**Executive Summary of Program Assessment**

*The summary, including this page, should be no more than three pages.*

**Campus: MU**

**College/School: College of Veterinary Medicine**

**Academic Unit: College of Veterinary Medicine**

**Date Submitted: 12/23/2014**

**Person Responsible for Success of Program:**  **Neil Olson, Dean**

**Person Submitted Executive Summary:**

Patricia Okker, Interim Deputy Provost

**Degree Programs\***

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Degree (e.g., BS, MA, PhD)** | **Degree Program** | **Enrollment** | | **Number of Degrees Awarded** | |
| **Most Recent Fall Semester**  **(*2013*)** | **5-Year Fall Semester Average** | **Most Recent Academic Year**  **(*2013*)** | **5-Year Average** |
| D.V.M. | Professional | 462 | 403 | 101 | 74.8 |
| M.S. | Graduate | 35 | 29.2 | 5 | 7.4 |
| Ph.D. | Graduate | 13 | 13 | 2 | 2.4 |

\***These figures do not reflect the many interdisciplinary graduate students working with CVM faculty.**

**Changes Since Last Review**

* 50 percent increase in class size from 80 students to 120 students per year.
* Completed architectural programming for a new 140,000-gross-square-feet academic facility and developed a business plan to finance construction of this facility.
* More than quadrupled the College’s endowment from $18M to over $80M.
* Privatized a major research diagnostic lab enterprise, previously founded by several College faculty members, at a sale price of $43M. The net proceeds of $41M, which were placed into a permanent “Visionary College Endowment,” constituted the largest single endowment ever established at MU. This endowment currently provides a new stream of guaranteed revenue to the CVM that is approximately $3M per year in perpetuity.
* Greatly expanded the biomedical imaging, diagnostic, and therapeutic capabilities at the College to include MRI, CT, PET scanner and linear accelerator at a cost of $7M. These imaging and therapeutic modalities will serve to promote campus-wide and industry collaborations for faculty in need of employing these technologies in their research.
* Established a new animal radiation oncology and imaging facility in a suburb of St. Louis.
* In cooperation the Central Missouri Humane Society, established a new shelter medicine facility and program located on Middlebush Farm. This was especially important in providing clinical experiences for the larger class size.
* Initiated renovations to Clydesdale Hall and the Veterinary Medicine Building in order to accommodate the increased class size (approximately $2M).
* Increased total revenue from three service operations by more than $4M (approximately 25 percent increase). This occurred, despite a weak economy, as a result of instituting more prudent business practices within our College-wide operations.
* Developed new on-line courses for undergraduate students in biomedical sciences and formulated articulation agreements between MU and community colleges in Missouri.

**Strategies or Plans for Improving Program**

In 2012 the CVM completed a new strategic plan (Vision 2020). The plan was created with the input of numerous stakeholders (comprising more than 100 people from inside and outside the CVM) in order to enhance and grow the mission of the CVM. The principle aims for Vision 2020 were to: 1) respond to the business issues at hand, 2) set clear goals for the future, 3) provide a sharpened focus and prioritized needs, 4) align our goals with our resources, and 5) create a commitment to action by involving and engaging our stakeholders.

**Strategic Goal #1:** We are committed to trainingthe **leaders of our profession**: future DVMs, seasoned practitioners, and researchers who seek to advance their knowledge and expertise. We will ensure the **breadth, depth, and delivery of our professional, graduate, and continuing education curriculums** are designed to meet the challenges and changes in veterinary medicine for the 21st century.

***Strategy 1: Adopt educational and curricular models that enhance critical thinking, problem solving   
and life-long learning skills***

***Strategy 2: Enhance the extensive clinical training and experience we provide our students in multispecies medicine***

***Strategy 3: Improve the overall educational experience for CVM students as it relates to their financial, career and academic success***

***Strategy 4: Offer post-professional and pre-professional educational opportunities centered in our areas of expertise***

**Strategic Goal #2:** We are committed to expanding **knowledge and expertise in veterinary medicine, comparative medicine and translational research** to advance the animal and human medicine One Health mission. We will lead nationally and internationally by establishing Centers of Excellence and position the Mizzou CVM as a premier research institution.

***Strategy 1: Enrich the nationally ranked research presence of the College***

***Strategy 2: Facilitate commercial research contracts that generate further investigative opportunity and additional sources of revenue***

***Strategy 3: Support faculty in establishing and maintaining solid research programs***

**Strategic Goal #3:** We will position our VMTH and VMDL as **leaders in advanced clinical care and diagnostics.** Our services provide hands-on experiences for teaching and focus our research by identifying clinical problems that warrant further investigation. We will provide an excellent experience for our clients and patients through leading-edge expertise, techniques and equipment at a competitive price.

***Strategy 1: Track and balance revenues/expenditures within the VMTH and VMDL to allow for improved prioritization and decision making***

***Strategy 2: Increase the focus on enhanced customer service and accountability within the VMTH and VMDL***

***Strategy 3: Invest in people, technology and equipment to sustain and maintain competitiveness within the VMTH and VMDL***

***Strategy 4: Improve caseload within existing services to support and fulfill the teaching mission of the VMTH and VMDL***

***Strategy 5: Seek new and untapped service ventures to increase revenue for the VMTH and VMDL***

**Strategic Goal #4:** We will develop **innovative partnerships and nurture economic opportunities** with the external marketplace as well as with animal and human health industry professionals. These engagements will bring new research opportunities to our campus, provide new revenue streams for the CVM, and drive economic development for the State of Missouri.

***Strategy 1: Establish endowments to sustain and grow the teaching, research or service activities of individual programs within the College***

***Strategy 2: Foster a culture of economic development and entrepreneurship within the CVM***

***Strategy 3: Explore the potential for a Midwestern Center of Excellence for Veterinary Education, Leadership and Business Management***

***Strategy 4: Cultivate and track existing faculty relationships with corporations inside and outside of Missouri to benefit the College economically***

***Strategy 5: Market the profession and the College to the public and key stakeholders highlighting the unique value that veterinary medicine brings to society***

**Strategic Goal #5:** We will continue to be recognized as **a world-class institution** and we will use our distinction to **initiate and** **reinvigorate the pride** that students, alumni, friends and supporters feel for the MU College of Veterinary Medicine.

***Strategy 1: Celebrate the accomplishments of the College with internal and external audiences***

***Strategy 2: Instill and maintain an improved sense of community and collegiality within the College***

**Other Comments**

None.