



School of
Veterinary Medicine



TAKING FLIGHT

LSU VET MED STRATEGIC PLAN 2025-2030



I am delighted to present to you our Strategic Plan for the School of Veterinary Medicine at Louisiana State University (LSU Vet Med) for the years 2025 to 2030, titled Taking Flight.

This Strategic Plan is the culmination of several months of careful deliberation by all members of our community, with contributions from our students, staff, faculty, and alumni. It articulates what makes LSU Vet Med special and what we should be aspiring to become in the next five years, building on the firm foundation of the past five years—in which we have advanced each of our missions of teaching, healing, discovering, and protecting.

Taking Flight is not a weighty discourse on everything we will do. It is not an encyclopedic dive into all our aspirations and actions. Rather, it is a focused synopsis of what our trajectory needs to be over the next five years in order to fulfil our key responsibilities to the fine state of Louisiana and the world in which we live. Our North Star is embodied in the pages of this document, which is intentionally brief. We want you to read it and to embrace it: it is a living roadmap whose central three goals underpin our identity.

We exist to develop the next generation of veterinarians and biomedical scientists to deliver service to Louisiana: to diagnose and to treat sick animals, to ensure food security, to advance One Health outcomes, to engage with our communities, and to contribute to the economy of Louisiana and all its citizens. But we aspire to have a presence on a world stage too, contributing to the knowledge base in academic pursuits that are existentially important to humanity and to the animals with which we share this planet. We are teachers, we are diagnosticians, we are clinicians, we are scientists, we are change makers, and we are leaders—for all of Louisiana, whether its dynamic urban centers or its deeply rural communities.

I invite you to provide feedback on this living document and to contribute to our momentum. We are on the move as a veterinary school; our trajectory is steeply upward. We strive for excellence in all we do. We are proudly Louisianan, and we will continue to message what we do to the state, to the nation, and to the world—with all the passion that characterizes our school, our university, and our rich culture.

With my warm wishes and sincere gratitude,

A handwritten signature in white ink, appearing to read 'O. Garden'.

Oliver A Garden BVetMed PhD FHEA FCPP FRCVS DACVIM DECVIM-CA
Kenneth Burns Endowed Chair in Veterinary Medicine
Dean, School of Veterinary Medicine
Louisiana State University



WE BUILD TEAMS THAT WIN
IN LOUISIANA, FOR THE WORLD.





TAKING FLIGHT

LSU VET MED STRATEGIC PLAN 2025-2030

Enable

Deliver

VALUE PROPOSITION

Resources and Capabilities

Students
Faculty and Staff
Advanced infrastructure
Collaborative research ecosystem
Client focus
Strategic partnerships

Teach & Heal



Transform veterinary and graduate education
Expand and strengthen clinical services
Exceed client expectations

Discover



Deliver transformational research breakthroughs in animal and human health
Create interdisciplinary research ecosystems to gain international distinction in areas of research focus

Protect



Champion diagnostic innovation across species
Safeguard state, national, and global disease resilience
Strengthen expertise in zoonotic disease, pandemic preparedness, and disease response

Build



Build capacity through infrastructure, reputation, talent development, and strategic partnerships
Create impactful development opportunities that foster career growth

Beneficiaries

State of Louisiana
DVM students
Graduate students
Animals
Hospital clients
LSU
Federal government
International healthcare community

***“To lead with care, teach with purpose,
and discover for the public good”***

Funding, reputation, opportunities, prosperity for Louisiana

PURPOSE STATEMENT

To lead with care, teach
with purpose, and discover
for the public good

THREE GOALS

LSU Vet Med will:

- 1 Educate students to become future veterinary, biomedical, and One Health leaders prepared for lifelong learning
- 2 Deliver research breakthroughs that transform animal and human health outcomes
- 3 Lead One Health and disease preparedness across Louisiana and the world

Educate students to become future veterinary, biomedical, and One Health leaders prepared for lifelong learning

Our students are the reason we exist as an academic institution; they shape everything we do. We will employ modern educational practices that embrace interactive and experiential learning in veterinary and biomedical science rooted in One Health. We will teach in world-class learning spaces. We will inspire, challenge, and develop our students into lifelong learners who address societal needs and better lives. We will encourage them to grow in both technical and interpersonal domains of knowledge that promote professional efficacy, incorporating communication skills, cultural sensitivity, financial literacy, and well-being. We will expose them to outstanding clinical services and cutting-edge research. We will prepare them for the challenges of a turbulent world, able to think and act decisively and tactfully to effect change for good.

Deliver research breakthroughs that transform animal and human health outcomes

Research is the engine of our scholarship; it is of foundational importance to our academic mission. We will create knowledge to advance animal and human health by conducting hypothesis-driven, peer-reviewed, extramurally funded research in specific areas of unmet need that are important to Louisiana and the world. Our areas of research concentration will be lung biology and disease, neuroscience, cancer, and infectious disease. Our veterinary clinical scholarship will focus on wildlife health and medicine, orthopedic science and stem cells, laminitis and sepsis, veterinary artificial intelligence (AI), and gastrointestinal health and the microbiome. We will create a research ecosystem embracing team science and impactful collaborations between preclinical and clinical scientists.

Lead One Health and disease preparedness across Louisiana and the world

The interconnected nature of animal, human, and environmental health calls for cross-species expertise in a world threatened by the geographical spread of pathogens, future pandemics, and environmental pollution. We will innovate to offer cutting-edge diagnostic tests and One Health expertise to safeguard the health of all Louisianans and world citizens, helping to control and predict animal disease and its potential spread to people. We will educate future leaders in disease resilience and pandemic preparedness.



FIVE ACTIONS

Our goals will be realized through five actions that frame specific, measurable, achievable, relevant, and time-bound tactics benchmarked against discrete key performance indicators that will be achieved by 2030 or before. We will remove points of friction to facilitate and promote transformational advances in our teaching, research, clinical enterprise, diagnostic services, and institutional capacity, placing our people, our clients, and our Louisiana at the center of everything we do. We will aspire to have global impact and visibility, shaping our world to improve health, increase prosperity, and promote sustainability.

LSU Vet Med will:

- 1** Transform veterinary and graduate education to foster leadership and career readiness
- 2** Accelerate research and innovation to advance animal and human health
- 3** Expand and strengthen clinical services to drive impact and fiscal sustainability
- 4** Champion diagnostic innovation across species to safeguard state, national, and global disease resilience
- 5** Build institutional capacity through infrastructure, reputation, talent development, and strategic partnerships





SUMMARY OF TACTICS & KEY PERFORMANCE INDICATORS

1 EDUCATION

Tactic: Adopt experiential, interactive, and integrative educational models

Tactic: Develop novel educational programs to meet societal needs

KPIs

- Achieve >95% North American Veterinary Licensing Examination® pass rate of DVM students at the time of graduation
- Achieve a cumulative average rating of “Competent” for all Competency-Based Veterinary Education competencies for each graduating DVM class
- Graduate >90% of Master’s and PhD students within five years
- Deliver structured mentorship for all students on Xinspire™
- Launch at least three new Master’s programs

2 RESEARCH & INNOVATION

Tactic: Create internal ecosystem for research success through interdisciplinary team science and recruit outstanding new faculty talent

Tactic: Gain international distinction in focused areas of veterinary research: wildlife health and medicine, orthopedic science and stem cells, laminitis and sepsis, veterinary AI, and gastrointestinal health and the microbiome

Tactic: Renew Lung Centers of Biomedical Research Excellence (COBRE) grant into Phase 3 and Cancer COBRE into Phase 2

Tactic: Develop extramurally funded Centers of Biomedical Neuroscience, and Drug Design & Development

KPIs

- Increase proportion of research-active clinical faculty with preclinical faculty collaborations that yield grant submissions and publications to >50%
- Enroll a total of 90 PhD students, >50% representing national talent
- Increase extramural award expenditures to \$30M/year
- Secure one or more extramural grants or clinical trials cumulatively worth >\$100,000 in each of the veterinary clinical research themes at all times and publish at least four papers/year in each theme
- Double peer-reviewed citations/year to 400
- Recruit at least six Tenure track or tenured faculty in areas of research focus: lung biology, neuroscience, cancer, infectious disease, veterinary clinical science

SUMMARY OF TACTICS & KEY PERFORMANCE INDICATORS

3 CLINICAL SERVICES

Tactic: Manage clinical enterprise with a focus on exceeding client expectations, providing outstanding experiential education, and conducting impactful clinical research

Tactic: Strengthen areas of distinction and develop collaborative, holistic, and comprehensive veterinary care and subspecialty services

KPIs

- Receive positive feedback from clients in >80% of spontaneous comments or at least one performance survey per year
- Increase hospital caseload by 10% year-on-year
- Reach and maintain positive operating margin
- Reach a steady-state number of clinical trials of 30
- Break ground on Wildlife Hospital of Louisiana and Center for Equine Health & Sports Performance

4 DIAGNOSTIC SERVICES

Tactic: Manage diagnostic enterprise with a focus on exceeding client expectations, including state agricultural entities

Tactic: Strengthen areas of distinction and develop national and global acclaim for expertise in zoonotic disease, pandemic preparedness, and disease response

KPIs

- Receive positive feedback from clients in >80% of spontaneous comments or at least one performance survey per year
- Reach and maintain positive operating margin
- Be nationally and globally recognized for pathology, immunohistochemistry, and molecular diagnostics in all species, as assessed by a 10% increase in caseload each year and annual presentations delivered at national and international conferences and symposia
- Develop a public-facing online presence and monthly newsletter highlighting points of distinction, expertise, and excellence





SUMMARY OF TACTICS & KEY PERFORMANCE INDICATORS

5 INSTITUTIONAL CAPACITY

Tactic: Create safe, comfortable, sustainable, and energy efficient working and learning spaces

Tactic: Incentivize staff and faculty to pursue national and global pro bono roles in professional organizations

Tactic: Build educational pipelines into our professional and graduate programs

Tactic: Strengthen branding and outreach through external visibility and community engagement

Tactic: Support impactful development opportunities that foster career growth

KPIs

- Eliminate all current deferred maintenance
- Increase number of faculty with American Association of Universities honorifics by 15% every year
- Grow DVM students matriculating from our LEAD-V program to 5% of each class of 200
- Rise to the top five veterinary academic institutions in the Blue Ridge Institute for Medical Research ranking
- Support professional development programs accessible by all staff and faculty appropriate for role

OUR COMMITMENT TO LOUISIANA, AND THE WORLD.

As Louisiana's only veterinary school, LSU Vet Med carries a singular responsibility to serve our state's people, animals, and industries. Our commitment extends from providing compassionate clinical care to advancing animal and public health, discovering breakthroughs in biomedical research, supporting agriculture, responding to natural disasters that threaten Louisiana, and training the next generation of veterinary professionals.

We are deeply rooted in Louisiana's communities, offering outreach, diagnostics, and education that strengthen the health, economy, and resilience of our state.

At the same time, our impact reaches far beyond state lines. By leading innovative research, developing new models of care, and training graduates who excel in every corner of the profession, LSU Vet Med contributes solutions to challenges that span the globe.

We build teams that win in Louisiana—for the world—advancing knowledge and practice that better lives everywhere.



WE BUILD TEAMS THAT WIN
IN LOUISIANA, FOR THE WORLD.



TOP FIVE TARGETS

LSU Vet Med benchmarks its progress against many metrics, 25 of which are listed as Key Performance Indicators in this Strategic Plan. The following Top Five Targets will serve as our North Star for the next five years, giving us a clear sense of direction, focus, and urgency as a community.

LSU Vet Med will:

- 1** Achieve NAVLE pass rates at graduation of greater than 95%
- 2** Secure extramural award research expenditures of \$30M/year
- 3** Achieve positive operating margins for our Veterinary Teaching Hospital and LSU Diagnostics
- 4** Become a top 5 ranked veterinary school by the Blue Ridge Institute for Medical Research
- 5** Break ground on our Wildlife Hospital and Equine Center of Excellence

LSU

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