

College of Veterinary Medicine & Biomedical Sciences
Strategic Plan
December 1, 2005

Mission Statement

The College of Veterinary Medicine & Biomedical Sciences (CVMBS) differs from most US schools and colleges of veterinary medicine in that we offer three undergraduate degrees and 11 graduate degrees, in addition to the Doctor of Veterinary Medicine professional degree. The college is accredited by the American Veterinary Medical Association, a process that is conducted at seven year intervals. Our reaccreditation self study document for the most recent review in 2001 contained the following mission statement:

The mission of the professional veterinary medical (PVM) program is to discover, apply, and disseminate knowledge in veterinary medicine within the University, State of Colorado, nine regional WICHE states and world.

The college integrates education of professional veterinary medical students with its biomedical science mission that is focused on undergraduate and graduate education, research, service and outreach. Recognizing the synergistic relationship between research and teaching, faculty teach undergraduate and graduate courses that parallel areas of emphasis in research and scholarly activities. In addition, the college has a strong commitment to service courses, clinical service, continuing education and other outreach programs.

The PVM program is committed to promote animal productivity and reduce suffering from disease by ensuring the health and welfare of animal and human populations.

AVMA Accreditation Self Study Document - 2001

Vision Statement

CVMBS aspires to be recognized as the top school or college of veterinary medicine in the USA.

Introduction

CVMBS completed an in-depth strategic planning process in 2001. One outcome was the decision to reorganize the seven departments of the college into four. Implementation of reorganization was completed in 2003 with the arrival of four new department heads and a new hospital director, all recruited through national searches from institutions outside of Colorado.

The administration, faculty, staff, and students of the College of Veterinary Medicine & Biomedical Sciences (CVMBS) contributed to the CVMBS Strategic Plan contained within this document. College personnel reviewed the University Planning Committee Task Force Reports and the Colorado State University Strategic Plan. Responses to these university documents were

considered in developing the CVMBS plan and unit plans for the four departments of Biomedical Sciences, Clinical Sciences, Environmental and Radiological Health Sciences, and Microbiology Immunology & Pathology, along with the Veterinary Teaching Hospital and Veterinary Diagnostic Laboratory.

There are 28 schools and colleges of veterinary medicine in the US. All share data with each other on an annual basis through the Association of American Veterinary Medical Colleges (AAVMC) Comparative Data Report. While participants agree to treat the data confidentially, availability of this information allows us to assess our progress and accomplishments relative to national peers. References to the AAVMC Comparative Data Report FY04 occur throughout the strategic plan and are indicated with a numeral 1 superscript.¹

The approach to and outcomes of strategic planning reflect the mission and culture of individual colleges at Colorado State University. A brief summary of the culture of CVMBS will help frame the document that follows.

Culture

CVMBS is committed to planning and operating as a college, rather than a collection of autonomous departments and units. Policy decisions are made by the dean following consultation with members of the Executive Council which includes the three associate deans, four department heads, and the two directors of the Veterinary Teaching Hospital and Veterinary Diagnostic Laboratory. Two examples are offered to demonstrate the culture of the college:

- 1) Assignment of open regular faculty positions. All regular faculty positions revert to the Office of the Dean upon resignation or retirement of a faculty member. Three times each year (January, May, and August) all open positions are considered and each unit may request one or more positions, even if the openings did not originate within that department. Department heads prepare formal position requests in consultation with one or more associate deans, to insure that positions are restructured as necessary to meet the greatest needs of the college. Each request is formally presented and discussed at a meeting of Executive Council. Council members rank the presentations, and the positions are awarded according to the collective rankings of Council members. This process insures the greatest needs of the college are met whenever authorization is granted to fill a regular faculty line.
- 2) Assignment and annual assessment of differential work loads. The college is committed to excellence in learning, discovery, and outreach. Each unit is expected to excel in all three areas. This is best accomplished by assigning differential workloads to individuals within the units in order to capitalize on unique strengths and interests. Promotion and salary increases are based on the following mantra: *Work to your position description and document excellence in what you do.* The college has adopted a standardized formula for quantifying faculty workload effort. Data are collected through a Web CT based document termed “Detailed Annual Activities Report”, which each faculty member completes as part of the annual review process. The program computes annual effort and generates effort reports for instruction, research, and service for each person in the unit. A real advantage of this computer based system is the ability to quickly generate detailed reports in response to requests for specific information. Written annual reports from

departments and colleges rarely contain information formatted in the best way to respond to requests from central administration or outside bodies. Our system for assigning and assessing differential work loads makes it possible to document the extraordinary performance of our faculty members, to identify those rare cases where someone is not performing to expectations, and to quickly generate meaningful reports in response to requests for information.

The CVMBS Strategic Plan

CVMBS aspires to be the top ranked program of academic veterinary medicine in the USA. Measures we will use to determine our national standing include 1) overall rankings of the 28 schools and colleges of veterinary medicine published every three years by *US News & World Report*, 2) annual rankings of research expenditures published in the AAVMC Comparative Data Report, and 3) annual rankings of gift and endowment fund revenues published in the AAVMC Comparative Data Report. Our ranking in *US News & World Report* (2nd in 2004)² indicates how we are perceived by our national peers. Extramural research expenditures (1st in 2004)¹ objectively quantify our effectiveness in responding to societal needs through discovery. Gift and endowment revenues (1st in 2004)¹ underpin our ability to address important societal needs through quality instruction and clinical services, both in the present and the future. We expect to be within the top three nationally, in each of these assessments.

The strategic plan for CVMBS is presented as a series of statements within tables. It is organized in parallel with the strategic plan for CSU.

Teaching & Learning

CVMBS differs from most US schools and colleges of veterinary medicine in that we offer undergraduate degrees as well as the professional veterinary medical degree. CVMBS offers three undergraduate degrees (Biomedical Sciences, Environmental Health, Microbiology), 11 graduate degrees (five MS, six PhD), and the Doctor of Veterinary Medicine professional degree. All three undergraduate degrees prepare students for the workforce, for entry to graduate degree programs, and for entry into several professional degree programs including veterinary medicine, dentistry, and medicine. The College is pleased to educate approximately 1,400 students in these 15 degree programs. We monetarily assist our students by awarding more than \$1M in scholarship support each year.

Objectives	Goals
Support education through scholarship awards	1. Scholarship awards to CVMBS students totaled \$1,006,000 in FY04. Scholarship awards will increase by 5% annually.
Support Quality Academic Programs	2. Attract and retain high quality clinical and basic sciences faculty to provide excellent learning opportunities to students in all 15 degree programs of the college. 3. Establish mechanisms for multi-year contracts and bridge funds for Special faculty who sustain educational programs.
Provide Distinctive Undergraduate Experiences	4. Initiate the Biomedical Sciences undergraduate degree program in Spring 2006.

	<p>5. Expand Freshman Scholars experiential learning opportunities to all three undergraduate degree programs in CVMBS by 2008.</p> <p>6. Initiate interdepartmental and interdisciplinary training opportunities that emphasize a systems biology approach.</p>
Integrate Academic and Co-curricular Activities	<p>7. Increase participation of CVMBS undergraduate students in a residentially-based living/learning community that integrates academic and co-curricular activities and improves retention and graduation rates.</p>
Promote Health and Well-being	<p>8. Utilize experiential learning in Biomedical Sciences, Environmental Health, and Microbiology to improve student health and well-being.</p>
Grow Graduate Education	<p>9. Expand support for the 11 graduate degree programs of the college.</p> <p>10. Promote interdisciplinary graduate programs supported by federal training grants.</p> <p>11. Support interdepartmental umbrella recruiting efforts to increase the quality of the graduate applicant pool.</p> <p>12. Initiate a Cancer Biology graduate concentration area within the Cell and Molecular Biology Program beginning Fall 2005.</p> <p>13. Expand the combined DVM/PhD degree program to prepare more veterinarians for careers in biomedical research.</p> <p>14. Establish a conjoint DVM/MSPH degree program with the University of Colorado Denver Health Sciences Center by 2006 to increase the number of veterinarians entering public practice.</p> <p>15. Continue our successful DVM/MBA combined degree program and Business Certificate program in partnership with the College of Business. Expand this partnership to include conjoint graduate degrees offered through BMS and ERHS departments of the college.</p>
Increase the Number of Graduating Veterinarians Who Enter Food and Fiber Animal Practice and Public Practice	<p>16. Implement the Food Animal Veterinary Career Incentive Program beginning Fall 2005.</p> <p>17. Construct a new educational facility on South Campus by competing for funds that may become available through the Veterinary Workforce Expansion Act of 2005.</p>
Enhance Scholarly Communication	<p>18. Extend email and internet connectivity to all buildings occupied by CVMBS personnel.</p> <p>19. Establish desktop computer library access for all CVMBS employees.</p> <p>20. Convert all major CVMBS classrooms to Smart Classrooms.</p> <p>21. Increase the number of interdisciplinary refereed publications from college faculty by 10% per year.</p>

Research & Discovery

CSU acknowledges 16 Programs of Research and Scholarly Excellence (PRSE). CVMBS faculty lead or participate in five of those programs including: Animal Reproduction and Biotechnology Laboratory; Infectious Diseases Program; Musculoskeletal Research; Program in Molecular, Cellular, and Integrative Neurosciences; and Radiological Health Sciences and Cancer Research.

In FY04, CVMBS expended \$52,970,844 from extramural sources (\$34,154,175 from NIH) to support research and discovery activities in the college.¹ Extramural research expenditures accounted for more than half of the total budget of the college. CVMBS led all 28 US schools and colleges of veterinary medicine in total and NIH extramural research expenditures.¹ This demonstrates the college is successfully committed to the research and discovery process, and that research outcomes have translational benefit to human health.

Objectives	Goals
Attract and Retain Faculty Talent	22. Add one (1) new endowed chair annually for five years within CVMBS to support research initiatives. 23. Establish mechanisms for multi-year contracts and bridge funds for Special faculty with $\geq 50\%$ commitment to research. 24. Offer nationally-competitive start up packages for faculty with $\geq 40\%$ commitment to research. 25. Provide bridge support and expand seed money resources for faculty to explore new areas of research. 26. Construct five (5) new research buildings at an estimated cost of \$200M by 2015.
Deliver Excellence in Scientific Discovery	27. Increase CVMBS's annual research funding from \$50M to \$100M by 2015. 28. Adequately support core facilities that provide a competitive research infrastructure. 29. Expand Capital Equipment Fund scope and resources to obtain needed research equipment.
Create and Expand Multidisciplinary Research Superclusters	30. Lead the CSU Biomedicine/Infectious Disease supercluster and translate basic research expertise into solutions for global health. 31. Serve as a major partner with others in establishing superclusters in Environmental Sustainability; Food, Nutrition, Health and Well-being; and Information Science and Technology.

Service & Outreach

Clinically oriented outreach activities are delivered through the James L. Voss Veterinary Teaching Hospital and CSU Veterinary Diagnostic Laboratory on South Campus, and the Equine

Reproduction Laboratory on the Foothills Campus. The college excels in developing and delivering assisted reproductive technologies for the benefit of horses and livestock species. The James L. Voss Veterinary Teaching Hospital leads the nation in diagnostic imaging modalities available for examination, diagnosis and treatment of more than 21,600 cases presented for care.¹ Signature clinical research programs include the Flint Animal Cancer, the Gail Holmes Equine Orthopaedic Research Center, the Shipley Natural Healing Center, and the Argus Institute for Families and Veterinary Medicine.

The CSU Veterinary Diagnostic Laboratory receives samples from livestock producers, animal owners and referring veterinarians in all 65 counties in the State of Colorado and surrounding western states. Test results and advice provided by the Laboratory allow veterinarians and animal owners to improve animal health and well-being for livestock industries and companion animals, and protect the public from animal diseases transmittable to humans.

CSU Veterinary Diagnostic Laboratory conducts more than 20,000 diagnostic assays annually for chronic wasting disease in deer and elk. As a Core Animal Diagnostic Laboratory of the National Animal Health Laboratory Network since 2002, the Laboratory has partnered with USDA to detect foreign animal disease that might be introduced into our country either intentionally or accidentally. As an example, the Laboratory has tested over 100,000 cattle for the presence of BSE.

Overall, the College plays a major role in service and outreach to the State of Colorado, the nation and the world, benefiting both humans and animals.

Objectives	Goals
Serve CVMBS Alumni	32. The College celebrates its centennial anniversary in 2007. We will capitalize on this opportunity to inform, engage, and involve alumni of all 15 degree programs to demonstrate benefits of continued affiliation with our college.
Serve Members of Society	33. Provide high quality clinical and diagnostic services of animal and human health significance for our constituents. 34. Deliver continuing education. 35. Lead the nation in surveillance and response to foreign animal diseases. 36. Expand OSHA and Industrial Hygiene training programs to increase service to society.
Expand Contributions to Economic Development and Quality of Life	37. Increase translational research, patents and licenses of intellectual property developed by College faculty, dollar volume of sponsored research by private sector, and number of CSU-based start-up companies. 38. Increase the number of highly skilled individuals with bachelor's, masters, doctoral, and veterinary medical degrees, and specialty board certifications. 39. Develop new academic programs that align College academic strengths with state and regional needs. 40. Obtain funding for and construct a Diagnostic Medicine Facility to house essential activities to serve society and support high quality of life.
Collaborate and Contribute to Public Health	41. Establish a conjoint DVM/MSPH degree program with the University of Colorado Denver Health Sciences Center by 2006.

	42. Join the multi-institutional degree program in public health (The Colorado School of Public Health), in collaboration with University of Northern Colorado, the University of Colorado Denver Health Sciences Center and the Colorado Department of Health.
Address Global Challenges	43. Expand international activities, experiences and programs for undergraduate students, increasing participation rate by 5% per year for 5 years. 44. Identify, develop, expand and maintain high-profile international research and scholarly programs consistent with the excellent programs currently within the College.

Diversity

CVMBS at CSU ranks 4th among the 28 US schools and colleges of veterinary medicine in student diversity within its professional veterinary medical program.¹ We achieve this, in part, through two unique programs – Vet Start and Vet Prep – that enable us to achieve greater diversity within undergraduate programs leading to admission to the PVM program. The college also relies on RADAR (Recruitment, Advising, Diversity, And Retention) to increase the diversity and retention of CVMBS undergraduate students. This program began in 1989 with a focus on undergraduate students, and has since been extended to graduate education in the college.

Objectives	Goals
Diversify Student Body	45. Expand the RADAR program to the new Biomedical Sciences undergraduate degree and to all 11 graduate degree programs of the college. 46. Continue and expand our commitment to the MARC and McNair programs at CSU. 47. Utilize Summer Short Term Research Programs to introduce diverse students to the CSU environment and attract them to professional and graduate degree programs at CSU. 48. Increase minority recruitment through acquisition of federally-funded training grants. 49. Increase scholarship support to sustain the Vet Start Program and maximize retention of students selected to participate. 50. Increase scholarship support to sustain the Vet Prep Program and maximize retention of students selected to participate. 51. Participate fully in the “ <u>D</u> i <u>V</u> ersity <u>M</u> atters” program ³ developed by AAVMC to increase the diversity of students pursuing the DVM degree at CSU.
Diversify Faculty and Staff	52. Develop applicant pools for all faculty positions that ensure new hires will reflect the availability of members of underrepresented groups in the discipline by 2012. 53. Develop applicant pools for all administrative professional positions that ensure new hires will reflect the availability of members of underrepresented groups with appropriate qualifications for the positions by 2012.

	54. Develop applicant pools for all classified staff positions that ensure new hires will reflect the availability of members of underrepresented groups with appropriate qualifications by 2012.
Build Inclusive Intellectual Community	55. Ensure that job descriptions and performance evaluations for all leadership roles contain specific measurements that support diversity efforts. 56. Provide educational opportunities for regional, national, and international communities with limited access to contemporary veterinary and public health information. 57. Target animal worker training towards Hispanic population, providing unique teaching and training resources to improve animal care and worker safety.

Facilities and Information Technology

CVMBS does not have the facilities required to pursue its vision or fulfill its mission. The College has an approved Master Site Plan for South Campus to construct 14 new facilities and completely remodel the James L. Voss Veterinary Teaching Hospital by the year 2025. There is a parallel plan for new and remodeled facilities on the Foothills Campus. Finally, the College has planned a multi-story research building on main campus. Completion of these three master site plans will position the College to serve society according to our vision and mission.

Objectives	Goals
South Campus Master Site Plan	58. Complete Phase 1 of the South Campus Master Site Plan by 2015. 59. Complete Phase 2 of the South Campus Master Site Plan by 2025.
Foothills Campus Master Site Plan	60. Complete infectious disease research facilities and reproduction barns and laboratory facilities by 2015.
Main Campus Facility Plan	61. Complete a multi-story research building by 2015.
Support Advances in Information Technology	62. Install and upgrade state of the art IT services to all CVMBS facilities on our three campus locations.

Human and Financial Resources

Objectives	Goals
Set the Standard in Human Resources and Financial Accountability	63. CVMBS will be recognized as the college that does the best job in establishing and maintaining high standards for recruiting and developing the careers of its employees at CSU. 64. CVMBS will be recognized as the college that does the best job in establishing and maintaining high standards for financial accountability on the CSU campus.

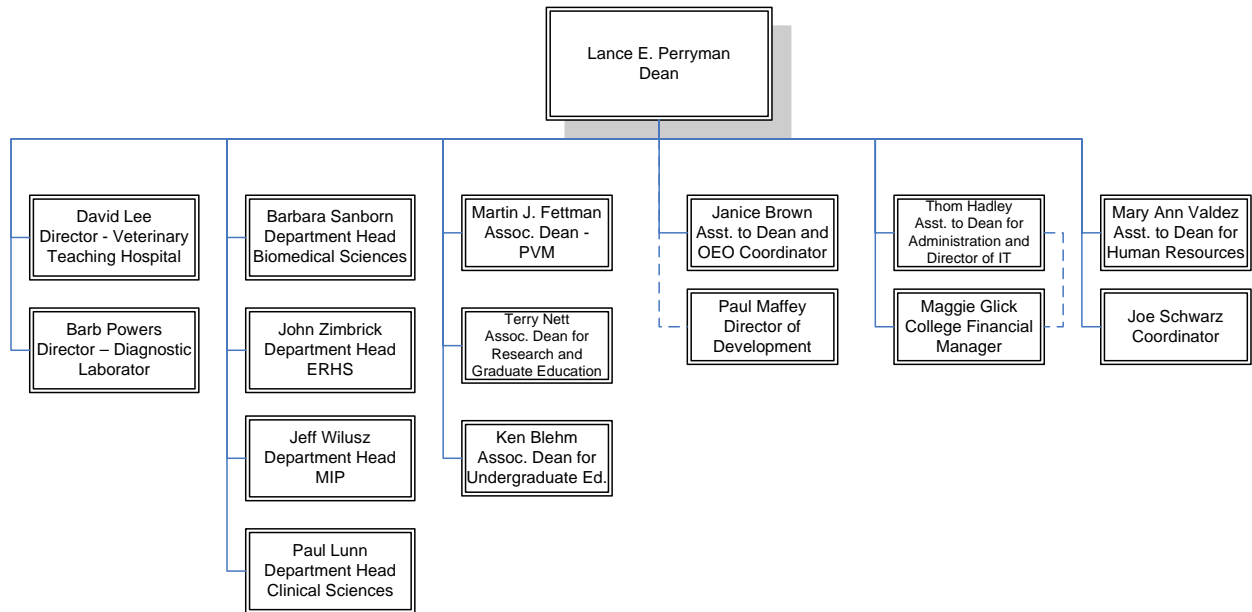
<p>Be Nationally Competitive in Job Satisfaction and Compensation Provided to Faculty, Staff, Graduate Students and Postdoctoral Fellows of the College</p>	<p>65. CVMBS will rank in the top five among the US Schools and Colleges of Veterinary Medicine in salaries paid to faculty and staff.</p> <p>66. CVMBS will provide nationally-competitive graduate and postdoctoral stipends.</p>
---	---

¹ AAVMC Comparative Data Report, FY2004

² 2004 Edition America's Best Graduate Schools, *U.S. News & World Report*, April 2004

³ **DVM: DIVERSITY MATTERS**, Association of American Veterinary Medical Colleges, http://www.aavmc.org/committees_activities/documents/20050518_DVM_000.pdf

Dean's Office Organizational Chart for the College of Veterinary Medicine & Biomedical Sciences



College-Level Metrics for CVMBS

Goal and Metric	Year and Target	Progress	Comments
Teaching & Learning			
1. Scholarship awards	Increase 5% annually		From a base amount of \$1,006,000 in FY04
2. Attract and retain high quality faculty	Obtain top choice from all searches; Retain all faculty to whom we extend retention offers		
3. Establish mechanisms for multi-year contracts and bridge funds for Special faculty who sustain educational programs	By FY09		Requires university partnership with General Assembly to achieve rule change
4. Initiate the Biomedical Sciences undergraduate degree program	FY06		
5. Expand Freshman Scholars experiential learning opportunities to all three undergraduate degree programs in CVMBS	FY08		Add BMS undergraduate degree students to this experience
6. Initiate interdepartmental and interdisciplinary training opportunities that emphasize a systems biology approach.	FY07		Exists in Microbiology; Expand to Environmental Health and Biomedical Sciences
7. Increase participation of CVMBS undergraduate students in a residentially-based living/learning community	Biomedical Open Option FY07; Microbiol. FY08; Env. Health FY09; Biomed Sci FY10;		Goal beyond FY07 contingent on availability of dormitory space for CVMBS majors
8. Utilize experiential learning to improve student health and well-being.	Biomedical Open Option FY07; Microbiol. FY08; Env. Health FY09; Biomed Sci FY10;		Goal beyond FY07 contingent on availability of dormitory space for CVMBS majors
9. Expand support for the 11 graduate degree programs of the college.	Begin FY06		Increase supported positions by 5% each year calculated on FY04 numbers
10. Promote interdisciplinary graduate programs supported by federal training grants.	Begin FY06		Include language in all training grants submitted in FY06 and beyond
11. Support interdepartmental umbrella recruiting efforts to increase the quality of the graduate applicant pool	Begin FY06		Partner with other colleges in graduate student recruitment efforts

Goal and Metric	Year and Target	Progress	Comments
12. Initiate a Cancer Biology graduate concentration area within the Cell and Molecular Biology Program	FY06		Complete approval process
13. Expand the combined DVM/PhD degree program to prepare more veterinarians for careers in biomedical research	Begin FY06		Work with Senator Allard and Congresswoman Musgrave to secure passage of the Veterinary Workforce Expansion Act 2005; Apply for resulting funds
14. Establish a conjoint DVM/MSPH degree program with the University of Colorado Denver Health Sciences Center	FY07 start date		Complete agreement with UCDHSC in FY06, start program in FY07
15. Continue DVM/MBA combined degree program and Business Certificate program in partnership with the College of Business. Expand this partnership to include conjoint graduate degrees offered through BMS and ERHS departments of the college.	FY06 and beyond FY07 and beyond		Maintain existing partnership for professional veterinary medical students. Add Business Certificate option for BMS graduate students in FY07. Add MBA/MS and MBA/PhD option for ERHS graduate students in FY07.
16. Implement the Food Animal Veterinary Career Incentive Program (FAVCIP)	Begin fall semester 2005		Complete agreement with the Department of Animal Sciences and accept students to the PVM program in Fall 2007 and beyond
17. Construct a new educational facility by competing for funds that may become available through the Veterinary Workforce Expansion Act of 2005	Submit application when funds become available; Occupy building within three years of receiving funds.		
18. Extend email and internet connectivity to all buildings occupied by CVMBS personnel	Existing buildings in FY06; future buildings as they come on line		
19. Establish desktop computer library access for all CVMBS employees.	80% complete in FY06, 100% complete in FY07		
20. Convert all major CVMBS classrooms to Smart Classrooms	Complete in FY08		Contingent upon availability of university funds
21. Increase the number of interdisciplinary refereed publications from college faculty by 10% per year	Increase 10% each year		Data to be collected and reported by the four departments in the college

Goal and Metric	Year and Target	Progress	Comments
22. Add one (1) new endowed chair annually for five years within CVMBS to support research initiatives	Begin FY06 and complete in FY10		
23. Establish mechanisms for multi-year contracts and bridge funds for Special faculty with \geq 50% commitment to research.	By end of FY09		Requires university partnership with General Assembly to achieve rule change
24. Offer nationally-competitive start up packages for faculty with \geq 40% commitment to research	Begin FY07		Requires \$250-\$500K for each position, with robust participation by central administration
25. Provide bridge support and expand seed money resources for faculty to explore new areas of research	Begin FY06		Utilize CRC funds and additional endowments that support research activities
26. Construct five (5) new research buildings at an estimated cost of \$200M	By 2015		Requires funds from federal, state, and donor sources
27. Increase CVMBS's annual research funding from \$50M to \$100M	By 2015		
28. Adequately support core facilities that provide a competitive research infrastructure	Begin FY06 and sustain thereafter		Requires university and college funds
29. Expand Capital Equipment Fund scope and resources to obtain needed research equipment	Begin FY07 and sustain thereafter		Utilize university and college funds as attractive matches for extramural applications to purchase research equipment
30. Lead CSU Biomedicine/ Infectious Disease supercluster; translate basic research expertise into solutions for global health	Begin FY06 and sustain thereafter		Acquire new extramural support; provide administrative leadership
31. Partner with others to establish superclusters in Environmental Sustainability; Food, Nutrition, Health & Well-being; and Information Science and Technology	Begin FY06 and sustain thereafter		
Service & Outreach			
32. Inform, engage, and involve alumni of all 15 degree programs to demonstrate benefits of affiliation with CVMBS	Begin in college centennial year 2007 and sustain thereafter		CVMBS celebrates its centennial year in 2007. We will use this opportunity to extend alumni contacts and engagement.
34. Deliver continuing education	Add two online courses per year beginning FY06		Deliver online, through CVMBS annual conference, and CVMA.

Goal and Metric	Year and Target	Progress	Comments
35. Lead the nation in surveillance and response to foreign animal diseases	Deliver through DLab & APHI, FY06 & thereafter.		DLab is a Core Animal Laboratory in the USDA network
36. Expand OSHA & Industrial Hygiene training programs to increase service to society	FY06 & thereafter		Submit Educational Research Center Training Grant with University of Colorado in FY07
37. Increase translational research, patents and licenses of intellectual property developed by College faculty, dollar volume of sponsored research by private sector, and number of CSU-based start-up companies	Five patents by FY10; dollar volume increase by 5%/year; two new start up companies by FY10		
38. Increase the number of highly skilled individuals with bachelor's, masters, doctoral, and DVM degrees, and specialty board certifications	Graduate 5 DVM/MBA per year beginning FY07; Graduate 5 DVM/MSPH per year beginning FY11; Graduate 4 DVM/PhD per year beginning FY09; Increase PVM class size to 140 students beginning FY10		Departments will track and report the number of veterinarians securing board certification; Increasing the PVM class size to 140 is contingent upon receiving funds through the Veterinary Workforce Expansion Act 2005 to expand instructional facilities.
39. Develop new academic programs that align College academic strengths with state and regional needs	Launch FAVCIP in 2005, BMS undergraduate degree in 2006, DVM/MSPH in 2006, joint MPH programs as Colorado School of Public Health is established.		Note: These MPH programs would be in addition to those noted in goal 42
40. Obtain funding for and construct a Diagnostic Medicine Facility	Obtain construction funds by June 2011; occupy July 2014.		Estimated \$40M to be obtained from federal and state sources
41. Establish a conjoint DVM/MSPH degree program with the UCDHSC	Launch fall semester 2006		Complete agreement in 2005; Launch program fall 2006.
42. Join the multi-institutional degree program in public health (The Colorado School of Public Health)	As soon as the Colorado School of Public Health is established		Convert goal 41 to 42. Note we accomplish the educational goal without being delayed awaiting the formal establishment of the CSPH
43. Expand international activities, experiences and programs for undergraduate students	Increase participation rate by 5% per year for 5 years		Use FY05 data as baseline for calculations

Goal and Metric	Year and Target	Progress	Comments
44. Identify, develop, expand and maintain high-profile international research and scholarly programs	Begin FY06		RCE and our five PRSEs will lead these efforts
Diversity			
45. Expand RADAR program to the new BMS undergraduate degree and to all 11 graduate degree programs of CVMBS	Begin FY06 and continue thereafter		
46. Continue and expand our commitment to the MARC and McNair programs at CSU	Beginning FY06 and continue thereafter, at least two faculty members/year will participate in these minority mentoring programs		Identify and place at least one McNair student in the college for FY06 and two McNair students in FY07 and beyond
47. Utilize Summer Short Term Research Programs to introduce diverse students to the CSU environment and attract them to professional and graduate degree programs	FY06 and thereafter		Requires partnership with the university for summer housing and long term financial support of program
48. Increase minority recruitment through acquisition of training grants	Secure USDA- and NIH-funded training grants beginning FY06		
49. Increase scholarship support to sustain the Vet Start Program and maximize retention of participants	Increase 5% per year		Convert Provost support from one-time to base funds; Add donor funds to achieve increase
50. Increase scholarship support to sustain the Vet Prep Program and maximize retention of participants	Increase 5% per year		Add donor funds to achieve increase
51. Participate fully in the “DiVersity Matters” program to increase the diversity of students pursuing the DVM degree at CSU	Start September 2005; full participation by July 2006		Meet with Lisa Greenhill of AAVMC in September 2005 to launch participation
52. Develop applicant pools for all faculty positions that ensure new hires reflect availability of underrepresented groups in the discipline	Start immediately; complete goal June, 2012		This continues our long-standing commitment to improving diversity of the CVMBS faculty

Goal and Metric	Year and Target	Progress	Comments
53. Develop applicant pools for all administrative professional positions that ensure new hires reflect availability of underrepresented groups	Start immediately; complete goal June, 2012		This continues our long-standing commitment to improving diversity of CVMBS administrative professionals
54. Develop applicant pools for all classified staff positions that ensure new hires reflect availability of underrepresented groups	Start immediately; complete goal June, 2012		This continues our long-standing commitment to improving diversity of CVMBS classified staff
55. Ensure that job descriptions and performance evaluations for all leadership roles contain specific measurements that support diversity efforts	FY06 and thereafter		
56. Provide educational opportunities for regional, national, and international communities with limited access to contemporary veterinary and public health information.	FY07 Develop a cooperative exchange training program for graduate veterinarians from CSU and veterinary colleges in Central and South America		Serve two to four veterinarians a year
57. Target animal worker training towards Hispanic population, providing unique teaching and training resources to improve animal care and worker safety.	FY07 Expand existing Livestock Worker Training Program (ILM) to 2-4 sessions per month		Serve Hispanic audiences in Colorado, Wyoming, and Nebraska
Facilities & Information Technology			
58. Complete Phase 1 of the South Campus Master Site	June 2015		Accomplish with state, federal, donor, and bond funds
59. Complete Phase 2 of the South Campus Master Site	June 2025		Accomplish with donor and bond funds
60. Complete infectious disease research facilities, reproduction barns, and laboratory facilities	June 2015		Accomplish with federal and donor funds; facilities on Foothills campus
61. Complete a multi-story research building	June 2015		Accomplish with state, federal and donor funds; facility on main campus

Goal and Metric	Year and Target	Progress	Comments
62. Install and upgrade state of the art IT services to all CVMBS facilities	FY07 for existing facilities; At time of occupancy of new facilities		
Human & Financial Resources			
63. CVMBS will be recognized as the college that does the best job in establishing and maintaining high standards for recruiting and developing the careers of its employees at CSU	FY07 and thereafter		Determined by employee surveys and Provost review of dean performance
64. CVMBS will be recognized as the college that does the best job in establishing and maintaining high standards for financial accountability	FY06 and thereafter		Determined by Provost review of dean performance, internal audits, and VPAS review of college financial performance
65. CVMBS will rank in the top five among the US Schools and Colleges of Veterinary Medicine in salaries paid to faculty and staff	FY07 and thereafter		Determined from the AAVMC Comparative Data Report published annually
66. CVMBS will provide nationally-competitive graduate and postdoctoral stipends	FY07 and thereafter		Determined from the AAVMC Comparative Data Report published annually, and OBIA data from peer institutions

¹ AAVMC Comparative Data Report, FY2004

² 2004 Edition America's Best Graduate Schools, *U.S. News & World Report*, April 2004

³ **DVM: DIVERSITY MATTERS**, Association of American Veterinary Medical Colleges, http://www.aavmc.org/committees_activities/documents/20050518_DVM_000.pdf