

2025 Strategic Plan for the LSU School of Veterinary Medicine (SVM)

History: This strategic plan is the culmination of over a year of surveys, feedback, and deliberations involving SVM faculty, staff, students, and colleagues in the veterinary business community, state veterinary associations, private practices, and administrators and faculty at other veterinary schools in the United States.

Overview: This strategic plan is for the entire Louisiana State University School of Veterinary Medicine (SVM) including the Veterinary Teaching Hospital (VTH). The plan exists to promote excellence in pursuing our mission, and once accomplished will put the LSU SVM at the top tier of veterinary schools in the United States. The plan is driven by our community's commendable mission in which we rigorously pursue and impart knowledge, and improve animal and human health and welfare. It will be underpinned by our values: willingness to collaborate, caring and empathy, collegiality, inclusiveness, perseverance, integrity, dedication, intelligence, and accountability.

The Plan invites critical and insightful review of our curricula and research portfolio, and re-visions faculty governance and communication, design and use of our facilities, training of our students, and fiscal competitiveness of our two aligned businesses.

Implementation: Will start immediately and will involve periodic (every 6 months) review by the strategic planning committee. The strategic planning committee understands that the plan is a living document. Some objectives may become obsolete in the next 7 years and will be discarded, others may arise and will be addressed. The Dean and associate deans will be responsible for the objectives promoting research, education, faculty affairs and diversity. Staff affairs will be driven by the chair of the proposed staff affairs committee. The Louisiana animal disease diagnostic laboratory (LADDL) will generate its own strategic plan, with guidelines proposed herein. The head of VTH will take responsibility for the objectives outlined under the teaching hospital.

Unit-specific strategic plans: Objectives that are department-specific should come from Unit strategic plans (SP's). Units comprise the departments of Veterinary Clinical Sciences, Comparative Biomedical Sciences, Pathobiological Sciences, and LADDL. The unit SP's should be developed within the next 18 months after the SVM SP rollout to fit the vision and mission of the SVM SP. A template will be distributed from the Dean in cooperation with the proposed faculty executive committee to guide the department chairs/director in crafting the departmental/LADDL strategic plans

SVM's One Health* Mission:

We Teach the next generation of veterinarians and biomedical scientists to attain the highest levels of intellectual, technical and medical expertise, cultural competency, ethical standards, and personal development.

We Heal our animal patients and by so doing improve the economics and wellbeing of the people that rely on them.

We Discover new therapies, diagnostics, and mechanisms that lead to cures of animal and human diseases.

We Protect the health of the public by detecting, preventing, and treating animal diseases.

**One Health refers to the mutually dependent health of animals, people, and the environment they share.*

Brief Vision Statement:

The Louisiana State University School of Veterinary Medicine is a diverse and inclusive community that will become a top tier leader in Veterinary Medicine, Biomedicine, Agriculture, and animal health and welfare through innovative teaching, cutting edge research, and exceptional service.

Detailed Vision and Outcomes:

We Teach:

Our graduate **Veterinarians, Interns or Residents** will be confident, clinically and culturally competent, compassionate, and effective communicators and listeners to both colleagues and clients. They will always seek and deliver the best care for their patients and service to their clients and have a good business sense. They are curious lifelong learners who are not afraid to advance the standard level of care and question the *status quo*. They have a strong sense of ethics and cultural appreciation so that all clients are treated equally.

We will graduate Masters and PhD's that are conversant with the seminal and latest information underlying their discipline, and are aware of the cutting edge approaches needed to advance it (Additionally, See "We Discover" below.)

We Heal:

Clinical care at the LSU SVM is at the highest level with a robust caseload that improves with time because of the excellence of care and exemplary customer service. It involves respectful and frequent communication to our clients, our team members, and referring DVMs including

(for the tertiary hospital) a robust back referral process. Continuity of care is ensured. Clinical care will benefit from state-of-the-art facilities and equipment.

We Discover:

Research of the faculty at the LSU SVM will advance select biomedical and clinical fields by generating and experimentally testing novel hypotheses that challenge dogma. These efforts will lead to successful grant applications and peer reviewed publications in top journals.

Our **PhD or MS graduates** will be able to conduct research on their own and write compelling grants to support it. Graduates will be able to recognize a problem as important, dissect it into definable hypotheses, and test those hypotheses using cutting edge yet feasible experimental techniques in the laboratory or clinic. They will be able to skillfully communicate their scientific work and its impact, both orally (lectures and small group format) and written (usually peer reviewed papers/reports). They will understand the impact of their own research and can place it into the larger context of biomedicine.

We Protect:

The SVM and LADDL will work to prevent existing and future public health threats by monitoring their prevalence in Louisiana to the highest accreditation standards and convey the value of this disease surveillance to stakeholders. We will ensure the health and welfare of animals and the public in crisis or disaster situations, and train others to do the same. We develop new diagnostic tests validated to the highest standards to monitor emerging and potential threats. We communicate how to manage disease outbreaks to our colleagues and the public.

Value Statement:

The characteristics we believe are important in how we accomplish our mission include a willingness to collaborate, caring and empathy, collegiality, inclusiveness, perseverance, integrity, dedication, intelligence, and accountability.

We Teach (SMART goals and objectives):

Goal: An administrative educational revision committee will be formed that works with the courses and curriculum committee and comprises active and engaged educators from each department. This committee will begin reevaluation of the curriculum with the goal of presenting a new/updated curriculum to the Courses and Curriculum Committee and general faculty within the next five years. The new curriculum will be informed by advances in pedagogy in veterinary medicine and medicine and changes to accreditation requirements. Areas of consideration will include the following:

- a. Systems integration and integration of basic and clinical sciences
- b. Development of clinical skills early in the curriculum
- c. Competency based focus
- d. Strengthening of public health/one health in the curriculum
- e. Focus on primary care skills and knowledge, clinical reasoning and problem-solving
- f. Identification, incorporation, and assessment of entrustable professional activities as part of clinical training.
- g. Increased communications training
- h. Student wellness
- i. Financial literacy
- j. Cultural awareness
- k. Emotional intelligence

A. Teaching Facilities

Objectives (Short term goals as teaching space is renovated).

1. Goal: Provide necessary resources to allow renovated and new space to support effective learning while fostering a contemporary positive learning environment. Items should include:
 - a. Ensure there are sufficient instructors to teach the increased number of students. Particular attention should be paid to facilitation of the anatomy lab, histology lab, anesthesia and surgery labs, and new clinical skills labs.
 - b. State-of-the-art technology that works well, is well maintained, and is kept clean.
 - c. Modern comfortable furniture.

2. Goal: Institute clinical skills training starting in the first year of the curriculum.
 - a. Develop temporary clinical skills teaching space until more permanent space is constructed in 2020 in the Stephenson Pet Clinic. Until then clinical skills lab may also include use and effective scheduling of existing lab space when and where available.
 - b. Provide adequate instructors to teach in the clinical skills curriculum.

Objectives (2-7 years)

1. Build a new clinical skills lab as part of the clinic expansion project (2-3 years).
 2. Renovate the existing surgery lab to improve functionality, better accommodate an enlarged class size, and to function as part of the clinical skills space (1-3 years).
 3. Renovate hospital space to increase efficiency but also to function better as teaching space. New spaces should include rounds rooms, space for students to write records, discharge instruction, etc., and “wellness” space (3-7 years).
 4. Begin the evaluation for planning and fund raising process for a Research and Instructional Building as part of the SVM Master Plan (Planning within 3 years, construction in 5-7 years).

- B. Goal: Keep veterinary tuition and fees as low as possible while maintaining quality and meeting accreditation standards.
 1. Strive to maintain in-state and out-of-state tuition and fees at the median for U.S. veterinary schools (perpetual)
2. Increase student scholarships (perpetual)
 3. Work with campus to ensure fees levied on trainees in the veterinary school benefit training in SVM facilities.

- C. Goal: Raise the value and effectiveness of teaching and learning among faculty and leadership.
 1. Recognize and reward exceptional and innovative teaching in the classroom and teaching hospital. Encourage emulation of these methods.
2. Excellence in teaching should be emphasized in promotion and tenure decisions.
 3. Develop an SVM Academy of teaching and learning comprising faculty that are interested in continual faculty improvement in teaching and exploring and sharing new methods. Make academy membership a significant award with a nominations and elective process. Set aside money for seed grants to develop initiatives that impact the curriculum and incentives for helping with faculty development.

4. Work with strategic communications to develop communication pieces that focus on strengths in the teaching and learning areas.
 5. Reassess current professional development programs available through survey of the faculty. Increase engagement with revised programs based on these to enhance pedagogical skills based on this feedback. New programs should be implemented by 2020.
- D. Goal: Implement programs and/or activities to increase wellness among trainees and faculty.
1. Develop a wellness plan for veterinary students and graduate students (1 year)
 2. A wellness committee comprising staff, students and faculty will be formed to develop and support wellness programs for the SVM community.
 3. Extend Dean's course throughout first three years and add topics on wellness, resilience, cultural awareness, personal finance, and communication to augment the careers survey that is currently being done in the first year.
- E. Goal: Increase financial acumen among students, new faculty, and trainees beyond the current courses on financial management. Hire a financial planner as part-time/adjunct faculty member who would meet with students to discuss financial issues relative to debt and financial decisions.

We Discover (SMART goals and Objectives): Goals to be achieved in the next seven years *

**effort or sources of funding or are in parentheses (F = Faculty; S = SVM)*

Overall Goal: The SVM will be in the top six of veterinary and biomedical research among the 30 Vet Schools. (Current Rank in 2017 is 13th in NIH funding; 21st in total external grants and contracts).

Goal 1: The SVM will establish 3-4 Research Centers of Excellence (RCE) that highlight existing and future faculty research strengths to support and promote research activities, extramural funding, and competitive faculty and student recruitment. LSU SVM will be known for the Research Centers of Excellence.

Objective 1: The Research Centers of Excellence will comprise faculty across multiple units, (PBS, CBS, VCS, LADDL, and VTH) and will be developed, promoted, and supported across these units. Research Centers of Excellence will be built from 3-4 existing areas of strong faculty research or promising areas of research that will be augmented by recruiting new faculty. Timeline: 12-24 months for centers to form, 24-48 months for new faculty onboarding.

Objective 2: Work with Strategic Communications, IT, and Development to promote SVM Research Centers of Excellence. (S,F) Timeline: 6-12 months.

Goal 2: The SVM will rank in the top six Vet Schools for extramural funding in the U.S.

Objective 1: Obtain 1-2 Program grant awards that are aligned with the Research Centers of Excellence. (F,S) Timeline: 3-6 years.

Objective 2: Provide funding program to obtain preliminary data or bridge funding. (S) Timeline: 6-12 months.

Objective 3: Increase predoctoral or postdoctoral training grant awards. Individual grants should be sought using the existing grant writing course. (S,F) Timeline: 1-2 years

Objective 4: Develop a Research Mentoring Committee comprising members of the Research Committee and ad hoc members to establish a forum for applicants to present grant applications to grant-experienced faculty to obtain constructive feedback and help ensure successful grant submission. (S,F) Timeline: 6 months

Objective 5: Establish a new SVM-wide 'Crosstalk' faculty seminar series to promote and inform colleagues of faculty research and collaboration opportunities. (S) Timeline: 6 months.

Objective 6. Bring in outside speakers from different areas to challenge and stimulate internal thinking and possible collaborations.

Goal 3: The SVM will support collaborative veterinary clinical research to focus on new therapies for animal diseases.

Objective 1: Include veterinary clinical research component to all established Research Centers of Excellence (RCE). (S,F) Timeline: 6-12 months

Objective 2: Survey Faculty to determine whether a clinical trials section in VCS is needed to support clinical research endeavors at the departmental level. Evaluate whether administrative and technical support will be needed to provide a framework for all clinical faculty to initiate and successfully implement their approved clinical trials. (S,F) Timeline: 6 months

Objective 3: Provide a collaborative funding mechanism that will team a basic researcher and a clinical researcher to conduct translational research. Expand SVM CORP to include this type of grant. (S) Timeline: 12-24 months

Objective 4: Promote collaborative interactions between SVM faculty and expertise in LADDL for diagnostic assay development by researchers. (S,F) Timeline: 6 months

Objective 5: Increase quality of existing seminar series by bringing in nationally recognized veterinary clinical scientists. (S,F) Timeline: 3-6 months

Goal 4: The SVM will provide excellent research facilities and training opportunities to support research, extramural funding opportunities, and recruitment of faculty and students.

Objective 1: Build a 'One Health' Research and Education Building. To achieve this, initiate fundraising for new building. (S) Timeline: new building completed by 2025. (See same objective under education. Note: The Dean, advancement, and associate deans of student affairs and advanced studies are responsible for this objective).

Objective 2: Update and renovate research labs on existing footprint to improve quality and efficient SVM workspace and provide new space for research labs and offices. (S) Timeline: 1-5 years.

Objective 3: Improve facilities and repair by adding personnel to Facilities Maintenance so that issues are dealt with in a timely manner. (S) Timeline: 6 months

Objective 4: Standardize competitive postdoc salary within the SVM. Postdoc salaries should be included in grant applications. (S) Timeline: 12 months

Objective 5: Continue to build upon existing SVM core facilities to include new state-of-the-art technology for molecular biology, deep sequencing, bioinformatics analysis, and flow cytometry and other technology as they develop. Evaluate the needs of faculty and existing instrumentation and upgrades. (S,F) Timeline: annual.

Objective 6: Improve DLAM facility and service based on user surveys. Increase personnel support and per diem costs if necessary. (S,F) Timeline: 3-12 months

Objective 7: Develop online IACUC protocol submission and review. Work with IT Department.
(S,F) Timeline: 3-12 months

Objective 8: Develop online scheduling for ABSL2 DLAM rooms and flow cytometry core facility.
Work with IT Department (S,F) Timeline: 3-12 months

Objective 9: Provide faculty with research information packet on SVM faculty expertise, research equipment, and core facilities. Inventory equipment at the departmental level. Work with IT Department and Strategic Communications to add to website.
(S,F) Timeline: 6 months-1 year.

We Discover. LSU SVM Graduate Program: Goals to be achieved in the next 7 years

Goal: The SVM will be a recognized leader in biomedical and veterinary graduate education among the 30 Vet Schools as viewed by number and impact of graduate publications, number of graduates, and the employment of future graduates.

Goal 1: The SVM will provide a strong foundation in graduate scientific learning by setting high standards for teaching and scholarship, high quality graduate level courses, and training of all SVM graduate students in cutting-edge biomedical research to graduate highly competitive research scientists.

Objective 1: Identify a comprehensive first-year core graduate biomedical curriculum required for all SVM graduate students. This curriculum should include high level courses, journal clubs, a grant writing course, and should convey information on cutting-edge biomedical techniques to ensure that graduating students are appropriately trained. Align this curriculum with Research Centers of Excellence (RCE). Implement GAS Council oversight of curriculum (F,S) Timeline: 12 months.

Objective 2: Evaluate existing graduate courses and improve quality of graduate courses (As assessed by faculty and student evaluations). Implement online student course evaluations and curriculum mapping and assessment of existing graduate courses (S,F) Timeline: 6 months-2 years

Objective 3: Require graduate students to publish or submit at least one first-author paper of original research to demonstrate capability of hypothesis-driven critical thinking and scientific writing skills prior to being allowed to defend their dissertation. (S,F) Timeline: 6 months

Objective 4: Require all SVM graduate students to present a seminar annually to ensure that students are capable of communicating their expertise in their respective research field. (S,F) Timeline: 6-12 months.

Objective 5: Require all PhD graduate students funded on SVM stipends to rotate in three laboratories. Lab rotations can be between departments or within laboratories that are part of Research Centers of Excellence (S,F) Timeline: 3-6 months

Objective 6: Identify graduate courses (catalog number at 4000 or higher) from LSU units that would enrich or advance LSU SVM graduate program (e.g., BIOL 4800 Bioinformatics). After the first year, additional courses (e.g., Advanced Immunology) might use journal club format. (S,F) Timeline: 6-12 months

Objective 7: Develop One Health global training program for graduate and veterinary students. (S,F) Timeline: 1-2 years.

Objective 8: Promote interdepartmental graduate student interactions. Establish joint departmental student journal clubs and seminar presentations (S,F) Timeline: 3-6 months

Objective 9: Develop opportunities for and require one semester of teaching assistant opportunities for graduate students. (S,F) Timeline: 1-2 years

Objective 10: Initiate online graduate course curriculum on specialized topics (One Health, pulmonary, Infectious diseases, toxicology). Align with Research Centers of Excellence. These would be open to enrollment by other professionals as well. Percentage of funds from online courses will support SVM graduate program (S,F) Timeline: 3-4 years

Objective 11: Provide training opportunities in bioinformatics and other modern biology techniques. Establish a Journal Club on Bioinformatics and new cutting edge genomic analysis technology (S,F) Timeline: 6-12 months.

Goal 2: The SVM will increase recruitment of highly qualified graduate and DVM students to the PhD and MS programs such that applications more than double in number compared to the 2017/2018 season.

Objective 1: Provide 1-2 \$5000 scholarships to support PhD and DVM/PhD students generated by Development fundraising activities that are aligned with Research Centers of Excellence. (S) Timeline: 2-5 years

Objective 2: Promote direct admission of MS students to expand graduate student pool. Funding will be provided by faculty or student (S,F) Timeline: 6 months

Objective 3: Allow admissions decisions from Dec.1-May 15 in alignment with Graduate School admissions. (S,F) Timeline: 6 months

Objective 4: Initiate graduate student recruitment by October 1 to meet the December 1 application due date. (S,F) Timeline: 6 months

Objective 5: Align graduate student recruitment with Research Centers of Excellence. (S,F) Timeline: 6-12 months

Objective 6: Promote student rotations between departments or Research Centers of Excellence during recruitment. (S,F) Timeline: 6-12 months

Objective 7: Work with Strategic Communications to promote graduate programs and Research Centers of Excellence. (S,F) Timeline: 6 months

Objective 8. Recruit dual DVM/PhD candidates from the existing pool of entering veterinary students that have received offers of admission to the DVM program.

We Heal, We Teach: Veterinary Teaching Hospital:

Goal 1: Generate a minimum of 10% profit relative to the annual budget to allow for the purchase and maintenance of state of the art equipment, ensure optimal staffing, and create a 21st century veterinary teaching hospital (2-3 years).

Objective 1. Initiate a comprehensive marketing plan to advertise both large and small animal hospital services (12 months).

Objective 2. Examine, evaluate, and adjust procedure and service fees to ensure they are market-appropriate (a) and then remain so annually (b) (a, 3-6 months; b, 1-5 years).

Objective 3. Implement an electronic medical records system for patient records, billing, and data mining to improve scholarship (3-6 months).

Objective 4: Complete Phase I renovations of the Stephenson Pet Clinic to create a 21st century outpatient veterinary hospital (2-3 years).

Objective 5: Complete Phase II renovations of the VTH to create a 21st century referral veterinary hospital (3-5 years).

Objective 6: Develop service specific metrics that measure faculty and staff needs and serve as a guide in allocating hospital resources to meet the service demands of a 21st century referral hospital (2-5 years).

Goal 2: Improve opportunities and effectiveness of clinical teaching

Objective 1. Develop teaching specific metrics that measure faculty and staff needs and serve as a guide in allocating hospital resources to meet the teaching demands of a 21st century teaching hospital (2-5 years).

Objective 2: Work with Companion Animal Alliance to increase surgical opportunities for students consistent with primary care.

Objective 3. Improve small animal outpatient facilities (phase I) to meet 21st century teaching standards (Stephenson Pet clinic, 2020).

Objective 4. Renovate existing veterinary teaching hospital (phase II) to improve clinical teaching areas (3-5 years).

Objective 5. Raise funds through philanthropy to renovate food animal area to improve animal handling and safety, (ongoing, due 2023).

Objective 6. Raise funds through philanthropy to create resources for Good Samaritan cases that allow students first hand medical and surgical experiences (ongoing).

Goal 3: Create and improve opportunities and effectiveness for clinical scholarship

Objective 1: Hire 2 research technicians to assist faculty with managing clients and patients, collecting samples, and managing data. (1-3 years).

Objective 2: Develop communal clinical research space within the phase II renovations of the VTH to increase efficiencies and improve logistics (3-5 years).

We Protect: LADDL

Goal 1: LADDL will develop a strategic plan (18 months) which will evaluate the best way to accomplish its mission. This section is therefore abbreviated and will be superseded by that plan. However, the SVM supplements LADDL to a great degree and the long term goal is to make LADDL self-sufficient.

Goal 2: Increase revenue to LADDL to decrease SVM supplements and allow expansion of LADDL services.

Objective 1. Provide accredited diagnostic services for the veterinary teaching hospital and external stakeholders.

Objective 2: Develop a marketing plan to advertise LADDL services to additional customers.

Objective 3: Survey clients to find means to improve service and increase submissions.

Goal 3: Explore means to expedite diagnostic case turn-around time to better serve clients.

Objective 1. Increase revenue by developing new, more accurate, or more robust diagnostic tests for animal diseases.

Objective 2. Increase clinical trials by collaboration with clinical and basic science faculty and by providing expertise in Good Laboratory Practices.

Objective 3. Lobby for additional state support for LADDL surveillance and diagnostic services.

Objective 4. Continue to apply for external grants that address the animal disease surveillance needs of Louisiana, Southern region of the USA, and USA countrywide.

Goal 4: Ensure that currently employed tests are an efficient and effective use of LADDL resources

Objective: Hire or use present IT personnel along with office administration to audit all tests to determine if money is being lost. The audit should. (i) evaluate how often current tests are run compared to the cost of kits to run them. (ii) Determine duplications/overlap in tests; (iii) determine gain or loss in revenue if a test is sent out as a referral. Timeline for completion of the audit is by Jan 2019.

Goal 5: Within the next 2 years the Dean, SVM CFO, and directors of VTH and LADDL will revisit the funding model in which salaries of faculty within LADDL are partially recovered from LADDL service revenue.

Supporting Pillars:

1. Faculty Affairs:

Overall goals are to increase faculty governance, retention, and reward.

1. Goal: Improve faculty engagement in leadership and governance and increase budget transparency.
Objective: To improve communications to the faculty on faculty- and school-related issues and convey the progress on the strategic plan to departmental members create an “SVM executive faculty committee” within four months. The committee will comprise six members: two from each SVM department, with one member being the departmental representative on the SVM strategic planning committee, and one selected by the departmental faculty by majority vote.
The committee’s charge will be to (i) meet with the dean and assistant dean of finance quarterly. (ii) The 2 members representing the department will meet with the department head before monthly department faculty meetings to update the department head on topics. Topics will include updates on schoolwide faculty hires, awards, and the progress of the 2025 SVM strategic plan and the 2025 departmental plan: including the status of smart objectives within the plans. Term for members will be determined by the committee early in its tenure.
2. Goal: Improve faculty messaging from the administration. Objective: The dean and assistant dean of finance will meet with each department quarterly and present the progress on SP 2025 objectives in collaboration with executive committee members from that department.
3. Goal: Increase faculty support and awards. Objective: Development will increase efforts to raise funds for professorships, endowed chairs in all three departments (Timeline: immediately, with meaningful progress by 2020).
4. Goal: Increase opportunities for faculty to evaluate administrators. Objective: Annual feedback surveys on departmental chair and associate dean effectiveness in leadership by faculty instituted by 2019. The survey will be modified from an existing LSU survey used biannually to evaluate the dean. The dean will pool and summarize the surveys, and present the subject with a plan to address weaknesses and exploit strengths to increase effectiveness.
5. Goal: Improve Communication from the Dean to faculty by Summer of 2018.
 - a. Dean will ask faculty in the following fora how they would like to better communicate with the Dean. A plan will be developed from this feedback within a year.
 - b. A monthly newsletter will be distributed highlighting faculty accolades and updates on the smart objective milestones and accomplishments of the SP 2025.
 - c. A quarterly dean’s town hall for faculty and staff will communicate a message on the state of the school, and updates on the smart objectives of SP 2025. The content of the message can be supported by the monthly reports of the executive faculty finance and budget committee for financial information. The monthly town hall would start in the Fall of 2018.

6. Goal: Ensure equity among faculty salaries. Beginning Fall of 2018/Fall of 2019, an staff member representing SVM HR will meet regularly with campus HR to assess our salaries for equity and gender or other disparities. This person will help compare SVM salaries in a given specialty area to those of peers at other schools of veterinary medicine.
7. Goal: Improve Marketing and promotion of faculty. Starting Summer 2018, the SVM communications team will improve faculty profiles on the SVM webpage, starting with research-focused faculty to aid in recognition and graduate student recruiting.
8. Goal: improve Mentorship of faculty to bring transparency to the promotion and tenure process
 - a. All three departments will develop a promotion and tenure guideline document developed within the department, approved by the dean, and reviewed by academic affairs for compliance with PS36-T. The materials guiding these committees will be publicly available, and will be used in promotion materials for new faculty.
 - b. All three departments will develop a mentoring program using a set of written guidelines by January of 2019. A mentoring committee will be formed for each faculty member based on these guidelines. This committee will meet biannually with the mentee and record progress on promotion and tenure keeping the tenure clock in mind. The mentoring committee chair will archive written reports describing these meetings.
9. Goal: Improve appreciation of inclusivity and cultural competency at the SVM
 - a. Provide educational programs and initiatives and resources to promote cultural competency and professionalism. Climate survey of faculty and students will serve as a measure of success for these efforts and programs and will be conducted at least annually. Develop positive outcomes or perks to encourage involvement.
 - b. Assess the cultural competency of the school and effectiveness of the programs through surveys starting in 2019, and annually thereafter. This will provide information on the direction of the programs and needs of the faculty.
 - c. Annual refresher courses will be available to provide different skills in professionalism and cultural competency. The nature of this training will be guided by the feedback above (9b).

2: Diversity and cultural competency:

As of April 2018, the LSU SVM benefits from the 5th most diverse faculty and the most diverse staff among veterinary schools in the United States. While these statistics are laudable, further efforts are warranted to continue to educate our students about the value of diversity, and to ensure our graduates will serve ideally the increasingly diverse clientele of the future.

Goal: Improve the Culture and celebration of diversity within the SVM

Objective 1. The strategic communications team will work with the SVM diversity Committee to develop a plan in Summer 2018 to be rolled out in early Fall 2018. This campaign will include (i) posting of the diversity and inclusivity mission statements throughout the school and more prominently on the SVM webpage and (ii) a social media campaign including hashtags such as #LSUvetmedDiversity.

Objective 2. Training programs will be made available that focus on cultural competency, diversity, inclusivity and professionalism. This objective will coincide with the SMART objectives of the Faculty Affairs section covering the same topic. NCBI (National Coalition Building Institute) will be the foundational program available to all students, faculty and staff.

- a. Students will receive NCBI training at Fall orientation, 2018 and continue at orientation for each entering class thereafter.
- b. Faculty and staff will be provided with dates when NCBI training will be available throughout the year. Training will be strongly encouraged and time off will be granted to attend the programs.

Objective 3. Student Affairs in collaboration with LSU Office of Diversity will create a facilitated year 3 Problem Based Learning Case that educates DVM candidates on the topic of cultural competency, diversity, and inclusivity. Timing should roughly coincide with the ethics courses that year three students receive.

Objective 4. Consult with VOICE chapter on how to publicize the emphasis and success on diversity efforts.

Objective 5. Assess effectiveness of these programs by surveying alumni and employers. (2022).

Objective 6. Provide a means in Digital Measures to document activities that promote diversity and inclusivity for every faculty member.

Goal: Increase diversity of admitted veterinary students:

Objective 1: Increase the diversity of the student applicant pool. The director of admissions will develop a plan to market the DVM to underrepresented minorities (2018). \

Objective 2: The Director of admissions will communicate with URM applicants and matriculates as to why they applied, why they enrolled or did not enroll, and what encouraged or discouraged them from attending.

Objective 3: Develop a plan to increase matriculation of underrepresented minorities such that they reflect the percentage in the applicant pool. (2018/2019). This plan will come from the Director of Admissions to be crafted in concert with the admissions committee.

Objective 4: Work with Development to increase the number and dollar amounts of URM-focused scholarships. This should come from a development officer for which obtaining this objective comprises a substantial part of their efforts.

Goal: Increase diversity of Faculty:

Objective 1: Train faculty search committees in proper conduct during searches including the types of questions, unconscious bias, etc. (start Summer 2018).

Objective 2: Begin a “Grow Your Own” strategy to hire URM faculty members. A committee will be formed and asked for a plan to identify URM students interested in veterinary specialty training and to attract them to train at the LSU SVM. The plan might involve financial incentives. (the Committee forms in 2018 and begins initiatives in 2019).

3. Staff Affairs

A staff committee will be formed that represents and presents staff issues to the administration. The committee will be elected by staff members and will represent clinical, research, administrative and facilities.

Purpose: Serves as liaison between staff as a whole and administration to address issues related specifically to staff including morale, professional development, resources available to staff, on-boarding, facilities etc. The first committee/council will develop the committee’s purpose and operating procedures.

Committee Composition, Size and Selection: Although selection is by vote of the staff, winners of the annual outstanding staff awards should be considered to stand for election to this committee. Members could overlap by two-three months to transition responsibilities to the new team/winners. Such staff members were already selected by their peers, are representative of different areas including research, clinical, operations, and administration, and are considered to be outstanding performers (and well liked) in their areas. The head of security would be a sixth member. A member of the administrative staff will serve as an ex-officio member to advise, guide and take notes. This person could alternate between Director of Development, representatives from Strategic Communications, or the Dean’s administrative assistant, but should be decided by the committee.

1. Goal: Increase Engagement with School Administration

- a. Organize with help from the Dean a quarterly series of meetings with staff in town hall format, to share good news from their respective areas and ask questions or express points of concern to the Dean. The first meeting of the Committee should be to define the goals and format of future meetings.
- b. The town hall meetings will be run by the staff committee and lunch will be provided by the Dean’s office.

2. Goal: Ensure staff have adequate personnel and Equipment to perform their assigned tasks:

- a. The staff committee will audit personnel per unit and equipment within the unit, department or hospital service every other year, starting in 2018.
- b. The audit report will be provided to the Dean who will share the report with the appropriate associate deans and department heads. These administrators will assess the needs and work towards providing resources to alleviate any deficiencies that impede progress.

3. Goal: Improve Staff Onboarding:

After learning what HR provides in orientation programs, each department and VTH will prepare a second orientation emphasizing details important to success within the particular unit. Details of the orientation program will be written to enhance uniformity. The orientation program should include the following:

- a. Introduce new hire
- b. Announce new hire
- c. Specific duties related to their position
- d. Make sure office, lab, etc. is equipped when new hire arrives (computer, phone, office supplies, lab supplies, email, etc.)
- e. Tour of the department as well as major SVM areas (e.g., cafeteria, bathrooms, hospital)
- f. Benefits of working at LSU and SVM (LSU Lagniappe info from LSU HR website, hospital discount for SVM employees, core facilities, etc.)
- g. A follow-up orientation will occur three months after the initial hire and this should include a brief survey of the orientation process, so that the new staff member can provide feedback on their first three-month experience, and to improve future onboarding efforts.

4. Goal: Engage Staff in the SVM Decision-making Process

When faculty or the administration form a committee, they should include a staff representative when appropriate. Standing administrative committees for which staff representation is important include the building committee, space committee and strategic planning committee. (1 year or as new committees are formed).

5. Goal: provide opportunities for Professional Development of Staff

- a. Supervisors should provide and be accountable for the professional development action items being listed on staff evaluations
- b. Supervisors, HR and the staff committee should explore cost-efficient professional development opportunities on main campus or in Baton Rouge for staff (e.g., Excel, PowerPoint, lab protocols, hospital training, etc.).

6. Goal: Improve staff communication to faculty and administration.

The Staff Committee should ask staff for suggestions about the best ways for staff to report issues and problems and receive follow-up. The staff committee will represent these concerns to the Dean and/or department head whichever is appropriate.

We value your feedback, so if you have questions or comments about the plan, please feel free to direct them to any of the members of the Strategic Planning Committee:

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