

SCHOOL OF VETERINARY MEDICINE
LOUISIANA STATE UNIVERSITY

Planning Document 2009

(Approved SVM General Faculty meeting May 5, 2009)

Preamble:

The Administration of the Louisiana State University School of Veterinary Medicine (LSU-SVM) embraces the strategic planning process as we continue to fulfill our mission: *The mission of the LSU School of Veterinary Medicine is to provide superior education in veterinary medicine and related fields, to offer a wide range of superior services to the general public and the veterinary medical community, and to maintain a relevant, high quality research program in basic and applied fields.* We believe that thorough and deliberate planning, revisited at regular intervals, are integral to the LSU-SVM achieving its goal of moving into the upper tier of programs nationally, consistent with the University's Flagship Agenda.

The planning document that resulted from the 1998-99 planning initiative has been reviewed, revised and subsequently ratified by the general faculty at approximately two-year intervals since that time (this iteration is 4 years from the last revision). The process for revisiting and revising the Planning Document in 2008-2009 was similar to that used in the past. The initiative and coordination for review and revision of the document was driven primarily by members of the Dean's Cabinet. Each strategic direction was then reviewed by a wider group of interested and involved faculty and staff who were invited to participate including some faculty committees. Each of the objectives and action plans were reviewed, and additions, deletions and revisions made to address current issues, concerns, and opportunities that would enhance the quality and reputation of our programs. This revised draft document has been reviewed again by the Dean's Cabinet and is now posted on the SVM website for general faculty review. After consideration of suggestions from the faculty at large, this plan will be subsequently brought before the faculty at a General Faculty Meeting for ratification in the spring of 2009.

We believe that the planning document provides an effective road map for the LSU-SVM to follow as we continue to address future directions and needs. Continued focus on the six strategic directions will improve the overall quality of the School, and help to re-establish our compliance with the accreditation standards set forth by the American Veterinary Medical Association - Council on Education. From an administrative standpoint, our continued challenges will be to diversify the financial support base for the SVM including: increases in state appropriation, expansion of the extramurally funded research program, and establishment of a comprehensive and aggressive development program, to provide the necessary infrastructure for quality educational, research and service programs.

STRATEGIC DIRECTION 1: Enhance and diversify the funding base of the SVM to support strategic prioritized endeavors.

Objective 1.1: Establish an easily understood, well defined, and broadly accepted 3-year strategic plan for the SVM.

Action Plan 1.1.1: Engage a cross section of faculty, student, alumni, professional, client, commodity, and industry leaders in a strategic planning process facilitated by a professional external facilitator.

Responsible: Advancement Office of the SVM. **Constraints:** None

Action Plan 1.1.2: Disseminate the strategic plan for faculty, student, alumni, professional, client, commodity, and industry stakeholder discussion to gain broad knowledge and understanding of the direction of SVM.

Responsible: Advancement Office of the SVM. **Constraints:** None

Objective 1.2: Develop a network of supporters in positions of leadership in all sectors that influence government, industry and private support of the SVM.

Action Plan 1.2.1: Maintain a current list of LSU administrators, the Board of Supervisors, the Board of Regents, state legislators, Governor's office personnel, federal legislators, industry leaders, and powerful private citizens.

Responsible: Advancement Office of the SVM, Dean. **Constraints:** None

Action Plan 1.2.2: Effectively communicate the aspirations of the SVM to individuals in each of the above entities to cultivate well informed "friends of the school".

Responsible: Dean, Administrators, Advancement Office of the SVM. **Constraints:** None

Action Plan 1.2.3: Maintain an effective Dean's Leadership Council.

Responsible: Advancement Office of the SVM, Dean. **Constraints:** None

Objective 1.3: Establish a tradition of annual giving to the SVM among alumni and others.

Action Plan 1.3.1: Identify and share compelling stories that convey the use and impact of annual support.

Responsible: Advancement Office of the SVM. **Constraints:** None

Action Plan 1.3.2: Develop compelling annual giving strategies with due consideration to the message, number and timing of contact attempts, interclass competition among graduates, and stewardship of gifts.

Responsible: Advancement Office of the SVM. **Constraints:** None.

Action Plan 1.3.3: Develop a compelling and successful annual faculty and staff initiative.

Responsible: Advancement Office of the SVM, Key faculty members, Dean. **Constraints:** None

Action Plan 1.3.4: Foster a tradition of annual giving in undergraduate veterinary students.

Responsible: Advancement Office of the SVM. **Constraints:** None.

Objective 1.4: Establish optimal philanthropic programs for the animal owning public.

Action Plan 1.4.1: Establish and implement a plan for SVM clientele philanthropy.

Responsible: Advancement Office of the SVM. **Constraints:** None

Action Plan 1.4.2: Establish and implement a plan for alumni clientele philanthropy.

Responsible: Advancement Office of the SVM. **Constraints:** None

Objective 1.5: *Establish the SVM major gifts program.*

Action Plan 1.5.1: Develop and implement a system for identifying, contacting, cultivating and soliciting major gift prospects.

Responsible: Advancement Office of the SVM, Dean. **Constraints:** None

Action Plan 1.5.2: Expand membership of the Dean's Leadership Council, to a minimum of 25 people with the goal of promoting the SVM and identifying major donor prospects.

Responsible: Advancement Office of the SVM, Dean. **Constraints:** None

Action Plan 1.5.3: Establish a planned giving program.

Responsible: Advancement Office of the SVM. **Constraints:** None

Objective 1.6: *Increase funding support for all endowed scholarships so that they issue \$5,000/recipient/year.*

Action Plan 1.6.1: Advise donors to add to the endowed corpus of existing endowed scholarships and promote establishment of additional endowed scholarships that disperse \$5,000 annually.

Responsible: Advancement Office of the SVM. **Constraints:** None

Action Plan 1.6.2: Continue the *Dean's Scholarship Endowment* Initiative with a goal of dispersing \$5,000 annually from each endowed scholarship

Responsible: Advancement Office of the SVM, Dean. **Constraints:** None

Objective 1.7: *Communicate the mission, goals, and accomplishments of the SVM to internal and external stakeholders.*

Action Plan 1.7.1: Establish optimal publication plans for La Vétérinaire, SVM Update, La Semaine, Santé de Cheval, and other regular reports of the SVM.

Responsible: Advancement Office of the SVM. **Constraints:** None.

Action Plan 1.7.2: Optimize e-communication and e-marketing for the SVM.

Responsible: Advancement Office of the SVM. **Constraints:** None

Action Plan 1.7.3: Align the development section of the SVM website with Advancement goals; make it intuitive and easy to use.

Responsible: Advancement Office of the SVM. **Constraints:** None.

Action Plan 1.7.4: Develop a logical and cost-efficient approach to alumni engagement activities at significant professional meetings.

Responsible: Advancement Office of the SVM, Dean. **Constraints:** None.

Action Plan 1.7.5: Promote the SVM's mission through public programs, such as Open House, the Great Rover Road Run, the International Exhibition on Animals in Art, and Pets & Vets.

Responsible: Advancement Office of the SVM. **Constraints:** None.

Objective 1.8: *Provide relevant continuing education to members of the health professions and animal-owning public.*

Action Plan 1.8.1: Review the effectiveness of these programs and annually report the finding to the Dean.

Responsible: Director of Continuing Education and SVM Continuing Education Committee.

Constraints: None.

Action Plan 1.8.2: Offer an Annual Companion Animal Conference for Veterinarians and Technicians, support all costs of one day of continuing education at the Annual LVMA Equine Committee Shreveport meeting, offer several specific topic courses annually, and foster an annual SVM and Agricultural Center food animal meeting.

Responsible: Director of Continuing Education and SVM Continuing Education Committee.

Constraints: None.

Action Plan 1.8.3: Host four (4) quarterly meetings of the Louisiana Academy of Veterinary Practice meetings and others as requested and needed to support the profession.

Responsible: Director of Continuing Education and SVM Continuing Education Committee.

Constraints: None.

Action Plan 1.8.4: Explore innovative uses of electronic education (pod casts, webinars) to allow timely presentations which would not require attendee travel.

Responsible: Director of Continuing Education and SVM Continuing Education Committee.

Constraints: Available technology, cost and demand.

STRATEGIC DIRECTION 2: Maintain a veterinary medical educational program with an evolving professional curriculum that includes self-directed learning, service learning, and problem solving, designed to provide graduates with the appropriate skills, knowledge, aptitudes and attitudes necessary for a successful career in veterinary medicine.

Objective 2.1: *Review the quality, delivery, and professional relevance of the curriculum through appropriate outcomes assessments.*

Action Plan 2.1.1: Begin a systematic review of the curriculum relative to contemporary and future needs of the profession.

Responsible: Courses and Curriculum Committee. **Constraints:** None apparent.

Action Plan 2.1.2: Develop and implement a system to collect data on clinical competencies of phase 2 veterinary students.

Responsible: Year 4 Committee, Associate Dean for Student and Academic Affairs. **Constraints:** None apparent.

Action Plan 2.1.3: Monitor the curriculum through yearly meetings with each class of students and through a faculty forum in which curricular concerns, results and implementations are discussed.

Responsible: Courses and Curriculum Committee. **Constraints:** None apparent.

Action Plan 2.1.4: Review the need and effects of having Ross and St. George's students participate in the Phase 2 curriculum.

Responsible: Associate Dean for Student and Academic Affairs, Year 4 committee. **Constraints:** None apparent.

Objective 2.2: *Support an evolving infrastructure necessary to facilitate student learning and instruction by faculty.*

Action Plan 2.2.1: Evaluate the need for renovation and upgrade of teaching laboratory space and equipment within the teaching laboratories.

Responsible: Associate Dean for Student and Academic Affairs, Informational and Teaching Resources Development Committee. **Constraints:** None apparent.

Action Plan 2.2.2: Upgrade microscopy capabilities and microscope projection technologies in the histology/microscopic anatomy teaching laboratory.

Responsible: Associate Dean for Student and Academic Affairs. **Constraints:** None apparent.

Action Plan 2.2.2: Annually evaluate the adequacy of teaching space for laboratory exercises, didactic and elective needs.

Responsible: Informational and Teaching Resources Development Committee, and SVM Space Committee. **Constraints:** None apparent.

Action Plan 2.2.3: Annually evaluate library resources to include books, periodicals, on-line resources, equipment and space to adequately support student learning and instruction by faculty.

Responsible: Informational and Teaching Resources Development Committee, Director of Library Services and SVM Administration. **Constraints:** None apparent.

Objective 2.3: *Foster faculty development in support of instruction.*

Action Plan 2.3.1: Orient new faculty through meetings with the Office of Student and Academic Affairs concerning curricular issues and philosophy.

Responsible: Department Heads. **Constraints:** None apparent.

Action Plan 2.3.2: Develop a faculty committee whose function it is to develop and oversee outcomes assessment opportunities related to the professional program with a mission of making outcomes assessment more a part of the culture of instruction. **Responsible:** Faculty Policy Committee, Associate Dean for Student and Academic Affairs, and Associate Dean for Research and Graduate Studies. **Constraints:** None apparent.

STRATEGIC DIRECTION 3: Improve Graduate Academic and Graduate Professional Program quality to the level of national recognition for training biomedical scientists and clinical specialists.

Objective 3.1: *Increase the number of high quality graduate students to the level consistent with or above our aspirant peer veterinary colleges.*

Action Plan 3.1.1: Monitor the current graduate enrollment status and graduate student stipend level of the SVM relative to other veterinary colleges that are considered to be leaders in this area. **Responsible:** Associate Dean for Research and Advanced Studies, and Graduate Academic Studies Council (GASC). **Constraints:** Recovery of suitable data from the AAVMC.

Action Plan 3.1.2: Establish growth capacity in numbers of graduate students and non-graduate student residents. **Responsible:** Associate Dean for Research and Advanced Studies, and GASC. **Constraints:** Recovery of suitable data from the AAVMC.

Action Plan 3.1.3: Identify an annual increment to increase the number and level of stipend support for the Advanced Studies program to become competitive with peer institutions by internal reallocation of the SVM budget. **Responsible:** SVM Administration. **Constraints:** Opportunity for reallocation and level of state appropriation for the SVM.

Action Plan 3.1.4: Seek stipend support from extramural agencies by: 1) continuing to encourage faculty to include graduate stipends in research grants and contracts; 2) submitting at least one training grant / year from the SVM; 3) requiring graduate students with the help of their major professors to apply for a NRSA or other fellowships; and 4) making efforts in all possible situations to add minority student stipends to existing federal grants. **Responsible:** Associate Dean for Research and Advanced Studies, Department Heads, faculty, and faculty coalitions. **Constraints:** Success in collaborations of successful scientists to obtain awards.

Action Plan 3.1.5: Seek stipend support and supplements from external donations for endowments from individual or corporate donors. **Responsible:** Advancement Office with the assistance of Associate Dean for Research and Advanced Studies, Department Heads. **Constraints:** Success in identifying donors.

Action Plan 3.1.6: Relative to DVM/PhD Program (to be developed by SVM GAS Council)

Objective 3.2: *Increase the size and diversity of the applicant pool for the Graduate Academic Program through program promotion and awareness.*

Action Plan 3.2.1: Continue to regularly update, and improve web page profiling of graduate training opportunities at the SVM and Departmental levels. **Responsible:** Associate Dean for Research and Advanced Studies, GASC, Department Heads, and Web Masters. **Constraints:** None apparent.

Action Plan 3.2.2: Continue to explore methods to increase awareness of the opportunities in our graduate program for undergraduate students of LSU and other universities in the State. **Responsible:** Associate Dean for Research and Advanced Studies, Department Heads, Graduate Advisors, GASC. **Constraints:** None apparent.

Action Plan 3.2.3.: Continue to seek funding for a summer research program for interested professional students in order to expand on our existing NIH T35 grant. **Responsible:** Associate

Dean for Research and Advanced Studies to coordinate. **Constraints:** Success of existing programs.

Action Plan 3.2.4: Establish a sub-committee of the GASC and others to identify a strategy to recruit DVM's to our graduate programs. **Responsible:** Associate Dean for Research and Advanced Studies, GASC. **Constraints:** None apparent.

Action Plan 3.2.5: Identify a committee of dedicated faculty leaders to develop strategies to improve recruitment of minority students to the graduate studies programs with a focus on the HBUC's within the state. **Responsible:** Departments, Associate Dean for Research and Advanced Studies, and GASC. **Constraints:** Availability of students.

Action Plan 3.2.6: Determine the procedures and initiate the process of changing the name of the SVM graduate degree program in order to attract a broader range of quality students. **Responsible:** Associate Dean for Research and Graduate Studies, and GASC. **Constraints:** The University process.

Action Plan 3.2.7: Develop and initiate an outreach plan for biomedical research and veterinary medicine utilizing the expertise of faculty, graduate students and house officers in the K through 12 systems particularly of East Baton Rouge, West Baton Rouge, Livingston and Ascension Parishes. **Responsible:** An Ad hoc Committee formed by the Associate Dean for Research and Advanced Studies. **Constraints:** Faculty participation.

Objective 3.3: *Maintain and improve the rigorous academic standards for the umbrella graduate program in Veterinary Medical Sciences.*

Action Plan 3.3.1: Revise and utilize the outcome assessment matrix procedures for the SVM MS and PhD programs to be published on the University Assessment Council web site to assess student progress, place advanced studies students, and to evaluate courses and departmental programs. **Responsible:** Associate Dean for Research and Advance Studies and GASC. **Constraints:** None apparent.

Action Plan 3.3.2: Continue and improve the communication of annual feedback obtained from advanced studies students regarding program improvement through open forums and student surveys. Supply a synopsis of this information to the Graduate Faculty on an annual basis. **Responsible:** GASC, and Associate Dean for Research and Advanced Studies. **Constraints:** None apparent.

Action Plan 3.3.3: Regularly update and publish on departmental web sites complete, clear, and concise guidelines for graduate programs in each department that are consistent with rules of the Graduate School and the philosophy of the SVM umbrella program. **Responsible:** GASC, Department Heads, Graduate Advisors, Web Masters. **Constraints:** None apparent.

Action Plan 3.3.4: Regularly update and publish course offerings for the coming year on departmental web sites. **Responsible:** GASC, Department Heads, Graduate Advisors, Web Masters. **Constraints:** None apparent.

Action Plan 3.3.5: Continue to seek additional support for the annual graduate student awards program within the SVM in order to recognize local excellence. **Responsible:** GASC, Associate Dean for Research and Advanced Studies. **Constraints:** Availability of funding.

STRATEGIC DIRECTION 4: Achieve national prominence through enhanced basic, applied and clinical research productivity of the SVM's faculty and staff.

Objective 4.1: Document and regularly present in multiple formats the research performance of the SVM in order to promote national prominence.

Action Plan 4.1.1: Accumulate and organize the data gathered in Action Plan 4.2.1 on an annual basis. This should be made available to faculty and administrators for the production of reports, grant applications and public relations pieces important for the promotion of the SVM and SVM Departments. **Responsible:** SVM Administration, Department Heads. **Constraints:** Funding for staff

Action Plan 4.1.2: Standardize the format and content of SVM faculty web sites to showcase their scholarly activity and productivity in the form of published works. **Responsible:** Deans Cabinet, Department Heads, Faculty, Web Masters. **Constraints:** None apparent

Action Plan 4.1.3: Improve and update on a regular monthly basis research accomplishments on the SVM web site using the data collected in Action Plan 4.2.1. **Responsible:** Associate Dean for Research, SVM Web Master, and Department Heads. **Constraints:** None apparent

Action Plan 4.1.4: Produce and distribute to influencers a quality annual SVM Research Report illustrating SVM research activity and exceptional accomplishments for the purposes of public relations. **Responsible:** Associate Dean for Research, Public Relations Office. **Constraints:** Funding

Objective 4.2: Increase the overall level of faculty research productivity.

Action Plan 4.2.1: Establish performance criteria and guidelines for faculty with research appointments in all departments. Emphasis should be placed on publishing research in high impact journals, securing extramural research funding from sources which utilize rigorous peer review, successful mentoring of graduate students and the establishment of an extramurally funded research program. **Responsible:** SVM Administration, Dean's Cabinet, Department Heads, Research Committee. **Constraints:** None apparent.

Action Plan 4.2.2: Continue to provide adequate start-up funds to attract new hires and enhance their competitiveness for extramural funding. **Responsible:** SVM Administration **Constraints:** Funding

Action Plan 4.2.3: Evaluate on a regular basis the efficacy and cost-effectiveness of SVM central research facilities and cost centers. Determine the need for others. **Responsible:** Associate Dean for Research and Advanced Studies, Research Committee. **Constraints:** None apparent.

Objective 4.3: *Increase the SVM lead and participation in multi-disciplinary, and special emphasis research programs.*

Action Plan 4.3.1: Clearly identify research focus areas of proven strength within the SVM in order to establish special emphasis research groups and external collaborations to promote larger grant applications. **Responsible:** Dean's Cabinet, Associate Dean for Research and Advanced Studies, Research Committee. **Constraints:** Identification of Faculty Leaders

Action Plan 4.3.2: Consider the research focus areas of the SVM when hiring new faculty in all departments. **Responsible:** Department Heads, SVM Administration **Constraints:** None apparent

Action Plan 4.3.3: Consider awarding a large portion of recurring SVM competitive grant funds to a multidisciplinary or special emphasis research group. **Responsible:** Associate Dean for Research and Advanced Studies, Research Committee **Constraints:** None Apparent

Action Plan 4.3.4: Sponsor state-wide Biomedical Research discussion groups and seminars in focus areas at the SVM or through the SVM Access Grid. **Responsible:** Interested faculty groups. **Constraints:** None Apparent.

Action Plan 4.3.5: Establish a Dean's Distinguished Lectureship Series to promote our identified focused areas. **Responsible:** Associate Dean for Research and Advanced Studies, Research Committee. **Constraints:** Availability of Funds

Objective 4.4: *Increase the base of research support through extramural, faculty-generated funding.*

Action Plan 4.4.1: Establish a grant review protocol and identify potential internal and external reviewers for all faculty to use prior to submission of grant applications to funding agencies. **Responsible:** Associate Dean for Research and Advanced studies, Research Committee **Constraints:** Sufficient Faculty, Funding

Action Plan 4.4.2: Continue to identify additional sources of intramural funds and use those as seed monies to obtain preliminary data to be used for larger grant applications to extramural agencies. The distribution of these funds should be reconsidered. As an example see Action Plan 4.3.3. **Responsible:** SVM Administration, Research Committee, Associate Dean for Research and Advanced Studies. **Constraints:** Ability of funds.

Action Plan 4.4.3: Identify potential donors to support research endeavors for special emphasis programs or other specific needs. **Responsible:** Director of Institutional Advancement, Dean, with faculty input. **Constraints:** None.

Objective 4.5: *Continue and enhance support of infrastructure and other resources to increase the competitiveness of faculty and research programs.*

Action Plan 4.5.1: Continue acquisition of state-of-the-art equipment through competitive extramural funding, private donors, and internal reallocation. Performance indicators would include submission of at least one equipment grant/year from the SVM for new/replacement equipment. **Responsible:** Department Heads, Faculty, and SVM Administration. **Constraints:** Success of proposals/initiatives.

Action Plan 4.5.2: Improve the utilization of research space for active programs by an annual evaluation of use by the space committee. Investigate the potential of moving some SVM functions off site. **Responsible:** Space Committee, Dean's Cabinet. **Constraints:** Existing space limitations.

STRATEGIC DIRECTION 5: Provide quality clinical, consultation and diagnostic services to the various public, professional and governmental sectors.

Objective 5.1: Continue to refine and improve services of the Veterinary Teaching Hospital and Clinics (VTH&C) and Louisiana Animal Disease Diagnostic Laboratory (LADDL) to meet the needs of students, animal owners, veterinary medical practitioners and the animal industry.

Action Plan 5.1.1: Survey clients and referring DVMs at four-year intervals (next survey 2010) and use input to guide services offered.

Responsible: Hospital Director and LADDL Director. **Constraints:** None apparent.

Action Plan 5.1.2: Continue to evaluate fees being charged and services being offered as compared to other SREB Schools as well as local specialty practices.

Responsible: Hospital Director and Service Chiefs. **Constraints:** Available information for comparison.

Action Plan 5.1.3: Continue the Emergency Services to increase the overall caseload by encouraging all local practices in the Greater Baton Rouge Area to use us as their emergency service. The goal is maintain at least 2,400 emergency cases annually (Large Animal and Small Animal).

Responsible: Hospital Director, VTH & C Board Members, Faculty, and House Officers.

Constraints: Support of local practices.

Action Plan 5.1.4: Establish a small animal community practice to supplement the caseload and expose students to more "routine wellness" cases by 2010 by building on our emergency caseload. The community practice is a logical extension of the emergency service.

Responsible: Hospital Director, VTH & C Board Members, Faculty and House Officers.

Constraints: Support of Faculty and available funds to add new faculty member and technician.

Objective 5.2: Improve facilities and equipment to provide clinical services, teaching and research support found in contemporary institutional practices.

Action Plan 5.2.1: Replace the Medical Records System with a computerized, paperless, easily retrievable system by 2010. This could be accomplished through the expanded applications of Cornerstone.

Responsible: Hospital Director, Director of Hospital IT Services, and SVM

Administration. **Constraints:** Ability to obtain necessary funding and ability to purchase a working system.

Action Plan 5.2.2: Make equipment needs known to the Director of Institutional Advancement in order to identify potential donors for direct sponsorship.

Responsible: Hospital Director and VCS Department Head. **Constraints:** None.

Action Plan 5.2.3: Identify potential donors for capital improvement projects including the Equine Reproduction Center, and Wildlife Hospital of Louisiana.

Responsible: Hospital Director, VCS Department Head, Director of Institutional Advancement, and SVM Administration. **Constraints:** None.

Objective 5.3: *Provide a qualified and motivated support staff within the VTH&C in support of the teaching, service and research missions of the School.*

Action Plan 5.3.1: Add additional support staff annually to the VTH&C staff numbers to provide teaching/service to support the faculty in the areas of oncology, radiation therapy, anesthesia, intensive care, scintigraphy, emergency medicine, MRI, small animal community practice, and general treatment. Annual increases in the VTH&C fee schedule (4-10%) will provide the support needed to fund new staff.

Responsible: Hospital Director and SVM Administration. **Constraints:** Continued growth of VTH&C net income.

STRATEGIC DIRECTION 6: Ensure continuation and expansion of cooperative programs that benefit local, national, and international institutions and agencies and that enrich veterinary professional and graduate education, and research programs of the School of Veterinary Medicine.

Objective 6.1: *Develop and maintain cooperative agreements with animal and public health agencies and academic institutions that currently are cooperating or may wish to cooperate with Louisiana State University School of Veterinary Medicine faculty. Such agreements are to support faculty, staff and student exchanges for educational and research purposes.*

Action Plan 6.1.1: Foster the 'One Health' goals of the AVMA and AAVMC by developing and maintaining active animal health and public health international linkages and exchange programs for veterinary students, graduate students and faculty with at least two veterinary colleges/animal health/public health institutions on each continent: *Africa:* University of Pretoria, South Africa; Addis Ababa University, Ethiopia; University of Zambia. *Asia:* Jiangsu Institute of Parasitic Diseases, China; Khon Kaen University, Thailand. *Europe:* Maison d' Alfort, France; University College Dublin, Ireland. *South America:* Brazil (see 7.1.2); University of Buenos Aires-INTA, Argentina; University of West Indies, Trinidad; University of Austral, Chile. Allow cooperative agreements inactive for 5 years to lapse.

Responsible: Director, Office of International Programs. **Constraints:** None apparent

Action Plan 6.1.2: Continue cooperation with the University of Minnesota, Southern University and the LSUHSC School of Public Health as partners in a US-Brazil student exchange consortium program currently sponsored by the Foundation for the Improvement of Post-secondary Education (FIPSE) of the US Department of Education. Open participation of other US veterinary colleges in cooperation with the American Association of Veterinary Medical Colleges (AAVMC) and expand the number of partner universities in Brazil from two partners, the Federal University of Bahia and Sao Paulo State University, to six partners through new cooperative agreements with the Federal University of Parana in Curitiba, the Federal Rural University of Pernambuco in Recife, the University of Sao Paulo in Sao Paulo and FIOCRUZ in Rio de Janeiro.

Responsible: Office of International Programs. **Constraints:** Pro-Active faculty and student interest in maintaining active linkages with partner universities.

Objective 6.2: *Develop a DVM-MPH companion degree program and graduate program links between SVM and the LSU Health Sciences Center School of Public Health (SPH) in New Orleans to enable study toward the MPH degree by veterinary students and graduate students.*

Action Plan 6.2.1: Utilize the ACCESS facility in SVM for distance learning by veterinary students enrolled in on-line SPH courses and for courses offered by SVM faculty to SPH students in New Orleans (e.g., Geospatial Health and Environment)

Responsible: Office of the Dean. **Constraints:** None apparent.

Action Plan 6.2.2: Promote adjunct appointments of faculty between SVM and SPH for faculty teaching in courses at the respective partner institutions. Currently 3 SVM faculty members and one SPH faculty member have adjunct faculty appointments.

Responsible: Office of the Dean, Department Heads. **Constraints:** None apparent.

Action Plan 6.2.3: Promote student interest in international study and research opportunities through elective course offerings within the veterinary curriculum, including the 'Veterinary Medicine in International Development' elective course, elective overseas summer and clinical block credit, and field study/capstone studies by veterinary students and graduate students working toward an MPH degree at SPH.

Responsible: Office of International Programs, Associate Dean for Student and Academic Affairs, Courses and Curriculum Committee. **Constraints:** Curriculum Committee approval of new elective courses and programs.

Action Plan 6.2.4: Increase funding opportunities for student and faculty international veterinary medicine activities through the SVM Dean's travel grant program, student summer scholarship programs (e.g. Morris Animal Foundation) and federal education/research program grants (e.g., U.S. Department of Education Foundation for the Improvement of Post-Secondary Education). Seek endowments from private individuals to fund student international travel-study programs.

Responsible: Office of International Programs, Office of Institutional Advancement.

Constraints: None apparent.

Objective 6.3: *Develop an International Veterinary Medicine and Public Health Center at LSU.*

Action Plan 6.3.1: Develop a mission statement and funding plan through a faculty task group and seek support by USDA, USAID, Homeland Security and/or non-governmental agencies focused on global food security and public health issues. **Responsible:** Office of International Programs, Office of the Dean. **Constraints:** None apparent.

Objective 6.4: *Expand clinical rotation partnerships with other AVMA accredited universities and foreign partner universities and expand preclinical elective course offerings to enable better defined elective 'emphasis programs' for LSU veterinary students.*

Action Plan 6.4.1: Establish 'emphasis program' advisory committees composed of clinical and preclinical faculty to define pre-clinical and clinical elective program content and to guide students in study plans (e.g., Production Animal Medicine, LZEM, Public Health and Food Security).

Responsible: Clinical/Preclinical Faculty, Associate Dean for Student and Academic Affairs, Courses and Curriculum Committee, Office of International Programs. **Constraints:** None apparent.

C:\Documents and Settings\dsenior\Desktop\Assoc Dean\Strategic Plan\Revised\Stategic Plan 09 Final.doc