



Texas Veterinary Medical Diagnostic Laboratory

Strategic Plan

FY 2011-2015



Agency Overview

Vision: To be the global leader in providing innovative and state-of-the-art veterinary diagnostic services

Mission: To promote animal health and protect agricultural, companion animal, and public health interests in Texas and beyond by providing excellence in veterinary diagnostic services

Texas legislators created the Texas Veterinary Medical Diagnostic Laboratory (TVMDL) during the regular session of the 60th Legislature in 1967; the lab formally opened in College Station in 1969. Our second location in Amarillo opened its doors in 1975. In 1991, the 72nd Legislature transferred the Salmonella Pullorum-Typhoid Program, Texas's complementary program to the National Poultry Improvement Plan (NPIP), to TVMDL. That year TVMDL was granted administrative responsibilities from the Texas Agricultural Experiment Station (now Texas AgriLife Research) for the poultry diagnostic laboratories in Center and Gonzales. In 1989, TVMDL's mission expanded under new legislative direction to include drug testing services for the pari-mutuel horse and greyhound racing industries.

In 2004, the United States Department of Agriculture (USDA) selected TVMDL to be a part of the National Animal Health Laboratory Network (NAHLN), a group of state and regional laboratories performing surveillance testing for high-consequence agricultural and zoonotic

pathogens. TVMDL performs testing and surveillance for bovine spongiform encephalopathy (BSE), avian influenza, pandemic H1N1 influenza, foot and mouth disease, vesicular stomatitis, contagious equine metritis, classical swine fever (hog cholera), and chronic wasting disease in deer. To conduct testing on these agents, TVMDL constructed a Biosafety Level 3 (BSL-3) laboratory at its College Station location, capable of safely working with and containing high-consequence animal disease agents. Due to the importance of animal agriculture in the Texas Panhandle, a BSL-3 laboratory space is under construction at the Amarillo location for completion in spring 2011.

Today, TVMDL is a proud member of The Texas A&M University System. The agency is composed of two full-service laboratories in College Station and Amarillo and two poultry laboratories in Center and Gonzales. With its strategic locations, TVMDL is uniquely positioned to serve the animal industries of Texas. However, submissions received in the laboratory originate not only from Texas, but also from neighboring states and countries around the globe. Overall

requests for agency services have increased tremendously over the years, making TVMDL one of the busiest veterinary diagnostic laboratories in the world.

TVMDL's primary clients are Texas animal owners and veterinarians; state and federal agencies, including the Texas Animal Health Commission (TAHC), Texas Parks and Wildlife Department (TPWD), Texas Department of Criminal Justice (TDCJ), and the U.S. Department of Agriculture (USDA). TVMDL provides service to these clients by conducting laboratory tests on specimens from live or deceased animals and their environment. In addition, the laboratories facilitate commerce of livestock by providing tests required for international, intrastate, or interstate movement of animals. TVMDL also provides critical data necessary to identify disease outbreaks including emerging, re-emerging, and zoonotic diseases and issues appropriate warnings to individuals and governmental agencies. This early detection role is one of TVMDL's expected contributions to the One Health/One Medicine approach to public health progress.

Accredited by the American Association of Veterinary Laboratory Diagnosticians (AAVLD), TVMDL is committed to providing state-of-the-art, quality diagnostic services concentrated on maximum testing accuracy, timeliness, and cost-effectiveness. Attaining these goals not only provides immediate benefits to the animal owner, but also ensures the success of a disease surveillance system that provides an early detection system for high-consequence animal diseases.

While maintaining traditional service to the food animal industries and companion animal owners of Texas, TVMDL is dedicated to developing new diagnostic tools, incorporating state-of-the-art technology, increasing efficiency, and continuing to provide clients with professional expertise to help them solve difficult cases. Our success can be attributed to a dedicated and skilled professional, technical, and administrative staff and to the professional relationships TVMDL has developed with practicing veterinarians, industry leaders, and the general public.

TVMDL is committed to providing state-of-the-art, quality diagnostic services.

Imperative and Goal Summary

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Excellence in Service



Excellence in service is the foundation upon which our agency was built and continues to operate. We strive daily to fulfill our mission to the State of Texas and beyond by placing great value on our customers and the quality of service we provide. In order to protect the agricultural and public health sectors of Texas and the nation, we work to excel in all areas of veterinary diagnostic medicine, providing an unmatched quality of service and value to our customers. A veterinary diagnostic laboratory capable of providing this type of service depends on both its internal resources, such as staff and infrastructure, and its external relationships. We must ensure our customers have the

most relevant, state-of-the-art diagnostic tests available, performed within a strong quality program that includes effective communication. An effective quality program must include standardized agency best practices in order to provide consistent results to our clientele. By accomplishing these things, we will develop the required relationships with our clientele and our industry partners. Last, but certainly not least, TVMDL must implement technological advances that ensure we are prepared to detect and respond to a high-consequence animal, emerging, and/or zoonotic disease event.

1.1 Relevant, Affordable, Timely, and Accurate Services

To ensure relevance of testing capabilities, TVMDL must (1) effectively communicate with clientele, industries, national and international research leaders, and state and federal partners; (2) identify, develop, validate, and implement relevant emerging technological advances; (3) educate our clients on the interpretation of diagnostic results within their practices; and (4) continue to offer a wide range of technologies while evaluating existing ones in the context of customer needs, test performances, and new technological advancements. As technology evolves, TVMDL must play an active role in identification, development, validation, and implementation of tools that will offer a greater level of diagnostic sensitivity, specificity, and accuracy. This will ensure that our clients can make rapid, informed decisions for animals in their care.

- Engage clients, stakeholders, industry, research scientists, and state and federal partners.
- Establish collaborations for development, validation and implementation of new technological advancements.
- Evaluate the relevance and performance of existing diagnostic assays and platforms.

1.2 Quality is a Mindset

Quality is the backbone of a laboratory's testing capabilities. It is the mechanism by which the laboratory ensures, to the maximum extent possible, the correctness of the tests and diagnostic interpretations it generates. As such, TVMDL must continue to grow and strengthen its quality program through the alignment of agency procedures and best practices. TVMDL must continue to be accredited by the American Association of Veterinary Laboratory Diagnosticians (AAVLD).

- Maintain the agency's AAVLD accreditation status.
- Support continuing education and training for personnel in quality management.
- Ensure quality as a mindset.

Quality is the backbone of a laboratory's testing capabilities.



1.3 Emergency Preparedness

Protecting agricultural and public health from a natural or intentional introduction of a high-consequence, emerging, and/or zoonotic disease is a priority of TVMDL. Transboundary diseases can devastate animal health, productivity, and global trade. Surveillance, early detection, and response are critical in protecting the economy, food supply, and, in the case of zoonotic diseases, public health. During an emergency disease event, TVMDL should be aligned and coordinated with the appropriate state and federal agencies. Advanced preparation, including risk assessments and consequence awareness, will facilitate the best use of TVMDL's capabilities and resources with minimal impact to routine diagnostic testing.

- Develop and test response plans for a high-consequence agricultural, emerging, and/or zoonotic disease event.
- Collaborate with state and federal agencies to coordinate the TVMDL response to a high-consequence agricultural, emerging, and/or zoonotic disease event.
- Establish disaster and test recovery plans to maintain the continuity of operations during high-consequence disease outbreaks or natural disasters.

1.4 Standardized Agency Best Practices

Standardized agency operating procedures and common practices promote consistency and quality diagnostic services. Although our four laboratory locations serve a variety of clientele, we must develop and adopt agency-wide procedures that ensure consistency of procedures and results.

- Align agency standard operating procedures.
- Align administrative procedures within all four laboratories.
- Educate and train personnel on newly aligned procedures and policies.



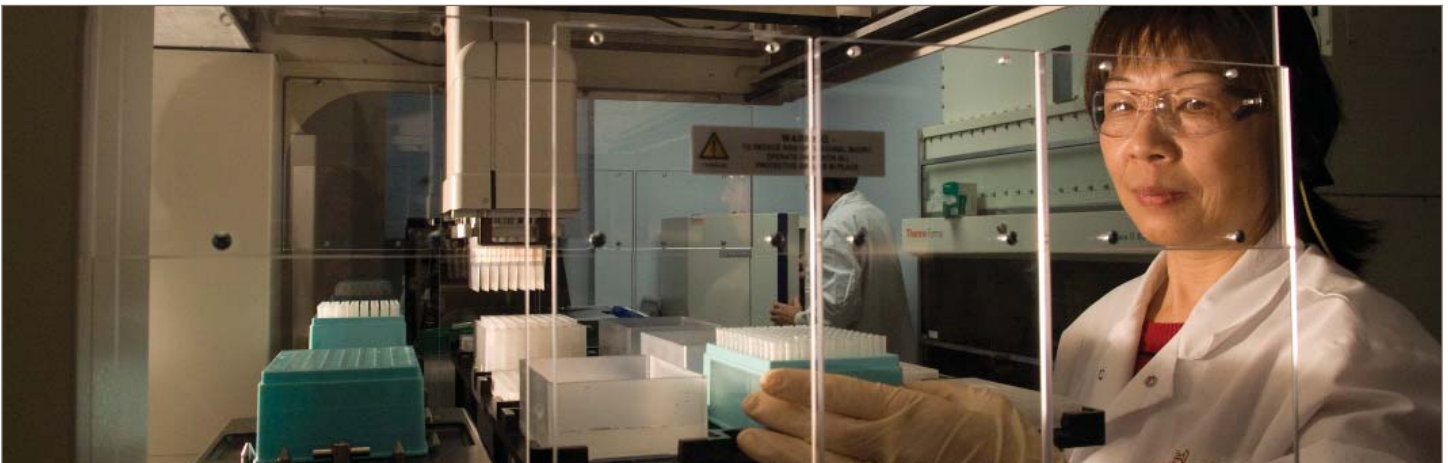
Measuring Success: Excellence in Service

Relevant, Affordable, Timely, and Accurate Services

- Increase TVMDL staff attendance and presentations at industry meetings and local, state, and national veterinary medical association meetings by 5 percent by the end of FY11 and 10 percent by the end of FY13.
- Develop client surveys for online use and for inclusion in monthly statements.
- Conduct 100 percent process mapping of representatives of each type of test to determine efficiencies and appropriate turnaround times by the end of FY14.
- Evaluate the performance of existing diagnostic assays and platforms within the context of new technological advances by the end of FY14.

Quality is a Mindset

- Establish an accountability system for corrective action requests response times by mid-FY11.
- Enable TVMDL staff to serve on national and international laboratory audit committees.
- Ensure full re-accreditation status during FY11 audit by AAVLD.
- Strengthen TVMDL quality infrastructure through laboratory information management systems and personnel training and development.
- Acquire and implement personnel training management software by the end of FY11.

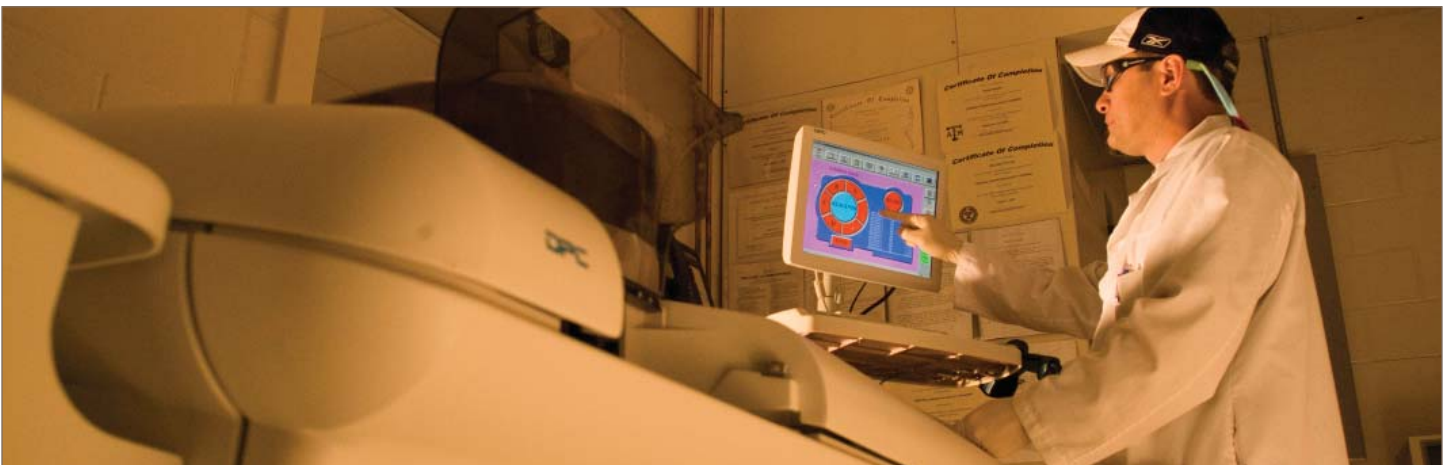


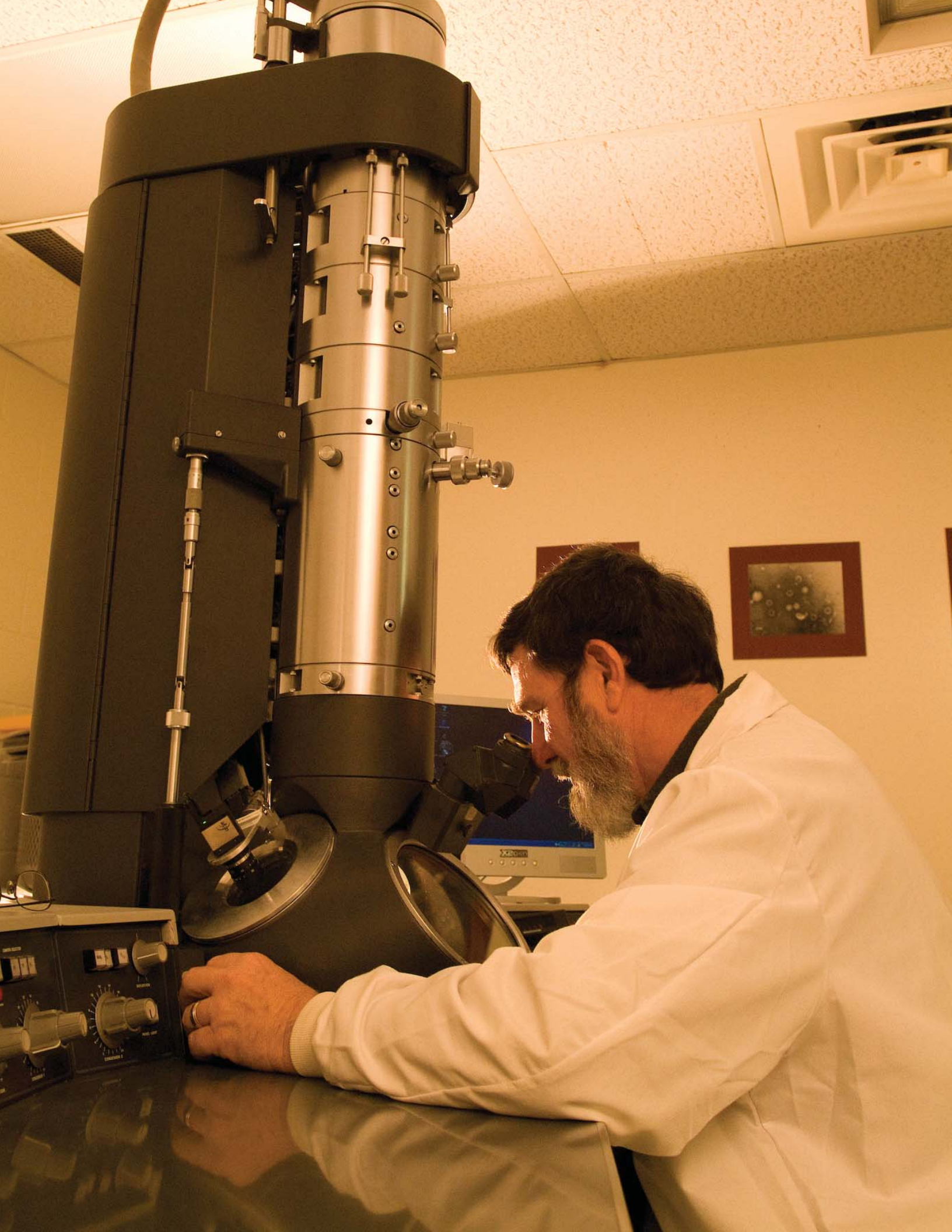
Emergency Preparedness

- Publish a state and nationally integrated TVMDL High-Consequence Disease Plan by mid-FY12 and provide training on the plan.
- Publish an agency Business Continuity Plan, an Emergency Response Plan, and a Disaster Recovery Plan by the end of FY12 and provide training on the plans.
- Test and verify the National Animal Health Laboratory Network (NAHLN) capacity software during a laboratory-focused high-consequence disease outbreak exercise.
- Participate in industry, state, and federal high-consequence disease exercises when available.
- Host one multistate high-consequence disease exercise with state and federal partners by the end of FY11.
- Identify and integrate TVMDL into other agencies' disaster plans where relevant.

Standardized Agency Best Practices

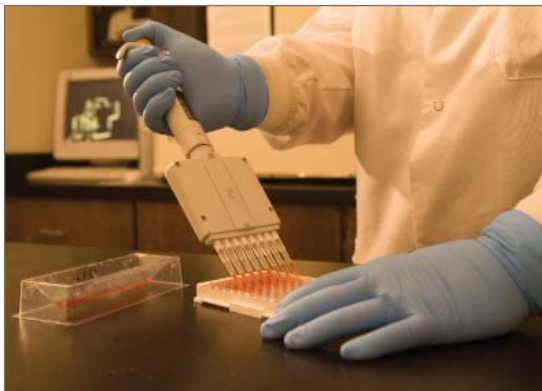
- Align 50 percent of TVMDL's standard operating procedures by mid-FY11.
- Align all agency procedures by mid-FY12 when appropriate.
- Identify, document, and implement best practices utilized in other NAHLN and federal laboratories when appropriate.





Advancements in Technology

The science of diagnosing animal, emerging, and zoonotic diseases is rapidly advancing. Proper equipment, facilities, and testing platforms are needed to ensure TVMDL is ready to meet the challenges of endemic and emerging disease diagnosis. Sixty to seventy-five percent of new and emerging diseases are zoonotic in nature. As the interaction between wildlife, agriculture, and humans continues to grow, veterinary diagnosticians and diagnostic laboratories will be the first point of detection for many of these diseases. Therefore, the veterinary diagnostic laboratory must be prepared to detect and respond to unknown, uncharacterized, emerging pathogens that could have harmful effects on both animal and public health. Veterinary diagnostic laboratories are consistently being challenged with maintaining current diagnostic capabilities for endemic and program diseases while also preparing for the next unknown zoonotic emerging pathogen.



2.1 State-of-the-Art, Relevant Technologies

As science rapidly develops, so does the number of laboratory approaches available to diagnosticians. As a community, we must identify and develop technologies that can strengthen our diagnostic capacities. In collaboration with national and international research scientists, TVMDL must develop, test, and validate new methods of detection. We must continue to enhance and evaluate existing diagnostic platforms and protocols. Advances in bioinformatics capabilities, epidemiology, and information management must be leveraged and implemented as part of a multi-disciplinary approach to diagnostic medicine. Data sharing should become a prominent part of our One Health approach to veterinary diagnostics.

- Resource and equip new diagnostic development/epidemiological investigation capacity.
- Evaluate current testing protocols and platforms in the context of newly emerging technologies, performance standards, and relevance.
- Identify and implement advancements in laboratory information management systems and other software/hardware tools to generate efficiency in testing and information management.

2.2 Prepare to Meet State, National, and Global Emerging Health Issues

Emerging and/or zoonotic diseases could damage both our animal and public health sectors. The most likely scenario is that emerging/zoonotic diseases, such as West Nile virus, SARS, and Ebola, will be diagnosed in the veterinary community. However, most veterinary diagnostic laboratories are underequipped to diagnose, identify, and characterize unknown pathogens. TVMDL must prepare for this eventuality by identifying and implementing new technologies that will allow rapid characterization of unknown, emerging, and/or zoonotic pathogens.

- Identify, develop, validate, and implement platforms that can be utilized for detection, identification, and characterization of new and emerging pathogens.
- Work with partner laboratories and industry to validate identified platforms.
- Leverage partner resources to obtain epidemiology and bioinformatics capabilities.

2.3 Modern Disease Tracking, Monitoring, and Reporting Capacity

Veterinary diagnostic laboratories generate useful disease surveillance data that can be the backbone of a statewide, regional, and national early alert system for companion animal, agricultural, and public health sectors. Information management systems and interdisciplinary relationships can allow us to most effectively analyze and utilize this wealth of data. These tools will provide critical information on disease movement, vector transmissibility, animal-to-animal transmission, and animal-to-human transmission. This valuable data can be utilized for disease models and/or real-time information on disease movement for our clientele, choosing day-to-day disease treatment regimens, and in operating a national animal disease surveillance system.

- Implement a new state-of-the-art Laboratory Information Management System.
- Identify resources in bioinformatics and epidemiology.
- Develop, in collaboration with other state and national partners, an information management system capable of capturing, reporting, and alerting endemic, emerging, and high-consequence disease movement and transmission data.
- Link animal disease database to the FAZD Center Emergency Response Support System (ERSS).

Veterinary diagnostic laboratories generate useful disease surveillance data that can be the backbone of a statewide, regional, and national early alert system.

Measuring Success: Advancements in Technology

State-of-the-Art, Relevant Technologies

- Identify, develop, validate, and implement new diagnostic platforms and technologies by FY13.
- Evaluate current testing protocols for performance and relevance for the 50 most-requested tests by mid-FY12.
- Evaluate 100 percent of testing protocols for performance and relevance by end of FY14.
- Purchase and install a new phone system by the end of FY11.
- Task and resource each testing section to investigate, plan, develop, validate, and implement a new or completely updated test each year by the end of FY11.

Prepare to Meet State, National, and Global Emerging Health Issues

- Commission the new BSL-3 laboratory in Amarillo by FY12.
- Identify and collaborate with partners to implement sequence-based and non-sequence-based detection technology by the end of FY13.
- Work with state, national, and international experts on diagnostic capacity for emerging and/or zoonotic disease detection and characterization.

Modern Disease Tracking, Monitoring, and Reporting Capacity

- Purchase and implement an updated laboratory information management system by mid-FY13.
- Establish a multidisciplinary team to facilitate the use of diagnostic testing data by the end of FY12.
- Implement an information database capable of providing animal and public health officials with automated disease alerting by the end of FY14.
- Fund one FTE for bioinformatics and epidemiology work at TVMDL by the end of FY13.



Workforce Development

At TVMDL, our most precious resource is our staff. Not only must we invest in staff members through training and development, but also through recognition of personnel who achieve excellence in their fields. We also must continue to recruit those with expertise needed to meet future challenges. Nationally, the veterinary diagnostic workforce has been insufficiently invested during the past decades. We must invest in the development of TVMDL staff and in the next generation of veterinary professionals and veterinary diagnosticians, statewide and nationally.

3.1 Staff Recruitment and Retention

The success of TVMDL depends on recruiting, retaining, and recognizing expertise throughout the laboratory system. Supervisors must support continuing education efforts, reward collaborative and scholarly activities, and support those who excel in providing excellent service. Succession planning and recruiting will be critical if we are to face the challenges of the future.

- Invest in and support continuing education efforts.
- Invest in and support professional development opportunities.
- Expand in-house training, including cross-training.
- Support professional growth, memberships, and activities within professional organizations.
- Develop a succession plan for key staff positions.
- Recruit expertise to meet future challenges.

3.2 Future Veterinary Workforce

Veterinary diagnostic laboratories such as TVMDL play a role in the training and development of the future veterinary workforce. Large gaps exist in today's workforce, specifically in large animal and veterinary diagnostic medicine. TVMDL must partner with Texas A&M University's College of Veterinary Medicine and Biomedical Sciences (CVM) to provide training in veterinary diagnostics for veterinary students and veterinary medical residents. Training in diagnostic pathology, microbiology, and virology will allow students to participate in hands-on training that highlights everyday problems in veterinary medicine.

- Develop training programs and externships in diagnostic medicine.
- Develop, in collaboration with CVM, a diagnostic medicine elective in the diagnosis of high-consequence, emerging, and zoonotic pathogens.
- Partner with CVM to identify areas where veterinary students can be exposed to veterinary diagnostics.
- Partner with CVM to train residents in veterinary diagnostic specialties.

3.3 Recognition of Staff Excellence

TVMDL must recognize and reward staff members who excel in their respective fields and professional organizations. Not only will this establish a standard for all employees and ensure continued employee growth, it will create a reward system for those who excel at their jobs.

- Continue to sponsor internal award programs.
- Sponsor staff members in leadership development opportunities.
- Nominate staff members, when appropriate, for external award opportunities.

3.4 Safety is a Mindset

Workforce safety is the first priority of TVMDL and the Texas A&M System. Safety programs must be robust, and accountability and transparency must be promoted. We must develop a training and exercise program for safety-related issues and ensure that our facilities meet safety standards of the Center for Disease Control’s Biosafety in Microbiological and Biomedical Laboratories Manual (BMBL) and the requirements of the Texas A&M System Office of Biosafety and Research Compliance.

- Develop and support safety programs.
- Enhance safety training throughout laboratories.
- Promote and reward accomplishments and transparency in safety issues.
- Perform safety assessments and exercises.
- Ensure facilities meet BMBL standards.

3.5 Joint Appointments within the Texas A&M System

TVMDL’s success is linked to our ability to leverage expertise within the Texas A&M System. We will identify and support positions with our sister agencies and universities where appropriate and beneficial for TVMDL, our partners, and our clientele.

- Encourage and support joint appointments within the Texas A&M System as they are beneficial to the TVMDL mission.
- Leverage funding for creation of joint appointments.
- Identify areas and partners where joint appointments will benefit the agency, industry, and our clientele.

TVMDL’s success is linked to our ability to leverage expertise within the Texas A&M System.

Measuring Success: Workforce Development

Staff Recruitment and Retention

- Require DVM/PhD professional staff members to attend one professional development meeting annually in support of their responsibilities at TVMDL.
- Identify key personnel in each section and implement cross training by FY12.
- Create a succession plan for TVMDL leadership by the end of FY11.
- Expect all DVM staff to obtain a license from the Texas State Board of Veterinary Medical Examiners (TSBVME) by FY12.

Future Veterinary Workforce

- Secure funding for and implement a diagnostic pathology residency position with CVM by FY12.
- Enroll and train, in partnership with CVM, one resident in a veterinary diagnostic specialty by the end of FY14.
- Offer a veterinary diagnostic elective to CVM students four times annually by the end of FY13.

Recognition of Staff Excellence

- Continue to fund the Director's Excellence Award Program.
- Develop a career ladder for TVMDL employees, where relevant, by the end of FY11.
- Enroll two professional staff members in the AgriLife Advanced Leadership Program each biennium.
- Nominate employees for awards from the Vice Chancellor for Agriculture, the Texas A&M System, professional associations, and industry groups.

Safety is a Mindset

- Ensure 100 percent reporting of safety incidents by mid-FY11.
- Develop an in-house safety training program for emerging and zoonotic disease pathogens by the end of FY11.
- Train 100 percent of TVMDL staff on emerging/zoonotic pathogen safety by the end of FY12.

Joint Appointments with the Texas A&M System

- Increase the number of joint appointments by two FTEs by FY14.



Resource Optimization

Resource optimization involves utilizing and leveraging the best possible funding. TVMDL must embrace this concept to maintain affordable testing while continuing to grow technological and customer service capabilities. We must utilize state-provided and fee-generated funding judiciously, and identify grants and collaborations that are consistent with our mission and do not dilute our ability to deliver excellent diagnostic services.

4.1 Resource Stewardship

We intentionally maintain a reputation for integrity and service and a straightforward and practical approach to our mission. When stakeholders invest resources in our care, they know we will guard and advance their interests, are vigilant in complying with all applicable laws and statutes, and hold ourselves to the highest standards of accountability.

- Prepare monthly financial reports in accordance with generally accepted accounting principles per the Texas A&M System and State guidelines, and ensure review by executive management.
- Establish planned monthly obligation rates and assess deviations.
- Manage and monitor the agency's operating budget and authorized staffing and position summary.
- Administer internal controls to ensure that all payments to vendors, agency employees' salaries, benefits, tax deductions, and travel are processed in accordance with the Texas A&M System and State guidelines.

4.2 State-of-the-Art Facilities and Technology

To ensure excellent service and the safety of our employees, TVMDL must have biosafe, state-of-the-art facilities. TVMDL will ensure completion of ongoing construction projects and new biosafety level-3 (BSL-3) facilities. We must secure funding to renovate existing facilities at the College Station laboratory and identify and secure funding for a new laboratory on the College Station campus.

- Examine the feasibility of constructing a new BSL-2 and BSL-3 facility in College Station.
- Complete construction of a new poultry laboratory in Gonzales.
- Complete construction and commissioning of a new BSL-3 laboratory in Amarillo.
- Ensure adequate support for operating both poultry diagnostic laboratories.
- Renovate current sample receiving and "drop-off" facilities at College Station, as needed, to meet safety standards and operational guidelines.

4.3 Resource Stability

The ability to maintain a competitive edge, provide excellent diagnostic services, fund collaborative activities, and train the next generation of veterinarians in diagnostic medicine will require consistent and adequate funding.

- Prepare biennial Legislative Appropriations Requests (LAR) and the itemized operating budget in accordance with Texas A&M System and State guidelines.
- Manage cooperative agreements with the federal government to secure federal funding for animal health programs.
- Identify additional funding through grants and collaborations.
- Perform cost analysis and implement a cost accounting system.
- Educate and influence current and potential funding sources about the roles that TVMDL plays in animal and public health protection and surveillance.
- Study workflow and perform process analysis to ensure efficiency.

4.4 Shared Services Opportunities

Sharing services and maximizing resources is vital as TVMDL works to promote collaborations and reduce costs. Potential collaborations with sister agencies, institutes, colleges, and centers could yield opportunities and eliminate duplication of effort.

- Evaluate the potential for shared services and existing bioinformatics and epidemiology capacities within the Texas A&M System.
- Share best practices in quality and safety programs.
- Identify areas of mutual collaboration with the Texas A&M System.



Measuring Success: Resource Optimization

Resource Stewardship

- Prepare and distribute monthly financial reports for Branch Chiefs to ensure proper fiscal monitoring.
- Conduct fiscal reviews of section budgets.
- Continue cost-cutting initiatives through the use of contracts.
- Engage in sectional studies to determine additional synergies and cost-saving opportunities.
- Enhance the client billing process to include online payments by the end of FY11.

State-of-the-Art Facilities and Technology

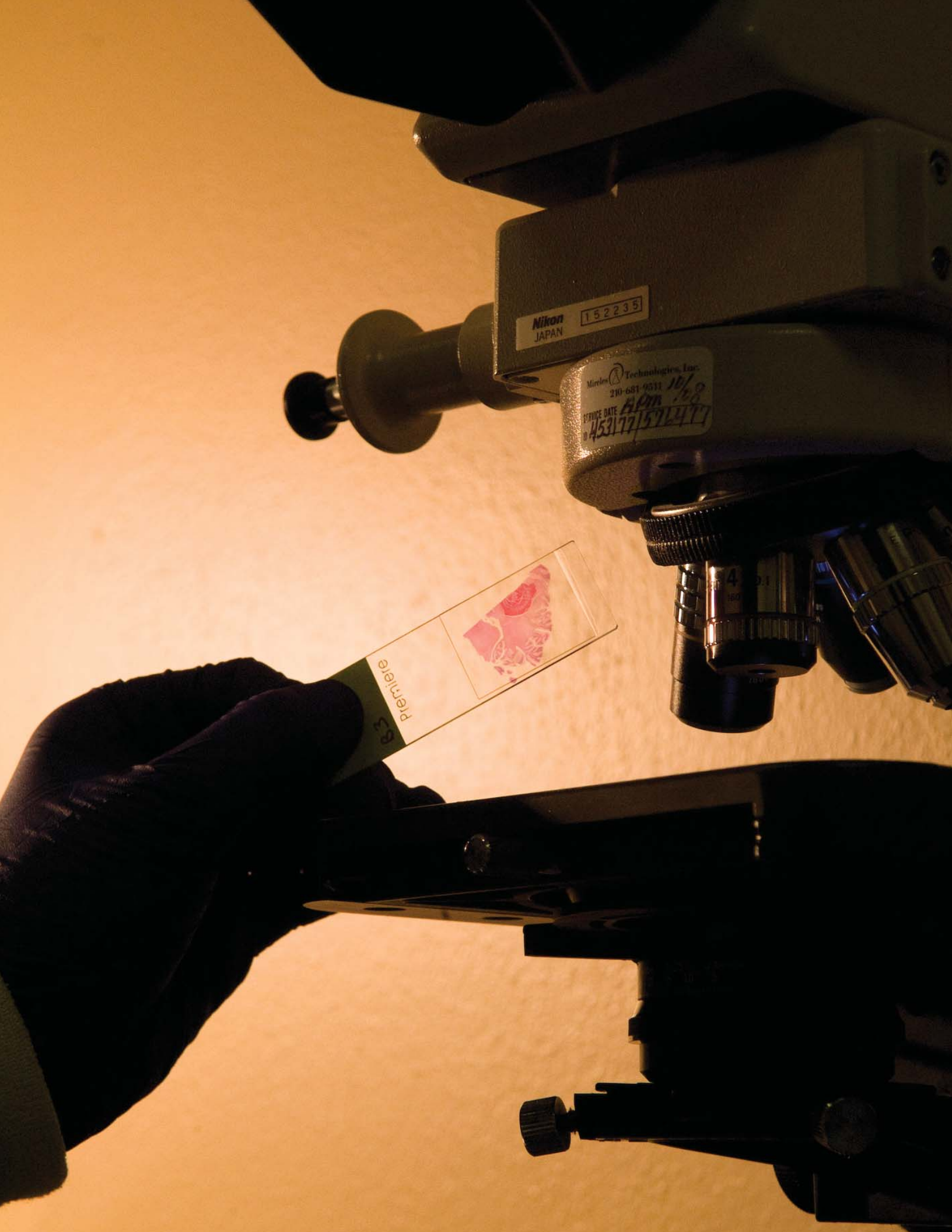
- By FY14, complete a feasibility study of constructing a new BSL-2 and a BSL-3 facility at College Station.
- Secure funding and renovate the College Station sample receiving and drop-off areas by the end of FY12.
- Complete construction of the new poultry laboratory in Gonzales and commence operations by FY11.
- Complete construction and commissioning of the new BSL-3 laboratory in Amarillo in FY11.

Resource Stability

- Increase grant-funded projects by 15 percent by FY13 and 30 percent by FY15.
- Create and implement a detailed cost accounting system by FY12.
- Evaluate efficiency and relevancy of 50 percent of current testing protocols by FY12.
- Evaluate efficiency and relevancy of 100 percent of current testing protocols by FY15.

Shared Services Opportunities

- Conduct a study of the Texas A&M System to determine shared services opportunities.
- Identify potential areas of shared services in information technology, bioinformatics, and epidemiology by mid-FY12.



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Strategic Partnerships

Strategic partnerships are required for TVMDL to become a world leader in veterinary diagnostic medicine. We must partner and collaborate with state and federal partners, industry, Texas A&M System components, and national and international leading scientists. TVMDL must be established as a leader in veterinary diagnostic services, animal and public health protection, and scholarly activity on national and international levels. Our One Health Initiative will work within an interdisciplinary environment to improve animal and human health globally.

5.1 Expand One Health/One Medicine/Interdisciplinary Partnerships

TVMDL will be a leader in the One Health Initiative. We will improve animal and public health through multidisciplinary partnerships.

- Identify partners to address global health challenges.
- Establish multidisciplinary, multi-institutional teams to address complex challenges.



5.2 Partnerships and Collaborations

TVMDL's continued relevance is strengthened by partnerships and collaborations. TVMDL will partner with sister agencies, colleges, and state and federal laboratories to create a diagnostic development pipeline, develop training opportunities for the next generation of veterinarians, and participate in scholarly activities.

- Identify and establish new partnerships for diagnostic development and scholarly activities.
- Identify key researchers to partner with in developing new technologies and bioinformatics.
- Collaborate to create opportunities for training the next generation of veterinarians in diagnostic medicine.
- Continue the work of the TVMDL's Director's Advisory Council.

5.3 Enhance Client and Stakeholder Relationships

TVMDL must listen to and educate clients and stakeholders. We will determine client needs and educate them about current and new technologies, and help solve industry problems and develop tools to meet their needs.

- Attend industry and stakeholder annual meetings and conferences.
- Hold continuing education seminars at annual meetings and conferences.
- Manage website content to include the most up-to-date information on new diagnostic platforms and TVMDL capabilities.
- Provide expert speakers at industry, scientific, and community events.
- Provide client feedback surveys and a feedback link on our agency website allowing us to monitor and respond to customer feedback.

5.4 Managed Marketing Strategy

TVMDL must develop a marketing and communications strategy to educate clients, industry leaders, legislators, and the public. Topics such as client services, diagnostic development, and One Health are relevant to many audiences. Our capabilities and expertise warrant a strong marketing campaign.

- Create a strategic agency marketing campaign.
- Increase awareness of TVMDL services through annual stakeholder awareness surveys.
- Develop marketing tools that can be utilized at local VMA meetings, industry meetings, and conferences.
- Attend and display TVMDL exhibit booths at annual conferences of large industry groups.
- Prepare video presentations, marketing materials, and communication strategies to reach industry and clientele.
- Increase public awareness of TVMDL's role in promoting companion and production animal health.

TVMDL must develop a marketing and communications strategy to educate clients, industry leaders, legislators, and the public.

Measuring Success: Strategic Partnerships

Expand One Health/One Medicine/Interdisciplinary Partnerships

- Establish and lead a statewide One Health working group by the end of FY11.
- Hold a workshop in collaboration with the FAZD Center to address the One Health Initiative by the end of FY12.
- Establish partnerships with leaders in One Health diagnostics by the end of FY11.

Partnerships and Collaborations

- Identify partners for validation of tick-related diagnostic assays by the end of FY11.
- Establish and maintain partnerships with the Texas A&M System and national and international scientists for the development of new diagnostic technologies.

Enhance Client and Stakeholder Relationships

- Create an agency newsletter targeting external audiences and clients by the end of FY11.
- Implement a client feedback feature at <http://tvmdl.tamu.edu> by the end of FY11.
- Develop a speakers' database of TVMDL expertise; post to the TVMDL website by the end of FY11.

Managed Marketing Strategy

- Distribute annual stakeholder awareness surveys concerning available TVMDL services by mid-FY11.
- Increase TVMDL participation in annual industry meetings and trade shows by 25 percent by FY12.
- Update TVMDL Services brochure by the end of FY11.
- Increase the development of test and service-specific marketing pieces by 20 percent by FY12.
- Prepare a video presentation targeted to agency clientele by FY11.



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