



ROSS UNIVERSITY  
SCHOOL OF VETERINARY MEDICINE

# RESEARCH STRATEGIC PLAN

## 2024-2027





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# 1. EXECUTIVE SUMMARY

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Ross University School of Veterinary Medicine (RUSVM) has developed a comprehensive Research Strategic Plan for 2024–2027, outlining its commitment to advancing human and animal health through research and knowledge exchange.

The Strategy for 2024–2027 identifies five priority focus areas. These are key areas and objectives which are aligned with the objectives of our Research Centers and are intertwined with the core values at the heart of the RUSVM mission and vision; to provide exceptional learning environments, embrace diversity, and serve society through impactful and ethical research.

An effective communication plan is central to the successful execution of the strategy, and to relay our successes and advancement to the wider external audience of prospective students, collaborators, competitors and beyond.

The Strategy sets out to build upon the progress we have made to elevate the reputation of RUSVM as a unique academic institution in the Caribbean region, delivering research of high international standard.

## 1.1 STRATEGIC PRIORITIES AND OBJECTIVES

**Scientific Research and Scholarly Work:** The plan emphasizes creating an environment that nurtures excellence, innovation, and impactful research. This includes maintaining a robust framework for basic and clinical research, promoting research growth, offering administrative support for research programs, and ensuring responsible and accountable use of in-house funding.

**Quality Research and Impact:** RUSVM aims to uphold research ethics and conduct responsible research, enhancing the quality and influence of its research. This involves adherence to ethical standards, fostering collaborations with high-ethical-standard institutions, raising awareness about predatory journals, and developing guidelines for responsible data management.

**Local Environment and Community Research:** The plan focuses on research that benefits the local environment and community. It aims to promote research on local resources and biodiversity, and involve local communities in research projects that can influence local government policies and community development.

**Communication:** Effective and timely communication strategies are planned to promote RUSVM's research outputs. This includes establishing research communication policies and routes, ensuring internal dissemination of research productivity, and external communication to stakeholders.

**Diversity, Equity, and Inclusion in Research:** A significant part of the plan is dedicated to promoting diversity, equity, and inclusion in research practices and design. This involves ensuring team composition and recruitment processes reflect these values and providing equitable training opportunities for all involved in research.

## 1.2 IMPLEMENTATION AND EVALUATION

The plan outlines detailed strategies for monitoring and evaluating each strategic priority and objective area. This includes tracking research outputs, assessing the growth rate and quality of research activities, conducting surveys to measure faculty and staff satisfaction, and reviewing mentor-mentee pairings. Regular evaluations will assess the progress in achieving these objectives, ensuring the plan's effectiveness and making necessary adjustments.

## 1.3. RESEARCH CENTERS AND SPECIFIC GOALS

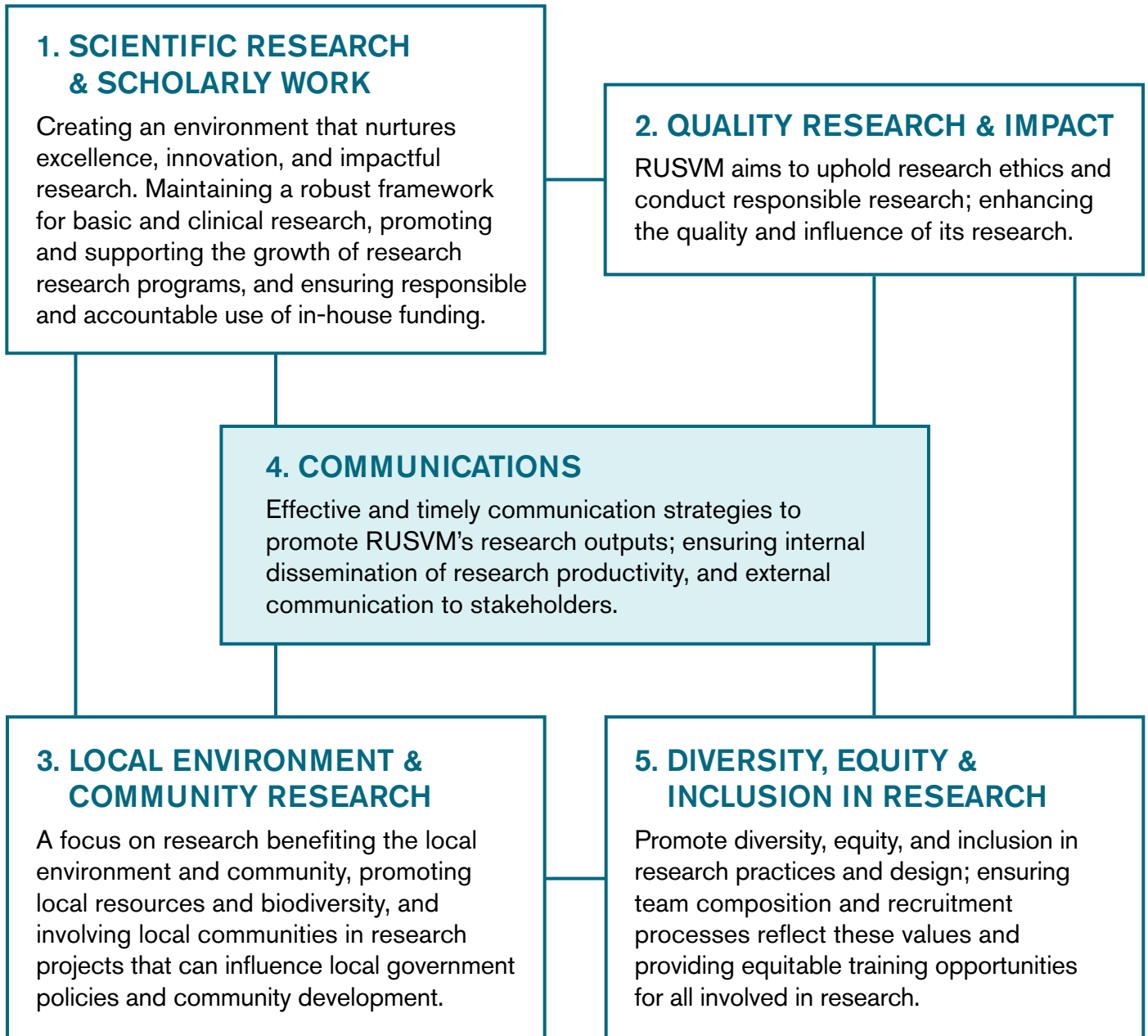
RUSVM has set specific goals for its Research Centers, aiming to increase publication outputs, extramural projects, student enrollment in research projects, and participation in international conferences. These goals are designed to enhance the university's research profile and impact.

In summary, the RUSVM Research Strategic Plan 2024–2027 is a forward-thinking document that sets clear priorities and objectives for advancing research in veterinary and health sciences. It is a comprehensive framework that not only focuses on scientific excellence but also emphasizes ethical practices, effective communication, community engagement, and inclusivity in research. The plan's successful implementation will position RUSVM as a leader in veterinary training and research, contributing significantly to global health advancements.

# 1. EXECUTIVE SUMMARY (continued)

Figure 1: Five Strategic Priorities for 2024–2027

## FIVE STRATEGIC PRIORITIES FOR 2024–2027



## 2. RUSVM MISSION

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The mission of Ross University School of Veterinary Medicine is to provide the best learning environment to prepare students to become members and leaders of the worldwide public and professional healthcare team, advancing human and animal health — One Health — through research and knowledge exchange.

To provide a relevant and stimulating learning environment to equip veterinary students to become practice- and career-ready graduates.

To embrace diversity and offer students from a wide range of backgrounds the opportunity to follow their chosen career in veterinary medicine.

To serve society through strategic and impactful research into safe food production and control of emerging infectious and zoonotic diseases in developing countries and beyond.

To involve students in the work of our Research Centers, to foster a thirst for knowledge to improve the health and welfare of humans and animals through observation, investigation, and research.

To educate graduate students to become successful contributors to the knowledge economy, through advanced training in areas strategically important to global health.

### 2.1 RUSVM RESEARCH STRATEGY MISSION

Form strategic partnerships regionally and globally to optimize resource use, enhancing external recognition and funding, thereby sustaining research activities as evidenced by faculty scientific contributions, Doctor of Veterinary Medicine (DVM) student engagement, and the awarding of postgraduate degrees.



### 3. RUSVM VISION

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Ross University School of Veterinary Medicine's vision is to lead veterinary training worldwide by creating an exemplary veterinary program, uniquely designed to graduate today's practice-ready veterinarians and tomorrow's leaders and discoverers.

The strategic plan supports refreshing the organizational hierarchy to reflect best practice at our benchmark veterinary schools, having clear governance, structure and management in all parts of RUSVM, and yet, through making strategic new appointments, retaining the business focus, agility and appetite for success of a private sector institution. There are two key elements: immediate needs—first, developing RUSVM to maintain full American Veterinary Medical Association (AVMA) accreditation without substantial compliance issues—and second, driving RUSVM to a new level, above and beyond accreditation.

#### 3.1. RUSVM RESEARCH STRATEGY VISION

Gain regional and global acclaim as an AVMA-accredited institution by advancing evidence-based science, fostering innovation, and promoting collaborative research in veterinary and other health sciences, all through a contemporary, One Health trans-disciplinary educational approach.

## 4. RUSVM RESEARCH STRATEGIC PRIORITIES FOR 2024–2027

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### 4.1. STRATEGIC PRIORITY 1: SCIENTIFIC RESEARCH AND SCHOLARLY WORK

Create an environment that promotes excellence, innovation, and impactful research, positioning our institution forefront of scientific advancements and scholarly contributions.

**Objective Area 1:** To maintain a framework of basic sciences and clinical research that enhances our regional and international influence.

- Improve the infrastructure supporting our research activities by investing in our personnel and augmenting our services.
- Promote the growth of basic and clinical research activities.
- Offer end-to-end administrative assistance for research programs initiated by faculty and staff.
- Exercise responsibility and accountability in the use of the in-house funding provided for basic and clinical research projects.
- Review the necessities for shared equipment and oversee their usage with explicit strategies for maintenance plans, and operation.

#### Monitoring and Evaluation of Priority 1 Objective Area 1

##### MONITORING:

- In conjunction with Research Centers, track research outputs (number, types) conducted in each fiscal year. Document increases in the number and quality of research publications as detailed in the individual Center milestones.
- Track and document the utilization rate of administrative assistance by noting the number of requests and collecting feedback from faculty and staff using the services.
- Collaborate with Research Centers to keep a comprehensive report on the usage of in-house funding.
- Intensify monitoring of research project progression and regularly follow up on funded projects through semi-annual and annual progress reports.
- Maintain quality control by keeping a record of shared equipment usage, overseeing equipment condition, and documenting maintenance activities.

##### EVALUATION:

- Compare the growth rate and quality of research activities year on year over the four-year period of this plan.
- Periodically audit the utilization of in-house funding, evaluate the outcomes and impact of funded projects against initial goals, and conduct surveys or interviews with researchers to assess if the environment has become more conducive to research.
- Survey the faculty and staff to determine their satisfaction with the level and quality of administrative assistance.
- Once every semester, assess the condition and adequacy of shared equipment, survey user satisfaction regarding its availability, condition, and maintenance across all research areas, and compare the status before and after the review.

**Objective Area 2:** Attract and maintain a cadre of exceptionally proficient, accomplished research and teaching faculty members.

- Recruit diverse faculty members who possess outstanding teaching and research potential, to enable competition at the highest levels for research funding and publication opportunities.
- Senior management, Heads of Department and Human Resources Department to produce plans for future staffing requirements in fields of high demand and limited candidate availability, incorporating strategies for internal talent cultivation and succession planning.
- Senior management, Heads of Department and Human Resources ought to ensure attractive retention benefits are provided when compared with similar international institutions.
- Ensure support is provided by essential shared institutional services (Purchasing, Library, Laboratories etc.) to maintain exceptional research faculty and staff members.

## 4. RUSVM RESEARCH STRATEGIC PRIORITIES (continued)

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### MONITORING:

- Senior management to provide clarity on research responsibilities for faculty to ensure appropriately directed advertisement of positions which follow the best practices in the industry.
- Maintain a record of all research-active faculty recruitment efforts, ensuring equity, diversity, and inclusion, and track the number and quality of applications received, offering transparency about the percentage of expected research activity
- Regularly evaluate and forecast academic and research growth areas where faculty expertise demand may rise, and document initiatives in nurturing internal talent succession, including training, mentorship and growth opportunities.
- Keep track of faculty retention strategies and success rates annually, as well as the benefits and shared services available.
- Document the usage and feedback of shared services by research faculty and conduct satisfaction surveys to evaluate their perceived value and effectiveness.

### EVALUATION:

- Annually analyze and compare the success rate and caliber of new research faculty recruits, in terms of research outputs, teaching feedback, and external recognition, against peer institutions or previous years' benchmarks.
- Evaluate the success of internal talent cultivation strategies by tracking the growth and accomplishments of those identified as potential future leaders.
- Analyze faculty attrition reasons and compare them to previous years or similar institutions.

**Objective Area 3:** Provide support, guidance, mentorship, and motivation to junior research faculty, including, DVM, Masters/DVM, PhD, post-doctoral trainees.

- Increase recruitment of a diverse group of outstanding DVM and post-graduate scholars to participate in our research program, by following the best recruitment practices to promote equity, diversity and inclusion in research.
- Enhance the research program by boosting the enrollment of DVM/master's and PhD students through dedicated funding opportunities and philanthropic support.
- Provide principal investigators, particularly early-career faculty, with training in professional development opportunities, grant proposal preparation, and the policies, procedures, and processes of research administration.
- Sustain and enhance training aid through resources from extramural and intramural grants.

### MONITORING:

- Heads of Departments will compile a list of research mentors by interest area and assign mentors to new junior faculty hires during onboarding, with mentors reporting on their mentees' research progress after the first year.
- The Research Department will promote current graduate student research via social media and the intranet monthly, and one faculty development day per year will focus on research-related continuing education.
- Faculty will receive quarterly updates from the Research Department with guidance to research training resources, both internal and external.
- The diversity of DVM and post-graduate scholars in the research program will be monitored to ensure a wide range of participants.
- The Research Department will gather applications for extramural/philanthropic funding that support student research, excluding travel, to assess the outcomes and track faculty engagement and interest in continuing education through seminars and surveys for future opportunities.



## 4. RUSVM RESEARCH STRATEGIC PRIORITIES (continued)

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### EVALUATION:

- Review the mentor-mentee pairing process and assess the progress made by mentee at the end of the first year. Include surveys or interviews with new hires to gather feedback on the mentoring experience and its impact on their research productivity and integration into the department.
- Assess engagement metrics, such as likes, shares, comments, and views, on social media and intranet platforms showcasing graduate research, and evaluate attendance records, faculty surveys, and feedback forms to determine the value and application of the continuing education provided.
- Track the open and click-through rates of quarterly emails to evaluate faculty engagement with the content and use follow-up surveys to determine the utilization and effectiveness of training resources in improving research skills and knowledge.
- Assess the diversity among research program participants by reviewing enrollment data and participant demographics over time, gauging success by the program's effectiveness in recruiting and retaining a diverse group of scholars in line with established diversity goals or benchmarks.
- Gather and assess the quantity and quality of submitted and granted funding applications that support student research. Evaluate the effectiveness of Continuing Education (CE) opportunities by monitoring seminar attendance, faculty involvement in subsequent activities, and analyzing survey feedback to identify future CE programming needs and interests.

### **Objective Area 4:** Foster research collaborations and strategic alliances with industry partners and other key stakeholders

- Embolden collaboration among faculty members.
- Actively involve supporters of the school, including alumni, and industry partners in identifying potential research partnership opportunities.
- Enhance clinical research by collaborating with local practitioners and leveraging the unique companion animal population at the Ross University Veterinary Clinic (RUVIC), focusing on animals with naturally occurring diseases prevalent in the region.

### MONITORING:

- The Research Department will present faculty research and collaboration opportunities at semesterly combined department meetings and update the Alumni Action Council on research developments twice a year.
- The RUVIC director and the BARC clinical director will support the Research Department with information on ongoing clinical research activities and future research opportunities.
- Regular oversight of internal and external collaborations will be implemented to ensure sustained partnerships and continuous progress across each Research Center.

### EVALUATION:

- Research Department to solicit feedback from faculty attending department meetings and the Alumni Action Council to gauge the effectiveness and relevance of the information presented.
- The summaries from the RUVIC Director and Basseterre Animal Rescue Center (BARC) Clinical Director will be scrutinized for the insights they provide, with additional evaluation based on faculty and stakeholder feedback, audience engagement, the influence on research initiatives, and the degree of external community collaborations they stimulate.
- Document metrics like the number of collaborations initiated post-meetings, tracking the quantity and quality of joint projects and publications, citation impacts, and other research outcomes that signify active and productive partnerships.

## 4. RUSVM RESEARCH STRATEGIC PRIORITIES (continued)

### CENTER GOALS FOR STRATEGIC PRIORITY 1

#### SCIENTIFIC RESEARCH AND SCHOLARLY WORK

- INCREASE THE PROPORTION OF HIGH-QUALITY PUBLICATIONS
- EXPAND AND INCREASE OUR GRANT APPLICATIONS
- EXPAND OUR NETWORK & COLLABORATIONS
- GROW & DEVELOP OUR EARLY CAREER FACULTY MEMBERS
- GROW THE POSTGRADUATE PROGRAM

### 4.2. STRATEGIC PRIORITY 2: QUALITY RESEARCH AND IMPACT

Implementation of strategies that focus on upholding research ethics and conducting responsible research, aimed at improving both the quality and influence of research

#### Objective Area 1: Ethical

- Maintain adherence to national, regional and international research ethical standards and regulations.
- Foster collaborations with institutions that maintain high ethical standards.
- Increase awareness of predatory journals.

#### Objective Area 2: Responsible research

- Develop guidelines for storing and sharing research data.
- Increase training opportunities in participatory research and questionnaire design.
- Maintain adherence to Environmental Health and Safety and Occupational Health and Safety requirements.
- Encourage bulk buying and sharing of research supplies including reagents, test kits, etc., to decrease costs and to decrease disposal concerns with expired reagents.

#### Objective Area 3: Impact (see also communications)

- Encourage open access publications to increase availability and equitable access to research findings.
- Build strategies for enhancing the university's research reputation and visibility
- Build support for extension work and projects with positive community impact.
- Build support for and encourage exchanges with other universities, especially those that include presentations sharing research results and/or cross-training (e.g., ERASMUS, sabbaticals, etc.)

#### MONITORING:

- RUSVM Institutional Review Board (IRB) and Institutional Animal Care and Use Committee (IACUC) monitor ethics compliance for human and animal research, respectively.
- Ensure prompt government approvals to enable human and animal projects to be performed in a timely manner, especially in cases of outbreaks and emerging diseases.
- All external collaborations conducted under a Memorandum of Understanding (MOU) that includes statements regarding ethics, animal welfare, discrimination, child labor, fair pay, etc.

## 4. RUSVM RESEARCH STRATEGIC PRIORITIES (continued)

- Exit-interviews include confirmation of data accessibility and storage and availability of research supplies, reagents and samples.
- Confirm Environment, Health & Safety (EH&S) and Occupational Health & Safety (OH&S) forms are completed and all study personnel have signed.
- Center Directors should collaborate with authors to appraise outgoing manuscripts, ensuring their relevance and the appropriateness of the targeted journals.

### EVALUATION:

- No animal/human projects are conducted without IACUC/IRB approval. Informed consent forms are stored and secured.
- Completed study data, inclusive of questions used in online questionnaires, is in a repository and/or available for future use at RUSVM.
- Guidelines developed for identifying predatory journals or links provided to other sites on predatory journals and available on a shared research space (e.g., Canvas).
- Identification of at least 2 courses in participatory research and/or questionnaire design circulated to Principal Investigators (PI's).
- Research results shared with local government and stakeholders and/or with student organizations with community outreach activities.
- Determine number of faculty and research support staff that participate in exchanges and cross-training.

### CENTER GOALS FOR STRATEGIC PRIORITY 2

#### QUALITY RESEARCH & IMPACT

- INCREASE TRAINING & CROSS CENTER COLLABORATIVE OPPORTUNITIES
- APPRAISE AND SET CENTER SPECIFIC GUIDANCE ON PUBLICATIONS

### 4.3. STRATEGIC PRIORITY 3: LOCAL ENVIRONMENT AND COMMUNITY RESEARCH

Encourage excellence and innovation in research pertaining to One Health, the local environment, companion animals, domestic animals, wildlife species, and Caribbean communities.

**Objective Area 1:** Promote research focusing on local resources and biodiversity.

- Enhance the scope and intensity of clinical and translational research, focusing particularly on infections that occur naturally and distinct acquired disease manifestations in companion animals, domestic livestock, and wildlife species residing in the Caribbean or on Saint Kitts and Nevis (SKN).
- Engage in groundbreaking basic and clinical research, centering on vector-borne infections, and the unique ecosystems and biodiversity prevalent in the Caribbean region, with a special focus on local conditions in St. Kitts and Nevis.
- Enhance student involvement in clinical and translational research by identifying funding and purchasing support for these projects.

### MONITORING:

- In conjunction with the Research Centers, track the number and types of research activities conducted in each Fiscal year relating to local environment.
- In collaboration with Research Centers, keep a comprehensive record of both internal and external grants awarded in this subject area, tracking the use of in-house funding and monitoring the progress of funded research projects through semi-annual and annual progress reports.
- Collaborate with the Research Office to monitor the enrollment and completion rates of candidates in the MSc in One Health program, as well as DVM-MSc, RA, and RV students engaged in research related to the local environment and community.

## 4. RUSVM RESEARCH STRATEGIC PRIORITIES (continued)

### EVALUATION:

- Evaluate the variety and quantity of research activities each fiscal year focused on local environment and community studies, along with their respective outcomes.
- Conduct an annual survey of MSc program students, Research Assistants (RAs), and Research Volunteers (RVs) to gauge their overall learning experience and satisfaction with the opportunities in which they participated.

**Objective Area 2:** Promote research projects that involve local communities and have the potential to influence local government policy and community development.

- Maintain the Disaster Management Working Group at the forefront of One Health disaster programs in the Caribbean.
- Strengthen current RUSVM student clubs and research projects that include community outreach such as the Feral Cat project, VIDA, Sea Turtle monitoring network.

### CENTER GOALS FOR STRATEGIC PRIORITY 3

#### LOCAL ENVIRONMENT AND COMMUNITY RESEARCH

- ENGAGE OVER 30 DVM STUDENTS IN RESEARCH EACH YEAR
- SUPPORT AT LEAST ONE RESEARCH PROJECT INVOLVING LOCAL COMMUNITIES

### 4.4. STRATEGIC PRIORITY 4: COMMUNICATION

Provide effective, timely communications to appropriate target audiences to promote RUSVM's research output.

**Objective Area 1:** Establish Routes of Research Communication and Policies

- Introduce a Research Communications Committee which meets monthly to be attended by Adtalem Communications colleagues and Research Administration where spotlight stories and articles, initiated because of Objective Areas 2 and 3, will be discussed and disseminated.
- Define clear lines of responsibility: which methods of communication can be handled locally/centrally and who is the primary contact for each method.

### MONITORING:

- Head of Research Administration to oversee new committee and policies to ensure implementation within the first six months of the new strategic plan being accepted.
- The monthly meetings must be organized and run effectively, a responsibility to be held by the Associate Dean of Research/ Research Administrator.

### EVALUATION

- Productivity to be captured in an Annual Research Communications Report to be produced by the research administration team and presented to the Associate Dean of Research and Center Directors. The report should be used to identify successes, opportunities and trends.

## 4. RUSVM RESEARCH STRATEGIC PRIORITIES (continued)

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### **Objective Area 2: Internal Communication**

- Ensure dissemination of research productivity to students and colleagues by highlighting publications in the Dean's Letter and Research Newsletter.
- Post new publications and posters on the campus noticeboard and update every month.
- Produce a newsreel of new projects for student involvement to play within the students' union.
- Provide a forum for researchers to present their research to faculty and students which should assist with the recruitment of RAs and RVs.
- Outputs reported in Center highlights each semester at research meetings and reported mid semester at All Colleague meetings.
- Center Directors to provide three lay person summaries of a research project per annum, to be used in publications above.

### **MONITORING:**

- Monthly Research Communications Committee meetings to monitor research communications, ensuring a minimum of three research stories are disseminated to the campus community each semester.
- Monitor applications for RV/RA positions and student interest in faculty presentations. Numbers of RA/RV recruited to be reported in the Annual Communications Report.
- Monitor noticeboards and posters to ensure that they are updated monthly, activity to be reported in the Annual Communications Report.

### **EVALUATION**

- Measure increases in interdepartmental collaborations and RA/RV recruitment annually.
- Productivity to be captured in an Annual Research Communications Report to be presented to the Associate Dean of Research and Center Directors. The report should be used to identify successes, opportunities, and trends.

### **Objective Area 3: External Communication**

Ensure dissemination of research productivity to stakeholders i.e., the international research community, alumni, prospective students, and accreditors, including but not limited to:

- RUSVM ViewBook—produced annually, October for prospective students/RUSVM Research Brochure updated as needed/Adtalem Sustainability Report annually, October).
- Partner with the Assistant Dean of Alumni Relations to disseminate highlights to alumni, with link to webpages and requests for philanthropic support in research (annual newsblast).
- One Health Research Foundation (OHRF) websites to be updated regularly:
  - Nine publications to be highlighted on the RUSVM and One-Health annually, the Board Report semesterly, and the AVMA report annually.
- Social Media:
  - One-Health LinkedIn page and RUSVM research pages: ensure posts are made every other week.
- Posts to include faculty highlights/publications/spotlight articles and student awards, grants and projects. Conference Presentations:
  - Ensure all posters and oral presentations include the RUSVM logo and/or capture branding.
- International Press:
  - Release three stories to the international press agency per annum.

## 4. RUSVM RESEARCH STRATEGIC PRIORITIES (continued)

### MONITORING:

- Research Communications Committee to monitor and ensure that annual goals are met.

### EVALUATION

- Assess philanthropic support and collaborations.
- Productivity to be captured in an Annual Research Communications Report to be presented to the Associate Dean of Research and Center Directors. The report should be used to identify successes, opportunities and trends.

### CENTER GOALS FOR STRATEGIC PRIORITY 4

#### COMMUNICATIONS

- CREATE ONE PROMOTIONAL COMMUNICATION EACH SEMESTER, AIMED AT THE GENERAL PUBLIC
- CREATE ONE SOCIAL MEDIA COMMUNICATION EACH SEMESTER
- PRESENT FINDINGS AT A MINIMUM OF FOUR SCIENTIFIC CONFERENCES EACH YEAR

### 4.5. STRATEGIC PRIORITY 5: DIVERSITY, EQUITY, AND INCLUSION IN RESEARCH

Strategies for promoting diversity, equity, and inclusion (DEI) in the research community, including best practices to promote gender balance, ethnic diversity, and representation of underrepresented groups (including, but not limited to women and gender minorities, Indigenous Peoples, persons with disabilities, racialized individuals, and members of the LGBTQ+ communities).

**Objective Area 1:** To address DEI in the research practice.

- Ensure that Team composition and recruitment processes, including Scholarships reflect DEI (One Health Scholarship targeting students within the Caribbean Region).
- Ensure equitable opportunities for DEI training and development to all research Faculty.
- Promote inclusivity in the research environment.

**Objective Area 2:** To address DEI in the research design

- To promote rigorous research design that is sensitive to diversity and identity factors.

### MONITORING:

- ADTALEM DEI team to review and approve the job postings before it is posted to confirm it aligns with best practices.
- Keep these procedures/policies up to date.
- Maintain records of completed DEI training for all research-active faculty, postgraduate students and staff.

### EVALUATION

- Assess if recruitment, hiring and retention practices in research are aligned with Adtalem DEI policies.
- Assess the training of faculty, postgraduate students, and staff in the Research Office to ensure that expectations are fulfilled.
- Carry out surveys to assess the research environment and the creation of a safe space for postgraduate students, staff, and Research Faculty.



## 4. RUSVM RESEARCH STRATEGIC PRIORITIES (continued)

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### CENTER GOALS FOR STRATEGIC PRIORITY 5

#### DIVERSITY, EQUITY & INCLUSION IN RESEARCH

- AT LEAST 50% OF CENTER MEMBERS ATTEND DEI TRAINING OPPORTUNITIES OFFERED ON CAMPUS
- CENTERS WILL PROMOTE AND ENCOURAGE A MEMBERSHIP REFLECTING THE DIVERSITY AND BEING INCLUSIVE OF ALL FACULTY
- WHERE POSSIBLE, RESEARCH PROJECTS SHOULD REFLECT DIVERSITY AND INCLUSIVITY/TARGET MINORITY/UNDERREPRESENTED AREAS
- DIVERSIFY THE GRADUATE PROGRAM

## 5. RESEARCH CENTER IMPLEMENTATION PLANS

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### CENTER ONE STRATEGIC OBJECTIVES:

- Publish at least 40 research papers in peer-reviewed journals per year.
- Submit/run at least 4 extramural grant applications per year
- Have at least 5 MSc/Ph.D. students enrolled to Center 1 research projects per year.
- Enroll ~ 50 DVM students as Research Assistants/Research Volunteers (RA/RV) per year.
- Present data at 5 international conferences per year.

### CENTER TWO STRATEGIC OBJECTIVES:

- Publish at least 40 research papers in peer-reviewed journals per year
- Increase extramural funding to 6–8 grant applications per year, focusing on active grant calls and industry/philanthropic support.
- Increase intake of Master's degree students and participation of DVM (Research Volunteers, Research Assistants and Research Elective) students in Center 2 research projects.
- Support Center 2 based intramural projects, particularly clinical research with a focus on cardiovascular health and disease, Immune-mediated disease and central nervous system disorders, oncopathology, pharmacology & drug metabolism

### CENTER THREE STRATEGIC OBJECTIVES AND OUTPUTS:

- Publish at least 10 research papers in peer-reviewed journals per calendar year.
- Submit/run a minimum of 2 extramural grants/projects per calendar year.
- To have 2 MSc/PhD active students enrolled in the Center for any given year.
- To support 35 DVM students as Research Assistants or Research Volunteers per year.
- To present research findings at 4 regional or international conferences as either an oral or poster presentation.

### CENTER FOUR STRATEGIC OBJECTIVES:

- Publish at least 5 research papers in peer-reviewed journals per calendar year.
- Continue to support intramural projects which align with Center 4 focus areas and enhance RUSVM's Mission to provide the best learning environment for students.
- Submit at least 3 extramural grants/projects per calendar year.
- Increase student awareness of MSc/PhD opportunities in Center 4 research areas and enroll a minimum of 1 MSc/PhD student per year.
- Enroll 200 RUSVM students as participants and increase the number of Research Assistants or Research Volunteers to 15 per year.
- Present research findings as oral presentations or workshops at 3 regional or international conferences per year.
- Maintain RUSVM Apple Certification and increase the use of emerging technologies within RUSVM courses.



# APPENDICES

## APPENDIX 1: RESEARCH CENTER MILESTONES

PROPOSED MILESTONES FOR EACH CENTER BY CALENDAR YEAR:

| RC-1 Milestones       | 2024   | 2025   | 2026   | 2027   |
|-----------------------|--|--|--|--|
| Publications          | Publish at least 40 research papers in peer-reviewed journals  | Publish at least 40 research papers in peer-reviewed journals  | Publish at least 40 research papers in peer-reviewed journals  | Publish at least 40 research papers in peer-reviewed journals  |
| Extramural Grants     | Submit/run 4 extramural projects per year  | Submit/run 4 extramural projects per year  | Submit/run 4 extramural projects per year  | Submit/run 4 extramural projects per year  |
| DVM Students (RA/RV)  | Enroll at least 50 DVM students (RA/RV) to C1 research projects  | Enroll at least 50 DVM students (RA/RV) to C1 research projects  | Enroll at least 50 DVM students (RA/RV) to C1 research projects  | Enroll at least 50 DVM students (RA/RV) to C1 research projects  |
| Postgraduate Students | Enroll 5 post graduate students to C1  | Enroll 5 post graduate students to C1  | Enroll 5 post graduate students to C1  | Enroll 5 post graduate students to C1  |
| Collaborations        | Forge research collaborations with external organizations resulting in publications and/or extramural submissions. | Forge research collaborations with external organizations resulting in publications and/or extramural submissions. | Forge research collaborations with external organizations resulting in publications and/or extramural submissions. | Forge research collaborations with external organizations resulting in publications and/or extramural submissions. |
| Public Awareness      | Create public awareness of C-1 research outcomes   | Create public awareness of C-1 research outcomes   | Create public awareness of C-1 research outcomes   | Create public awareness of C-1 research outcomes   |



## APPENDICES (continued)

| RC-2 Milestones             | 2024   | 2025   | 2026   | 2027   |
|-----------------------------|--|--|--|--|
| Publications                | Publish 40 research papers in peer-reviewed journals with 30 ranked Q1 in web-of-science subject quartiles             | Publish 45 research papers in peer-reviewed journals with 32 ranked Q1 in web-of-science subject quartiles             | Publish 50 research papers in peer-reviewed journals with 37 ranked Q1 in web-of-science subject quartiles             | Publish 50 research papers in peer-reviewed journals with 40 ranked Q1 in web-of-science subject quartiles             |
| Extramural Grants           | Submit 6 extramural grants or applications for funding (industry or philanthropic support).                            | Submit 7 extramural grants or applications for funding (industry or philanthropic support).                            | Submit 8 extramural grants or applications for funding (industry or philanthropic support).                            | Submit 8 extramural grants or applications for funding (industry or philanthropic support).                            |
| DVM Students (RA/RV)        | Enroll at least 40 DVM students (RA/RV) to C2 research projects  | Enroll at least 40 DVM students (RA/RV) to C2 research projects  | Enroll at least 40 DVM students (RA/RV) to C2 research projects  | Enroll at least 40 DVM students (RA/RV) to C2 research projects  |
| Postgraduate Students       | Enroll 2 post graduate students to C2  | Enroll 3 post graduate students to C2  | Enroll 3 post graduate students to C2  | Enroll 4 post graduate students to C2  |
| Local Communication         | Provide 3 lay summaries detailing the activities/ outcomes of the projects occurring within C2 for local distribution. | Provide 3 lay summaries detailing the activities/ outcomes of the projects occurring within C2 for local distribution. | Provide 3 lay summaries detailing the activities/ outcomes of the projects occurring within C2 for local distribution. | Provide 3 lay summaries detailing the activities/ outcomes of the projects occurring within C2 for local distribution. |
| International Communication | Showcase one study for release to the international press.   | Showcase one study for release to the international press.   | Showcase one study for release to the international press.   | Showcase one study for release to the international press.   |

| RC-3 Milestones       | 2024   | 2025   | 2026   | 2027   |
|-----------------------|--|--|--|--|
| Publications          | Publish at least 10 research papers in peer-reviewed journals  | Publish at least 12 research papers in peer-reviewed journals  | Publish at least 13 research papers in peer-reviewed journals  | Publish at least 15 research papers in peer-reviewed journals  |
| Extramural Grants     | Submit/run 2 extramural projects per year  | Submit/run 2 extramural projects per year  | Submit/run 3 extramural projects per year  | Submit/run 3 extramural projects per year  |
| DVM Students (RA/RV)  | Support 35 DVM students (RA/RV)  | Support 35 DVM students (RA/RV)  | Support 35 DVM students (RA/RV)  | Support 35 DVM students (RA/RV)  |
| Postgraduate Students | Have 2 MSc/PhD students enrolled   | Have 2 MSc/PhD students enrolled   | Have 2 MSc/PhD students enrolled   | Have 2 MSc/PhD students enrolled   |
| Presentations         | Present findings at 4 regional or international conferences as either an oral or poster presentation | Present findings at 4 regional or international conferences as either an oral or poster presentation | Provide 3 lay summaries detailing the activities/ outcomes of the projects occurring within C2 for local distribution. | Provide 3 lay summaries detailing the activities/ outcomes of the projects occurring within C2 for local distribution. |



## APPENDICES (continued)

| RC-4 Milestones                | 2024  | 2025  | 2026   | 2027   |
|--------------------------------|---|---|--|--|
| Publications                   | Publish at least 6 peer-reviewed research papers  | Publish at least 8 peer-reviewed research papers<br>Disaster Research Working Group aims to publish 1 peer-reviewed publication   | Publish at least 10 peer-reviewed research papers  | Publish at least 10 peer-reviewed research papers  |
| Grants                         | Submit at least 2 extramural grants and 4 intramural grants   | Submit at least 2 extramural grants and 6 intramural grants   | Submit at least 2 extramural and 8 intramural grants   | Submit 8 extramural grants or applications for funding (industry or philanthropic support).          |
| DVM Students (RA/RV)           | Involve at least 50 students as research participants, and engage 10 research assistants/volunteers                                 | Involve at least 100 students as research participants, and engage 10 research assistants/volunteers  | Involve at least 150 students as research participants, and engage 10 research assistants/volunteers       | Involve at least 150 students as research participants, and engage 10 research assistants/volunteers |
| Postgraduate Students          | Enroll 1 post graduate student to C4  | Enroll 1 post graduate student to C4  | Enroll 1 post graduate student to C4   | Recruit 2 post graduate students to C4   |
| Communication                  | Produce 8 social media posts highlighting C4 efforts  | Produce 8 social media posts highlighting C4 efforts  | Produce 8 social media posts highlighting C4 efforts   | Produce 8 social media posts highlighting C4 efforts   |
| Faculty Involvement            | Establish Learning Communities for Faculty<br>Involve at least 10 faculty members as primary/co-investigators on research projects. | Involve at least 10 faculty members as primary/co-investigators on research projects.   | Involve at least 15 faculty members as primary/co-investigators on research projects.                      | Involve at least 15 faculty members as primary/co-investigators on research projects.                |
| Data, Curriculum & Simulations | Establish GitHub organization for C4 with repositories for each peer-reviewed publication   | Establish best data analysis practices for veterinary medical education studies with a focus on transparency, reliability and repeatability and publish in JVME or equivalent | Renewal of Apple Distinguished Certification<br>Incorporate a virtual simulation into the RUSVM curriculum | Involve at least 15 faculty members as primary/co-investigators on research projects.                |

## APPENDICES (continued)

### APPENDIX 2: KEY CENTER GOALS ALIGNED TO THE RESEARCH STRATEGY 2024–2027

#### CENTER GOALS FOR STRATEGIC PRIORITY 1

##### SCIENTIFIC RESEARCH AND SCHOLARLY WORK

- INCREASE THE PROPORTION OF HIGH-QUALITY PUBLICATIONS
- EXPAND AND INCREASE OUR GRANT APPLICATIONS
- EXPAND OUR NETWORK & COLLABORATIONS
- GROW & DEVELOP OUR EARLY CAREER FACULTY MEMBERS
- GROW THE POSTGRADUATE PROGRAM

##### CONDITIONS FOR ACHIEVING THESE GOALS:

- A sustained level of research funding, released at the start of each Financial Year
- Faculty no.'s are maintained, and turnover is minimal
- Center members remain constant or increasing
- Research Professor position is filled
- Teaching curriculum commitments are balanced to include career development—time for research, training and skill development opportunities
- Onboarding/offboarding processes for new/exiting faculty are adhered to

#### CENTER GOALS FOR STRATEGIC PRIORITY 2

##### QUALITY RESEARCH & IMPACT

- INCREASE TRAINING & CROSS CENTER COLLABORATIVE OPPORTUNITIES
- APPRAISE AND SET CENTER SPECIFIC GUIDANCE ON PUBLICATIONS

##### CONDITIONS FOR ACHIEVING THESE GOALS:

- Platforms for sharing data & resources are operational (library, purchasing)
- RUSVM legal templates incorporate Adtalem statements regarding ethics, animal welfare, discrimination, child labor, fair pay, etc.
- RUSVM compliance committees (IRB/IACUC/EHS/OHS) and processes are functional and fully supported
- Funds to support open access publications are available
- A communications plan to disseminate and promote quality research is in effect



## APPENDICES (continued)

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### CENTER GOALS FOR STRATEGIC PRIORITY 3

#### LOCAL ENVIRONMENT AND COMMUNITY RESEARCH

- ENGAGE OVER 30 DVM STUDENTS IN RESEARCH EACH YEAR
- SUPPORT AT LEAST ONE RESEARCH PROJECT INVOLVING LOCAL COMMUNITIES

#### CONDITIONS FOR ACHIEVING THESE GOALS:

- Opportunities exist within the DVM curriculum to encourage & allow students/student clubs to participate in research
- Faculty support exists for student clubs
- Communications team support the promotion and public awareness campaigns around these projects

### CENTER GOALS FOR STRATEGIC PRIORITY 4

#### COMMUNICATIONS

- CREATE ONE PROMOTIONAL COMMUNICATION EACH SEMESTER, AIMED AT THE GENERAL PUBLIC
- CREATE ONE SOCIAL MEDIA COMMUNICATION EACH SEMESTER
- PRESENT FINDINGS AT A MINIMUM OF FOUR SCIENTIFIC CONFERENCES EACH YEAR

#### CONDITIONS FOR ACHIEVING THESE GOALS:

- Communications are released through the appropriate channel in a timely manner
- Funding is available to support travel to conferences
- Social media platforms are supported by the communications team



## APPENDICES (continued)

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### CENTER GOALS FOR STRATEGIC PRIORITY 5

#### DIVERSITY, EQUITY & INCLUSION IN RESEARCH

- AT LEAST 50% OF CENTER MEMBERS ATTEND DEI TRAINING OPPORTUNITIES OFFERED ON CAMPUS
- CENTERS WILL PROMOTE AND ENCOURAGE A MEMBERSHIP REFLECTING THE DIVERSITY AND BEING INCLUSIVE OF ALL FACULTY
- WHERE POSSIBLE, RESEARCH PROJECTS SHOULD REFLECT DIVERSITY AND INCLUSIVITY/TARGET MINORITY/UNDERREPRESENTED AREAS
- DIVERSIFY THE GRADUATE PROGRAM

#### CONDITIONS FOR ACHIEVING THESE GOALS:

- Recruitment, hiring and retention practices in research are aligned with ADTALEM DEI policies
- Regular DEI training is available for all research-active faculty, postgraduate students and staff
- Alignment with Adtalem & Departmental DEI initiatives



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