1. 2006-2007 Highlights

a. Programmatic achievements

Initiatives in support of student engagement and success

- The Class of 2007 was the first to complete all four years of the DVM program at Oregon State University, a consequence of the recent expansion of the educational program to provide both small and large animal clinical training in Oregon.

- The small animal clinical service, which opened in May of 2005, continued to grow in both case load and revenue, at rates that exceeded projections. The small animal, large animal, and core services of the Lois Bates Acheson Veterinary Teaching Hospital provide a diverse and hands-on, experiential context for clinical training of 3rd- and 4th-year veterinary students.

- Veterinary students in the Class of 2007 achieved a 96% pass rate on the North American Veterinary Licensing Examination.

- A dean and four new faculty were appointed, including a large animal surgeon, a microbiologist, a clinical pathologist, a rural veterinary practitioner/epidemiologist, and a clinical pharmacologist. These appointments were in addition to the 13 new faculty hires in 2005-2006 and are indicative of ongoing expansion of the instructional program.

- Agreements were finalized with the Oregon Humane Society (OHS) in Portland to establish the Animal Medical Learning Center (AMLC). This collaboration will provide clinical training in small animal primary care and surgery to senior students, and involves appointment of an OSU clinical faculty member at the learning center.

- Expansion and remodeling of large animal, diagnostic, faculty office, and research facilities was initiated. This $12M project is scheduled for completion in March, 2008, and will complement recent remodeling of the pharmacy and enhance the College’s ability to provide clinical training.

- The College was the subject of an accreditation site visit by the Council on Education (COE) of the American Veterinary Medical Association (AVMA). Veterinarians must graduate from an accredited college to be eligible for licensure to practice. A final decision concerning ongoing accreditation is expected during the fall of 2007.

- Progress was achieved in developing a dual clinical residency – graduate degree program. Five new graduate courses were approved and the number of residents enrolled in the MS degree is expected to increase in tandem with growth in the house officer program (2 interns, 2 residents, and 3 fellows completed training programs and 7 new house officers will start training programs in FY2007-08).
Major research/scholarship initiatives

- The College continued to enhance its research capabilities and productivity. Growth of the research mission of the college remains one of the strategic goals. Selected continuing and new extramural research grants (> $50K in total budget) include the following:

<table>
<thead>
<tr>
<th>Agency</th>
<th>Abbreviated title</th>
<th>CVM Investigator</th>
</tr>
</thead>
<tbody>
<tr>
<td>USDA</td>
<td><em>Clostridium perfringens</em> heat resistance</td>
<td>Mahfuzur Sarker</td>
</tr>
<tr>
<td>NIH</td>
<td>Johne’s disease</td>
<td>Luiz Bermudez</td>
</tr>
<tr>
<td>NIH</td>
<td><em>Mycobacterium avium</em> pathogenesis</td>
<td>Luiz Bermudez</td>
</tr>
<tr>
<td>HemCon Inc.</td>
<td>Hemorrhage control bandage</td>
<td>Scott Gustafson</td>
</tr>
<tr>
<td>NIH</td>
<td>Changes in aging NNMDA receptors</td>
<td>Kathy Magnusson</td>
</tr>
<tr>
<td>NIH</td>
<td>Sodium bioenergetics</td>
<td>Claudia Hase</td>
</tr>
<tr>
<td>NIH</td>
<td>Acquired resistance in <em>Chlamydia suis</em></td>
<td>Daniel Rockey</td>
</tr>
<tr>
<td>NOAA</td>
<td>Shipping-related stress in ornamental fish</td>
<td>Jerry Heidel</td>
</tr>
<tr>
<td>CDC</td>
<td>Highly-pathogenic avian influenza viruses in swine</td>
<td>Manoj Pastey</td>
</tr>
<tr>
<td>NIH</td>
<td><em>Chlamydia spp.</em> genomics</td>
<td>Daniel Rockey</td>
</tr>
<tr>
<td>USDA</td>
<td>Bioremediation of TNT and RDX</td>
<td>Morrie Craig</td>
</tr>
<tr>
<td>NIH</td>
<td>Novel drug targets in <em>Yersia pestis</em></td>
<td>Claudia Craig</td>
</tr>
</tbody>
</table>

- Several faculty members participated in grant-writing workshops designed to encourage submission of research grant applications to extramural funding agencies.

Major outreach/engagement initiatives

- The Veterinary Diagnostic Laboratory (VDL) is an official part of the National Animal Health Laboratory Network and participated in the national surveillance program for avian influenza in waterfowl and classical swine fever. The VDL is the only laboratory in Oregon approved by the USDA to conduct diagnostic testing for avian influenza, exotic Newcastle disease, foot and mouth disease, and classical swine fever. Staff are also trained to test for West Nile virus, BSE, rabies, and other infectious diseases.

- The College is provided with valuable stakeholder input from the Oregon Cattlemen’s Association, the Oregon Dairy Association, and other commodity groups represented on the VDL Advisory Committee. This consultation enhanced responsiveness of the VDL to livestock producer needs and helped promote the food animal industry as an attractive career choice for DVM graduates.

- The VDL enhanced its role as a public health resource through expanded diagnostic testing for zoonotic diseases and participation in state and national disease surveillance programs.

- College faculty, staff, and students participated in numerous outreach programs to promote the profession to young people from grade school to college-age. These included programs such as the Apprenticeships in Science and Engineering,
Adventures in Learning, Saturday Academy, high school and college career fairs, daVinci Days, Ag Fest, Pet Day and Open House, and many tours for prospective students, 4-H and other groups.

- Three College faculty have extension appointments and provide outreach in the areas of rural veterinary medicine and aquatic sciences.

- A number of continuing education seminars and workshops were presented, including the following:
  - Oregon Veterinary Conference
  - International Camelid Conference
  - Camelid Neonatology Seminar
  - Camelid Herd Health Seminar
  - Equine Reproduction Workshop
  - Co-sponsored Northwest Equine Practitioners annual meeting

National/International impact of programs and initiatives

- The College’s growth in human resources and facilities continues to enhance its national reputation.

- An inventory used to track students’ performance of required hands-on procedures deemed necessary for entry level veterinarians (called the Procedures Book) has become a widely copied form of outcomes assessment for student clinical skills among veterinary schools in the United States.

- Veterinary students from St. George’s University in Grenada and Ross University in St. Kitt’s received their 4th year clinical training at the College.

- Foreign veterinarians received clinical training at the College as part of the Educational Commission for Foreign Veterinary Graduates program.

b. Faculty recognition and awards

- Faculty continued to serve on NIH study panels and as ad hoc reviewers for grant applications and manuscripts.

- Faculty served in leadership roles in multiple professional veterinary organizations, such as:
  - Sue Tornquist served as president of the American Society for Veterinary Clinical Pathology and chair of the ACVP clinical pathology board exam committee
  - Linda Blythe served as President of the Oregon Veterinary Medical Association and on the National Board of Veterinary Medical Examiners
  - Cyril Clarke served as Council member for the American Academy of Veterinary Pharmacology and Therapeutics
  - Jerry Heidel served as the Chair of the Aquaculture Commodity Working Group for the USDA-APHIS National Animal Health Reporting System
Russell Crisman served as Director-at-Large for the American College of Theriogenologists
 Michael Huber served as Past President of the Northwest Equine Practitioners Association

- Mahfuzur Sarker received the Pfizer Award for Research Excellence.
- Barret Bulmer received the Norden Distinguished Teacher Award.

c. **Student recognition and awards**

- Approximately $240K in merit-based scholarships and need-based grants were awarded to students.
- Kate Earl received both the Class of 2007 Academic Excellence Award (first place) and the E.E. Wedman Outstanding Senior Award, the most prestigious annual award presented to students.
- Brianna Beechler, Class of 2008, received the Hills Big Win award. Presented by Hill’s Pet Nutrition, this national award pays for one year of tuition and fees, and donates an additional $5,000 to the Student Chapter of the AVMA.

2. **Strategic Plan Implementation**

a. **Focus for 2006-2007: Enhancing student success, increasing research and outreach, and enhancing diversity and community**

    **Enhancing student success**

- After extensive faculty consultation, the College Bylaws were amended to create a new Student Progress Committee. The Committee works with the Associate Dean for Student and Academic Affairs to identify and assist students whose performance is marginal or unsatisfactory, by making recommendations relating to progression, remediation, dismissal, reinstatement and graduation.
- Peer tutor and faculty mentorship programs provided academic and career counseling to students.
- Orientation of matriculating first-year students was designed to prepare them for success, by focusing on effective study skills, time management, stress management, communication, and interpersonal skills.
- Leadership training opportunities for students were encouraged and supported. These included the Veterinary Leadership Experience, which was attended by two students and a faculty member.
- Students participated in college governance by representation on the Courses and Curriculum Committee and meeting regularly with the administration to discuss concerns and provide input on a variety of issues.
• Computer equipment was installed in the anatomy laboratory, providing digitized images, orientation, and direction in support of student learning.

• An immediate response (“clicker”) system was purchased and used. This system promotes interaction between students and instructors in a didactic learning environment.

• The Summer Research Program for veterinary students was held for the 4th time during 2006-07. Student stipends were funded by a Merck-Merial grant, the Department of Biomedical Sciences, and the Morris Animal Foundation Summer Research Fellowships program. Research results were presented during Research Day.

Self assessment: Creation of a Student Progress Committee represents a significant development in support of monitoring student academic progress and proactively providing opportunities for remediation. Continual enhancement of instructional technology promotes student learning by providing context-rich environments and stimulating interaction between students and instructors. Exit interviews of the Class of 2007 and performance of these students on the NAVLE confirmed that the newly expanded DVM program is performing in a manner consistent with the high standards expected of accredited veterinary educational programs. AVMA accreditation site visit team members raised concerns regarding the sufficiency of primary care clinical training. These are being addressed (see Proposed Priorities for 2007-2008).

Increasing research and outreach

• College faculty actively participated in the development of a state-wide signature research center, the Oregon Translational Research and Drug Development Institute (OTRADI). Focusing on development of strategies to treat infectious diseases, this initiative is being undertaken in collaboration with other OSU colleges, OHSU, PSU and UO. Funding of $5.2M was approved by the State Legislature for initial development of the program.

• The Research Committee was increased in size from four to six faculty representatives and the charge updated to better define its advisory function.

• An intramural seed grant program was established and grants were awarded preferentially to interdisciplinary projects involving collaborations between the Biomedical Sciences and Clinical Sciences departments. A total of eight projects were selected for funding, from 22 applications submitted.

• Two research seminar series were scheduled:
  – “Research in Progress”. This series provided an opportunity for faculty to showcase their research interests and accomplishments, and identify potential collaborators.
  – “Guest Speakers Seminars”. Experts in various research fields were invited to present seminars and meet with interested faculty, staff, and students.

Self assessment: Initiatives to promote research, such as the seminar series, training in grant application preparation, and the intramural seed grant program resulted in
increased extramural funding: Twenty new extramural research grants were awarded across a range of clinical and basic sciences topics, with College faculty serving as Principal Investigators. These successes had a direct impact on the DVM educational program by providing opportunities for students to participate in the summer research program and summer employment in research laboratories. Despite the increase in numbers of extramural grants awarded, all but three of the 20 new grants had total budgets of less than $50K and provided little F&A support. There is still room for improvement in meeting the College’s research mission.

Enhancing diversity and community

- Over 80% of veterinary students and over 47% of College faculty are women. Four of the five new faculty/administrators appointed during the year are women.

- Including international faculty, approximately 13% of faculty are minorities.

- The student body included relatively low numbers of minorities (5.6%). This reflects the low numbers of minority students who apply to veterinary programs nationally and has been the focus of a concerted initiative to enhance diversity in the profession at the national level. The College has participated in diversity workshops and symposia presented by the AVMA and the American Association of Veterinary Medical Colleges (AAVMC). The National Diversity Program director for the AAVMC, Lisa Greenhill, visited the College in October, 2006, to provide consultation on minority recruiting.

Self assessment: Gender parity exists among College faculty whereas the student body is underrepresented with respect to men. The latter appears not to disadvantage the profession in any of its principal mission responsibilities, including service to food-supply and rural communities and, therefore, is considered to be inconsequential. The College continued to be challenged by under representation of racial and ethnic minorities in the student population, despite its directed efforts to address this issue.

b. Summarize major unit activities during 2006-2007 that helped promote one or more of the five thematic areas

Realizing the potential of the life sciences and the optimal delivery of public health services in healthy environments.

- Research was conducted on human infectious diseases, including tuberculosis, AIDS/HIV, chlamydia, avian influenza, and cholera.

- The VDL screened mammalian (non-human) and arthropod samples for brucellosis, tuberculosis, leptospirosis, West Nile virus, rabies, avian influenza, classical swine fever and many other pathogens of zoonotic importance.

- Significant growth in the Lois Bates Acheson Veterinary Hospital case load, especially in companion animals, enhanced opportunities for students to gain practical clinical experience relevant to zoonotic diseases and public health.
Managing natural resources that contribute to Oregon's quality of life, and growing and sustaining natural resources-based industries in the Knowledge Economy.

- Appointment of a faculty member with an extension assignment expanded the College’s service to rural and farming communities.
- Students received comprehensive training in food-supply animal medicine and provision of rural veterinary practice services.
- The endophyte testing and research program, managed in collaboration with the College of Agricultural Sciences, sustained the export market for seed grass hay.
- The VDL initiated a cooperative program with the Oregon Marine Mammal Stranding Network to provide diagnostic testing services for stranded marine mammals, with a current focus on leptospirosis, a zoonotic pathogen that can cause disease in sea lions.

Building and maintaining a strong curriculum and basic inquiry in the arts and sciences that contributes to all parts of the University.

- Establishment of the Animal Medical Learning Center in collaboration with the Oregon Humane Society represents an innovative campus/community partnership.
- Active participation in the multi-departmental Molecular and Cell Biology (MCB) graduate program provided an interdisciplinary context well suited to advanced education in biological sciences. The Department of Biomedical Sciences, in association with several faculty from other departments, established a new Host-Pathogen Interaction track in the MCB program. Four new courses were created for the track the first year.

C. Summarize major accomplishments for 2006-2007 in support of the OSU Capital Campaign

- The College received $2,267,892 in Campaign gifts during FY2006-07, including $1,712,281 as a bequest expectancy pledge. By the end of FY2006-07, the College had raised $30,929,326 toward the unit goal of $34.5 million (89.7%).
- The Pet Memorial Program continued to be actively supported by practitioners in the state, raising over $20,000 in small donations for student scholarships and other needs.

3. Other initiatives and their outcomes

- Recognizing the importance of understanding models of adult learning and the relevance of employing effective instructional methods, faculty decided to begin a teaching seminar series in the fall of 2007. In addition, a teaching retreat is scheduled for August, 2007.
One of the goals of these activities is to promote student- versus instructor-centered teaching.

## 4. Scorecard

### a. Performance on College-level metrics

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal 1: Provide Outstanding Academic Programs</strong>&lt;br&gt;2004-05 Themes: Increase research and outreach Increase diversity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1 Expenditures from Grants and Contracts, and Other Sources</td>
<td>$1,107,766</td>
<td>$1,639,932</td>
<td>$2,173,300</td>
<td>Aug-07</td>
<td></td>
</tr>
<tr>
<td>1.2 Invention Disclosures&lt;sup&gt;2&lt;/sup&gt;</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>Jan-08</td>
<td></td>
</tr>
<tr>
<td>1.3 % of Faculty, Staff, and Students Comfortable with Climate for Diversity&lt;sup&gt;1&lt;/sup&gt;</td>
<td>-</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>1.4 % of U.S. Minority Students of Total College Enrollment</td>
<td>3.6</td>
<td>3.7</td>
<td>3.2</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td><strong>Goal 2: Improve the Teaching and Learning Environment</strong>&lt;br&gt;2004-05 Themes: Improve student success and retention Increase diversity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1 First Year Retention Rate (% Within College / % Within University)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>2.2 6-Year Graduation Rate (% Within College / % Within University)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>2.3 First Professional (DVM) Degrees Awarded</td>
<td>33</td>
<td>35</td>
<td>38</td>
<td>50</td>
<td>50</td>
</tr>
<tr>
<td>2.4 Graduate Degrees Awarded</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>Sep-07</td>
<td>3</td>
</tr>
<tr>
<td>2.5 % of Seniors Participating in Student Engagement Activities / Number of Respondents</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>2.6 Student Primary Major to Faculty FTE Ratio / Student Course to Faculty FTE Ratio</td>
<td>6.3 / 6.8</td>
<td>9.7 / 10.2</td>
<td>12.3 / 12.7</td>
<td>10.3 / 10.6</td>
<td></td>
</tr>
<tr>
<td>2.x.1 DVM (Doctor of Veterinary Medicine) Graduation Rate (%)</td>
<td>89.2</td>
<td>94.6</td>
<td>95.0</td>
<td>95.9</td>
<td>100.0</td>
</tr>
<tr>
<td>2.x.2 First Year Retention Rate</td>
<td>97.9</td>
<td>97.9</td>
<td>97.9</td>
<td>98.0</td>
<td>100.0</td>
</tr>
<tr>
<td>2.x.3 First Professional Students Admitted / Applicants</td>
<td>48 / 659</td>
<td>48 / 669</td>
<td>51 / 672</td>
<td>49/658</td>
<td>50 / 680</td>
</tr>
<tr>
<td>2.x.4 Graduate Students Admitted / Applicants</td>
<td>1 / 12</td>
<td>0 / 11</td>
<td>3 / 9</td>
<td>1/6</td>
<td>3 / 9</td>
</tr>
<tr>
<td><strong>Goal 3: Increase Revenues</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1 Awards from Grants and Contracts (# / $)</td>
<td>13 / $829,067</td>
<td>17 / $1,583,444</td>
<td>42 / $2,168,870</td>
<td>Jul-07</td>
<td></td>
</tr>
<tr>
<td>3.2 Private Giving Revenue</td>
<td>$6,205,394</td>
<td>$16,962,704</td>
<td>$558,529</td>
<td>Aug-07</td>
<td></td>
</tr>
</tbody>
</table>
Invention Disclosure data for FY 2005 and 2006 is reported based on fiscal year, while data for 2002-03 and 2003-04 are based on calendar years. This change was made for '05 and '06 so that the numbers correspond to the data period requested by the annual Association of University Technology Managers (AUTM) survey, completed by the OSU Office of Technology Transfer.

¹ College of Veterinary Medicine not included in Campus Climate Survey results due to a sample size of less than 10.
Note: For FY 2003, 2004, and 2005, all awards affiliated with both a campus department and the OSU Extension Service were reported under the affiliated campus department. Beginning FY 2006, these awards these awards will be reported under the OSU Extension Service and not the campus department or college.

“N/A” – Not applicable

b. Leveraging resources

Initiatives to leverage state resources

- Including tuition and fees, funding allocated by the University, either as BAM or targeted funding, constituted approximately 72% of the initial E&G budget ($14.78M). Revenues from clinical services exceeded the budgeted targets and it is expected that state-allocated funding and returned tuition will constitute 69% of the E&G budget in FY2007-08 (approximately $15.89M). Further growth in sales and services revenue is expected.

- Efforts to promote acquisition of extramural research grants have resulted in increased return of F&A funds and salary support of a number of faculty.

- The College administration, with the approval of the University and in response to the invitations of state legislators, provided information pertaining to the role of the VDL in support of Oregon agriculture and its growing prominence in the area of public health and zoonotic diseases. Additional funding ($375K/year) was appropriated in the biennial 2008-2009 budget.

Initiatives to improve administrative efficiencies

- Dr. Cyril Clarke accepted the position of Dean and started work in May, 2007.

- The administrative structure of the College is in the process of being reorganized. Changes involve:
  - administrative separation of the Department of Biomedical Sciences and the Veterinary Diagnostic Laboratory;
  - a search for a permanent Head of the Department of Clinical Sciences;
  - consolidation of small animal, large animal, and core clinical services into a single administrative unit lead by a single director of the teaching hospital; and
  - creation of an Associate Dean for Research position.

5. Assessment of your 2006-2007 Priorities

Enhancing student success

- AVMA accreditation – The College program and facilities were reviewed by an AVMA COE accreditation site visit team in February, 2007. Generally, the preliminary report
was favorable, although the lack of suitable large animal isolation facilities and perceived inadequacies in small animal primary care training were criticized. New isolation facilities are being constructed as part of the current large animal/diagnostic imaging expansion project. It is expected that the collaboration with the OHS will address the concern relating to primary care training. In addition, the Courses and Curriculum Committee is in the process of developing a structured preceptorship course that will have explicit learning objectives and graded evaluation of acquired clinical skills, thus meeting the requirements of the COE.

- **Renovation and expansion of large animal clinic and diagnostic facilities** – This project is in progress and is expected to be completed in March, 2008. Funded by a grant from the Valley Foundation and capital bonds, it includes remodeling and expansion of diagnostic imaging facilities, including installation of a CT unit, remodeling of large animal receiving, construction of an arena and high-speed equine treadmill for diagnosis of musculoskeletal and cardiopulmonary diseases, construction of large animal isolation and intensive care facilities, and construction of office space and shelled-out research space, to be completed at a later date when sufficient funding is available. Access to these improved facilities will greatly enhance learning opportunities for students both through more state-of-the-art equipment and greater access to cases that the new facilities will generate.

- **Oregon Humane Society** – Agreements with the OHS have been executed that provide for the establishment of the AMLC in Portland and construction of dormitory facilities. The College will employ on-site a full-time clinical faculty member who will coordinate the academic dimensions of the program in collaboration with OHS veterinarians. Students will be required to complete two-week rotations at the AMLC, where they will receive training and gain experience in diagnosis and treatment of common small animal diseases and surgery.

- **Faculty positions** – In addition to the Dean, who is a clinical pharmacologist, four new faculty members were appointed, in the disciplines of large animal surgery, microbiology, clinical pathology, and rural veterinary practice/epidemiology.

- **Student Progress Committee** – This new committee was established and is functional. Together with the faculty and peer mentorship program, the College is now better able to monitor academic progress of students and intervene in a proactive manner to enhance student success.

- **Admissions procedures** – Admissions procedures for evaluation of applicants have been revised and will be fully implemented for the Class of 2011. The revised procedures will place more emphasis on non-technical skills, knowledge, attitudes, and aptitudes.

**Increasing research/scholarship and outreach**

- **Extension veterinarian** – In cooperation with the College of Agricultural Sciences, the College appointed a second extension veterinarian. Even though each of the extension veterinarians has only a partial extension appointment (30%), collectively they provide enhanced services to the beef, dairy, and other livestock industries across the state.
• *Veterinary Diagnostic Laboratory accreditation* – In FY2005-06, the VDL’s accreditation was downgraded to “provisional”. The next accreditation site visit has been scheduled for early 2008. To prepare for this visit, strategic investments in VDL infrastructure have been made. A full time Quality Manager has been hired to supervise and implement the continued development and growth of the VDL quality assurance program. New equipment and instrumentation have been installed in Clinical Pathology, Necropsy, Bacteriology, and Virology service units; including real-time PCR thermocyclers, a robotic liquid handling system, magnetic particle processor, autoclaves, automated antibiotic sensitivity screening system, and automated hematology and endocrinology work stations. The VDL has taken advantage of cooperative alliances with the USDA, Oregon Public Health division, and Oregon Department of Agriculture to secure funding necessary for many of the instrument purchases. Additional laboratory space in the VRL was assigned to the VDL for the newly established Molecular Diagnostics unit. This will be the centralized location for all molecular-based diagnostic testing and test development within the VDL.

• *Signature Research Center* – College research faculty are important participants in OTRADI, which received initial state funding of $5.2M.

• *Continuing education* - The College partnered with the Oregon Veterinary Medical Association to present the annual Oregon Veterinary Conference (OVC) in March, 2007. In conjunction with this OVC meeting, the College hosted the third international camelid conference. Other continuing education programs focusing on camelids and equine reproduction were also offered.

Enhancing diversity and community, including international dimensions

• *Efforts to enhance diversity* – Four of the five new administrator/faculty appointees during FY2006-07 are women and two of these are Hispanic, thus demonstrating the ongoing commitment of the College to diversity of faculty.

• *Diversity training* – The College hosted the AAVMC diversity director in October, 2007, and used the occasion to discuss strategies relating to recruitment and retention of minority students. Minority students continue to be underrepresented in the DVM program.

Capital Campaign

• *Development officer* – A half-time appointment was made to this position, with the intention of converting to a full-time appointment when the need is justified by development efforts and opportunities. A priority list of College needs has been developed to guide development efforts and visits are being scheduled to provide the new Dean with opportunities to be introduced to potential donors.

• *Alumni affairs* – Efforts are underway to improve communications and relationships with College alumni. These included review of advancement materials (Veterinary Journal, admissions brochure, VDL and teaching hospital informational brochures) and scheduling of alumni receptions at the Western States Veterinary Conference and Annual Meeting of the AVMA.

The College is in the process of reorganizing its administrative structure (see specific description under Section 4 above). Several elements of the reorganization plan are expected to have significant impact on the specific priorities proposed below, such as the creation of an Associate Dean for Research position.

Enhancing student success

- The COE of the AVMA identified one apparent deficiency during the accreditation site visit that relates to student success and instruction: the lack of structured training in small animal primary care. The small animal clinic of the teaching hospital serves as a secondary and tertiary care referral center and is limited in its ability to engage in community practice because of potential competition with local private practitioners. To address this need, the College will pursue the following three strategies:

  1. Fully implement the agreements with the OHS establishing the AMLC. During two-week required rotations at the AMLC, senior students will examine small animals admitted to the Center, and diagnose and treat common diseases under the supervision of veterinarians, including a full-time clinical faculty member and a courtesy faculty member. Many of these cases will require follow-up, as animals placed in foster homes complete a full course of therapy. In addition, students will have the opportunity to perform large numbers of surgeries, principally spays and neuters, and participate in the assessment and management of animal behavior problems.

  2. Take full advantage of the small animal primary care/general medicine cases submitted to the teaching hospital. Currently, only 1.6 faculty FTEs are committed to small animal internal medicine, the specialty service most likely to receive these kinds of cases. The College will expand capacity in this service by adding at least 1.0 tenure-track FTE and documenting the exposure of students to general medicine cases.

  3. Develop a structured preceptorship course that can be taken at selected and approved small animal private practices. The course syllabus will have clear and explicit learning objectives/expectations and letter grades will be awarded based on assessment of clinical competencies. This approach is consistent with a distributive model of teaching and takes advantage of learning resources available in the veterinary community.

Increasing research/scholarship and outreach

- Although the research productivity of the College has increased significantly in recent years, further expansion of the research mission is needed for the College to realize its goal of achieving national prominence. Considering the limitations in budget, laboratory space, and personnel, the College must identify several areas of research emphasis for investment of available resources. Areas of emphasis that are established, under development or being explored include: infectious diseases (public health emphasis,
including zoonoses and wildlife, food safety); aging; camelpid medicine, marine and aquatic sciences (models of disease), exercise medicine (cardiopulmonary and musculoskeletal diseases), clinical genomics/proteomics, oncolcogy, and hemostasis. Without stifling the creativity of individual researchers who choose to investigate non-emphasized topics, these areas need to be down-selected to 3 or 4 areas of emphasis that can achieve a critical mass of investigators and compete for program funding.

- A high proportion of faculty, especially in the Clinical Sciences department, are not yet tenured. Strategies for providing suitable mentorship for these faculty must be developed. Due to the relative paucity of senior faculty, creative models of mentorship will have to be explored, such as establishment of mentorship teams or identification of mentors in other departments and/or colleges.

Enhancing diversity and community, including international dimensions

- Racial and ethnic minorities continue to be underrepresented in the veterinary student population despite the emphasis placed on resolving this issue in recent years. Considering that low numbers of minority students apply to veterinary programs nationally and that the veterinary profession as a whole is not sufficiently diverse, it is apparent that strategies pertinent to the demographics of Oregon and specific to the College and its role in the community need to be developed and implemented. The Admissions Committee will be charged with developing such a strategy, with the intention of implementing elements thereof by the end of FY2007-08.

Capital Campaign

- The College has many needs across all its principal missions of teaching, research, and service/extension, and development efforts must address all these needs as opportunities arise. Of particular importance, however, is the need to complete the construction of the multi-user research laboratory included in the current large animal/diagnostic imaging facilities expansion project. Development efforts will have to occur in tandem with renewed efforts to enhance advancement activities, to better advertise the College’s programs and service to Oregon, the University, and the Corvallis community.