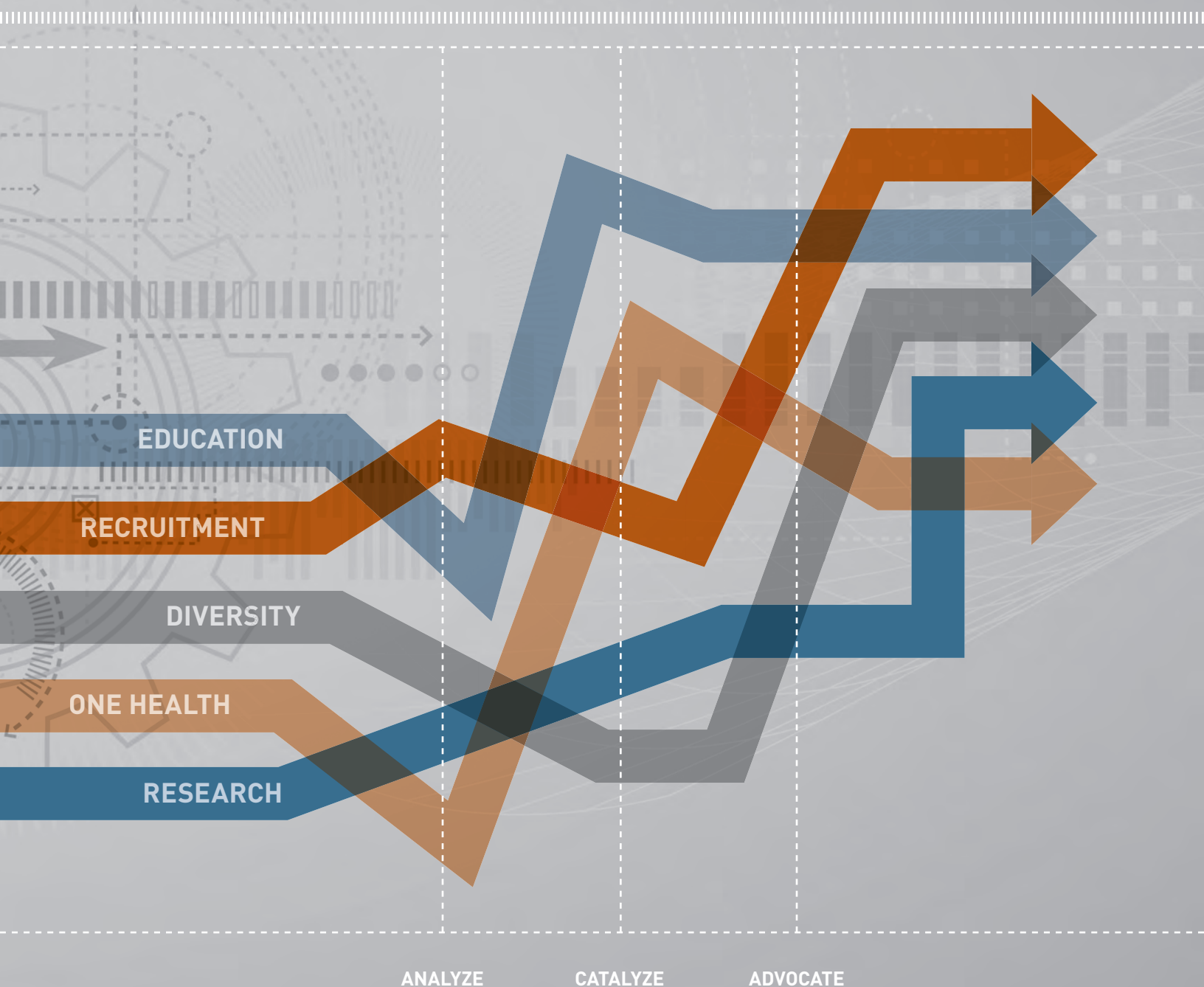




Association of American
Veterinary Medical Colleges

Advancing Academic Veterinary Medicine

Annual Report, July 2012 – June 2013





Association of American
Veterinary Medical Colleges

2012-2013 AAVMC BOARD OF DIRECTORS

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SAVMA Chapter Representative
Iowa State University

Ex Officio (non-voting)

Dr. Andrew T. Maccabe
Executive Director, AAVMC

MESSAGE FROM THE EXECUTIVE DIRECTOR

The AAVMC: Positioned for Impact and Success

The past year has been a time of transition, preparation, and focus for the AAVMC. From restructuring our staff to improving our operating systems and fostering innovation, we've worked hard to position ourselves for impact and success.

We come to work every day with this thought in mind: We are here to serve our members and build a better future for academic veterinary medicine.

At heart, we are an educational association, and we approach our work in much the same way that our member institutions do. We educate people, ranging from influential decision-makers to prospective students, about the essential nature, critical importance, and amazing opportunities in academic veterinary medicine. And we conduct research and facilitate engagement that helps us thrive.

An annual report is by nature a retrospective document, but I hope you will see that the elements inside also speak of a promising future. Our board of directors, for example, has presided over the development of a new strategic plan, one that preserves the AAVMC's core values and mission while focusing on our key strengths.

We have retooled our budget system to better align resources with goals, clarified policies, improved procedures, and made strategic investments in information technology. These practical steps improve efficiency, accountability, and transparency for our members and stakeholders. They also provide our board and committee members with the information and support they need to provide even more visionary leadership and service.

On a personal note, this report chronicles the first complete year in which I have had the privilege to serve this extraordinary organization as executive director. I am grateful to everyone, within our association and throughout the profession, who has helped make it such a rewarding and gratifying experience.

It's an exciting time to be at the forefront of academic veterinary medicine, and I look forward to working with you in the years ahead.



Dr. Andrew Maccabe
Executive Director



We are here to serve our members and build a better future for academic veterinary medicine.





MESSAGE FROM THE PRESIDENT

The AAVMC: Rising to the Occasion

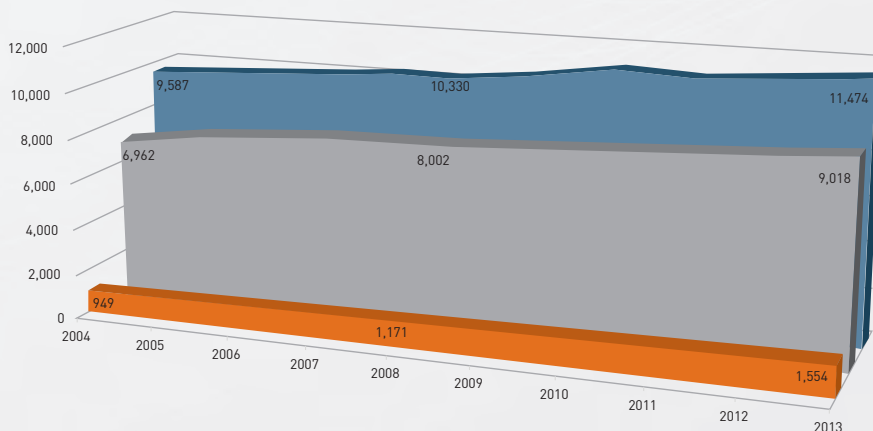
Veterinary medicine and the colleges and schools that support it have had quite a year. The worrisome mixture of high student debt, slow salary growth, residual effects from the Great Recession, and workforce balance all leapt into the headlines. We were reminded again and again that work remains to collect and utilize relevant data and to understand and respond to the profession's pressing issues.

But those circumstances were far eclipsed by a year filled with accomplishment and achievement for the AAVMC. We presented a memorable Annual Conference and Iverson Bell Symposium that highlighted the progress we have made in building a more inclusive profession, and more importantly, illuminated places we must go.

We supported the importance of a strong veterinary medical accreditation system while facilitating historic changes to the operations of accreditation. AAVMC members have taken leadership roles in working with the American Veterinary Medical Association (AVMA) and the Department of Education to ensure that the US system for veterinary accreditation continues to mark the highest global standard.

Total Enrollment at the US Colleges of Veterinary Medicine
Shown with Enrolled Women and Historically Underrepresented Students
AAVMC Internal Reports
2004-2013

■ Underrepresented Students ■ Women Students ■ Total Enrollment





Recognizing the value of partnerships within the profession, we have placed a premium on clear and collegial communication with AVMA leadership and practicing veterinarians. Our desire to share the good work of veterinary medical students and educators has led us to strengthen our expertise and capacity in communications and legislative advocacy, and to more effectively network and integrate these resources across our institutions.

It has truly been a year of organizational advancement for the AAVMC. We have restructured our headquarters, welcomed a new editor to the Journal of Veterinary Medical Education and crafted a compelling strategic plan that will carry us through the next five years. Widespread recognition of the economic issues we face has united our educational institutions on a mission to create positive change and a bright future for veterinary graduates.

To the board of directors, committee members, and other volunteers I extend my sincere thanks for your contributions to the AAVMC — you are the power and the strength of our organization. To our exceptional new Executive Director, Dr. Andy Maccabe, and the entire staff — thank you for the wonderful work you do and for all the help and support you provided for me and for our member institutions this year.

Veterinary medicine has its challenges, but as we celebrated the 150th anniversary of the AVMA this year it was clear that we also have enormous strength and potential. AAVMC should be inspired and emboldened by the progress made and our collective ability to advance the profession through excellence in basic, translational and One Health research, clinical service and teaching.

With sincere best wishes,

Dr. Deborah Kochevar
AAVMC 2013 President

AAVMC should be inspired and emboldened by the progress made and our collective ability to advance the profession through excellence in basic, translational and One Health research, clinical service and teaching.

USING DATA AND ANALYSIS TO SERVE OUR MEMBERS

Data brings clarity. It cuts through conflicting opinions, spots emerging developments, and pinpoints areas of concern.

Data also documents effectiveness, marks progress and provides historical perspective.

The AAVMC is the primary source of information about national trends in veterinary medical education, and we are committed to providing our members with the high-quality data and insights they need to make the most informed and strategic decisions.

Veterinary Medical Education

Working to protect and improve the health and welfare of animals, people and the environment by advancing academic veterinary medicine

USING DATA TO FOSTER INSTITUTIONAL PERFORMANCE

Gathering data to help member institutions grow and improve their performance is a core function of the AAVMC.

The AAVMC's annual Comparative Data Report (CDR) is the most comprehensive profile of statistical information related to academic veterinary medicine that exists. This AAVMC membership benefit provides our membership with timely, carefully collected and curated data that helps them improve planning and college bench-marking.

Using exacting standards, the AAVMC annually collects a vast array of operating and financial information pertaining to member institutions. Data gathered relative to budget and revenue sources, staffing levels and demographics, salaries, tuition and fees, research activities, graduate and post-DVM training programs, teaching hospital caseloads and other areas in all accredited AAVMC member institutions provides important insights and context for individual members. It also helps our colleges of veterinary medicine benchmark their programs against national averages and bolster their case for additional support and resources from their respective universities, state governments, and the private sector.

In 2012-2013, the AAVMC Data Committee began to better tailor data collection to more accurately reflect data points such as educational costs and student debt in light of the complexity and variability of college budgets, bringing great clarity, value and consistency to the data collection process.

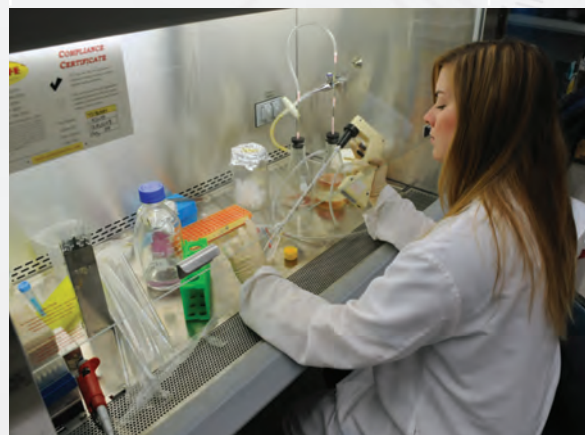


USING DATA TO FOSTER ACCURACY IN THE MEDIA

The value of effectively communicating data became especially clear when the *New York Times* published a February 24, 2013 story on veterinary education and economic tensions regarding capacity and demand that caused shock waves throughout the profession. In response to negative publicity surrounding the story's worst-case scenario of a student in oppressive debt, the AAVMC was able to provide additional clarity and context with data and pointed out the important role that veterinarians play in enhancing and protecting the health of both animals and people.

Once the story went public, AAVMC officials moved quickly. We posted a thoughtful and well-reasoned response to the article from President Deborah Kochevar on our website, and transmitted it to key stakeholders through controlled media channels.

On March 9, 2013, the *New York Times* published a response letter submitted by the AAVMC. The letter noted that "Veterinarians receive a comprehensive, multifaceted education that uniquely equips them to protect the nation's food supply, prevent disease and conduct lifesaving research, as well as care for our pets. Presenting worst-case scenarios might deter talented students who possess the wherewithal to accept the challenge. Instead, they deserve our utmost support, encouragement and balanced financial information."



The AAVMC is committed to providing an accurate perspective on issues of importance to academic veterinary medicine, using accurate data and clear, compelling communications.

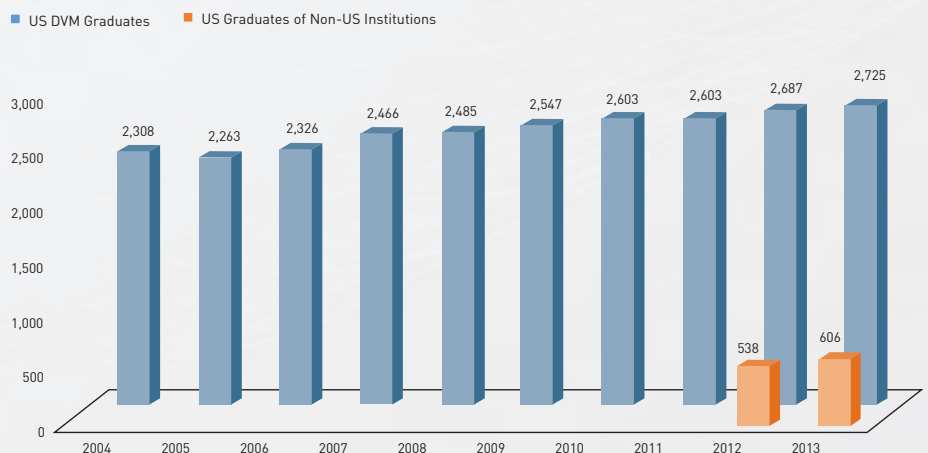
USING DATA TO BUILD CONTEXT AND PERSPECTIVE

The release of the American Veterinary Medical Association's (AVMA) "2013 U.S. Veterinary Workforce Study: Modeling Capacity Utilization," report described an overall 12.5 percent excess capacity in the profession and asserted that if present trends continue, that imbalance will persist through 2025. The study noted that gaps between capacity and demand vary among geographic regions and specific sectors of professional practice. For example, the study identified an 18 percent excess capacity in small animal practice, but noted that the demand for veterinarians employed in public health, food safety, research, and regulatory affairs appears to be equal to the supply.

AAVMC data brought perspective to the issue with the release of newly collected data showing a low unemployment rate for graduates of veterinary medical schools. This valuable information helped the AAVMC respond effectively to media accounts regarding employment prospects for veterinary medical school graduates.



Total Number of DVM Graduates from US Colleges of Veterinary Medicine Shown with US Citizens Graduating from Canadian & International Institutions*
AAVMC Internal Reports
2004-2013



*AAVMC initiated collection of this data in 2012. Earlier graduation data for Canadian & International institutions is not available.
**Graduation data for the Class of 2013 is projected.

ORGANIZING AND CATALYZING FOR ACTION AND PROGRESS

*Bringing talented people together
to focus on achievement*

The AAVMC serves as a catalyst on issues of importance to academic veterinary medicine by convening stakeholders and thought leaders who generate new ideas and create progress in veterinary medical education. We organize, facilitate, unite, and leverage our collective strengths. Take a look at some examples.

Advancing Academic Veterinary Medicine

PRESENTING THE AAVMC ANNUAL CONFERENCE

Despite anticipated snow storms, jokingly referred to as “the Snowquester,” the 2013 Annual Conference turned out to be the AAVMC’s most well-attended and successful conference to date. Nearly 250 veterinary medical educators, policymakers, and students gathered for the conference and the biennial Iverson Bell Symposium, the oldest diversity symposium in the profession and certainly the most provocative and dynamic. Over the past 15 years, the symposium has pushed boundaries by exploring privilege and power, climate, gender, sexuality and how diversity affects organizational development.

Sessions included updates on affirmative action legislation, how to provide support for students with disabilities, how to incorporate inclusion into the curriculum, and the importance of demonstrating leadership on diversity initiatives.

ACCREDITATION: BEGINNING THE PROCESS, ADDRESSING ISSUES

AAVMC leaders worked closely with AVMA counterparts as they responded to recommendations for change in the accreditation process made by the U.S. Department of Education. This led to the AVMA House of Delegates approving changes in the constitution and operations of the AVMA Council on Education (COE) during their 2013 annual meeting. The COE now includes eight members appointed by the AAVMC and eight members appointed by the AVMA to serve six-year terms. The AVMA House of Delegates formerly elected COE members.





WORKING WITH STRATEGIC PARTNERS

The Veterinary Educator Collaborative (VEC) is a group that functions at the heart of academic veterinary medicine: their goal is to inspire instructional excellence in our colleges of veterinary medicine. Operating as a subcommittee of the Academic Affairs Committee, the AAVMC's VEC provides online and face-to-face collaboration and sharing focused on planning, faculty development and best practices. VEC participants exchange ideas, learn from each other, and generate new ideas within the context of an ongoing collaborative exchange.

Every two years, the AAVMC sponsors the VEC Summer Symposium, held at various member institutions. The 2012 VEC Symposium at Colorado State University featured nationally and internationally renowned veterinary educators describing their work in the classroom and clinics, with content custom-designed to inform, inspire and motivate veterinary educators. Planning is underway for the 2014 symposium at Iowa State University.



ADVANCING STRATEGIC PARTNERSHIPS AND SOLVING PROBLEMS:

- The AAVMC and the AVMA have historically worked closely together in providing leadership for the profession. The two organizations held joint economic meetings designed to foster mutual understanding and strategy with respect to the profession's operating environment and collaborated on numerous other programs designed to strengthen the profession.
- AAVMC facilitated the reorganization of the Primary Care Veterinary Educators (PCVE) as a subcommittee of the Academic Affairs Committee. Devoted to ensuring the quality of training programs in primary care, the group is playing an important role in preparing the next generation of veterinary practitioners.
- The AAVMC joined with the National Center for Diversity and Inclusion in Veterinary Medicine at Purdue University and worked on the development of a curriculum module and certificate program.
- A Financial Literacy Task Force was convened to develop strategies for helping veterinary students manage vexing challenges related to the cost of professional education, increased student debt, and the financial aspects of practice management.
- The AAVMC is a member of the Partners for Healthy Pets, a major initiative that seeks to build awareness concerning the importance of preventive health care for companion animals.



BUILDING CRITICAL MASS THROUGH ADVOCACY

Using governmental affairs and communications to tell the story of modern academic veterinary medicine to decision makers and the world.

The AAVMC is the voice of academic veterinary medicine. Advocacy efforts include informing and influencing policymakers and the public on important issues that affect agricultural and biomedical research, veterinary medicine's impact on public health, support for animal welfare, and cultivating support for colleges of veterinary medicine.

THE NEWLY FORMED VETERINARY MEDICINE CAUCUS – GETTING THE WORD OUT IN THE HALLS OF CONGRESS

The formation of the Veterinary Medicine Caucus within the U.S. House of Representatives created an unprecedented opportunity for the AAVMC to tell the story of academic veterinary medicine to those who set national priorities and allocate governmental resources.

The AAVMC works closely with caucus leaders U.S. Rep. Kurt Schrader (D-OR) and U.S. Rep. Ted Yoho (R-FL), both veterinarians, to host informational forums, hearings and other communications that employ the power of education and networking to get the word out about the vital role that veterinary medicine plays in protecting the health and welfare of our nation.

For example, the AAVMC collaborated with the Animal Health Institute and the American College of Preventive Medicine on a Capitol Hill briefing designed to build awareness and promote understanding of the "One Health" concept. Titled "Human-Animal Medicine: Communicating Across the Species Divide," the event included physicians, veterinarians, legislators, industry officials and others.

CONGRESSIONAL VISITS CONVEY LEGISLATIVE AGENDA

During the 2013 Annual Conference, the AAVMC coordinated more than 150 visits for deans or their representatives to meet with legislators to discuss the AAVMC's legislative agenda, which includes supporting funding for animal health and disease research, the National Institutes of Health, the Veterinary Medicine Loan Repayment Program (VMLRP), and the Veterinary Medicine Loan Repayment Program Enhancement Act, which provides a federal income tax exemption for financial awards received under the VMLRP.

AAVMC representatives met face to face with many legislators and staff to explain the importance of supporting the Farm Bill, which traditionally contains important provisions that affect the quality and availability of veterinary medical services to support both the production and the safety of food in the United States.

INITIATING REGULAR, FACE-TO-FACE MEETINGS WITH ADMINISTRATIVE BRANCH LEADERS

Many opportunities for academic veterinary medicine arise out of the administrative branch of government responsible for grants, research and educational oversight. The AAVMC reached out to agencies such as the National Institutes of Health (NIH) through face-to-face meetings and collaborations that enable the organization to build relationships and personally explain issues of importance to academic veterinary medicine. The AAVMC also organized and staffed two series of meetings for research deans to meet with senior leaders at NIH.

CULTIVATING THE NEXT GENERATION OF LEADERS

Preparing the next generation of leaders in academic veterinary medicine is an AAVMC priority. With that goal in mind, the AAVMC launched the Leadership Academy to provide leadership development for young, "up and coming" faculty at member institutions. The goal is to inspire and mentor young leaders and equip them with leadership training and skills designed to help them help the profession. Leadership development sessions in 2013 included panel discussions with former deans who have risen to higher roles in academia, as well as veterinary leaders who work in the federal government. At the 2013 AAVMC Annual Conference, 23 future leaders of academic veterinary medicine also accompanied veterinary medical college deans to Capitol Hill for meetings with Congress to discuss pressing issues in academia and the profession.



RAMPING UP COMMUNICATIONS

Exceptional communications programming is an essential part of organizational success in the modern world. Communication programming helps build common perspectives and foster solid relationships with key stakeholders. AAVMC communications affect many dimensions of veterinary medical education, including recruitment, membership, and governmental support. This year, the AAVMC chose to invest in the development of a more sophisticated communications program. Following a communications audit, a strategic communication plan designed to bring more power and focus to communications outreach was developed and implemented. Moving forward, this plan will enable the AAVMC to measure benchmarks of progress and build a broader understanding of academic veterinary medicine among important stakeholders and the public.



THE AAVMC USES A WIDE RANGE OF COMMUNICATION PRODUCTS TO BUILD COMMUNITY AND ADVANCE THE PROFESSION

- We distributed numerous press releases and position statements that received widespread distribution, including responses to the AVMA's workforce study, publicity regarding employment statistics for graduates of veterinary medical school, and responses to media coverage of debt and employment issues.
- AAVMC created a visually revamped, renamed, revitalized, and more in-depth e-newsletter, titled the *Vet-Med Educator*.
- For the first time, we have published summary data on a variety of subjects on our website. We now have a master data file that includes more than ten years of data from the Comparative Data Report, which was used to publish trends in demographics of faculty and students, enrollment numbers, and cost of tuition. We also published data on intern and resident salaries to establish the prevailing wage determination, which is used by the U.S. Department of Labor.
- The *Journal of Veterinary Medical Education* (JVME) accomplished a transition in Editor-in-Chief from Dr. Henry Baker to Dr. Daryl Buss, and added several new Editorial Board members. The JVME published four high-quality issues, including a special series on "Educational Innovation in Action."
- We published an updated *Veterinary Medical School Admissions Requirement* book.
- We released a redesigned *Pre-Vet Advisor*, a pre-veterinary e-newsletter that offers information and stories of interest to pre-veterinary students, advisors, pre-applicants, or anyone interested in pursuing a veterinary medical education.
- The AAVMC completed and disseminated the association's 2012 Comparative Data Report to contributing AAVMC member institutions.
- We built out, expanded and are continually refining our social network-based communication programming.

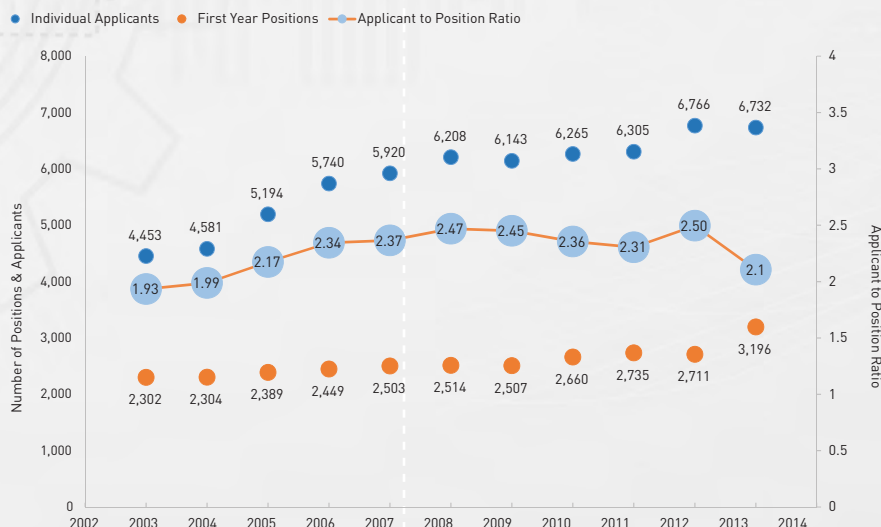
CREATING THE FUTURE OF VETERINARY MEDICINE

The AAVMC engaged in the following activities designed to attract high-caliber students to apply to veterinary medical school and become the next generation of veterinarians.

STREAMLINING THE APPLICATION PROCESS

In 2013, the Veterinary Medical College Application Service (VMCAS) introduced historic improvements to make the application process more efficient, effective, and social media friendly. A primary feature is transcript verification, meaning that applicants only have to send one set of transcripts to VMCAS rather than sending multiple copies to multiple schools. Ordering transcripts can be expensive, so this saves students money, time, and trouble. The highly detailed verification process will audit the applicant's coursework data and compare it with official transcripts, verifying the term, session, course title, credit hours, and grades. This benefits schools by correcting any discrepancies ahead of time, and easing the transcript verification process at the college level.

Veterinary College Applicants and Available First Year Positions
VMCAS Participating Institutions Only*
AAVMC Internal Reports
2003-2013

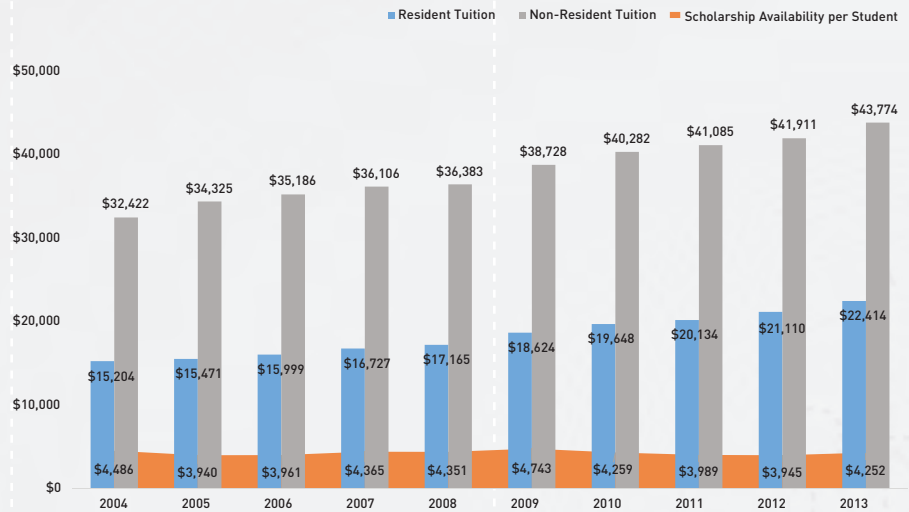


*VMCAS seats approximately 90% of first year positions dispersed among the US colleges of veterinary medicine.

RESTRUCTURING SURVEY PROGRAMS TO COLLECT MORE PERTINENT DATA

VMCAS overhauled its surveys of applicants, advisors, and evaluators. Previously, post-application surveys focused on perceptions of VMCAS customer service. The new surveys focus on applicant behaviors and concerns throughout the application process. A new survey of applicants who initiate an application but do not submit it was also added to this project. The AAVMC identified several potential interventions designed to change applicant behavior and improve our relationship with health professions advisors.

Average Tuition at US Colleges of Veterinary Medicine Shown with Average Scholarship Support per DVM Student Adjusted for Inflation
AAVMC Internal Reports
2004-2013



WHAT IS THE AVERAGE APPLICANT TO VET SCHOOL LIKE?

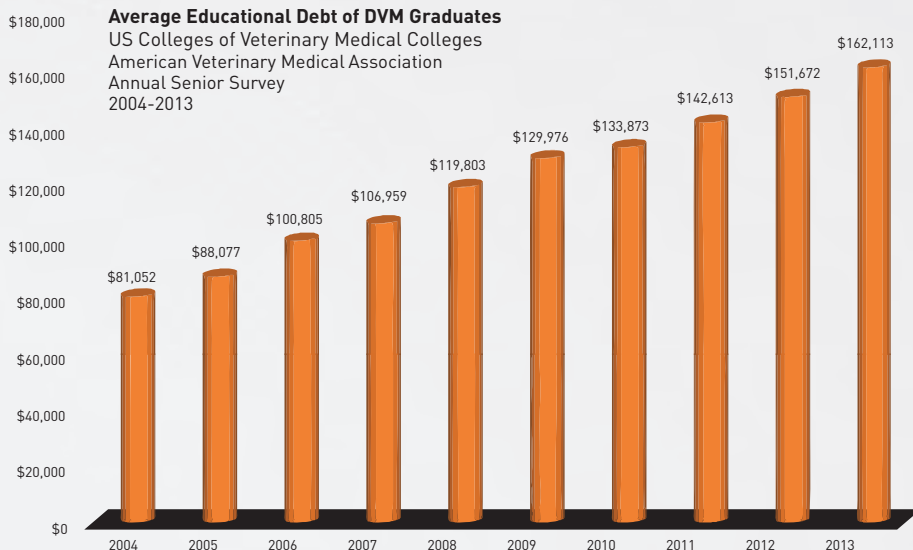
The average applicant to veterinary medical school is a 24-year old woman from the suburbs with a bachelor's degree who has applied 1.2 times. She has an average GPA of 3.56 and GRE scores of 155 (66th percentile), 154 (57th percentile) and 3.9 (54th percentile) on the verbal, quantitative, and analytical tests, respectively.

The average applicant has also spent 2,462 hours working in a veterinary medical setting, either paid or as a volunteer.

Finally, the average applicant knew before she was ten years old that she wanted to study veterinary medicine when she grew up.



Average Educational Debt of DVM Graduates
US Colleges of Veterinary Medical Colleges
American Veterinary Medical Association
Annual Senior Survey
2004-2013

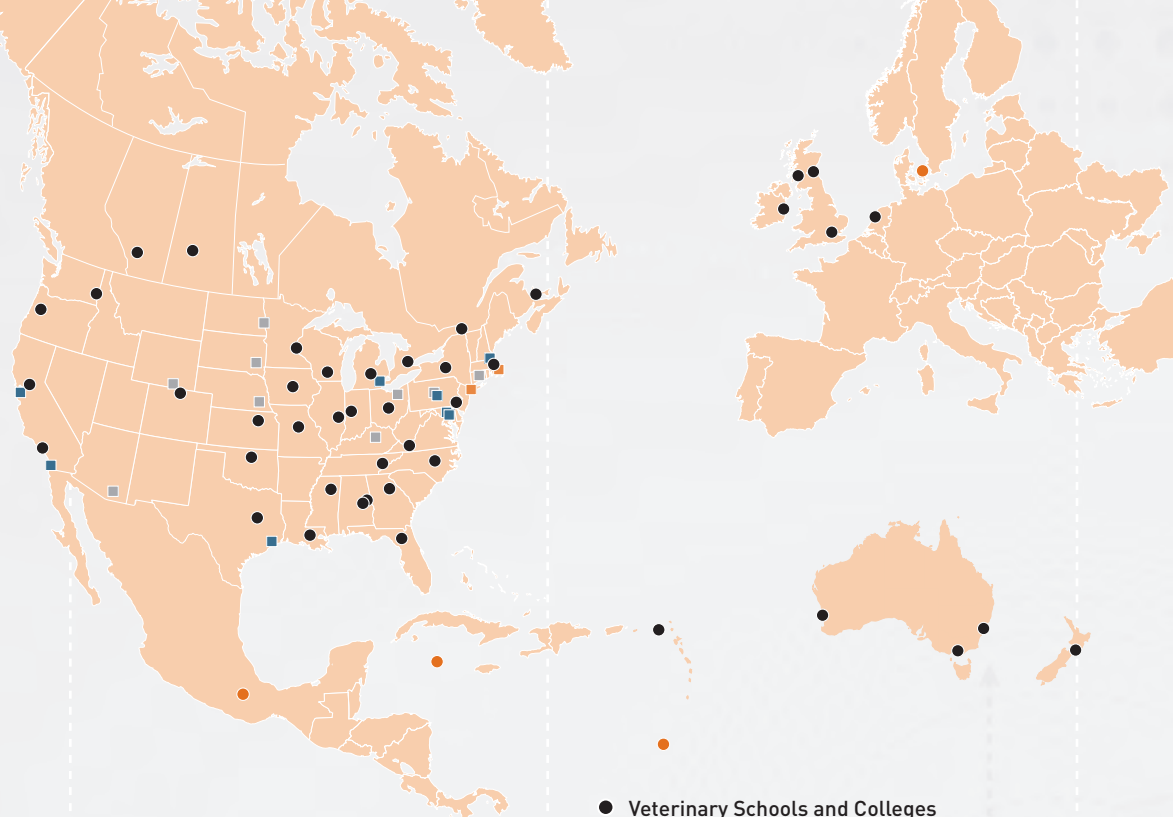


2013 HIGHLIGHTS

- Veterinary medicine continues to attract many qualified applicants. The Veterinary Medical College Application Service (VMCAS) successfully processed 27,704 applications from 6,766 applicants seeking admission to 34 AAVMC veterinary colleges and schools in the United States, Australia, Canada, Ireland, New Zealand, the United Kingdom, and the Caribbean.
- We created and distributed the Pre-Vet Advisor, a pre-veterinary e-newsletter that offers information and stories of interest to pre-veterinary students, advisors, pre-applicants, or anyone interested in pursuing a veterinary medical education.
- Our annual veterinary medical career fair and information sessions were a great success, hosting more than 200 students, parents, and counselors. The event featured programming on rural animal practice and careers in One Health.
- AAVMC participated in recruiting events with the Society for Advancement of Hispanics/Chicanos and Native Americans in Science (SACNAS) and at the Annual Biomedical Research Conference for Minority Students.
- We hosted several pre-vet webinars and conference calls on topics related to veterinary medical school admission, such as pre-veterinary requirements and how to complete a veterinary medical school application.

AAVMC MEMBER INSTITUTIONS

Two new schools joined the AAVMC during the 2012-2013 fiscal year — Ross University became a member in June 2012 and University of Queensland became a member in November 2012.



- Veterinary Schools and Colleges
- Departments of Veterinary Science
- Departments of Comparative Medicine
- Other Veterinary Medical Education Institutions
- Affiliate Veterinary Schools and Colleges

U.S. Schools and Colleges of Veterinary Medicine

- Auburn University
- Colorado State University
- Cornell University
- Iowa State University
- Kansas State University
- Louisiana State University
- Michigan State University
- Mississippi State University
- North Carolina State University
- Ohio State University
- Oklahoma State University
- Oregon State University
- Purdue University
- Texas A & M University
- Tufts University
- Tuskegee University
- University of California, Davis
- University of Florida
- University of Georgia
- University of Illinois at Urbana-Champaign
- University of Minnesota
- University of Missouri
- University of Pennsylvania
- University of Tennessee
- University of Wisconsin-Madison
- Virginia-Maryland College of Veterinary Medicine
- Washington State University
- Western University of Health Sciences

Canadian Schools or Colleges of Veterinary Medicine

- Université de Montréal
- University of Calgary
- University of Guelph
- University of Prince Edward Island
- University of Saskatchewan

International Schools or Colleges of Veterinary Medicine

- Massey University
- Murdoch University
- Ross University
- Royal Veterinary College, University of London
- St. George's University
- Universidad Nacional Autónoma de México
- Universiteit Utrecht
- University College Dublin
- University of Edinburgh
- University of Glasgow
- University of Queensland, Australia
- University of Melbourne
- University of Sydney

Departments of Veterinary Science

- North Dakota State University
- OARDC/ Ohio State University
- Pennsylvania State University
- South Dakota State University
- University of Arizona
- University of Connecticut
- University of Kentucky
- University of Nebraska-Lincoln
- University of Wyoming

Departments of Comparative Medicine

- Johns Hopkins University
- M.D. Anderson Cancer Center
- Massachusetts Institute of Technology
- Pennsylvania State University
- Stanford University
- University of California, San Diego
- University of Maryland-Baltimore
- University of Michigan

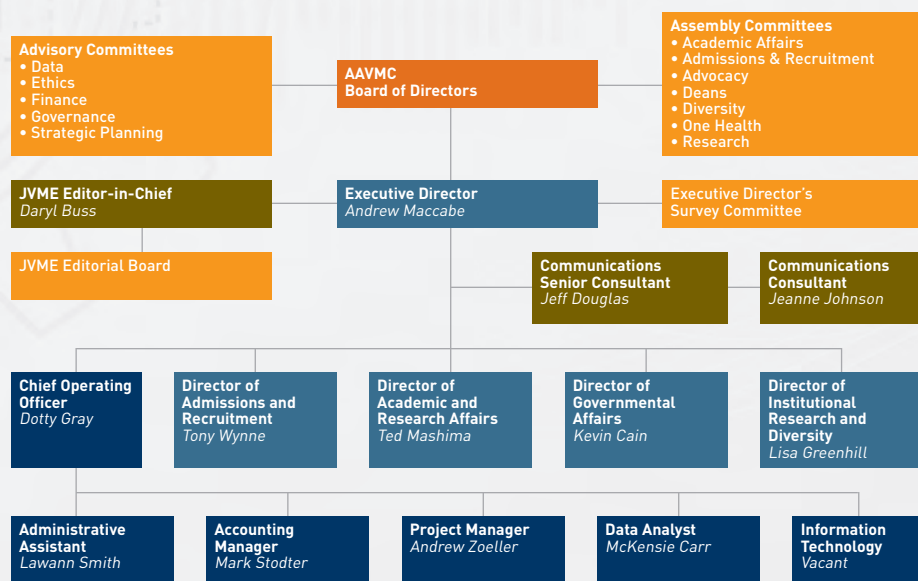
Affiliate Members

- Angell Animal Medical Center
- Københavns Universitet
- St. Matthew's University

2013 AAVMC STAFF

Dr. Andrew Maccabe Ms. Dorothy Gray	 
Mr. Kevin Cain Ms. Lisa Greenhill Dr. Ted Mashima Mr. Tony Wynne	   
Ms. McKensie Carr Mrs. Lawann Smith-Johnson Mr. Mark Stodter Mr. Andrew Zoeller	   
Dr. Daryl D. Buss Mr. Jeffrey Douglas Ms. Jeanne Johnson	  

2013 ORGANIZATIONAL STRUCTURE



ORGANIZATIONAL DEVELOPMENT UPDATES

- Developed a new strategic plan that maintains the organizational focus on instructional excellence, recruitment, research, diversity and one health and more precisely focuses on core AAVMC strengths in data collection, advocacy, and catalyzing to advance those initiatives.
- Accomplished a major staff assessment and reorganization with 11 major position and personnel changes.
- Introduced a project management system to improve accountability by allowing program managers to track their progress and ensure program objectives are met.
- Updated policies and procedures to ensure clarity and accuracy. This includes a plan for every policy to be reviewed by the Board of Directors on a regular basis and the use of Standard Operating Procedures to ensure consistency.
- Implemented more sophisticated human resources procedures.
- Improved technology infrastructure with a focus on technological improvements to the Veterinary Medical College Application System (VMCAS) designed to streamline and improve the application process.
- Realigned the budget process to synchronize with the strategic plan and promote more efficient application of resources.

AAVMC FINANCIAL DATA

AAVMC FINANCIAL STATEMENT

Statement of Activities and Change in Net Assets for the Year Ended June 30, 2013
With Summarized Financial Information for 2012

REVENUES	2013	2012
Applicant Fees	2,700,000	2,442,902
Membership Dues	760,363	744,154
Annual Meetings and Events	135,006	135,219
Corporate & Government Support	126,339	63,448
Interest Income	1,435	2,095
Membership Fees	49,740	19,333
Publications	59,689	64,555
Scholarships	13,750	14,025
Miscellaneous Income	7,818	8,286
Total Revenue	3,854,140	3,494,017

EXPENSES

Program services:	2013	2012
Veterinary Medical Education	379,205	537,699
Research	173,169	132,852
Recruitment	65,078	86,054
Diversity	315,830	318,762
Leadership	45,477	56,618
Capacity	109,947	67,195
Animal Welfare		64,961
Government Advocacy	434,162	350,090
Global Collaborations	19,040	34,434
Journal of Veterinary Medical Education	254,673	274,349
Annual Meetings	394,868	431,666
Veterinary Medical College Application Service	796,901	862,085
Total Program Services	2,988,350	3,216,763

Supporting services

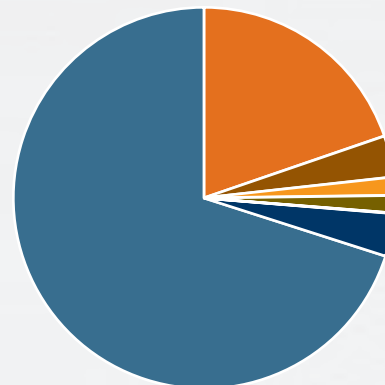
Management and General	459,946	419,786
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Total Expenses	3,448,296	3,636,549
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Change in net assets	405,844	(142,532)
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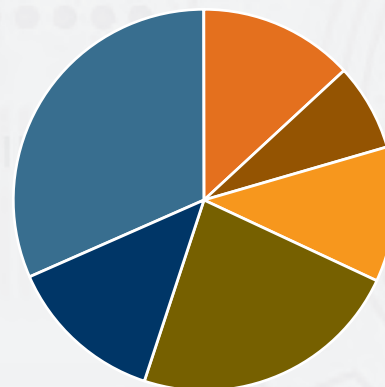
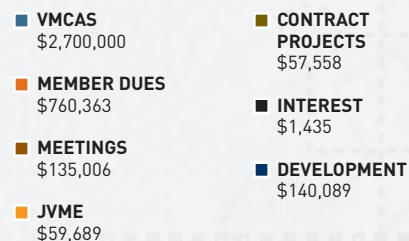
Net Assets at beginning of year	1,662,653	1,805,185
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Net Assets at End of Year	2,068,497	1,662,653
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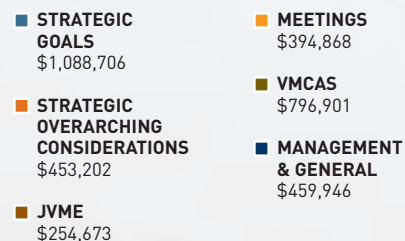
REVENUES

TOTAL: \$3,854,140



EXPENSES

TOTAL: \$3,448,296





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