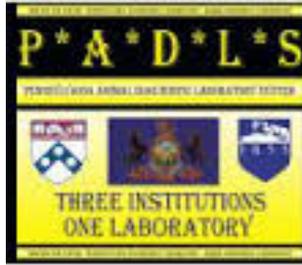


PENNSTATE



Penn State Animal Diagnostic Laboratory

"Guardians of Animal, Human and Environmental Health"

STRATEGIC PLAN
2015-2020



Department of Veterinary and Biomedical Sciences

Wiley Lane, University Park, PA 16802

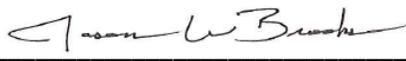
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Authorization



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Executive Summary

The Animal Diagnostic Laboratory (ADL) 2015-2020 strategic plan provides a blueprint of the unified efforts we plan to undertake in the next five years. Our common goal is to usher ADL to the forefront of diagnostic service related to animal health, zoonotic diseases, public health, pre-harvest food safety, and the one health initiative. Several broad goals are listed, and each is assigned a team leader and additional team members to ensure progress on that goal. Under each goal are several strategies, and under each strategy are specific and measurable objectives. Each objective is assigned to a responsible individual with a deadline. Progress on these objectives will be updated at regular intervals to assess the overall progress of the strategic plan.

Over last five years, ADL has seen a steady decline in funding from the state government which has undermined the operations of ADL. If this decline continues, ADL will not be able to fulfill its statutory requirements to serve the Commonwealth of Pennsylvania. This plan will address the initial steps that ADL faculty and staff will take to begin seeking additional sources of income and funding from both governmental and private industry. The first step is to initiate a cost analysis of the current services and to perform a thorough financial audit in order to identify redundancy, limitations, and underutilized potential in the system. The outcome of these analyses will be used to develop a path toward making ADL self-sustainable in the long term. These findings will also assist us in implementing programs and services that will allow ADL to grow through offering specialized and niche market services to small animal and companion animal owners, veterinary practitioners, and industry leaders.

A major factor that has hindered the laboratory's ability to grow in recent years is the lack of expertise in emerging fields or lack of opportunities for faculty to pursue new and emerging areas of diagnostic services, such as clinical pathology, small animal and companion animal diagnostics, veterinary forensics, molecular diagnostics, externship programs, and value added field services integrated with on farm consultations. In the next five years we hope to offer improved services to our clientele to better meet their needs. The specific needs of the veterinary community will be assessed and better efforts will be made to establish greater interactions with stakeholders and industry representatives as we continue to work together toward a common goal. We plan to use additional resources to market our services and have a greater presence at industry events and on social media. The formation of an external advisory board comprising of producers, veterinarians, animal and pharmaceutical industry leaders, and diagnosticians from other veterinary laboratories would greatly assist in providing a vision for future growth and development of ADL. Communication within the laboratory and that with our stakeholders is critical for ADL. We will continue to strive to enhance internal communication between faculty and staff in a variety of ways and also reach out to our stakeholders. ADL has plans to renovate the reception area to better serve our clientele and create additional space for training, resident education, and faculty and staff meetings.

Although long term planning is not specifically addressed in this plan, ADL has listed several of the laboratory's key long-term goals so as to provide some direction for the future. If we are

successful at achieving the goals in this five year plan, we can be confident of similar success in achieving long term goals.

Mission Statement

The mission of the Animal Diagnostic Laboratory is to protect animal health, human health and food safety through diagnostic laboratory services and professional expertise. Through early detection and monitoring of animal diseases, ADL provides support for animal owners and industries, veterinarians, animal research scientists, educators, and state and federal animal health programs. The Animal Diagnostic Laboratory fulfills its mission by providing in depth, rapid diagnostic information to support disease control, health management, and performance of livestock, poultry, and wildlife, fish, and companion animals. Furthermore, ADL provides active surveillance of animal diseases, identification of emerging diseases, and food safety testing through the development and application of new diagnostic methods. Additionally, by assisting with the training and education of new diagnosticians, veterinarians, and graduate students, ADL takes a proactive role in ensuring the viability of Pennsylvania's animal industries.

Vision Statement

Within the next five years, the Animal Diagnostic Laboratory will firmly establish itself as a key diagnostic laboratory in the mid-Atlantic region

Core Values

- Excellence and productivity in diagnostic analysis, client service, extension /outreach, research, and teaching.
- Creativity and innovation in diagnostic analysis, client service, extension /outreach, and research.
- Interdisciplinary collaboration and communication to solve complex problems for the common good.
- Dedication to diversity, multicultural understanding, and cross-cultural competence.
- An atmosphere of mutual respect which promotes open sharing of ideas and viewpoints.
- The highest standards of integrity, honesty, responsibility, and accountability.
- Openness to change and responsiveness to emerging issues affecting society and the animal agricultural industries.
- An environment that nurtures personal and professional growth and development.
- Commitment to the Pennsylvania Department of Agriculture, Penn State University, the College of Agricultural Sciences, and the Department of Veterinary and Biomedical Sciences and their mission.

Goals and Strategies

Goal #1: Address faculty and staff issues related to retention, growth and expertise

Strategy	Lead	Team Members
1.1. Evaluate and optimize work flow in virology & serology section	Kuchipudi	Kariyawasam, Lu, Palchak, Gordon
1.2. Establish a working group to better integrate diagnostics and field investigation	Wolfgang, Pendleton	ADL faculty
1.3. Develop a progression plan for faculty and staff operations with anticipated retirements.	Hattel	Jayarao, W Harter

Goal #2: Secure additional funding sources to augment ADL income

Strategy	Lead	Team Members
2.1. Conduct cost analysis of tests offered through ADL	Jayarao	W Harter, Pierre, Rainey, Shaffer, Fisher, Hubler
2.2. Conduct financial audit of all sections	Jayarao	W Harter, D Harter, Warner, Shaffer,
2.3. Seek additional funding opportunities	Jayarao	Beasley, ADL faculty, Office of Int. Programs.
2.4. Seek financial support from industry partners and alumni	Jayarao, Beasley	-

Goal #3: Enhance programs and services offered to clientele

Strategy	Lead	Team Members
3.1. Develop and implement new molecular diagnostic tests of relevance to veterinarians and food animal producers	Kariyawasam	DebRoy, Kuchipudi, Jayarao, Wolfgang, Hovingh.
3.2. Expand companion animal services outreach/diagnostics	Brooks	Fisher, King

Goal #4: Improve client outreach and marketing

Strategy	Lead	Team Members
4.1. Improve on-line and social media presence	Brooks	Hubler, Shaffer, Rudy, K Williams
4.2. Ascertain the needs of ADL stakeholders	Wolfgang, Dunn	Pendleton, Hovingh, Rudy
4.3. Improve public relations and promote services offered through ADL	Fisher, Brooks, Jayarao	Kerschner, Hubler, Rudy, Rainey, Mary Wirth

Goal #5: Ensure consistent and complete internal communication

Strategy	Leads	Team Members
5.1. Improve communication between faculty and staff	Jayarao	Palchak, Lintner, Rainey
5.2. Invest in improved building communication tools	Fisher	Weaver, Pierre
5.3. Improve the effectiveness of the ADL Quality Assurance Committee	Gill	Hubler, Fisher

Goal #6: Incorporate contemporary technologies to enhance laboratory operations

Strategy	Lead	Team Members
6.1. Enhance IT operations and other services	Fisher	Shaffer, Gill, Hubler, Rainey

Goal #7: Improve operational facilities and equipment

Strategy	Leads	Team Members
7.1. Moderate renovations to current facility and equipment	Hattel, Brooks, Kariyawasam, Jayarao	W Harter, Rudy, Kuchipudi, Pierre, Matthews, J Williams

Goal #8: Long-term goals

Strategy	Team
8.1. Consolidate sections at ADL	ADL faculty and staff
8.2. Major renovations to ADL	ADL faculty and staff