



TEXAS A&M UNIVERSITY

Veterinary Medicine  
& Biomedical Sciences

DECEMBER 2024

# LEADING WITH EXCELLENCE

2024–2029 VMBS STRATEGIC PLAN



# LEADING WITH EXCELLENCE



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# PREAMBLE



The **College of Veterinary Medicine & Biomedical Sciences (VMBS)** at Texas A&M University adopted its previous strategic plan in 2020, just before the COVID-19 pandemic. Since then, significant changes have occurred, including expanding the VMBS's VERO program in Canyon, approving funding for a new small animal teaching and research hospital, and extending our programs to the Rio Grande Valley in South Texas.

These advancements, along with our high national and international rankings, place the VMBS at a crucial juncture to build on our momentum of success. We are now poised to redefine our goals and focus our strategies to further enhance academic excellence and leadership in veterinary and biomedical sciences. This refreshed strategic plan will help us navigate through changes and seize new opportunities to advance our mission and impact.

## **This plan focuses on four interrelated core themes:**

- **Academic excellence** - Enhancing programs to support faculty and student success.
- **Forward-looking priorities** - Identifying and prioritizing initiatives that will drive our success in the coming years.
- **Alignment with university goals** - Ensuring our initiatives support the broader mission and vision of the university.
- **Collaboration and growth** - Promoting collaborations and broadening the impact of our programs across campus and beyond.

# OUR VISION

Transforming animal and human health today for a better tomorrow.

# OUR MISSION

To enhance animal and human health through transformational education, innovative research, exceptional veterinary patient care, and community outreach that impacts our diverse and evolving world.



# OUR VALUES AND CULTURE

**Central to everything we do at our College are the Aggie Core Values of Respect, Excellence, Leadership, Loyalty, Integrity, and Selfless Service.**

Our College values, nurtures and respects all members of its community and ensures an environment of inclusive excellence where all students, faculty, and staff are inspired and empowered to achieve their full potential.

# STRATEGIC PRIORITIES



## 1.

## PRIORITY 1: ENHANCING STUDENT SUCCESS THROUGH TRANSFORMATIONAL EDUCATION

*Educating veterinary and biomedical professionals and scientists is central to our existence. Preparing students to excel in their choice of veterinary and biomedical careers is the focus of our programs.*

### Goals:

#### 1.1. Graduate career-ready veterinarians who will excel in diverse and evolving veterinary medical professional settings.

##### Strategies:

- Provide exemplary education on core veterinary concepts and allow students to explore diverse areas of interest through electives and tracks
- Use stakeholder survey data to inform curricular changes

## 1.2 Enhance biomedical sciences undergraduate student preparedness for health professions and biomedical careers.

### Strategies:

- Review and redesign the program with stakeholders' input
- Expand opportunities to allow students to take courses relevant to the focus of their career interests
- Provide opportunities for students to gain international experiences

## 1.3 Prepare graduate students, veterinary interns, and veterinary residents for careers in academia, research, industry, and health professions.

### Strategies:

- Focus on mentoring of different career options
- Provide communication training
- Create internship opportunities in partnership with industry
- Provide tailored professional development opportunities

## 1.4 Promote a culture of well-being and expand programs focused on student success.

### Strategies:

- Maintain and enhance a welcoming environment that enables students to realize their potential
- Maintain programs for self and professional development in the areas of leadership, perseverance, and conflict resolution

## 1.5 Recruit and retain exceptional faculty to fully support student learning.

### Strategies:

- Hire full-time clinical educators to support preclinical teaching in the DVM program
- Provide competitive compensation to faculty in clinical specialty areas
- Enhance leadership and professional development opportunities for academic professional track faculty

### Indicators to track progress and success for Strategic Priority #1:

- NAVLE pass rate
- Employment data
- Employer feedback surveys
- Number of DVM graduates pursuing advanced clinical and research training
- Graduation rates of undergraduate BIMS students
- Enrollment of graduates in health professional programs and graduate school
- Time to degree for graduate students
- Alumni satisfaction surveys
- Student retention rates
- Placement of graduates in jobs
- Number of scholarly publications authored/co-authored by students/trainees
- Number of students participating in international activities



## 2.

## PRIORITY 2: STRENGTHENING AND HARNESSING OUR RESEARCH ENTERPRISE TO INVENT SOLUTIONS

*We are uniquely positioned on campus to develop innovative solutions to complex problems. Our expertise and impact extend across animal, human, and environmental health - demonstrating a continuum of basic to truly translational research approaches to address challenges.*

### Goals:

#### 2.1. Increase research productivity through recruitment, retention, and rewarding of outstanding faculty, staff, and trainees.

##### Strategies:

- Increase the number of research-intensive tenure-track faculty
- Provide competitive start-up packages to support the recruitment of high quality research-intensive tenure-track faculty
- Invest in research infrastructure and core facilities
- Incentivize research productivity, impact, and innovation
- Secure philanthropic and sustainable extramural funding to support research trainees



**2.2. Enhance research in infection and immunity to promote the health of animals and human beings.**

Strategies:

- Establish an Institute for Infection and Immunity
- Hire faculty in clusters in the areas of infectious diseases, biosecurity, and immunity
- Leverage VERO and McAllen for transboundary and zoonotic infectious disease research
- Increase federal and other extramural funding for basic, translational, and clinical research
- Leverage available biosafety facilities to impact animal agriculture, food safety, and global One Health

**2.3. Facilitate interdisciplinary team science in the areas of public health, comparative medicine, and spontaneous animal disease models.**

Strategies:

- Expand research collaborations with Biomedical Engineering and Health Science Center
- Leverage Veterinary Medical Teaching Hospital patients for translational research
- Make clinical research a priority in the Veterinary Medical Teaching Hospital
- Expand faculty participation in the Clinical Translational Science Award program
- Promote Veterinary Medical Park and Texas A&M Institute for Preclinical Studies as collaborative research hubs for the campus biomedical research community

**2.4. Provide preeminent leadership in veterinary medical advances and patient care.**

Strategies:

- Develop and implement new diagnostics and treatments
- Utilize cutting-edge technology, such as artificial intelligence-based tools, to improve the quality and affordability of healthcare
- Create an environment within the Veterinary Medical Teaching Hospital that encourages innovation and research
- Support the training and graduation of veterinary clinician-scientists
- Enhance support for clinical trials through the Office of Veterinary Clinical Investigation

**Indicators to track progress and success for Strategic Priority #2:**

- Faculty FTE in research
- Total annual research and development expenditures
- Total annual federal and other extramural grant funding received
- Number of active interdisciplinary collaborative research projects
- Number of peer-reviewed research articles and citations
- Number of clinical trials with spontaneous disease models
- Number of new medical procedures and diagnostics developed/implemented
- Faculty external recognition awards
- Number of pre- and post-doctoral training grants



### 3.

## PRIORITY 3: ENGAGING THE STATE OF TEXAS, THE NATION, AND BEYOND TO PROTECT AND IMPROVE ANIMAL, PUBLIC, AND ENVIRONMENTAL HEALTH (ONE HEALTH)

*We aspire to expand our reach across Texas, the nation, and the world. With active programs across the state and campuses in Canyon and McAllen, we are well-positioned to impact the health of animals and people of the state and beyond by sharing our medical and scientific expertise.*

### Goals:

#### 3.1. Deliver outstanding veterinary health services and patient care via the Veterinary Medical Teaching Hospital

##### Strategies:

- Provide advanced care with compassion
- Adopt cutting-edge medical technologies, including telemedicine and remote patient monitoring
- Enhance collaboration with and offer referral services to local veterinarians
- Prioritize innovative, research-based patient care unavailable regionally

#### 3.2. Conduct research, teaching, and service that is highly impactful to stakeholders and communities

##### Strategies:

- Train or engage graduate students to work on community or industry-based problems
- Expand research efforts addressing key problems faced by our primary stakeholders
- Expand partnerships with AgriLife Research and other Texas A&M System members to leverage resources to increase productivity and impact in research, education, and outreach

### 3.3. Expand outreach activities to serve veterinary, environmental, and public health (One Health) needs

Strategies:

- Grow veterinary public health training and programs
- Expand research efforts addressing key problems faced by our primary stakeholders
- Increase the number of continuing education (CE) offerings and faculty participation in CE events
- Partner with state and local agencies and first responders to assist communities impacted by disasters and disease outbreaks

### 3.4. Recruit students, staff, and faculty from throughout Texas and beyond to support academic excellence

Strategies:

- Develop new recruitment marketing strategies and branding approaches
- Leverage data analytics to understand trends and tailor recruitment strategies
- Engage current faculty, staff, and alumni in recruitment outreach efforts

### 3.5. Increase outreach and service to underserved people and communities

Strategies:

- Provide veterinary medical services in communities without sufficient veterinary medical resources
- Establish partnerships with local organizations and businesses to support veterinary medical services
- Provide opportunities for veterinary students to experience delivering veterinary medical care in underserved areas

#### Indicators to track progress and success for Strategic Priority #3:

- Number of students trained to work on community and industry-based problems
- Number of veterinary graduates electing to work in underserved communities
- Number of research grants addressing community or industry-based problems
- Commercialization or licensing of intellectual property
- Number of collaborative research and training programs involving other colleges, System agencies, and other universities
- Number of CE events offered, attendees, faculty participants
- Number of disaster or disease outbreak response training sessions and deployments
- Geographical/institutional origin of recruited faculty, staff, and students
- Number of veterinary medical services provided in underserved areas
- Number of patients using telemedicine and remote digital monitoring services
- Referral rates and feedback from local veterinarians
- Patient satisfaction scores
- Number of patients receiving innovative care and their clinical outcomes



## 4.

# PRIORITY 4: CREATING AN INCLUSIVE LEARNING AND WORKING ENVIRONMENT THAT SUPPORTS ACADEMIC EXCELLENCE

*Fostering a safe and supportive educational and working environment is critical to achieving academic excellence and enhancing the reputation of our school. We aim to cultivate a welcoming culture that allows everyone to achieve their full potential as learners, educators, scientists, professionals, and individuals.*

### Goals:

#### 4.1. Provide professional development opportunities for faculty, staff, and students.

##### Strategies:

- Provide support in scientific writing and editing
- Promote utilization of research services, including grant writing and grant acquisition support
- Support research on teaching methods and innovations
- Create professional development opportunities focused on teaching faculty
- Support technological innovation in teaching and learning

#### **4.2. Foster an environment focused on respect, service, and belonging.**

Strategies:

- Create a culture of effective communication
- Promote a culture of respect
- Create a culture of wellness
- Provide professional development opportunities focused on respect, service, and belonging

#### **4.3. Create opportunities for collaboration and partnerships within and outside the college that advance our academic mission.**

Strategies:

- Create pipelines from Texas A&M System schools into our graduate programs
- Create interprofessional education courses and activities in partnership with Texas A&M Health Science Center
- Create a teaching leadership program

#### **4.4. Promote the reputation and visibility of our academic programs and faculty expertise.**

Strategies:

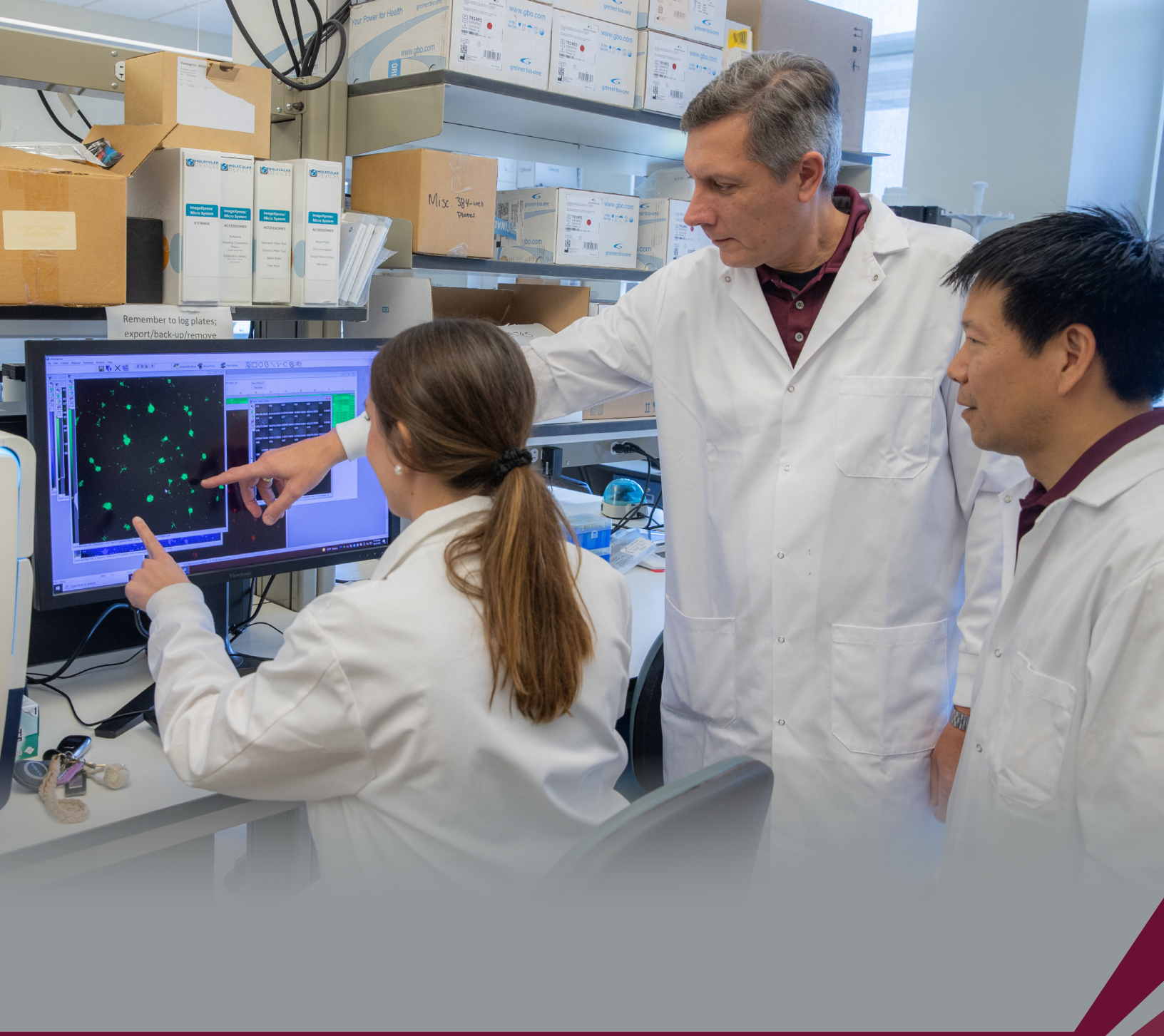
- Nominate faculty and staff for university and external awards and recognition
- Use digital media and other platforms to disseminate our accomplishments in research, teaching, patient care and outreach
- Create accessible summaries of complex research to share with a broader audience
- Host academic conferences to showcase our programs and faculty expertise
- Encourage and support faculty and staff participation and leadership in national and international professional organizations

### **Indicators to track progress and success for Strategic Priority #4:**

- Number of partnerships with other colleges and universities
- Number of faculty and staff receiving university and external awards
- Number of publications and presentations on scholarship of learning and teaching
- Number of academic conferences hosted
- Number of faculty and staff serving in leadership roles in national/international organizations
- Digital media access data analytics
- Number of internal and external awards received by students and trainees
- Employee retention rate
- Employee surveys on work climate



# LEADING WITH **EXCELLENCE**





TEXAS A&M UNIVERSITY

## Veterinary Medicine & Biomedical Sciences

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