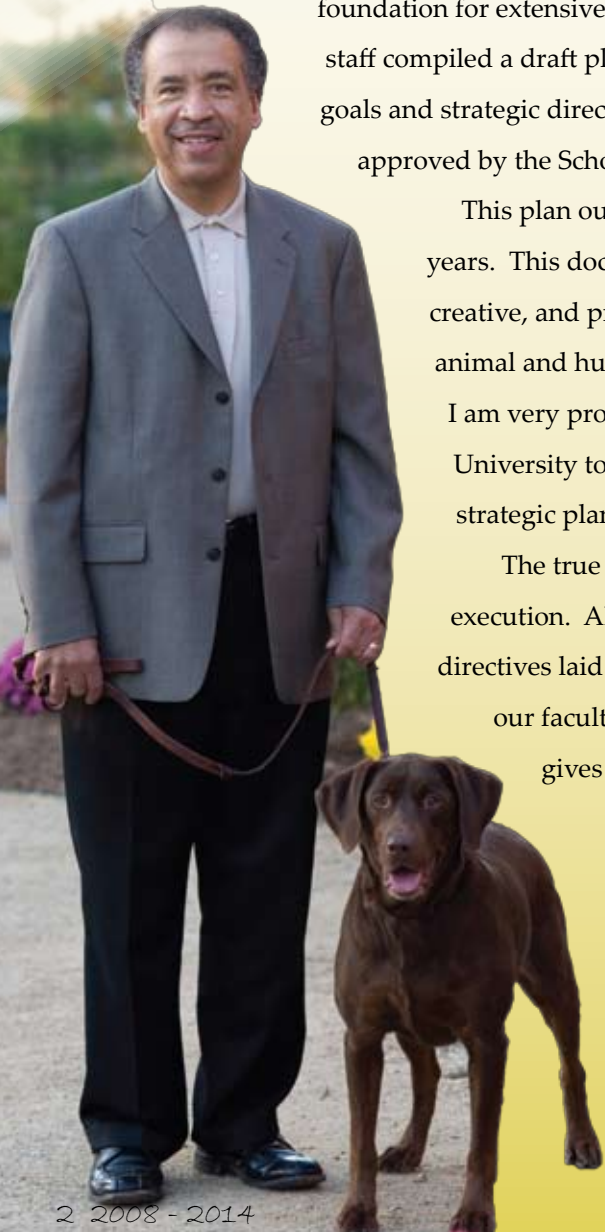
This plan outlines the future direction of the School for the next five to seven years. This document represents hundreds of hours of effort and contains thoughtful, creative, and promising methods for achieving our mission of advancing global animal and human health through excellence in learning, discovery, and engagement. I am very proud of the fact that we were the first school or college at Purdue University to complete a strategic plan following adoption of the University's new strategic plan by the board of trustees in June 2008.

The true benefit of such a plan, however, lies not in its publication, but in its execution. Already, we are making progress toward achievement of the strategic directives laid out in this document. The expertise, ingenuity, and "can-do spirit" of our faculty coupled with the benefit of this thoughtful and comprehensive plan, gives me great confidence in our future success.



*Willie M. Reed*

Willie M. Reed, DVM, Ph.D.



# *SVM Strategic Planning Committee*

Dr. Sandy Amass, VCS, co-chair • Dr. John Turek, BMS/VAD, co-chair

Dr. Mimi Arighi, VTH

Dr. Pete Bill, Veterinary Technology

Dr. Joseph Camp, CPB

Ms. Deb Cessna, Business Office

Dr. Peter Constable, VCS

Dr. Laurent Couëttil, VCS

Dr. Kauline Davis, VAD

Dr. Harm HogenEsch, CPB

Dr. Stephen Hooser, CPB

Dr. Ronald Hullinger, BMS

Dr. George Moore, CPB

Ms. Pam Phegley, VAD

Dr. Kathy Salisbury, VCS/VAD

Dr. Catharine Scott-Moncrieff, VCS

Ms. Carol Willoughby, VAD

Ms. Lee Ann Happ, Secretary to Committee





The logo of the School of Veterinary Medicine at Purdue University is a large, circular emblem in the background. It features a central caduceus (a staff with two snakes entwined around it) and the text "SCHOOL OF VETERINARY MEDICINE" around the top and "PURDUE" at the bottom.

## EXECUTIVE SUMMARY

The new strategic plan (2008-2014) will continue to build upon the foundation of the previous plan. The SVM will seek to improve in national rankings and garner financial support through excellence in learning, discovery, and engagement. We will enhance our work and learning environment by increasing and supporting faculty, staff, and student diversity. We will emphasize the importance of the entire veterinary team through full integration of the DVM and Veterinary Technology (VT) programs. We will improve our infrastructure with a Biosafety Level-3 laboratory, a new state-of-the-art Large Animal Hospital, and renovations to existing space. We will have world-renowned translational research programs that emphasize our areas of strength in cancer, infectious disease, neuroscience, and biomedical engineering. We will capitalize on technological advances by expanding distance learning opportunities, and using technology to assist communities underserved in veterinary care. We will have global impact through expansion and excellence in international programs. We will make our global impact known through branding, marketing, and publicizing our learning, discovery, and engagement efforts. Finally, we will succeed by forging synergistic, interdisciplinary collaborations with others who share our values and enthusiasm to impact society.

# PREAMBLE

The Purdue University School of Veterinary Medicine (SVM) is an academic school of the University that was founded in 1957, and grew out of an existing Veterinary Science Department in the College of Agriculture. As an integral part of a land-grant institution, the School embraces its role in carrying out the Purdue University missions of learning, discovery, and engagement.

The previous School of Veterinary Medicine strategic plan (2002-2007) was marked by significant investments in infrastructure, human resources, and development of new academic and interdisciplinary programs. Infrastructure renovation and additions included: Large Animal Isolation, Equine Annex, Junior Surgery, Clinical Discovery Laboratory, Cardiology Suite, Linda and William Fleischhauer Radiation Therapy Facility, and the SPF mouse facility. The SVM areas of research were defined and focused into four areas (cancer, infectious disease, biomedical engineering, and neuroscience), and this was a major influence in new faculty hires and resource allocation. Faculty were successfully recruited and retained and the SVM added approximately 28 faculty FTEs. New graduate programs were established: Interdisciplinary Comparative Medicine Graduate Program; **Biomedical Sciences Doctoral Track of Biomedical Engineering**; MS graduate training/residency program in laboratory animal medicine in cooperation with Indiana University School of Medicine and Eli Lilly and Company; and a graduate certificate program in veterinary homeland security. The VT Distance Learning Associate Degree Program achieved full AVMA accreditation. There was significant growth of interdisciplinary programs and eight SVM faculty hold joint or courtesy appointments in Biomedical Engineering and Discovery Park (Bindley Bioscience, Birck Nanotechnology, and e-Enterprise). Other resources instituted during the plan include the Medical Discovery Resource Unit (MDRU) and the National Biosecurity Resource Center for Animal Health Emergencies.

Strategic planning was undertaken during 2007-2008 to ensure the School addresses society's current and anticipated needs for veterinary professionals (see *The Foresight Project*<sup>1</sup>). The SVM Strategic Planning Committee was formed. This document was modeled after the Purdue University Strategic Plan and reflects input obtained through a school retreat, two open forums, subcommittees, and a blog.

The SVM will continue to provide innovative curricula and learning environments, preparing highly qualified entry-level veterinarians, post-DVM specialists, veterinary technicians/technologists, and biomedical researchers. We will also continue to provide comprehensive diagnostic and therapeutic services. The plan provides strategies for developing and implementing bold initiatives that brand the Purdue University School of Veterinary Medicine a leader in veterinary education, healthcare, and biomedical research.

This Strategic Plan provides guidance for decision making, and for communication among all who study, work, and have interest in the flourishing of the SVM. Based upon progress and periodic assessment, the strategies and metrics will be altered to meet new challenges and opportunities.

# VALUES AND CULTURE

Purdue University School of Veterinary Medicine affirms the values, culture, and integrity of a land-grant university as set forth in the Purdue University Strategic Plan, New Synergies: 2008-2013. As a school we:

- Strive for excellence in all aspects of our work.
- Promote a collegial work and learning environment enhanced by diversity.<sup>2</sup>
- Emphasize innovation and delivery in our learning, discovery, and engagement programs.
- Actively support individual development of our faculty, staff, and students such that they can achieve their full potential as biomedical scientists, professionals, and individuals.
- Encourage collaborative, multidisciplinary discovery programs providing a continuum of basic science to applied research benefiting both animal and human health (i.e., translational research).
- Encourage participation in activities that enhance the veterinary profession and the reputation of the School.

- 
- 1 Willis, NG, FA Monroe, JA Potworoski, G Halbert, BR Evans, JE Smith, KJ Andrews, L Spring, A Bradbook. **Envisioning the Future of Veterinary Medical Education: The Association of American Veterinary Medical Colleges Foresight Project, Final Report.** J. of Vet. Med. Ed. 34(1) Special Edition, 2007
  - 2 Diversity of gender, race, ethnicity, career goals, socio-economic, educational, and geographic background.





# MISSION

*The mission of the Purdue University School of Veterinary Medicine is to globally advance animal health and welfare and human health through excellence in learning, discovery, and engagement.*

## Characteristics

- **Education of students** to become lifelong learners and productive members of the veterinary and biomedical communities.
- **Generation and communication of knowledge** in veterinary medicine, comparative biomedical sciences, public health, and food animal production.
- **Enhancement of animal welfare and human health** through diagnostic and clinical service and public outreach.

# VISION

*The Purdue University School of Veterinary Medicine will be the leading veterinary school for comprehensive education of the veterinary team<sup>3</sup> and for discovery and engagement in selected areas of veterinary and comparative biomedical sciences.*

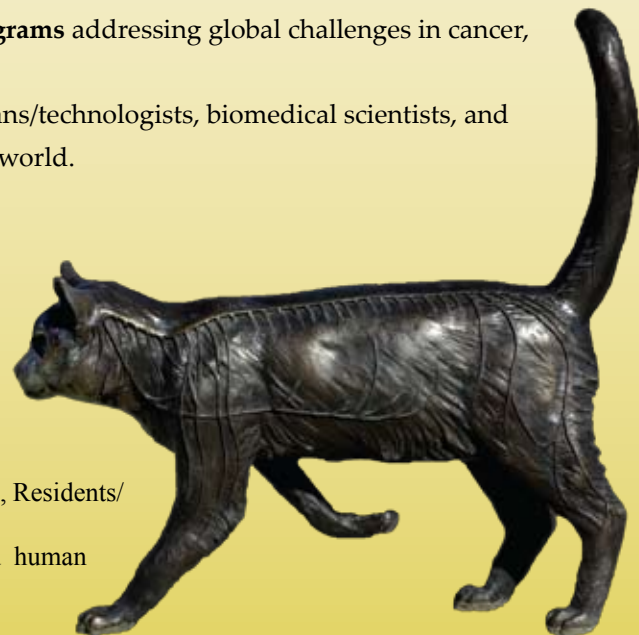
## Characteristics:

- **Collegial, diverse, and supportive** environment.
- **Graduates (veterinarians, veterinary technicians/ technologists, and biomedical scientists) who are ready for immediate entry into the workforce**, and prepared for diverse career paths in veterinary medicine and biomedical science.
- **Collaborative and multidisciplinary translational<sup>4</sup> discovery programs** addressing global challenges in cancer, infectious disease, neuroscience, and biomedical engineering.
- **Engagement** through services to veterinarians, veterinary technicians/technologists, biomedical scientists, and the animal-owning public throughout Indiana, the nation, and the world.

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3 Veterinarians, Veterinary Technicians/Technologists, Veterinary Assistants, Residents/ Interns, Graduate Students, Biomedical Scientists

4 Continuum of basic science through clinical discovery in animal and human health



# GOALS

Our goals are grounded in the three missions of Purdue University: Launching Tomorrow's Leaders (Learning), Discovery with Delivery (Research), and Meeting Global Challenges (Engagement).

## Goal: Launching Veterinary and Biomedical Careers

*The SVM will be the most comprehensive and innovative veterinary institution in the country, with faculty delivering education and training in diverse programs [DVM, Veterinary Technology, Indiana University School of Medicine<sup>5</sup>, and post-graduate education (MS, PhD, residents and interns)].*

### Characteristics:

- **The leading DVM degree program** with a reputation for an innovative curriculum<sup>6</sup> characterized by active learning resulting in practice-ready veterinarians.
- **The leading Veterinary Technology program** with a global reputation in distance learning and on-campus programs that emphasize the team approach to veterinary care.
- **Graduate, Residency and Internship programs** that are known for educating world-class veterinary specialists and biomedical researchers.

## Goal: Delivering Discovery that Benefits Animal and Human Health

*The SVM will expand multidisciplinary and translational discovery programs in our areas of strength that emphasize the development and use of animal models to benefit both animal and human health.*

### Characteristics

- **Highly developed areas of strength** in cancer, infectious disease, neuroscience, and biomedical engineering.
- **Renowned translational research programs** encompassing areas of strength that emphasize animal models and train basic science and clinical investigators.
- **State-of-the-art resources** (e.g., Medical Discovery Resource Unit, SVM-Interdisciplinary Comparative Medicine Graduate program, Biosafety Level-3 Ag laboratory, and animal housing and care facilities) that create synergies in discovery.
- **Delivery of discovery** through publications in top-tier journals, professional and public presentations, and licensing of intellectual property.





## Goal: Providing Service and Knowledge that Impact Our Global Society

*The SVM will be world-renowned for our impact on society through the improvement of animal and human health.*

### Characteristics:

- **Excellent veterinary service** provided through state-of-the-art facilities and equipment in the Veterinary Teaching Hospital (VTH) and the Animal Disease Diagnostic Laboratory (ADDL).
- **High visibility**, public awareness, international recognition, alumni support, and recognition by other veterinary institutions.
- **Synergistic partnerships** with professional organizations, commodity groups, the public, referring veterinarians, and other biomedical scientists.
- **Quality educational outreach** encompassing continuing education, extension education and youth outreach, global veterinary medicine, and public health.
- **Focused approach to marketing and communications strategies** that engenders loyalty to the SVM.
- **Leading international programs** that prepare our students, faculty, and staff to excel in a global society.

- 
- 5 Regional campus of Indiana University School of Medicine located on the Purdue University West Lafayette Campus.
  - 6 Problem-based learning and hands-on animal experience beginning in the 1st year with species-oriented tracking in the 3rd and 4th year.

# STRATEGIES AND METRICS

The strategies to achieve the goals of the SVM strategic plan are presented as shared strategies expected to benefit all goals, and strategies specific to each goal (learning, discovery, engagement).

## Shared Strategies

### Marketing

- Create and adopt a brand to increase SVM visibility and recognition.
- Develop and implement a marketing and communication plan to increase public awareness, international recognition, alumni support, and SVM rankings.
- Actively publicize the SVM accomplishments and their impact upon society.

### Environment

- Create an environment that supports a balanced lifestyle, diversity, and inclusion.
- Identify strategies that allow faculty to become more productive in their areas of excellence (i.e., reallocate faculty time with respect to learning, discovery, and engagement efforts, such that faculty can focus the majority of their time on personal areas of strength).
- Facilitate and reward excellence in learning, discovery, and engagement efforts.
- Provide comfortable, inviting common areas for faculty, staff, and student interaction.
- Create a facilities and equipment plan for the SVM that addresses the maintenance, improvement, replacement, and building of new facilities.
- Provide professional development opportunities for faculty, students, and staff.
- Create and promote an environmentally responsible culture.

### Global Initiatives

- Address ethics, diversity, and cultural competency in all curricula.
- Develop leading international programs that prepare our students, staff, and faculty to succeed in a global society.
- Expand opportunities for international travel, semester abroad opportunities, for-credit courses in international service, and sabbaticals abroad.
- Invite leading international speakers to share their areas of expertise and promote collaboration.

### Collaboration

- Strengthen and build new synergistic links within the University,<sup>7</sup> with private industry, and with other universities that will enhance our funding and reputation in learning, discovery, and engagement.
- Promote interdisciplinary collaboration to increase the competitiveness and funding of research proposals.
- Capitalize on technology and unique SVM resources to initiate collaboration with others.
- Develop collaborations with specialty veterinary practices to expand the opportunities for discovery, and for the training of students, residents, and interns.



### **Funding**

- Expand and diversify funding streams including federal, state, private donors, and industry.
- Identify and engage donors to become long-term supporters.
- Engage and train faculty and staff in the identification and solicitation of funding sources.
- Connect alumni to the SVM in meaningful ways that add value and inspire them to lend financial support.

### **Technology**

- Integrate new technologies for educational delivery in order to enhance learning among students, veterinary professionals, clients, and the public.
- Use technology to provide assistance and information to communities underserved in veterinary care (e.g., telemedicine).
- Expand and initiate distance learning offerings in pre-veterinary, veterinary technology, professional, and graduate courses.
- Explore use of new imaging and modeling technologies to optimize use of live animals and to improve education.
- Improve computer, information technology, and equipment support of discovery efforts.
- Increase international offerings and credits through the use of information technology.
- Build and maintain a strong web presence to promote the SVM.

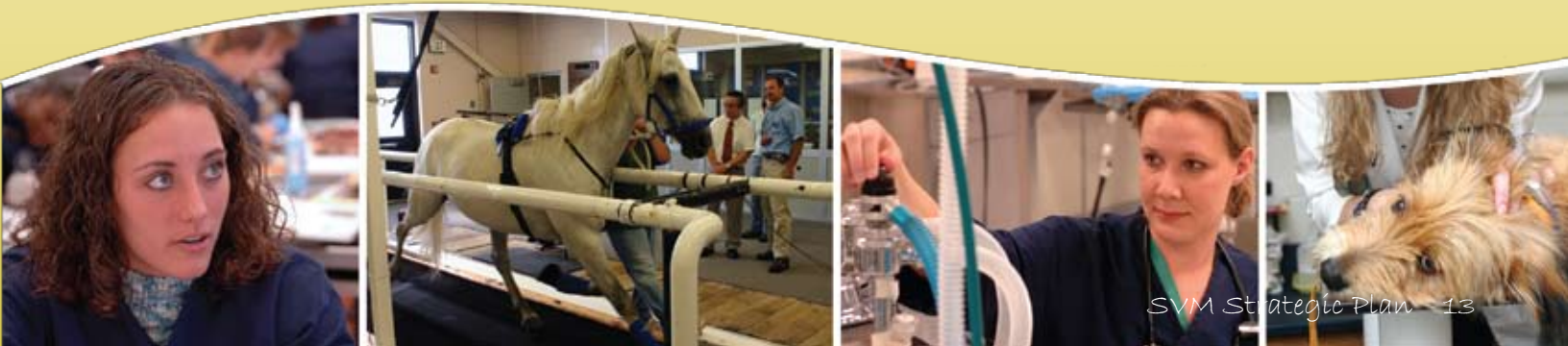
### **Key Metrics**

I=Input P=Process O=Output

- P-Total funds raised each year (excluding state and federally appropriated funds)
- P-Number of international experiences each year
- P-U.S. News & World Report Ranking
- P-Faculty, staff, and student retention
- P-Faculty, staff, and student diversity

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7 Academic units, departments, centers, institutes, etc.



## Strategies and Metrics Specific to Goals

### Strategies and Metrics for *Goal: Launching Veterinary and Biomedical Careers*

**Directive 1:** Address future societal needs by graduating a larger, better prepared, and more diverse DVM student body.<sup>8</sup>

- Increase the size and diversity of the applicant pool through admission requirements that attract a broad range of high-quality applicants.
- Increase student numbers in DVM program to address identified shortages in the veterinary profession.
- Provide enhanced opportunities for building clinical, leadership, communication, and interpersonal skills.
- Broaden opportunities for professional focus in areas with current or projected shortfalls by implementing new DVM curriculum tracks, and combined DVM/certificate or DVM/graduate opportunities to enhance expertise in areas such as public health, management, biomedical engineering, and zoonotic diseases.
- Enhance retention/graduation of students of the DVM Program.
- Re-examine the curriculum and time-line to completion of the DVM degree.
- Reduce student debt load either through reduction in total time to degree and/or increasing financial aid.
- Develop mechanisms to encourage residents to pursue PhDs.
- Recruit students from non-science/non-traditional undergraduate programs, other professional programs, Historically Spanish Institutions (HSI), Historically Black Colleges & Universities (HBCU), and Native American Tribal Colleges (NATC).
- Partner with traditionally minority-serving institutions creating an early admissions conduit to the DVM Program.
- Explore development of a limited enrollment baccalaureate degree program within the SVM.<sup>9</sup>

**Directive 2:** Continue to be an international leader in veterinary technology education through fully integrated VT/DVM programs.

- Provide a truly integrative experience for DVM and VT students in the Veterinary Teaching Hospital setting.
- Increase use of problem-based learning and case-based learning opportunities.
- Provide enhanced opportunities for building clinical, leadership, communication, and interpersonal skills.
- Develop partnerships to equip VT graduates with skills needed for jobs at referral centers, research institutions, teaching institutions, and industry.
- Develop advanced/graduate certificate programs in areas of need (i.e., food animal medicine, clinical pathology, pharmacy, diagnostic imaging).
- Revise BS degree curriculum to provide clinical experiences in the VTH, and develop and deliver an on-line BS degree curriculum.

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8 Foresight Report

9 For example, a degree in Global Animal Health



**Directive 3:** Provide didactic and experiential training programs for graduate students, residents, and interns such that positions in academia, research, and specialty clinics can be filled with Purdue graduates.

- Increase applicant numbers and admissions to post-DVM educational programs.
- Increase graduate student training positions through training grants and partnerships with industry and private practices.
- Provide post-DVM educational opportunities to increase the number of graduates in areas of need.
- Encourage partnerships that better prepare post-DVM students for diverse professional careers. (e.g., PhD programs for residents).

### **Metrics**

I=Input P=Process O=Output

- I-Size and diversity of DVM/VT/Graduate applicant pool and class
- I-Ratio of offers/acceptances for DVM and VT programs
- I-Number of AS and BS students enrolled in and graduating from SVM Veterinary Technology on-campus and distance learning programs
- I-Average debt load of graduates
- P-NAVLE pass rate
- P-DVM/VT student perception of integration of programs
- P-Number of partnerships with industry, veterinary specialty practices, and medical technology programs
- O-Employment percentage of graduates working in profession
- O-Average starting salaries of graduates
- O-Number of post-graduate trainees that achieve Diplomate status
- O-Number of post-graduate trainees that receive an MS or PhD
- O-Number of graduates taking jobs in shortage areas
- O-Percentage of students successfully completing the DVM degree

## **Strategies and Metrics for *Goal: Delivering Discovery that Benefits Animal and Human Health***

**Directive 1:** Develop internationally recognized research programs in translational medicine that utilize animal models to benefit animal and human health.

- Enhance areas of strength (cancer, infectious disease, biomedical engineering, and neuroscience).
- Develop a center of excellence in translational research that encompasses areas of strength, and emphasizes animal models to train basic science and clinical investigators.
- Expand public health discovery initiatives.
- Increase incentives to create and sustain interdisciplinary discovery teams in areas of strength.
- Create a mechanism to provide bridge funding for productive research programs.
- Enhance and streamline resources that facilitate collaborative and multidisciplinary research growth such as laboratory space, support services, and animal care facilities.
- Substantially increase sponsored research funding.
- Provide and optimize the use of state-of-the-art research facilities.
- Encourage and facilitate use of the Veterinary Teaching Hospital for clinical trials.
- Increase publications in highly respected journals, increase professional and public presentations, and encourage commercialization of intellectual property.
- Increase research and residency training opportunities for DVM and post-DVM students.
- Facilitate and encourage collaborative research with Purdue's academic units, Discovery Park, industry, and other research institutions.

### **Metrics**

I=Input P=Process O=Output

- I-Number of faculty FTE for research
- O-Number of grant proposals, funded grants, and external dollars generated overall and in areas of strength
- O-Number of peer-reviewed publications and citations



# *Strategies and Metrics for Goal: Providing Service and Knowledge That Impact Our Global Society*

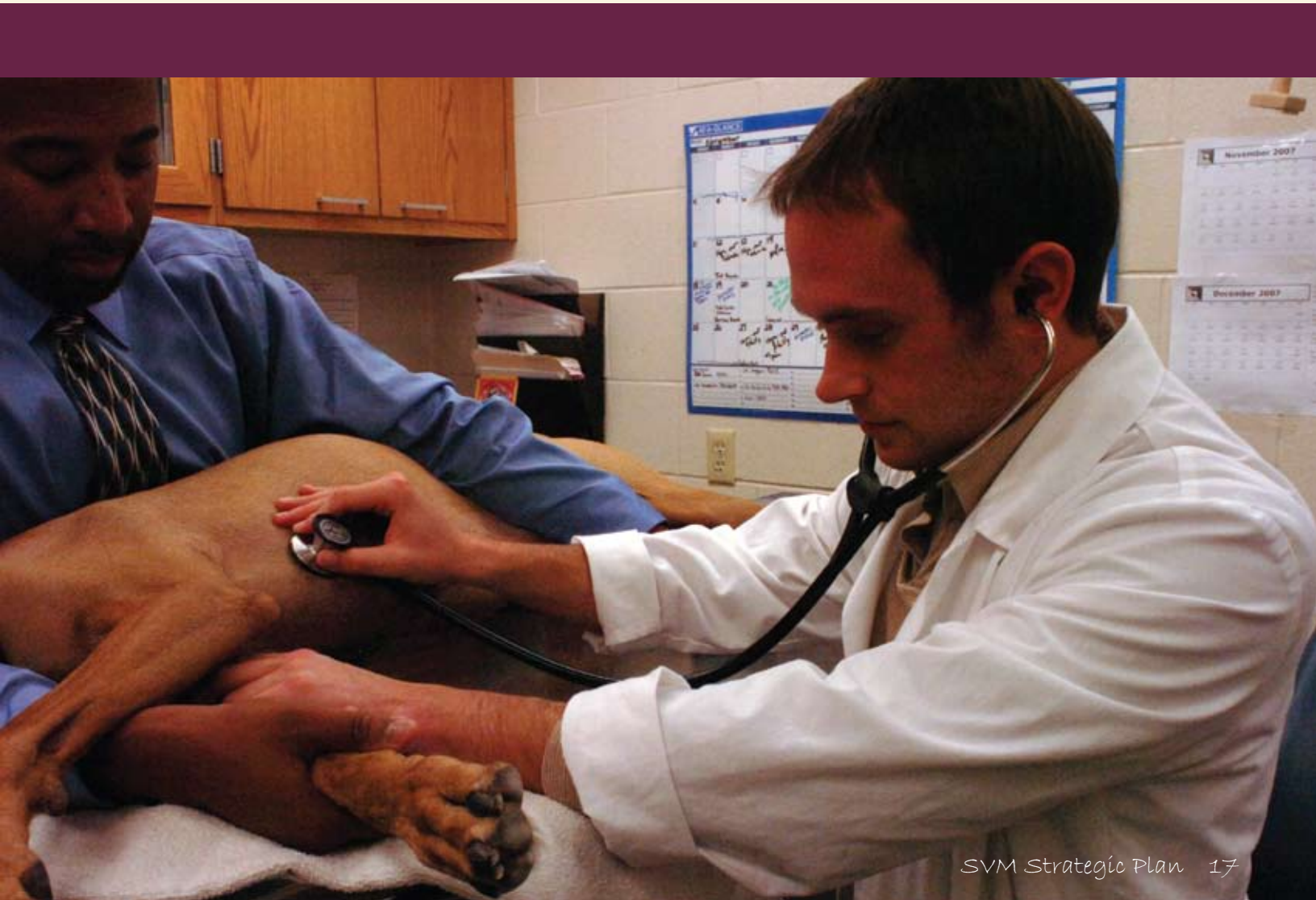
**Directive 1:** Enhanced engagement and outreach activities resulting in high quality public relations and communication with the veterinary profession, the scientific community, our clients, and the public.

- Provide state-of-the-art veterinary teaching hospital and diagnostic laboratory facilities.
- Create and enhance partnerships between the SVM and professional and non-professional organizations
- Expand continuing education and extension programs to transfer knowledge and skills to veterinary practitioners, veterinary technicians/technologists, allied groups, P-12 teachers, and the public.
- Exhibit responsive leadership and service to address public health and societal issues with veterinary professionals, medical professionals, and the community.

## **Key Metrics**

I=Input P=Process O=Output

- I-Expenditures on new and renovated facilities
- I-Hospital caseload
- I-Number of ADDL accessions
- P-Number of partnerships and collaborations with professional and non-professional organizations
- P-Number of, and participation in, continuing education and extension activities



# PEER INSTITUTIONS

The SVM will compare itself among two sets of veterinary medical institutions for metrics in learning, discovery, and engagement. The first set of institutions consists of peer institutions listed in the Purdue University Strategic Plan that have colleges/schools of veterinary medicine:

- Michigan State University
- Ohio State University
- University of Illinois
- University of Minnesota
- University of Wisconsin

The second set of institutions was identified based on specific metrics that are annually reported by all veterinary medical institutions. Veterinary medical institutions in the U.S. were ranked for the following metrics:

- Student:Faculty
- Student:Faculty FTE
- Resident Tuition and Fees
- Nonresident Tuition and Fees
- Percent Minority Enrollment in First Year Class
- Extramural Research Expenditures
- Square footage research space
- Number of Applications

Institutions that were ranked above Purdue University SVM for at least four of the metrics were selected as Public Aspirational Peers.

- Cornell University College of Veterinary Medicine
- Texas A&M University College of Veterinary Medicine and Biomedical Sciences
- University of California-Davis School of Veterinary Medicine
- University of Florida College of Veterinary Medicine
- University of Georgia College of Veterinary Medicine

Rankings will be compared among both sets of peers to maintain consistency with the Purdue University Strategic Plan, and to assess objective progress in achieving our mission. Metrics to be annually assessed include, but are not limited to, those used in selecting our aspirational peers.



## IMPLEMENTATION MODEL

In summary, this Strategic Plan is intended to provide guidance in SVM decision making for resource development and investment. We recommend periodic review of this document, including metric collection, and annual progress reports. We expect that our mission will remain steady, but that strategies will be altered as progress is achieved.



# SCHOOL OF VETERINARY MEDICINE



Continuum<sup>©</sup> by Larry Anderson

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