THE FUTURE OF VETERINARY MEDICINE
2015-2016 AAVMC BOARD OF DIRECTORS

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(Non-voting)
Dr. Andrew T. Maccabe
A NEW ERA UNFOLDS

The three most important things in real estate are location, location, and location! We’ve all heard the phrase and it is especially relevant to AAVMC. Preparing for our strategic move into 655 K Street was just one of many highlights in an event-filled year.

Our 50th anniversary celebration informed, unified and inspired a lot of people - within our own academic community and among our many friends. Thanks to everyone who participated and made our commemoration such a success, especially our sponsors.

Looking through this report, I hope you see examples of progress that are helping you become even more successful with the important work you are doing.

Some things stand out...

- For example, our efforts with the Council on Education (COE), where hard work, grassroots engagement, patience and mutual respect helped transform a lot of misunderstanding and discord into continued recognition from the U.S. Department of Education.
- We collaborated with the AVMA, Michigan State and others on an evolving “Fix-the-Debt” initiative.
- We established the Council of International Veterinary Medical Education (CIVME), a group designed to help inspire quality improvement in academic veterinary medicine in developing areas of the world.
- We made important progress with our One Health Interprofessional Education Initiative, established an inventory of web-based case studies, and featured the first One Health Scholars at our annual meeting.
- Staying true to our core values and Principles of Inclusion, we took an early and decisive stand against discriminatory legislation passed in the states of Mississippi and North Carolina.
- And we made the momentous decision to move. We’re now working side-by-side with our colleagues in medicine, dentistry and physician assistance in an “incubator” for One Health-style collaboration in the health professions.

It’s been a great year, one filled with change, progress and promise. Here’s to the next 50!

BANNER YEAR LAYS FOUNDATION FOR FUTURE SUCCESS

What a thrilling year in which to serve as the AAVMC’s president! Our 50th anniversary celebration created a galaxy of opportunities to reflect upon the progress we’ve made in academic veterinary medicine.

More important, it inspired us to envision and build an even better future! Everything we did — Dr. Don Smith’s glorious history book, the JVME special edition, our anniversary painting, the videos — invited us to consider our role and our impact as educators in a more panoramic way. And our annual conference and dazzling gala served as a memorable highlight for an unforgettable year.

Momentum is building. Anyone who has heard me speak on the topic knows I view the future of veterinary medicine with unbridled enthusiasm. In my view, we stand on the cusp of a new era and veterinarians are sure to play a prominent role.

Some of the exciting trends that are shaping the future of our profession include:

- Disruptive technologies that are enriching health and wellness for people and animals and transforming learning, discovery and engagement on our campuses
- Growing global recognition of the One Health approach to medicine
- Increased demand and support for the role of veterinary medicine in feeding the world and combatting emerging diseases
- Continued scientific evidence that documents the enduring benefits of the human-animal bond

Yes, there are challenges, but a quick glance at our history shows we’ve always faced them and we’ve faced them well. As a profession, we have always demonstrated remarkable endurance and resilience. And as educators, we are responding with flexibility, creativity and innovation.

Thank you for giving me a front-row seat during this momentous, mind-expanding year. It’s been a terrific honor, as well as a whole lot of fun.

Dr. Andrew T. Maccabe
Chief Executive Officer

Dr. Eleanor Green
AAVMC 2016 President
AAVMC’s 50th Anniversary Celebration…

Our 50th anniversary celebration earned international attention and grassroots engagement during this special year in the life of the AAVMC. Campaign communications and special events underscored the many ways in which academic veterinary medicine is building a solid profession and enriching society.

Cornell Dean Emeritus Dr. Donald T. Smith authored “Pathways to Progress,” a limited edition 280-page volume that explores the history of academic veterinary medicine, profiles AAVMC member institutions, and tells the story of the founding and development of the AAVMC. JVME Editor Dr. Daryl Buss guided the development of a JVME special edition that told the story from a more scholarly perspective.

An anniversary painting, member institution participation, engagement with allied organizations, video productions, and other communications led up to a 50th Anniversary themed annual conference that included a dazzling gala celebration at the historic Omni Shoreham Hotel in Washington, D.C.

Embracing Global Responsibilities

Meeting the public health and food security challenges of our interconnected world will require more and more from the profession of veterinary medicine. The AAVMC embraced its obligation to help set the standards of excellence for academic veterinary medicine around the world by creating the Council of International Veterinary Medical Education (CIVME).

Conceived as a result of the AAVMC Task Force on International Engagement, CIVME includes representation from eight different geographic sectors: the United Kingdom, Continental Europe, Australia/New Zealand, Latin America/Caribbean, Middle East/North Africa, Asia, Canada and the United States.

CIVME’s goal is to promote collaboration and communication, share best practices and advancements, and diffuse innovation among members. The group held their charter meeting during the March 2016 annual conference.

Concrete Steps Toward One Health and Interprofessional Education

Big journeys begin with single steps that build upon each other. Such is the case with our emerging One Health paradigm. The AAVMC continued to march forward with a number of programs.

We established the One Health Interprofessional Education Initiative, which provides pedagogical support for introducing One Health concepts into academic programs of students in the health professions. Fifteen One Health Scholars created instructional modules on the AAVMC website for educators in a variety of health professions to use in their classrooms, and a number of those presented their material at our conference.

We also joined the Interprofessional Education Collaborative (IPEC), a Washington, D.C. based organization of 15 national associations representing educational institutions in the health professions. Established in 2009, the IPEC works to advance interprofessional learning experiences and promote team-based care in the health professions.
Antibiotic Resistance Initiative

The educators and researchers who work in higher education have always served on the front lines of solving problems. A timely example is the work accomplished by a task force created in partnership with the Association of Public and Land Grant Universities (APLU).

The APLU | AAVMC Task Force on Antibiotic Resistance in Production Agriculture mapped out a national strategy for diminishing the role antibiotics used in food animal production systems play in the antimicrobial resistance problem. The 14-member group of university professors and representatives from agricultural commodity and pharmaceutical organizations created a document that calls for increased research, educating producers and healthcare providers, and a series of national summits.

Task Force Chair Dr. Lonnie King of The Ohio State University was appointed Vice Chair of the Obama Administration’s Presidential Advisory Council on Combating Antibiotic-Resistant Bacteria.

Collaboration with Allied Organizations & Corporate Partners

We continued to work closely with allied organizations and corporations who share our interests in the advancement of academic veterinary medicine. Programmatic success in today’s complex world requires working together toward common goals.

Our extensive collaborations with the AVMA continued to fortify the integrity and performance of the Council on Education and generated important insights and programs in veterinary economics. We engaged with groups like the Consortium of Universities for Global Health (CUGH) and Human-Animal Bond Research Initiative (HABRI) and scores of other organizations and coalitions.

We also worked extensively with corporate partners. For the second year, we worked with the Zoetis Veterinary Student Scholarship Program to administer 353 scholarships valued at more than $700,000 to deserving students.

Corporate underwriting helped us with a number of other important AAVMC programs, including the 50th anniversary celebration, and we are deeply grateful for their support.

NACIQI Recommends DoED Recognition of COE

Nothing contributes more powerfully to elevating the quality of academic veterinary medicine in North America and around the world than the standards set and applied by the Council on Education during the accreditation process.

During its periodic review in 2012, U.S. Department of Education (DoED) staff identified compliance issues concerning widespread acceptance of its standards, policies and procedures among certain stakeholders.

Efforts were undertaken to educate stakeholders about the operational quality and independence of the Council on Education, which was subsequently restructured to include equal representation from both the AVMA and the AAVMC. Those outreach efforts continued throughout this year.

During the summer of 2016, the DoED’s National Advisory Committee on Institutional Quality and Integrity (NACIQI) recommended continued recognition of the AVMA Council on Education (CoE) through 2017.

The AAVMC began planning to create a professional staff position to focus on COE matters.

AAVMC Joins Colleagues in Medicine, Dentistry, and Physician Assistance at 655 K Street

Perhaps one of the most historic and promising events of the year was a decision to move the AAVMC offices into the Association of American Medical Colleges’ new headquarters building at 655 K Street.

Opened in 2014 as a “destination learning center,” the AAMC headquarters is a 290,000 square foot complex of office, conference, and retail space. The AAVMC will occupy about 5,000 square feet on the seventh floor of the building located in Washington’s developing Mount Vernon district.

The board of directors recognized a tremendous opportunity to occupy more suitable facilities and advance One Health initiatives by working closely with educational associations for physicians, dentists, and physician assistants.

Staff worked closely with architects and contractors to design and prepare the new space for a September 1 move-in. The AAVMC has been located at 1101 Vermont for almost 20 years.
The AAVMC’s 50th Anniversary Celebration concluded with an epic annual conference and Gala Celebration focused on the anniversary theme. Dr. Donald F. Smith’s “Fifty and Forward” history book was ceremoniously unveiled and the AAVMC Recognition Lecture was renamed the “Billy E. Hooper Lecture Award for Distinguished Service to Veterinary Medical Education” to honor a giant in the history of the AAVMC. The new “President’s Award for Distinguished Service” was presented to Senator Al Franken. And leaders from then and now made captivating presentations on the AAVMC’s history, achievements, and future possibilities. The AAVMC’s 50th Anniversary Gala Celebration was a splendid evening of celebration, entertainment and fellowship. Over 300 guests, including friends from the veterinary medical community, business
and government gathered for this milestone event. A dozen colorful flags representing the AAVMC’s international member institutions framed the stage from which guests were entertained by two-time Pulitzer Prize-winning Washington Post columnist Gene Weingarten and heard congratulatory remarks from more than a dozen speakers. AAVMC President Dr. Eleanor Green announced the creation of the Council for International Veterinary Education and plans for a game-changing move to a new headquarters building in Washington. The AAVMC is grateful for the corporations that sponsored the 50th anniversary celebration (please see page 16).
RECOGNIZING & INSPIRING PROFESSIONAL EXCELLENCE

Every year some of our best and our brightest are recognized for distinguished service and achievement during our conference.

2015 AAVMC Distinguished Teacher Award, presented by Zoetis
Dr. Robert (Pete) Bill

Dr. Robert (Pete) Bill from the Purdue University College of Veterinary Medicine was presented the 2015 AAVMC Distinguished Teacher Award, presented by Zoetis. The award, which is considered the most prestigious national teaching award in veterinary medicine, recognizes excellence in professional veterinary medical education and is presented to an educator whose sustained record of teaching excellence and ability, dedication, character and leadership has contributed significantly to the advancement of the profession. Dr. Bill teaches pharmacology and toxicology to DVM and veterinary technology students and also serves as assistant dean for Academic Affairs, Teaching and Learning. He is the recipient of numerous teaching awards and, for over 25 years, students have consistently recognized his outstanding teaching ability, infectious enthusiasm, and engaging teaching style through both unsolicited feedback and course evaluations.

2016 AAVMC Excellence in Research Award
Dr. James E. Womack

Dr. James E. Womack, the W.P. Luse Endowed and Distinguished Professor from the Texas A&M College of Veterinary Medicine and Biological Sciences, earned the 2016 AAVMC Excellence in Research Award. Selected by a committee of peers, the honor designates Dr. Womack as the outstanding veterinary medical researcher of the year. The AAVMC Board of Directors established the annual research award in 2010 to recognize outstanding research and scholarly achievements in the field of veterinary medicine. It recognizes an individual who, over the course of his or her career, has demonstrated excellence in original research, leadership in the scientific community, and mentoring of trainees and colleagues in any discipline of veterinary medicine. Dr. Womack, who holds a joint appointment in the Department of Molecular and Cellular Medicine, is being recognized for almost four decades of research into how genetics and genomics can be successfully applied to improve not just agriculture but biotechnology and human health.

2016 Senator John Melcher, DVM Leadership in Public Policy Award
Dr. Phillip D. Nelson

Dr. Phillip D. Nelson, dean and professor of immunology at the Western University of Health Sciences, College of Veterinary Medicine, was awarded the 2016 Senator John Melcher, DVM Leadership in Public Policy Award. The award, established in 2007, is given to current or former faculty, staff, or students at an AAVMC member institution to recognize leadership in public policy that advances veterinary medical education and success in advocating for veterinary medical education on a national or international scale. Dr. Nelson has been very active in the AAVMC’s advocacy efforts, serving on numerous committees, including the Advocacy Committee, which he chairs. Through the AAVMC, he has participated in “Hill” visits for more than a decade, developing relationships with governmental decision makers and lobbying Congress to address pressing issues such as the Veterinary Medical Student Loan Repayment Program.

2016 Recognition Lecture Award
Dr. Ralph Richardson

Former Kansas State University College of Veterinary Medicine Dean Dr. Ralph Richardson was selected to deliver the 2016 Recognition Lecture at the AAVMC’s 2016 Annual Conference. The Recognition Lecture is an annual honor given by the AAVMC to an individual whose leadership and vision has made a significant contribution to academic veterinary medicine and the veterinary profession. Dr. Richardson has provided almost 50 years of service in veterinary medicine, including 17 years as dean of the KSU-CVM before retiring this past summer. He is presently serving as interim dean and CEO of KSU’s Olathe campus. He is also the chair of the AAVMC’s 50th Anniversary Celebration Committee. The Recognition Lecture was renamed the Billy E. Hooper Lecture Award for Distinguished Service to Veterinary Medical Education during the annual meeting.
Access to comprehensive data and analytics promotes the best decision-making. The AAMVC continued to generate and deliver powerful results within this historic performance center. Programs provided critical business intelligence that supported advancements in instructional quality, recruitment, diversity and inclusion, wellness, student finance and other areas.

Comparative Data Report: The “DNA” of Academic Veterinary Medicine

- CDR presents most comprehensive statistical portrait of academic veterinary medicine
- Compiles information on instructional, research, clinical programs, budget, staffing, caseload and more
- Benchmarks help members make institutional case for resources and support
- Public dataset provides stakeholders with easy access to useful information
- Continued improvement with data visualization techniques and tools

A NEW ERA UNFOLDS
### VMCAS Applicants and First Year Seats

**US and International Institutions, AAVMC Internal Reports, 2011–2015**

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Number of 1st Year Seats</th>
<th>Number of VMCAS Applicants</th>
<th>Applicant to Seat Ratio</th>
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<tr>
<td>2011</td>
<td>3,968</td>
<td>6,265</td>
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<td>4,116</td>
<td>6,305</td>
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<tr>
<td>2013</td>
<td>4,038</td>
<td>6,769</td>
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<tr>
<td>2014</td>
<td>4,230</td>
<td>6,744</td>
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</tr>
<tr>
<td>2015</td>
<td>4,214</td>
<td>6,600</td>
<td>1.6</td>
</tr>
</tbody>
</table>

**Continued AAVMC Engagement with AVMA Economics Division**
- Continued our strong collaboration with AVMA Economics Division
- AAVMC Associate Executive Director for Institutional Research and Diversity Dr. Lisa Greenhill presented at AVMA Economic Summit in Chicago October 2015

**Focus on Outcomes Assessment**
- Workshop hosted by University of Minnesota July 2015
- 10-member Working Group on Competencies in Veterinary Medical Education Established (WGCVME)
- Goal is to develop systematic approach to assessing clinical competencies

**Broadened Scope of Research Agenda**
- Gathered more data regarding wellness initiatives and gender
- Focused efforts on pre- and post-admissions applicant research, CVM admissions, campus climate and student wellness initiatives, and gendered pathways into the profession and leadership positions within academia
- Work continued on enterprise-wide data collection system that will integrate seamlessly with the COE
Recruiting New Students

- Recruitment and providing quality admissions experience remains a top priority
- Outreach and recruiting programs designed to identify, develop and sustain interest among candidates at young age
- Particularly focused on recruiting from historically underrepresented backgrounds
- Created Veterinary Student Engagement System (VSES) to provide systematic, credible communication with high school and undergraduate students, applicants and advisors. Subscriber base increased 70 percent during 2015

Annual Career Fair

- About 500 prospective veterinarians and guests attended AAVMC’s 2015 Career Fair at the Omni Shoreham Hotel in Washington, D.C. in March
- Information sessions featured on preparing competitive application, student debt, financial literacy, and the Veterinary Medical College Application Service (VMCAS)
- Analysis demonstrated 62% were high school and 32% undergrads or recent grads
- 49% of registrants self-identified as member of underrepresented racial or ethnic group and approximately 84 percent were female
- 80% expressed interest in companion animal care as career choice, 68% expressed interest in zoo, aquatic, and wildlife animals, and 56% expressed interest in working with farm animals and horses

DiVersity Matters Marks 10-Year Anniversary

- Launched in 2005, DiVersity Matters program advocates for the recruitment and retention of underrepresented students and faculty
- Efforts have achieved improved diversity among the applicant pool
- Among seats our schools added over past decade, about one third now go to students from racially or ethnically underrepresented groups, representing 90% increase between 2004 and 2015
- Still much work to be done…the base is still overwhelmingly white and the African-American population remains at about two percent
- LGBT issues remain critical aspect of work in diversity and inclusion

Launched Innovative New Program in Diversity and Inclusion

- Launched monthly Diversity & Inclusion on Air: Conversations about Diversity, Inclusion & Veterinary Medicine
- Hour-long program designed to deliver more diversity programming to international veterinary audience via Google Hangouts and YouTube
- Participants and viewers access the program live, post questions, engage in chat room discussions
- Faculty can use in their classes

Journal of Veterinary Medical Education

- The JVME published manuscripts from 27 countries, a figure that has risen in each of the past four years
- The number of new manuscripts received by the JVME increased by more than 38% from the previous year
- The number of reviewers engaged during the past year, approximately 200, was a new high
- The number of reviews provided by those reviewers increased by 87% over the past year
Stakeholder engagement, mutual understanding and collaboration promote strategic alignment, innovation and achievement. The AAVMC continued its historic role of getting the right people in the room to solve problems and create opportunities. Those ranged from organizing productive forums for educators to launching strategic initiatives with partners like the APLU and the AVMA.

Strategies for “Fixing the Debt” Identified at April MSU Conference

- Approximately 180 people representing multiple stakeholder groups convened to tackle student debt, other financial issues that impact young veterinary professionals
- Embraced commitment to reduce the debt-to-income ratio (DIR) from current 2:1 to 1.4:1
- Strategies identified include streamlined curricula, increasing scholarship opportunities, higher starting salaries, advocating for lower interest rates on student loans, and others

Primary Care Veterinary Educators Conference Builds Momentum

- Almost 70 registrants from 29 U.S., three Canadian and six international veterinary colleges and schools attended Primary Veterinary Educators’ (PCVE) World Symposium in October 2015
- Merial provided funding for the meeting and the American Animal Hospital Association (AAHA) also helped sponsor

Health and Wellness Summit

- More than 200 attended Health and Wellness Summit at University of Tennessee in November 2015
- Combined with 4th International Veterinary Social Work Summit
- Goal to increase understanding, develop interventional strategies re/ health and wellness issues faced by our students and recent graduates
- Zoetis providing funding support for initiative

Engagement with Consortium of Universities for Global Health (CUGH)

- AAVMC helped sponsor “Bridging to a Sustainable Future in Global Health” in San Francisco, April 2016
- Focus on Planetary Health/Global Environmental Health/One Health
- Chief Executive Officer Andrew T. Maccabe named to organizing committee for CUGH Washington conference April 2017

Veterinary Educator Collaborative Conference Highlights Teaching Innovation, Excellence

- About 200 attended the AAVMC’s Veterinary Educator Collaborative Conference at the University of Calgary in Alberta, Canada, in June
- Topics included teaching and assessment, clinical communication skills, business skills and problem solving

National Academy of Medicine’s Global Forum on Innovation in Health Professional Education

- AAVMC helped sponsor “The Role of Accreditation in Enhancing Quality and Innovation in Health Professions Education” in April 2016
- Workshop featured a session on “Innovative Models of Accreditation; One Health Accreditation Across Nations”
Clinical Translational Science Award One Health Alliance (COHA)
- Includes veterinary schools partnered with medical school counterparts through National Institutes of Health Clinical Translational Science Award (CTSA)
- Conducted a CTSA Partnership Survey to characterize interactions/engagements of CVMs with their medical school counterparts
- Initiated pilot grant program to foster collaborations and overcome system-wide barriers to translational effectiveness
- Convened biorepository workshop in June 2016 at AAVMC that included visit to Smithsonian’s Global Genome Initiative (cryobank)

AAVMC Co-Sponsored 2015 Merial-NIH Veterinary Scholar Program
- Almost 600 veterinary students, faculty and professional staff gathered for the 2015 Merial-NIH National Veterinary Scholar Symposium held at the University of California Davis School of Veterinary Medicine
- Conference exposes 1st or 2nd year veterinary students to biomedical research and career opportunities in research.
- Nobel Laureate and veterinarian Dr. Peter Doherty presented keynote address

*Graduating data for years 2017-2019 is projected based on current enrollment.
One of the main reasons for moving the AAVMC to Washington in the 1980’s was to cultivate Congressional and Executive agency support for academic veterinary medicine. Effective communication and strategic partnerships are key parts of the critical work that is accomplished on Capitol Hill and with mission-critical agencies like the National Institutes of Health. The same holds true for our international member institutions as they make the case for academic veterinary medicine in capitals around the world.

Examples of Success on Capitol Hill

- The Obama Administration’s FY 2017 budget request includes $700 million for the USDA’s Agriculture and Food Research Initiative (AFRI)
- Budget request will double AFRI’s funding and raise it to levels defined by authorizing legislation in 2008 Farm Bill
- Significant opportunity for U.S. member institutions as program provides competitive research grants to support innovation and productivity in agriculture
USDA’s Veterinary Medicine Loan Repayment Program (VMLRP) Awards $4.5 Million to 49 Veterinarians

- USDA awarded more than $4.5 million to 49 American veterinarians to help repay a portion of their veterinary school loans
- Supporting the USDA’s VMLRP is one of the AAVMC’s highest legislative priorities

AAVMC Expresses Concern, Takes Steps in Face of Controversial State Legislation

- Honoring our Principles of Inclusion, we took steps to challenge discrimination in North Carolina and Mississippi following controversial legislation
- Aligned with major corporations, entertainment, athletic organizations and other institutions to discontinue program activity in North Carolina
- Moved PCVE Conference from Mississippi to Georgia

Leadership Academy Developing Future Leaders

- This year’s cohort included five international representatives
- Seeks to prepare faculty members for leadership roles in their colleges and the profession
- Programs include diversity and inclusion, media training, personality assessment, communications and budgeting and finance
- Sessions held in East Lansing, Indianapolis and Washington

NIH Looks to the AAVMC for One Health Leadership

- NIH Office of Research Infrastructure Programs convened “One Health: Integrating the veterinarian scientist into the biomedical research enterprise” workshop April 2015
- Recommended AAVMC assist in facilitating communication channels between federal agencies regarding One Health

Median Debt of Indebted Graduates of U.S. Colleges of Veterinary Medicine

Adjusted for Inflation AAVMC Internal Reports 2011–2015

STUDENT DEBT U.S. DOLLARS

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<tr>
<th>ACADEMIC YEAR</th>
<th>STUDENT DEBT U.S. DOLLARS</th>
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<td>$146,727</td>
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<td>2014</td>
<td>$148,280</td>
</tr>
<tr>
<td>2015</td>
<td>$156,583</td>
</tr>
</tbody>
</table>

A NEW ERA UNFOLDS

ADVOCACY COMMITTEE CHAIR DR. PHILLIP P. NELSON (UPPER RIGHT); SENATOR PAT ROBERTS (R-KANSAS), CHAIRMAN OF THE SENATE COMMITTEE ON AGRICULTURE, NUTRITION, AND FORESTRY, EXAMINES THE AAVMC LEGISLATIVE AGENDA (RIGHT)
Capitol Hill Legislative Briefing Focuses on Zika, Veterinary Research

- “Deadly Mosquitoes and other Dangers: How Veterinary Medicine Can Improve Our Response to Zika and other Dangers” featured in June 2016
- Some 60 legislative staffers and other officials — about twice the number expected — turned out to hear three leading scientists discuss critical role of veterinary medical research

Awarded first “President’s Award for Meritorious Service” to Senator Al Franken (D-Minnesota)

- Recognized his leadership role on Capitol Hill in advancing One Health
- Franken introduced the One Health Act of 2016 in March 2016
- Legislation would require interagency cooperation to help understand, prevent, and respond to animal disease outbreaks

Second Year of Public Policy Faculty Fellows Program

- Dr. Marcy Souza from the University of Tennessee and Dr. Jeffrey Musser from Texas A&M University (TAMU) conducted fellowships
- Brings faculty representatives to Washington D.C. to hone leadership skills in the advocacy arena and gain experience with the public policy development process

AAVMC Communications Strengthen Stakeholder Relationships

- Strategic programs executed through owned and earned channels
- 50th Anniversary Campaign earned Public Relations Society of America Gold Award
- Texas A&M earned 2016 Communication Excellence Award
- Conducted stakeholder assessment and program effectiveness research
MEMBER INSTITUTIONS

Colleges or Schools of Veterinary Medicine
- Atlantic Veterinary College at the University of Prince Edward Island (Canada)
- Auburn University (United States)
- Colorado State University (United States)
- Cornell University (United States)
- Iowa State University (United States)
- Kansas State University (United States)
- Lincoln Memorial University (United States)
- Louisiana State University (United States)
- Massey University (New Zealand)
- Michigan State University (United States)
- Midwestern University (United States)
- Mississippi State University (United States)
- Murdoch University (Australia)
- North Carolina State University (United States)

Departments of Veterinary Science
- OARDC/Ohio State University (United States)
- Pennsylvania State University (United States)
- South Dakota State University (United States)

Departments of Comparative Medicine
- Johns Hopkins University (United States)
- M.D. Anderson Cancer Center (United States)
- Massachusetts Institute of Technology (United States)
- Pennsylvania State University (United States)
- Stanford University (United States)

Other Veterinary Medical Institutions
- Angell Animal Medical Center (United States)

AFFILIATE MEMBERS

Colleges of Veterinary Medicine
- Central Luzon State University (Philippines)
- Københavns Universitet (Denmark)
- The University of Adelaide (Australia)
- University of Tokyo (Japan)

Departments of Veterinary Science
- GARD/Ohio State University (United States)
- Pennsylvania State University (United States)
- South Dakota State University (United States)

Other
- Angell Animal Medical Center (United States)
Organizational Structure

Board Committees
- Executive
- Finance
- Governance

Assembly Committees
- Academic Affairs
- Admissions & Recruitment
- Advocacy
- Data
- Diversity
- Ethics
- One Health
- Research

Chief Executive Officer's Survey Committee

Director of Communications
Jeff Douglas

JVME Editor-in-Chief
Daryl Buss

JVME Editorial Board

Chief Executive Officer
Andrew Maccabe

Chief of Governmental Affairs
Kevin Cain

Director of Institutional Research & Diversity
Lisa Greenhill

Director of Academic & Research Affairs
Ted Mashima

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Director of Communications
Jeff Douglas

Chief Operating Officer
Dotty Gray

Administrative Coordinator
Lawann Smith

Accounting Manager
Mark Stodter

Project Manager
Andrew Zoeller

Data Analyst
Tim Shanahan

Vacant

CORPORATE RECOGNITION

The AAVMC would like to recognize these corporations for their sponsorship of our 50th Anniversary Celebration.

- zoetis
- MERCK
- ROYAL CANIN
- BANFIELD
- Banfield Pet Hospital
- Hills

The AAVMC would like to recognize these organizations for their support of our general programs:
- Royal College of Veterinary Surgeons
- Liaison International
- Food & Agricultural Organization of the United Nations
- American Animal Hospital Association

Organizations wishing to discuss opportunities for engagement with AAVMC initiatives to advance academic veterinary medicine should contact Chief Executive Officer Dr. Andrew T. Maccabe.
AAVMC FINANCIAL DATA

FINANCIAL STATEMENT
Statement of Activities and Change in Net Assets for the Year Ended June 30, 2016
With Summarized Financial Information for 2015

<table>
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<tr>
<th>REVENUES</th>
<th>2016</th>
<th>2015</th>
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<td>Applicant Fees</td>
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<td>Annual Meetings and Events</td>
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<td>Corporate &amp; Government Support</td>
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<td>Membership Fees</td>
<td>49,961</td>
<td>49,961</td>
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<td>Publications</td>
<td>64,334</td>
<td>72,729</td>
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<td>Scholarships</td>
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<td>Miscellaneous Income</td>
<td>48,157</td>
<td>83,286</td>
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<tr>
<td>TOTAL REVENUE</td>
<td>4,028,386</td>
<td>3,743,882</td>
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<table>
<thead>
<tr>
<th>EXPENSES</th>
<th>2016</th>
<th>2015</th>
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<tbody>
<tr>
<td>Program services:</td>
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<tr>
<td>Veterinary Medical Education</td>
<td>648,004</td>
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<td>Annual Meetings</td>
<td>453,416</td>
<td>423,191</td>
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<td>Recruitment</td>
<td>301,717</td>
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<td>Government Advocacy</td>
<td>595,861</td>
<td>337,566</td>
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<td>Data Analysis</td>
<td>327,385</td>
<td>246,126</td>
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<td>Outreach and Development</td>
<td>173,928</td>
<td>173,392</td>
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<td>Communications</td>
<td>396,624</td>
<td>231,915</td>
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<td>Journal of Veterinary Medical Education</td>
<td>135,255</td>
<td>140,298</td>
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<td>Leadership</td>
<td>185,605</td>
<td>175,746</td>
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<td>Total Program Services</td>
<td>3,217,795</td>
<td>2,509,401</td>
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<td>Supporting service:</td>
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<td>Management and General</td>
<td>530,757</td>
<td>608,217</td>
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<tr>
<td>TOTAL EXPENSES</td>
<td>3,748,552</td>
<td>3,117,618</td>
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</tbody>
</table>

Change in net assets before other items 279,834 626,264

Other Items
Non-operating investment income 87,889 (4,986)
Pass through funds received 732,650 998,754
Pass through disbursements (732,650) (998,754)

Change in net assets 367,723 621,278
Net Assets at beginning of year 3,519,392 2,898,114
Net Assets at End of Year 3,887,115 3,519,392

REVENUES FY2016 TOTAL: $4,028,386
- CORE PROGRAMS, $2,532,457
- VOTING MEMBERS DUES, $900,900
- CORPORATE, GOVERNMENT AND FOUNDATION, $482,335
- OTHER REVENUES, $54,128
- NON-VOTING MEMBERS DUES, $58,566

EXPENSES FY2016 TOTAL: $3,748,552
- MEMBER SERVICES, $1,723,997
- ADVOCACY, $1,116,413
- ADMINISTRATION, $530,757
- DATA ANALYSIS, $327,385

A NEW ERA UNFOLDS