



American Association of
Veterinary Medical Colleges



ANNUAL REPORT 2021

EMERGENCE

RESPONDING, ADAPTING
& OVERCOMING

Academic Veterinary Medicine Responds

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Dr. Andrew T. Maccabe

2021 Board of Directors roster effective March 3, 2021



RISING TO THE CHALLENGE

During a year like no other, the AAVMC did what we always do: adapted to change in order to succeed with our mission. Like countless organizations, we shifted to working remotely and carried on.

Our role as a catalyst never seemed more important. For months, we convened weekly meetings for our institutional leaders, where we shared best practices and coordinated responses to operating our colleges and schools in a way we had never done before.

Collectively, we determined the best adaptations for our admissions, academic, research and clinical programs. We developed monographs that helped our colleges and schools navigate previously unencountered areas of academic terrain.

Fortuitously, our newly established wellbeing program provided insight and support for our schools and colleges as they grappled with pandemic life.

And during this national reckoning which has erupted after decades of systemic racism, we have been a values-based resource and voice, speaking out for what we believe, helping others, and operating the award-winning programs in diversity, equity and inclusion for which we are known.

And so as we begin to emerge from this historic time in the world, still uncertain about what the future holds, we do know this: the AAVMC has continued to grow and do what needs to be done.

And we are doing it well. Looking through this annual report, you'll see we have sustained and enhanced our essential programs and introduced several new ones in DEI, wellbeing, educational excellence and other important areas.

We have surely been tested, and the trial continues. But thanks to you, we are rising to the challenge.




Andrew T. Maccabe,
DVM, MPH, JD
Chief Executive Officer

THRIVING THROUGHOUT A YEAR OF THREATS

As the pandemic dragged on this past year, our member institutions faced shuttered classrooms and limited opportunities for in-person interaction and contact. Plans for meetings and conferences came to a screeching halt. The very health and wellbeing of those we serve and work with—human and animal—was at risk. Pandemic fatigue set in.

But in the end, those roadblocks brought out our potential and proved that veterinary medicine is agile, creative, critical to public health and a force to be reckoned with.

Many people saw afresh that the students we prepare for careers in veterinary medicine are vital to public health and research, and that the health and wellbeing of people and animals is inextricably entwined. And without a doubt, during a time of isolation, more people than ever relied upon companion animals for comfort and connection.

In a year that also brought historic racial tension and societal conflict, we continued to competently perform our jobs—jobs that were increasingly important and meaningful. And we continued to lead our profession in efforts to create more diversity, equity and inclusion.

It has been my honor to serve as AAVMC president and represent this esteemed group of academics who are also my friends. I may not have always been able to see you face-to-face, but know that this year of interruption will make us appreciate even more the times when we can be together.

We have labored together in the face of incredible adversity, and done so effectively. I thank you all for your efforts, and for the opportunity you have given me to serve.




Mark D. Markel,
DVM, PhD, Diplomate ACVS
AAVMC President



AAVMC MEMBER INSTITUTIONS HELPING BATTLE THE PANDEMIC

Like the rest of the world, the AAVMC and its member institutions have been battling the pandemic since it began. One of the AAVMC's main strategies for helping has been to catalyze opportunities for collaboration among the leaders of our colleges and schools.

Operational paradigms that anchor AAVMC programs and initiatives – analyze, catalyze and advocate, proved ever useful in helping us steward academic veterinary medicine through this historic challenge.

Through AAVMC Connect and through other digital tools, we brought our institutional leaders together to develop a collective “best practices” approach to dealing with the pandemic.

Volunteers and staff worked together to analyze the effectiveness of remote based teaching programs and determine best practices for restoring clinical instruction in the development of two important documents: “Preparation of Students during the COVID-19 Pandemic” and “Guidelines and Considerations for Re-engaging Veterinary Medical Students in Clinical Rotations during the Covid-19 Pandemic.”

Director for Wellbeing Ms. Makenzie Peterson spoke frequently to the deans about wellbeing issues during the AAVMC's weekly leadership calls held to coordinate pandemic response.

The AAVMC established a nationally coordinated, community focused, systems-based wellbeing program for our members.

Working together to coordinate a unified response helped our member institutions make important contributions in their own regions.

Many are conducting research that is helping lead to better diagnostic and therapeutic support. All of our member institutions have helped out in various ways, from sharing expertise to providing valuable public service.





The AAVMC's Office of Governmental Affairs worked with other organizations in the Federation of Associations of Schools in the Health Professions (FASHP) to advocate with Members of Congress and Executive Agency personnel to:

- Make it easier for our animal health labs to convert from animal testing to human COVID-19 testing.
- Develop additional funding for colleges and universities to pay for testing, masks and other equipment.
- Develop additional funding for the National Animal Health Lab Network (NAHLN) as it ramped up testing to increase COVID-19 diagnostic capacity.
- Develop funding to help our member institutions address research funding gaps that arose when laboratories were shut down, shuttering important experiments and affecting colonies of laboratory animals.

- Update the Public Readiness and Emergency Preparedness Act (PREP).

The latter cleared the way for some of our member institutions to assist with vaccination programs.

Just a few examples among many:

- At the Purdue University College of Veterinary Medicine, almost 100 faculty and students were trained to help vaccinate.
- More than 40 Colorado State University College of Veterinary Medicine and Biomedical Sciences veterinarians helped with vaccinations – including a massive effort to vaccinate about 4,000 people associated with the meat-packing industry – vital to keeping food production systems on line.
- At the Iowa State University College of Veterinary Medicine, administrators, faculty, staff and fourth year students helped administer injections. Others volunteered with registration, logistics and other services.

- Students at the Cummings School of Veterinary Medicine at Tufts University helped out with the vaccination effort through VaccineCorps.
- Students and faculty at the Michigan State University College of Veterinary Medicine worked with the local health department to vaccinate people.
- Virginia-Maryland College of Veterinary Medicine faculty, staff, and students served as vaccinators and in other roles through the Virginia Medical Reserve Corps and local health department.

The AAVMC created a compendium of news releases and media reports on the web site which detail some of the many ways our colleges and schools have been helping out with the pandemic.



A SMALL CHANGE IN NAME PORTENDS A BIG CHANGE IN GAME

*The AAVMC changed its name
from the Association of American
Veterinary Medical Colleges
to the American Association of
Veterinary Medical Colleges.*



Though subtle, the wording change now correctly denotes that our international members are part of an American-based association, linked by a common accreditation system. The change recognizes the AAVMC's evolving role as an international organization.

Today, 22 of the 55 COE-accredited schools are outside the United States. In addition, AAVMC includes 12 Collaborative and Provisional Members from outside of the United States.

"Our international members told us that they wanted us to retain the word 'American,' indicating their association with the American accreditation system," said AAVMC CEO Dr. Andrew T. Maccabe.

"Because of that preference, the term 'international' was not included in the new name, even though institutions from throughout the world are eligible to qualify for membership."

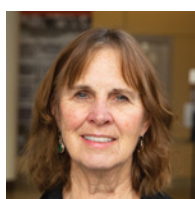
BOARD OF DIRECTORS ADDS LIAISON POSITION REPRESENTING VETERINARY TECHNICIAN EDUCATORS



New leaders have taken their seats on the 2021-22 AAVMC Board of Directors and the board has been expanded to include a new non-voting liaison from the Association of Veterinary Technician Educators (AVTE).



Dr. Paul Lunn



Dr. Susan Tornquist



Dr. Mark D. Markel



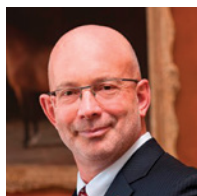
Dr. Ruby Perry



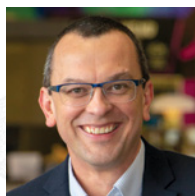
Dr. Mark D. Stetter



Dr. Rustin Moore



Dr. Jeffrey Wichtel



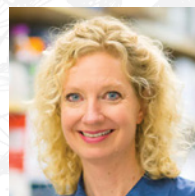
Dr. Jonathan Huxley



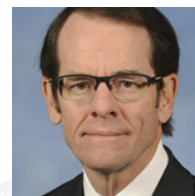
Dr. Sean Callanan



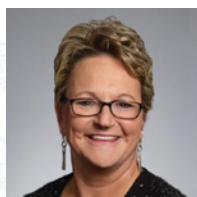
Dr. David W. Horohov



Dr. Christina Sigurdson



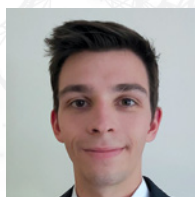
Dr. Roger B. Fingland



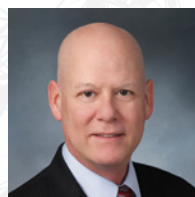
Dr. Carolyn Henry



Dr. James Hurrell



Mr. Tamás Márk Berczik



Dr. Andrew T. Maccabe

**2021-2022
AAVMC BOARD
OF DIRECTORS**

Dr. Paul Lunn, dean of the North Carolina State University College of Veterinary Medicine, is President and Board Chair. Lunn replaces Dr. Mark Markel, dean of the University of Wisconsin School of Veterinary Medicine, who became Past-President.

Dr. Susan Tornquist, the Lois Bates Acheson Dean of the Carlson College of Veterinary Medicine at Oregon State University, was elected President-Elect and becomes a member of the Executive Committee.

Other officers remain the same.

Dr. Mark Stetter, Dean of the Colorado State University College of Veterinary Medicine and Biomedical Sciences, is Treasurer; and **Dr. Ruby Perry**, dean of the Tuskegee University College of Veterinary Medicine, is Secretary.

New members for 2021-22 include:

Dr. Jeffrey Wichtel, dean of the Ontario Veterinary College at the University of Guelph is At-Large Director Region II (Canada).

Dr. Jonathan Huxley, Head of the Massey University School of Veterinary Science is At-Large Director Region III (Australia, New Zealand and Asia).

Dr. Christina Sigurdson, co-director of the Center for Veterinary Sciences and Comparative Medicine at the University of California-Davis, is At-Large Director Representing Departments of Comparative Medicine.

Dr. James Hurrell of Penn Foster University is the new Liaison Representing the AVTE (non-voting). The board created the 16th seat to represent the Association of Veterinary Technician Educators as a result of growing mutual interests in academic veterinary medicine.



SPOTLIGHT

The number of underrepresented students in veterinary medicine (22.2 percent) is higher than ever before and total enrollment grew by three percent year over year.

2020-2021 Institutional Data Report Describes Landscape, Documents Progress and Impact

Those are just two of the highlights gleaned from the AAVMC's 2021 Annual Data Report, available on the website.

Constructed from the vast datasets collected during the Institutional Data Report, the report creates a comprehensive statistical portrait of the world of academic veterinary medicine.

Other highlights include:

- Tuition for non-resident students remained steady; tuition for residents increased by 3.7%.

- The percentage of DVM students graduating with zero debt declined by 1%.
- The percentage of men enrolled in DVM programs remained steady, though the percentage of men applying continues to decline.
- On average, tuition makes up 18.7% of a CVM revenue, while spending on teaching, academic and student supports expend 23.9% of the expenditure budget.

Data is available on enrollment, diversity, applicants, tuition and debt, personnel, budget, and other areas.

The empirical data supports research studies, scholarly examinations, general inquiries and presents useful information for the media and the public.





AAVMC Welcomes New Members

The AAVMC welcomed the Texas Tech School of Veterinary Medicine as its newest member, as well as two new collaborative institutions.

The Texas Tech school plans to focus on meeting the veterinary service and educational needs of rural and regional communities across Texas. The school opens with an inaugural class of approximately 60 students in fall 2021.

The University of the West Indies School of Veterinary Medicine and the University of Sarajevo Faculty of Veterinary Medicine have joined the AAVMC as Collaborative Members.

Research Review Questions Efficacy of the GRE

A new AAVMC research review suggests using the Graduate Record Examinations (GRE) as an admissions tool for professional degree programs in veterinary medicine disadvantages underrepresented student applicants. About 75% of U.S.-based AAVMC member institutions use GRE scores in admissions.

"Increasingly, though, the merits of GRE scores as a useful measure of academic and professional potential are being questioned and debated," said Dr. James W. Lloyd, of Animal Health Economics, LLC, who worked with the AAVMC on the study.

The major problem with the GRE is that racial, gender-based, socio-economic and other biases built into the examination unfairly assess and underpredict the capacity and potential of underrepresented minorities, women and others.

Holistic admissions practices which assess characteristics such as leadership, communications, critical thinking, problem solving, teamwork, integrity, persistence and other personal attributes are believed to play a more useful role in predicting professional success.

"Continued reliance on GRE for admission decisions will be one important ongoing source of unintended institutional racism, sexism, classism, and/or elitism across academic veterinary medicine – imparting unintended bias against those candidates who might be marginalized based on race, ethnicity, gender, socio-economic status, or geography," the report concludes.

AAVMC/APLU Gene Editing Study Helps Inform Congress, Regulatory Community

The AAVMC wrapped up its collaboration with the Association of Public and Land-grant Universities (APLU) on an important gene editing in agricultural animals study.

Following 18 months of work, a panel of experts concluded that gene editing has the potential to unleash enormous gains

in productivity. But in order for those gains to be realized, "a remodeling of the federal regulatory landscape is needed."

The report contains several specific recommendations for regulatory officials and lawmakers to consider.

The APLU and the AAVMC previously teamed up on a multi-year effort that addressed the growing antimicrobial resistance problem and led to the creation of the National Institute of Antimicrobial Resistance Research and Education (NIAMRRE).

Board, Assembly Endorse New Statement on Globalization and Internationalization

A statement developed by the AAVMC's Task Force on Globalization and Internationalization was adopted by Board of Directors and the Assembly.

Evolving from a previous statement more focused on the accreditation of international institutions, the new statement takes a broader look at the need for fostering and protecting international cooperation in science and public health.

The statement recognizes that animal, human and ecosystem health are "inextricably intertwined" and that solutions for infectious disease, environmental disasters and food disruption problems require an international approach.

That requires international communication channels and the protection of international transportation systems and access.





Minority-Serving Institution Outreach Program Underway

The AAVMC established a working group to consider strategies for improving outreach and collaboration with Minority-Serving Institutions.

AAVMC will begin with the 1890 land-grant universities and other HBCU's and eventually expand its efforts to include the 1994 Native American institutions, the Hispanic-serving institutions, and urban-serving institutions.

Some of the opportunities up for consideration include student scholarships and student and faculty exchange programs.

Other measures being considered include more structured outreach to the American Board of Veterinary Specialties (ABVS) and larger veterinary medical specialty colleges.

The goal of that effort is to help ensure that more underrepresented populations of veterinarians have opportunities to pursue board certification.

Wellbeing Moves Front and Center

The historic COVID-19 pandemic intensified already pressure-packed organizational cultures across the landscape of professional healthcare education.

But when the global emergency was declared in March 2020, AAVMC program development was already underway in this vital area.

Over the past year, the AAVMC has introduced a systems-based, community focused wellbeing program for member institutions.

A series of informational presentations have been made with institutional leaders and multiple resource documents have been developed and shared.

Several major studies have been undertaken to provide the data upon which the evidence based program is being constructed.

Wisconsin Wins Communication Excellence Award



**School of
Veterinary Medicine**
UNIVERSITY OF WISCONSIN-MADISON

The communications team at the University of Wisconsin School of Veterinary Medicine has been awarded the 2021 AAVMC Communications Excellence Award.

Wisconsin was recognized for overall programmatic excellence and an historic 2020 Super Bowl commercial featuring their world class veterinary oncology program. The spot reached a live audience estimated at more than 100 million people and generated 2.56 billion media impressions.

The program was also recognized for its role in building support and awareness for a six-year capital campaign that helped finance a \$150 million expansion to the school's physical plant, as well as its work with the Covid-19 pandemic and social justice issues.

UC Davis Wins AAVMC's 2021 Scholarship Fundraising Excellence Award



UC DAVIS
VETERINARY MEDICINE

The advancement team at the University of California – Davis has been awarded the 2021 AAVMC Award for Fundraising Excellence in Student Scholarships.

The winning team at UC Davis introduced several new initiatives designed to elevate an ongoing program that provides \$7.6 million in annual financial assistance to approximately 600 professional program students.

Those included retooling the donor stewardship program and establishing the UC Davis School of Veterinary Medicine Hardship Fund, which provides emergency financial assistance for students, interns and residents.





*Leadership Transition,
Hybrid Approach Highlight
Year of Change for JVME*

AAVMC Names New Editor-in-Chief of *Journal of Veterinary Medical Education (JVME)*



Dr. Regina Schoenfeld-Tacher, associate professor of veterinary educational development in the North Carolina State University College of

Veterinary Medicine's Department of Molecular Biomedical Sciences, is the new Editor-in-Chief (EIC) of the *Journal of Veterinary Medical Education*.

Schoenfeld-Tacher assumes leadership of the respected academic journal following almost two-decades of experience with the JVME. She has worked with the JVME's past three EIC's, including a leadership role and close working relationship with former EIC Dr. Daryl Buss, whom she credits as a mentor.

"My appointment as Editor In Chief for JVME is tangible evidence of AAVMC's commitment to educational innovation and diversity/inclusion," said Schoenfeld-Tacher, who is the first veterinary educationalist to serve in the role, as well as the first female and Latina EIC in the history of the Journal.

Schoenfeld-Tacher has served as a member of the JVME Editorial Board since 2007, and as a Guest Editor and Handling Editor since 2012. Over the past 21 years, she has authored or co-authored 82 refereed journal articles, including 28 which were published in the JVME.

Former EIC Dr. Daryl Buss Guided JVME to New Levels of Success



After almost a decade of service as Editor-in-Chief, **Dr. Daryl Buss** can look back at a tenure that brought steady progress, growth, impact and advancement.

Among many achievements, the JVME has become more international in scope and successfully transitioned from a primarily print publication to a hybrid print/digital model with expanded open access.

Buss said he sees this as a good time to pass the journal on to a new generation that will negotiate change as he has, always adapting to societal and technological transitions with agility and a commitment to solid scholarship.

He oversaw the publication of theme issues on relevant topics such as a 2017 issue on "Mental Health and Well-Being of Students and Graduates of Veterinary Medical Educational Programs" and a 2019 issue on "Inter-Institutional Collaboration in Veterinary Medical Education."

The journal saw such an increase in the number of submitted manuscripts that it expanded from four to six issues per year to accommodate the need. In addition, the number of downloaded manuscripts doubled from about 20,000 in 2012 to more than 44,000 in 2020.

Earlier in his career, Buss served as dean of the University of Wisconsin School of Veterinary Medicine. He has also made lasting contributions to academic veterinary medicine through his long association with the AAVMC, where he served as a member of the Board of Directors and as president in 2000-2001.

Journal of Veterinary Medical Education Hybrid Model Created to Enhance Access

The *Journal of Veterinary Medical Education (JVME)* adopted a hybrid print and online publishing model which incorporates open access of all published content.

JVME's transition to a hybrid publishing model will enhance its global reach to veterinary medical practitioners, educators, researchers, prospective and current veterinary medical students and other stakeholders.

Increased visibility and more timely access to the research presented in JVME will promote interprofessional collaboration and improve outreach to the media and policy-makers, further increasing the impact of JVME and its authors on international veterinary medicine.

Published bi-monthly by the AAVMC and the University of Toronto Press, the JVME provides a forum for the exchange of ideas, research, and discoveries about veterinary medical education.



AAVMC'S VIRTUAL ANNUAL CONFERENCE A SUCCESS IN EVERY RESPECT

A record 365 attendees tuned into the AAVMC's first virtual conference, "Catalyze 2021: Connect and Innovate in the Face of Global Challenges," March 3-5, 2021. Registrants represented 37 U.S. schools, 20 international schools and about a dozen corporations and associations.

The conference was presented seamlessly through a specially created website that integrated Zoom sessions and breakout rooms with a content-rich platform, live question-and-answer sessions, and interactive social media chats.

More than 20 online sessions spread over three days covered diverse topics such as "Innovative Veterinary Admissions Practices to Enhance Diversity," "How Strategic Communications Can Increase Your Reach," "How Debt is Changing the Face of the Profession," and "Building a Pipeline of Leaders for Academic Veterinary Medicine."

»»» 2021 AAVMC Annual Conference & Iverson Bell Symposium

Catalyze 2021:
CONNECT & INNOVATE IN THE FACE
OF GLOBAL CHALLENGES

AAVMC
Association of American
Veterinary Medical Colleges

A Virtual Experience
March 3-5, 2021



Numerous sessions focused on how schools and colleges of veterinary medicine responded to the pandemic, such as "Global Lessons in Shifting to Online Veterinary Education," and "The Impact of the COVID-19 Pandemic on Assessment Strategies in Health Professions Education: Lessons Learned About Assessment During the Lockdown."

In a session on "Responses to a Pandemic: In the Trenches of Rapid Curricular Change," speakers presented survey results showing that, despite negative pandemic pressures, even in a post-pandemic world, faculty plan to maintain some elements of pandemic-altered, online education, such as online

lectures. Among survey comments: "This emergency put teaching back as my primary focus."

A session on the AAVMC's Competency-based Veterinary Medical Education (CBVE) illustrated how an emphasis on competency versus traditional measures such as grades helped some faculty transition to new educational models during the pandemic.

Several sessions focused on wellbeing and coping with stress, such as "Anxiety and the Brain: Strategies for Learning, Memory, and Emotional Regulation," and "The High Cost of Resilience: A Discussion of the Overarching Impacts of Veterinary Student Stress."

The AAVMC's Director for Wellbeing Ms. Makenzie Peterson updated attendees on the association's Wellbeing Operations Plan.

Peterson said that many CVMs are addressing issues at the treatment or screening level but should focus more on prevention. "Yoga and meditation will not save the health professions," she said, "How do we look at wellbeing across the entire academic lifespan?"

She emphasized the need for an institution-wide approach to wellbeing and AAVMC plans to roll out a variety of tools to help schools implement wellness measures.





AAVMC'S INAUGURAL VIRTUAL CONFERENCE (CONTINUED)

The website developed to support the AAVMC's "Catalyze 2021" virtual annual conference was honored with an Outstanding Achievement Award by the Web Marketing Association during their 25th annual excellence in websites recognition program.

In plenary sessions, three keynote speakers covered socially relevant topics—systemic racism (Dr. Robin DiAngelo), ableism (Dr. Jay Dolmage), and how to ask probing, transformative questions to spark creativity and create dynamic change (Dr. Hal Gregersen).



Dr. DiAngelo

"I'm here to push and challenge white people," White Fragility author Dr. Robin DiAngelo told the audience. "We're not going to get where we need to go from a place of white comfort." She acknowledged that admitting and dealing with racism is necessarily uncomfortable and emphasized the importance of engaging with issues that revolve around racism and being proactively mindful of racism's role in everything from hiring and admissions to media portrayals and interpersonal relationships.



Dr. Dolmage

"We all need to care about disability," said keynote speaker Dr. Jay Dolmage, noting that the plight of disabled individuals is under-recognized and under-resourced. Dolmage used the architecture of ramps and stairs as metaphors for access vs. obstacles that can exclude or discourage the disabled. He pointed out that providing accommodations for the disabled is a vital part of inclusivity. He also encouraged attendees to learn from disabled people and warned that, "the most dangerous assumption we can ever have about a disabled person is that they cannot do something."



Dr. Gregersen

"Questions are the answer," said Massachusetts Institute of Technology (MIT) leadership expert and Dr. Hal Gregersen. "Questions are catalytic ... The best leaders without exception ask exceptional questions that others miss." He said that "listening deeply" is the key to asking the right questions and breaking through to create disruptive innovation. He encouraged people to conduct "question audits," or brainstorming sessions that consist of only questions in order to "foster fearless inquiry."



Virtual Advocacy Day Successful Venture as Well

The annual conference wasn't the only virtual presentation. For the first time ever, the AAVMC's Advocacy Day was orchestrated online, and it went very well, according to AAVMC Governmental Affairs Director Kevin Cain.

A total of 87 participants from 24 states representing 91 House districts and 53 Senate offices conducted 144 meetings during the event, which was held over two days.

2021 AAVMC PROFESSIONAL EXCELLENCE & SERVICE AWARDS



Hines Honored with 2021 Distinguished Veterinary Teacher Award

Dr. Stephen Hines



Dr. Stephen Hines, the Berger Keatts Distinguished Professor for Excellence in Teaching in the Washington State University College of Veterinary Medicine (WSU-CVM), earned the 2020 AAVMC Distinguished Veterinary Teacher Award, Presented by Zoetis.

The award, which is considered one of the most prestigious teaching awards in international academic 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. Hines has won numerous teaching awards and grants and is the only two-time winner of the AAVMC's Distinguished Veterinary Teacher Award, having won previously in 1996.

Dr. Hines encourages critical thinking, clinical communications, collaboration, and clinical reasoning skills in his students. Dr. Hines also helped spearhead the development of teaching academies, both at WSU and as a movement to improve veterinary medical education overall.

Former student Minas Mkhitarian wrote that, "There are many professors who do what students ask of them – it is the rare one who listens to students as if they were the most important voice in the world and yet maintains the courage and wisdom to lead them, coach them, and inspire them."

Dr. Hines is a Diplomate of the American College of Veterinary Pathologists. He earned a BA from Miami University of Ohio, a PhD from the University of Florida and his Doctor of Veterinary Medicine (DVM) from The Ohio State University.

Richt Awarded Excellence in Research Honor

Dr. Juergen (Jürgen) A. Richt



Dr. Juergen (Jürgen) A. Richt of the Kansas State University College of Veterinary Medicine (KSU-CVM) received the 2021 AAVMC Excellence in Research Award.

The AAVMC Excellence in Research Award designates the outstanding veterinary medical researcher of the year and recognizes individuals

who have demonstrated excellence in original research, leadership in the scientific community, and mentoring of trainees and colleagues in any discipline of veterinary medicine.

Dr. Richt is the Regents and University Distinguished Professor at KSU-CVM. Dr. Richt investigates zoonotic, emerging and transboundary diseases of livestock, focusing mainly on viral diseases. His work has led to strategies to identify, control and/or eradicate pathogens with significant impact on veterinary medicine, human health and food security.

His recent work focuses on the establishment of preclinical animal models for SARS-CoV-2 in order to evaluate the efficacy of vaccines and therapeutics for COVID-19. "(His) ability to rapidly mobilize collaborative research teams has been clearly demonstrated and translated into critical discovery during the COVID-19 pandemic," KSU-CVM Dean Bonnie Rush and Professor Derek Mosier co-wrote in a nomination letter, adding "We can think of no other single investigator who has had as significant an impact on veterinary comparative virology as Dr. Richt ..."

Dr. Richt is board certified in Veterinary Immunology and Serology and also Veterinary Microbiology by the German Veterinary Association. He received his Doctor of Veterinary Medicine degree (DVM) from Ludwig-Maximilians-University München, Munich, Germany, and his Ph.D. from the Justus-Liebig-University Giessen, Giessen, Germany.





2021 AAVMC PROFESSIONAL EXCELLENCE & SERVICE AWARDS (CONTINUED)

Dr. Ruby Perry Earns 2021 Iverson Bell Award

Dr. Ruby L. Perry



Dr. Ruby L. Perry, dean of the Tuskegee University College of Veterinary Medicine (TUCVM), was awarded the 2021 Iverson Bell Award.

The Iverson Bell Award recognizes outstanding leadership and contributions in promoting opportunities for under-represented minorities in veterinary medical education.

Dr. Perry is dean and professor of veterinary radiology at TUCVM. She is TUCVM's first female dean, the first African American female board-certified veterinary radiologist, and the first veterinary alumna to serve as Tuskegee University's acting president.

Her contributions to diversity include forming TUCVM's first Diversity and Inclusion College Committee and signing historic Memorandum of Understandings (MOUs) with Auburn University and the University of North Carolina Pembroke to increase racial diversity in the veterinary workforce.

She is secretary on the AAVMC's Board of Directors and was recently honored with the 2020 Zoetis Champion of Diversity Award.

"(Dr. Perry) has modeled the practice of connecting deeply with her students, the most diverse of all veterinary colleges, with an experienced perspective, and an emphasis on empathy and resolve to excel," wrote Dr. Calvin Johnson, dean of the Auburn University College of Veterinary Medicine, in nominating her for the award.

Dr. Perry received both her bachelor's degree and her Doctor of Veterinary Medicine (DVM) from Tuskegee University. Dr. Perry is board certified in veterinary radiology.

Billy E. Hooper Award for Distinguished Service

Dr. Corrie Brown



Dr. Corrie Brown from the University of Georgia College of Veterinary Medicine received the 2021 AAVMC Billy E. Hooper Award for Distinguished Service.

The AAVMC Billy E. Hooper Award for Distinguished Service is presented by the AAVMC to an individual whose leadership and vision has made a significant contribution to academic veterinary medicine and the veterinary profession.

Dr. Brown is the Josiah Meigs Distinguished Teaching Professor in the Department of Pathology at the University of Georgia. In her 25 years at UGA, her research, instruction and outreach have shaped global initiatives that advance animal health and food security.

She has won numerous education awards, including AVMA International Veterinarian of the Year in 2013, and national SAVMA Teacher of the Year (twice). The author of 23 book chapters and author or co-author of 176 publications, she balances teaching and speaking worldwide with an educational research program in transboundary disease that has received extensive funding from the USDA and NIH.

"Dr. Brown is a true leader in veterinary education," wrote Dr. Jesse M. Hostetter, UGA's Barry G. Harmon Professor of Pathology in nominating her for the award. "She has dedicated much of her career to working with students, not only at UGA but throughout the world. Her commitment to advancing our profession through outreach and education is clear."

Dr. Brown earned her Doctor of Veterinary Medicine (DVM) degree from the University of Guelph and PhD from the University of California, Davis.



2021 AAVMC PROFESSIONAL EXCELLENCE & SERVICE AWARDS (CONTINUED)



Blackwell Receives 2021 Senator John Melcher, DVM Leadership in Public Policy Award

Dr. Michael J. Blackwell



Dr. Michael J. Blackwell from the University of Tennessee College of Social Work received the 2021 Senator John Melcher, DVM Leadership in Public Policy Award.

Established in 2007, the Senator John Melcher, DVM Leadership in Public Policy Award is presented to current or former faculty, staff, or students at an AAVMC member institution to recognize leadership in public policy and advocacy.

Dr. Blackwell currently serves as the Director of the Program for Pet Health Equity at the University of Tennessee, which exists to improve access to veterinary care, especially for families currently underserved.

After retiring from a decades-long career with the federal government that included Assistant Surgeon General of U.S. Public Health Service Commissioned Corps, Dr. Blackwell became dean of the University of Tennessee College of Veterinary Medicine (UT-CVM).

"I have been very fortunate during my career to have had many good and smart people influence my professional and personal development," wrote UT-CVM Professor and Associate Dean Robert C. DeNovo in nominating Dr. Blackwell. "None have had the impact that Michael Blackwell has had. He represents the veterinary profession with vision, intelligence, and compassion."

Dr. Blackwell earned his Doctor of Veterinary Medicine degree (DVM) from Tuskegee University and a Master's of Public Health (MPH) from Loma Linda University.





1

THOUGHT LEADERSHIP & ADVOCACY

Through member engagement, the AAVMC transforms grassroots wisdom into organizational consensus and strategic policy goals. Those facts and positions inform policymakers and help shape regulations, support legislation and create opportunities in academic veterinary medicine.



Elevating the Quality of Academic Veterinary Medicine Around the World

AAVMC efforts to foster a stronger global system of academic veterinary medicine continued throughout the year.

Much of that work was conducted through the Council for International Veterinary Medical Education (CIVME), established in 2016.

CIVME's grant program continued to expand this year, thanks to increased sponsorship from MSD for the Antimicrobial Stewardship Grant Program.

CIVME established a partnership with the World Veterinary Association (WVA) to undertake a project on "Global Quality

Standards for Veterinary Education." That's designed to improve the quality of veterinary education around the world and to develop a self-assessment mechanism for veterinary colleges in regions or countries without formal accreditation systems.

CIVME's outreach efforts included quarterly newsletters, a presentation at the AAVMC Annual Conference and the launch of a Regional Network Connect Community.

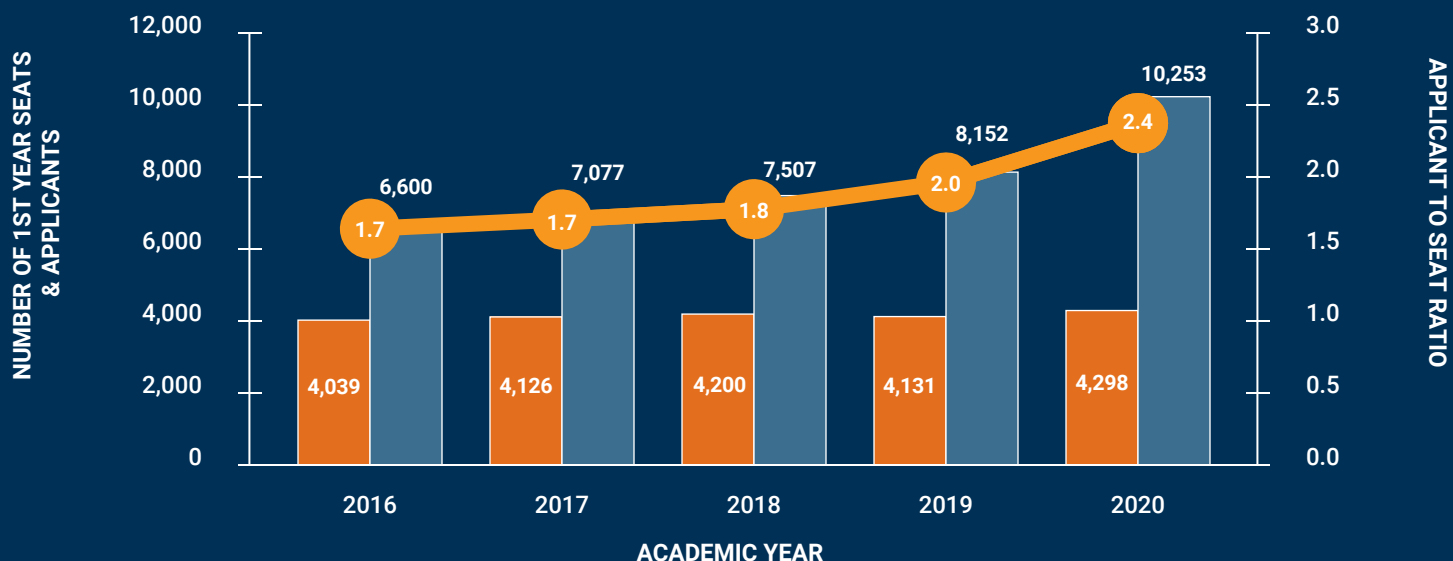
CIVME comprises representatives from eight major global regions (Australasia, North America, Central/South America, Continental Europe, UK/Ireland, Middle East, Africa and Asia).



■ Number of 1st Year Seats

■ Number of VMCAS Applicants

● Applicant to Seat Ratio



HIGHLIGHTS:

- Welcomed Representative Dusty Johnson (R-SD) as the new co-chair of the Veterinary Medicine Caucus in the U.S. House of Representatives.
- Continued to advocate for the National Institute of Antimicrobial Resistance Research and Education (NIAMRRE), established as a result of a joint AAVMC/APLU project, and helped obtain a \$3 million allocation from Congress to create an antimicrobial resistance dashboard.
- CTSA One Health Alliance (COHA)/AAVMC partnership worked to get one health language included in the omnibus spending bill and provided input for allocating \$300 million in pandemic relief funds for "animal health and disease testing" related to COVID.
- The AAVMC/APLU Gene Editing Task Force completed their final report which has been shared with FDA, USDA and OSTP and is being used to guide regulatory reform.
- Advocated for emergency pandemic response legislation that helped make it easier for our animal health labs to convert from animal testing to human COVID-19 testing.
- Worked to obtain additional funding for our members, students and higher education to pay for testing, masks and other equipment, and structural needs required to adapt to pandemic life.
- Advocated for additional funding for the National Animal Health Lab Network (NAHLN) as it ramped up testing across the board to meet pandemic-driven needs for additional lab capacity.
- Advocated for funds to repay and restore funding for research that was lost early on in the pandemic, when labs had to shut down and often lost entire colonies of research animals or had to shut down ongoing experiments altogether.
- Introduced a new website and organizational "brand refresh," complete with updated logo.
- Produced six new videos highlighting the AAVMC and its new strategic plan.
- Operated comprehensive strategic communications program which shared key messages with AAVMC stakeholders through owned and earned digital and legacy media channels.



2

INSPIRING & RECRUITING NEW GENERATIONS OF VETERINARIANS

From inspiring children to pursue their dreams of becoming a veterinarian to applicants on the verge of reaching them, AAVMC programs are building a diverse and talented pipeline of students to serve as the veterinarians of tomorrow.



Study Identifies Bias in Admissions Processes, Standards

A new AAVMC study finds that admission offers from veterinary medical schools tend to be lower or higher for certain groups, indicating that unintended bias still exists despite recent efforts to be more inclusive and adopt more holistic admissions practices.

The study recommends that schools focus more attention on overcoming barriers to admission based on factors such as race/ethnicity, gender, culture or socioeconomic status.

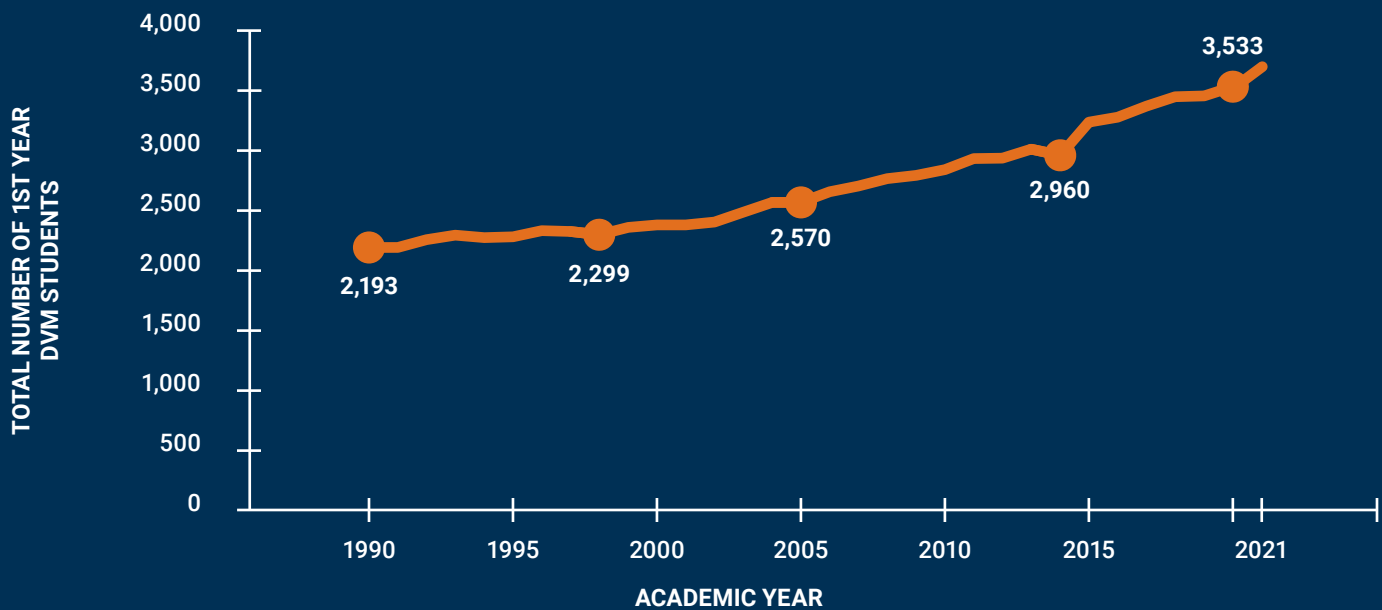
Dr. James W. Lloyd, of Animal Health Economics, LLC, and the AAVMC's Senior Director of Institutional Research and Diversity Dr. Lisa M. Greenhill, conducted the study, which compiled and analyzed data from the Veterinary

Medical College Application Service 2018-2019 cycle post-application survey and the 2019 post-admissions student survey.

The study found that admission offers were lower for candidates from underrepresented racial or ethnic groups, Pell Grant recipients, first-generation college students, candidates from rural communities and candidates who aspired to practice in rural communities.

"Admittedly, the barriers/deterrents are not absolute—many disadvantaged candidates are ultimately successful in gaining an offer of admission," wrote the authors, "but the playing field is certainly not level for all candidates; candidates from disadvantaged groups must overcome disproportionate degrees of difficulty to achieve their goals."





HIGHLIGHTS:

- Had a record year in admissions, with 10,273 VMCAS applications, representing a 19 percent year-over-year increase.
- Created an on-line, web-based version of the Veterinary Medical School Admission Requirements (VMSAR).
- Increased communication, including webinars that reached almost 2,000 applicants, Pre-Vet and advisors.
- Published a VMCAS application guide to serve as a comprehensive “field guide” for applicants.
- Moved to a Fee Assistance Program (waiver) for VMCAS 2022 and increased the budget for this program from \$50K to \$100K.
- Implemented a “nudging” project in collaboration with an academic researcher: “Nudging towards diversity: A randomized controlled trial of veterinary applicants.”
- Continued work to reduce barriers for applicants and increasing the diversity of the applicant pool.
- Engaged in a number of recruiting initiatives designed to increase underrepresented student populations and advance other DEI initiatives.
- Established the National Youth Marketing Program and formed an advisory panel comprised of representatives from other health education professions and organizations to help inform and guide the initiative.
- Publication of the GRE Research Review which summarized research and questioned the efficacy and usefulness of using the GRE in admissions.



3

BUILDING A PIPELINE OF FUTURE SCHOLARS & LEADERS

In a digital world that seems to whirl with ever-increasing speed, learning and professional development are dynamic and ongoing. AAVMC programs provide lifetime learning and are preparing scholars and leaders to foster a strong future for academic veterinary medicine.



AAVMC's Leadership in Diversity, Education and Inclusion Shapes Culture, Proves Valuable Resource

The AAVMC has long been a leader in diversity, equity and inclusion (DEI). Records show the AAVMC's work in DEI began at least 50 years ago, and it's DiVersity Matters program was launched in 2005.

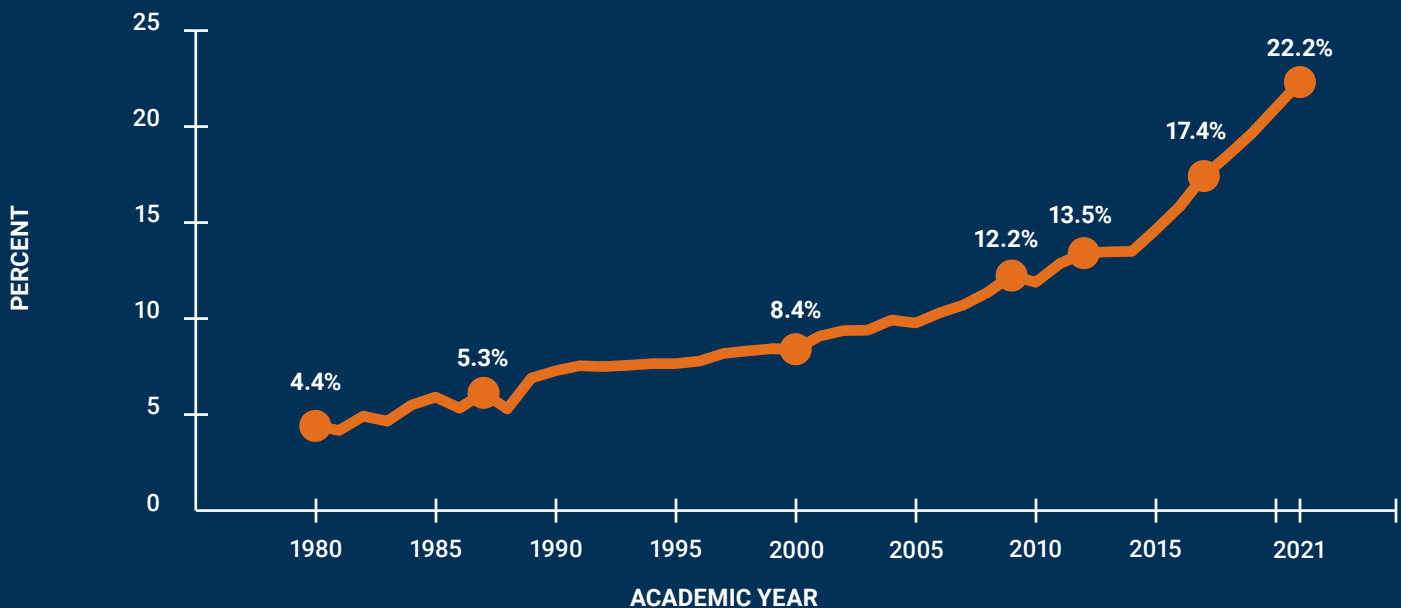
That history and those award-winning programs proved of profound importance during the year just past, when massive social unrest led to a national reckoning on racism in society.

The challenges faced by veterinary medicine in this area became even more glaring, and the profession realized the urgency of change.

AAVMC Senior Director for Institutional Research and Diversity Dr. Lisa Greenhill was overwhelmed with requests for assistance from organizations throughout veterinary medicine, all seeking guidance on how they could better align themselves with the cultural change sweeping the country.

Meanwhile, the AAVMC continued the programs that have defined its leadership and developed new ones.

A new Community Reads program was launched, 20 new episodes of Diversity and Inclusion on Air were produced, and a comprehensive glossary of terminology used in DEI was published.



HIGHLIGHTS:

- The Academic Leadership Committee (ALC) revised their name and their charge in order to “strengthen the development and retention of a diverse and fulfilled group of leaders...”
- Partnered with the Academy for Advancing Leadership (AAL) to produce the Faculty Development Needs Assessment and the Academic Administrator Leadership Development Needs Assessment.
- Analyzed data to begin development of a comprehensive framework for AAVMC’s leadership development programs.
- With support from Elanco Animal Health, the Leadership Academy enrolled 33 participants from 26 member institutions (five international) in a virtual format under the leadership of new Academy Director Dr. Rod Bagley.
- Partnered with AAL to conduct a comprehensive outcomes assessment of the Leadership Academy and offered four scholarships to the AAL’s “Chairs and Academic Administrators Program” (CAAMP).
- Work continued on the development of “AAVMC Learn,” an online interactive Learning Management System that will catalogue and offer a variety of presentations, learning modules and other information for members of the AAVMC community.
- More than 1300 students from 34 AAVMC member institutions (five international) participated in three different small and large animal focused career fairs presented by the Veterinary Career Advisor Network (VetCAN).
- VetCAN conducted a COVID-19 employer survey and presented the results during the annual conference.
- 20 new episodes of the “Diversity and Inclusion On Air” podcast included shows on Black Lives Matter in Veterinary Medicine, Diversity in Wellbeing and Diversity in Internship and Residencies.
- Launched AAVMC Community Reads, a program designed to promote scholarly reading around diversity, equity and inclusion in higher education. More than 250 individuals have participated in the program.





4

ADVANCING TEACHING & LEARNING

AAVMC programs in outcomes based education, educational technology, and new learning paradigms are helping students gain more from their professional education.



AAVMC Wellbeing Program Making an Impact

The AAVMC's decision to establish a wellbeing program to assist member institutions preceded the pandemic, and that decision proved prescient.

By the time Director for Wellbeing Ms. Makenzie Peterson had been recruited, the pandemic was raging and the world was in shock.

The AAVMC began building out a nationally coordinated, evidence-based, community focused, systems-based wellbeing program for AAVMC colleges and schools. The goal: to establish a climate of wellbeing in academic veterinary medicine.

The Office of Wellbeing collaborated with the Office of Institutional Research on a series of studies designed to assess current operating environments on campus.

Peterson developed a dozen detailed monographs focused on various wellbeing and mental health issues on campus, all published on the AAVMC website.

The AAVMC collaborated with the AVMA on wellbeing programs, issuing a joint statement regarding mental health and suicide in the veterinary medical profession, presenting an informational webinar, and working on other initiatives.

A strategic "Wellbeing Operations Plan" has been developed to guide program development in the future.

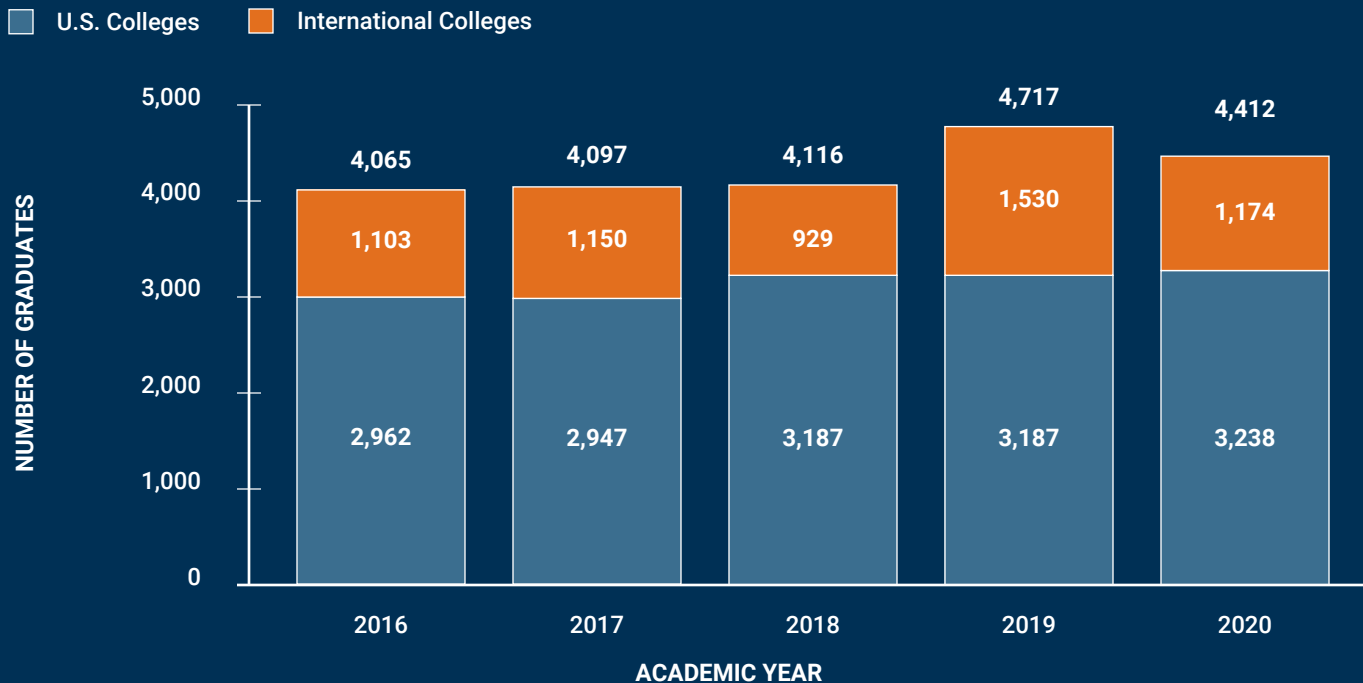


AAVMC DataPoints >>>

Total Number of U.S. Citizen Graduates

U.S. & International Colleges of Veterinary Medicine

AAVMC Internal Reports, 2016-2020



HIGHLIGHTS:

- Competency-Based Veterinary Education program continued to develop international support and transitioned into the new Council on Competency-Based Veterinary Education.
- Continued to play a leadership role in helping the veterinary profession deal with its issues in DEI through numerous programs and initiatives, including new outreach to HBCU's and other strategic institutions.
- Partnered with the AVMA on their new Commission for a Diverse, Equitable, and Inclusive Veterinary Profession.
- Continued to work with Zoetis on awarding students \$630,000 through the 2020 Zoetis Veterinary Student Scholarship Program.
- Conducted Faculty Development and Administrative Leadership Needs Assessments and developed monographs.
- The Veterinary Debt Initiative provided programming related to the onset of the pandemic, its impact on federal student loan borrowers and revised their strategic plan.
- Created the AAVMC Wellbeing Operations Plan and transitioned the Veterinary Mental Health Professionals into the Academic Veterinary Wellbeing Professionals (AVWP).
- Implemented the Clinician Wellbeing Initiative: Faculty & Clinicians Wellbeing Study (sponsored by Zoetis).
- Implemented the Clinician Wellbeing Initiative: Intern & Resident Wellbeing Study (sponsored by Zoetis).
- Collaborated with the AVMA on an AAVMC/AVMA Joint Statement on Suicide Prevention & Webinar.
- Offices of Admissions and Recruitment and Wellbeing collaborated on a new Accepted Students' Wellbeing Course.
- The AAVMC's Veterinary Medical Education Initiative (VMEI) began focusing on the development of programs to assist new and recent graduates in making the transition to successful professional life.
- While the Primary Care Veterinary Educators (PCVE) Symposium was rescheduled for 2022 at Oklahoma State University as a result of the pandemic, the group continued their work through Zoom and AAVMC Connect. Boehringer-Ingelheim sponsored an online course, "Crucial Conversations," for PCVE members.



5

FOSTERING DISCOVERY

Exploration, discovery and innovation form the nucleus of problem-solving and opportunity-creation. Researchers working within AAVMC member institution laboratories are making important contributions to human and animal health.



Research Committee Building Community to Power Future Success

The Research Committee is working to advance the success and growth of the research mission at AAVMC member institutions. Among their strategies: promoting the importance of veterinary medical research, exploring funding opportunities, inspiring student researchers and networking.

Committee leadership surveyed members to solicit their views on strategic priorities. A consensus emerged describing the need to develop more collaboration, communication and a stronger sense of community among veterinary medical researchers at AAVMC institutions.

The Research Committee is moving quickly toward that goal.

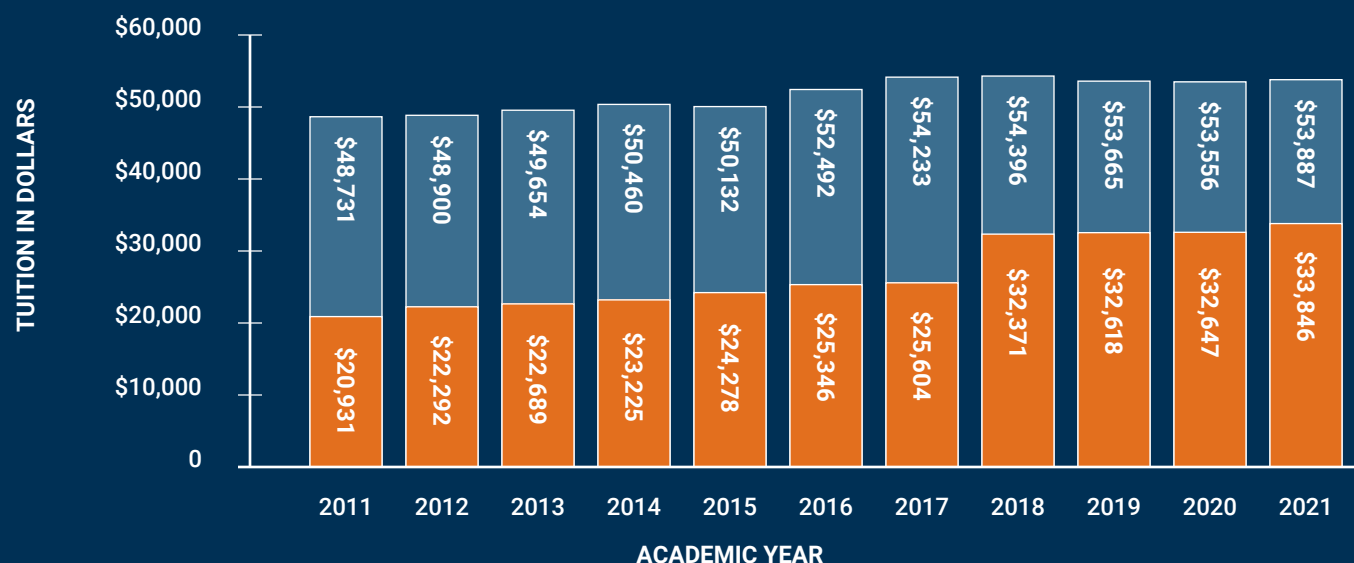
The AAVMC Research Forum was established as a community of interest in 2020. Since then, the forum has grown to include about 80 members and more than 100 queries and comments have been posted.

The group has also been active with Zoom meetings. Zoom meetings with more than 25 attendees each have been held on topics like promoting clinical scientist training, research technology commercialization, and industry engagement.

An international representative to the Research Committee leadership team was added in 2020. The Research Committee is also playing a more instrumental role in the presentation of research related programs like the National Veterinary Student Scholars symposium.



■ Non-Resident Tuition ■ Resident Tuition



HIGHLIGHTS:

- The Research Committee leadership group surveyed committee members to solicit their views on strategic priorities.
- Undertook series of new programs to develop more collaboration, communication and a stronger sense of community among veterinary medical researchers at AAVMC institutions.
- Established the AAVMC Research Forum as a community of interest which has grown to include almost 80 members posting observations, queries and comments.
- Zoom meetings with more than 25 attendees each featured topics like promoting clinical scientist training, research technology commercialization, and industry engagement.
- Worked to increase engagement and create more value for international members.
- In August 2020, the AAVMC led the presentation of the Veterinary Scholars Symposium in a virtual format in lieu of the traditional NVSS program, thanks to the support of Boehringer-Ingelheim Animal Health. The symposium attracted 770 students, faculty mentors and others, was themed "Disruptive Innovation," and featured student research presentations from across the spectrum of biomedical science as well as three major keynote presentations focused on COVID-19. The conference included 45 student poster sessions over the three-day event, which were made possible by 30 faculty volunteers representing 14 different institutions.
- Partnered with the Foundation for Food & Agriculture (FFAR) research on the 2021 Veterinary Student Research Fellowship program (Vet Fellows) (FFAR) which provided funding for 14 veterinary students to conduct research on global food security and sustainable animal production.
- Presented "Promoting Clinical Research – A Community Gathering and Discussion" on September 23, 2020 to share ideas about how to promote clinical research on campus, regardless of programmatic size or budget.



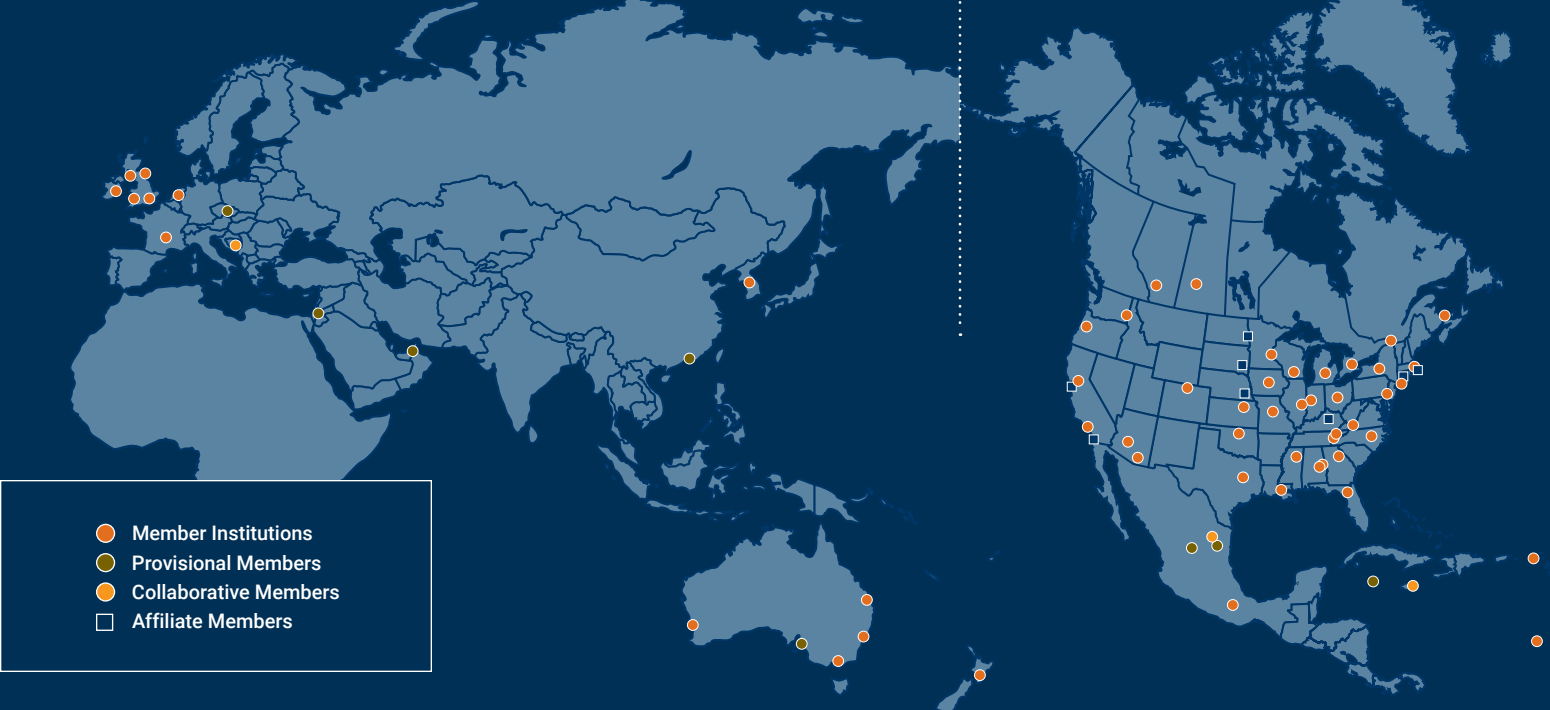
PARTNERS

The AAVMC would like to recognize the following organizations for their support of our programs.



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 MEMBERSHIP



MEMBER INSTITUTIONS

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)
Long Island 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)
Ohio State University (United States)
Oklahoma State University (United States)
Oregon State University (United States)
Purdue University (United States)
Ross University (Saint Kitts and Nevis)
Royal Veterinary College, University of London (United Kingdom)
Seoul National University (Republic of Korea)
St. George's University (Grenada)
Texas A & M University (United States)
Tufts University (United States)
Tuskegee University (United States)
Universidad Nacional Autónoma de México (Mexico)

Université de Montréal (Canada)
University of Arizona (United States)
University of Bristol (United Kingdom)
University of Calgary (Canada)
University of California, Davis (United States)
University College Dublin (Ireland)
University of Edinburgh (United Kingdom)
University of Florida (United States)
University of Georgia (United States)
University of Glasgow (United Kingdom)
University of Guelph (Canada)
University of Illinois at Urbana-Champaign (United States)
University of Melbourne (Australia)
University of Minnesota (United States)
University of Missouri (United States)
University of Pennsylvania (United States)
University of Queensland (Australia)
University of Sydney (Australia)
University of Tennessee (United States)
University of Wisconsin-Madison (United States)
Utrecht University (Netherlands)
VetAgro Sup (France)
Virginia-Maryland College of Veterinary Medicine (United States)
Washington State University (United States)
Western College of Veterinary Medicine at the University of Saskatchewan (Canada)
Western University of Health Sciences (United States)

COLLABORATIVE MEMBERS

Universidad Autonoma de Nuevo Leon (Mexico)
University of Sarajevo (Bosnia & Herzegovina)
University of West Indies (Jamaica)

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City University of Hong Kong (Hong Kong)
Jordan University of Science and Technology (Jordan)
St. Matthew's University (Cayman Islands)
United Arab Emirates University (United Arab Emirates)
Universidad Autonoma de Tamaulipas (Mexico)
Universidad Autónoma de Zacatecas (México)
University of Adelaide (Australia)
University of Veterinary Sciences Brno (Czech Republic)
University of Veterinary Medicine and Pharmacy in Kosice (Slovak Republic)

AFFILIATE MEMBERS

Departments of Veterinary Science
South Dakota State University (United States)
University of Connecticut (United States)
University of Kentucky (United States)
University of Nebraska-Lincoln (United States)

Departments of Comparative Medicine
Massachusetts Institute of Technology (United States)
Stanford University (United States)
University of California, San Diego (United States)



AAVMC STAFF



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Sheila Allen



Lawann Blunt



Daryl D. Buss



Kevin Cain



Caroline Cantner



Diana Dabdub



Jeffrey Douglas



Christian Elkins



Dorothy Gray



Lisa Greenhill



Ted Mashima



Makenzie Peterson



Sraavya Poliseti



Renee Stake



Mark Stodter



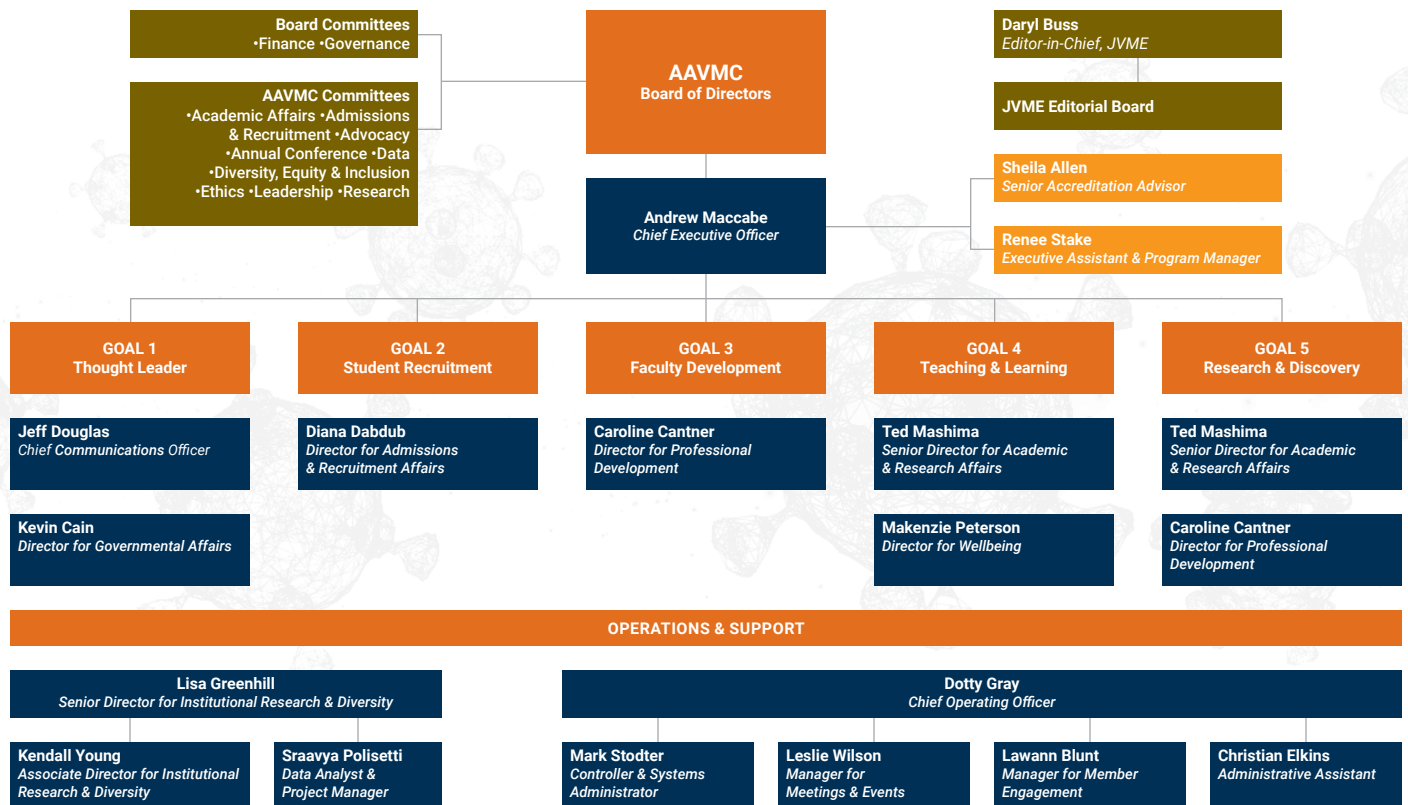
Leslie Wilson



Kendall Young



ORGANIZATIONAL STRUCTURE

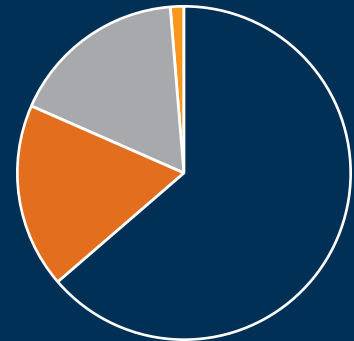


FINANCIAL STATEMENT



Statement of Activities and Change in Net Assets for the Year Ended June 30, 2021
With Summarized Financial Information for 2020

REVENUES	2021	2020
Applicant Fees	4,143,036	3,329,226
Membership Dues	1,249,050	1,331,064
Annual Meetings and Events	164,135	507,431
Corporate & Government Support	1,192,350	677,423
Interest Income	-	512
VMCAS Membership Fees	70,760	43,380
Publications	61,749	30,947
Miscellaneous Income	91,797	131,637
TOTAL REVENUE	6,972,878	6,051,619
EXPENSES	2021	2020
Program Services:		
Veterinary Medical Education	1,463,752	1,208,430
Annual Meetings	628,292	966,998
Recruitment	876,751	745,120
Government Advocacy	283,878	437,074
Data Analysis	348,306	360,171
Outreach and Development	139,497	204,276
Communications	464,711	393,181
Leadership	227,875	362,596
Total Program Services	4,433,063	4,677,845
Supporting service:		
Management and General	1,170,993	868,991
TOTAL EXPENSES	5,604,056	5,546,836
Change in Net Assets Before Other Items	1,368,822	504,783
Other Items		
Non-operating Investment Income	1,637,439	105,912
Pass Through Funds Received	-	-
Pass Through Disbursements	-	(16,000)
Change in Net Assets	3,006,261	594,695
Net Assets at Beginning of Year	6,580,615	5,985,920
Net Assets at End of Year	9,586,876	6,580,615



REVENUES FY2021
TOTAL: \$6,972,878

- Core Programs: \$4,439,681
- Membership Dues: \$1,249,050
- Corporate, Government and Foundation: \$1,192,350
- Other Revenues: \$91,797



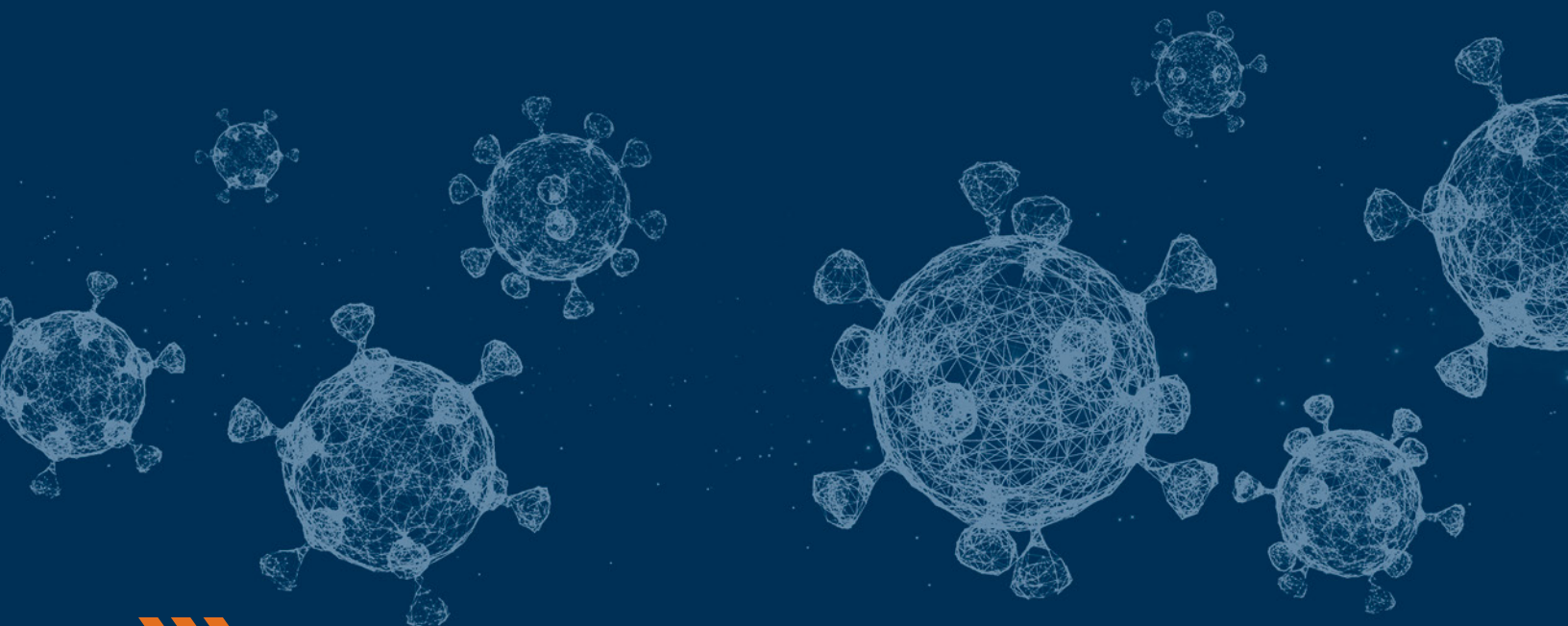
EXPENSES FY2021
TOTAL: \$5,604,056

- Member Services: \$2,968,795
- Advocacy: \$888,087
- Administration: \$1,398,868
- Data Analysis: \$348,306



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