THE EXECUTIVE VICE PRESIDENT
AVMA volunteer leaders and professional staff worked in partnership over the past year to implement sound strategies to deliver meaningful service and benefits to membership.

The Executive Board maintained prudent fiscal oversight for the Association budget and investment reserves. Fiscal year 2013 ended strongly with $33,836,606 in income and $29,959,246 in expenses, resulting in a $3.45 million surplus, thereby replenishing reserve funds while enabling several major initiatives in 2014. The 2013 budget projected a net income of $826,566 before other Executive Board approved expenses of $1,437,745 from Reserves. Development of the 2015 budget will occur in the fourth quarter of 2014 as part of the new Strategy Management Process (SMP). The SMP was approved by the Executive Board in January 2014 in an effort to more closely align AVMA efforts and resources with what member’s value most. Implementation of the year-long SMP includes delivery of a new strategic plan for 2015-2017 and three-year operating plan aligned with the goals and objectives of the new plan. The new budget will reflect an allocation of financial resources to align with implementation of the Strategic Operating Plan.

As a first step in the SMP, all AVMA volunteers were asked to participate in a Performance Survey in March 2014, along with 16,000 members and 5,000 veterinary students. The 3,340 AVMA respondents provided opinions regarding the services and activities most important to them and evaluated how well AVMA is meeting their expectations. The results were used by two groups of approximately 50 staff and 50 volunteers to identify and prioritize perceived strengths, weaknesses, opportunities, and threats, i.e., a SWOT analysis, facing the AVMA. The results are being considered by an eight member SMP Core Team (four Executive Board Members, three House of Delegates members, and the EVP) to identify AVMA priorities based on member input.

AVMA staff is an extraordinary group of professionals located in the Schaumburg, IL, and Washington, DC, offices. There are currently 150 budgeted staff positions including a new position for an economic analyst to further build capacity in the new Veterinary Economics Division. Three additional positions have been added to manage business planning and financial analysis, expand outreach to veterinary students and faculty, and lead an expanded marketing program.

AVMA leadership made substantial progress toward achieving the 2012-2015 Association Strategic Plan. This work was in addition to delivering important services in the Association core competency areas and strengthening many important alliances with other associations and agencies. This report provides highlights of key objectives and tactics that have been completed or are in progress.

The Strategic Plan has five goals:

- Strengthen the Economics of the Veterinary Medical Profession
- Catalyze a Transformation of Veterinary Medical Education
- Promote Animal Welfare
- Advance Scientific Research and Discovery
- Enhance Membership Participation and Engagement

Strengthen the Economics of the Veterinary Medical Profession

The economics goal has two primary initiatives:

1. The veterinary medical profession’s economic growth and profitability are improved within private veterinary medical practice.
2. Veterinary employment opportunities are identified and solutions developed to effectively balance the needs of society with the supply of veterinarians.

The following activities have been accomplished:

- The AVMA Veterinary Economics Strategy Committee (VESC) (established in 2012), and the Veterinary Economics Division (established in 2013) are critically-important elements of the AVMA plan to strengthen the economics of the veterinary medical profession. The VESC held three meetings in 2013 and quickly assumed oversight for several areas of work, most importantly an analysis of the US veterinary medical workforce supply and demand.
The AVMA completed the Workforce Study in April 2013 and submitted it to the Executive Board as information during its April 2013 meeting. A Workforce Advisory Group (WAG) provided oversight and insight to the Study. The Executive Board received the report of the WAG as information; the report included 11 recommendations based on the 2013 Workforce Study Report.

The VESC held the first Veterinary Workforce Summit in 2013. The Summit brought together representatives from various veterinary associations and businesses to initiate collaboration in data collection and analysis to assist in developing information about the veterinary markets. Better market information is an important strategy in improving the ability of the markets to balance the needs of society with the supply of veterinarians.

The AVMA collaborated with the Association of American Veterinary Medical Colleges to collect and analyze information about new veterinarians and evaluate the ability of veterinary academic programs to produce veterinarians with the competencies required by veterinary practices. Information on the debts and salaries of new veterinarians by practice type, geographical location, and gender is now being provided (from 2001 forward) to pre-veterinary and veterinary students to assist them in developing career goals.

The AVMA initiated three major studies of the US Veterinary workforce in 2013 including:
  - Development of a process for measuring the annual unemployment/underemployment in the veterinary workforce and understanding the contributing factors for both.
  - Development of a process for measuring the annual level of capacity utilization in veterinary practices and understanding the factors, both exogenous and internal to veterinary practices that affect the level of capacity utilization.
  - Development of a process for determining how the demand for specific veterinary services responds to both changing prices and changing incomes.

An annual survey of veterinarian compensation will also be completed in 2014 to evaluate factors that affect compensation and to provide the profession with better information about the market for veterinarians.

As part of the Improve Practice Profitability initiative, the AVMA has begun collaboration with various entities to collect practice finance information to be used to develop personal and practice financial tools and guidelines. Specific actions include:

In 2012, the AVMA completed transition of the National Commission on Veterinary Economic Issues’ (NCVEI) website to AVMA ownership and operation, and the VESC completed a review and inventory of all key resources and calculators at the website. In 2013, the Committee and Economics staff began evaluating the best strategy to provide a central web-based resource for the profession on finance. The NCVEI web tools were discontinued in December 2013; the AVMA is in the process of developing the parameters for a practice profitability tool to replace the NCVEI tool, with a target launch of January 2015.

Catalyze a Transformation of Veterinary Medical Education
The education goal is as follows:
In collaboration with AAVMC and other organizations, the AVMA promotes the development of a sustainable and affordable educational model that graduates competent veterinarians who meet the practice, scientific, global, societal, and workforce needs of the 21st century.

The following activities have been accomplished:
AVMA collaborated with AAVMC to form a joint task force to study the existence of financial aid resources and information about financial obligations management and develop a national resource on this information. The near-future outcome is a centralized web-based clearinghouse of substantial financial aid information from all available sources and financial management information that will be available for all veterinary medical students and early career veterinarians.

AVMA developed a "Successful Graduate Initiative" to develop guidelines for the profession on transitioning from veterinary student to practice associate. AVMA launched this program by sponsoring a facilitated discussion forum in August, 2012 at the AVMA Convention with 30 invited participants that included ten veterinary college deans, ten companion animal practice owners, and ten early career veterinarians who are practice associates. Workgroups were formed and outcome guidelines are in development.

The Working Group on Veterinary Medical Career Opportunity and Awareness (VMCOA) held two meetings and will provide its interim report to the Executive Board by May 30. AVMA staff is working with AAVMC staff as many of the initiatives and suggested actions discussed by VMCOA coordinate with work already underway at AAVMC.

AVMA supported a Veterinary Career Fair and identified a speaker (Dr. Kay Russo, a recipient of the AVMA/AVMF Food Animal Veterinarian Recruitment and Retention Program) to speak to high school and early college students interested in the veterinary profession at the AAVMC Annual Meeting in March 2013 in Washington, DC, in order to develop and promote student diversity initiatives. Also, the AVMA participated in the AAVMC Iverson Bell Symposia in 2012 and 2013 (both national and regional) and promoted and reported on the symposia to AVMA members through AVMA online and other resources (e.g., JAVMA News).

Promote Animal Welfare
The animal welfare goal has three primary initiatives:
1. Increase Utilization of Veterinary Services
2. Promote Veterinarians as Authorities and Advocates for Animal Welfare
3. Advocate Oversight of Veterinary Medical Procedures

The following activities have been accomplished:
- Tactics currently in progress under the first sub-goal include the Partnership for Preventive Pet Healthcare, Catalyst Council and development of materials for the public on the importance of veterinary oversight of veterinary medical procedures, promote model language from existing laws and develop new language providing for veterinary oversight of procedures targeted by non-veterinary groups

The AVMA is a leader of Partners for Healthy Pets, an unprecedented coalition of 117 professional associations, colleges of veterinary medicine, and animal health industry partners that have contributed their resources to improve the health of pets. The mission of the Partners for Healthy Pets is to ensure that pets receive the preventive healthcare they deserve through regular visits to the veterinarian. An entire suite of web-based practice tools and resources are now free and widely available to the profession. The tools focus upon addressing those things that research indicates are needed to reduce the barriers to pet owners obtaining preventive healthcare. These include implementing preventive healthcare guidelines, communicating the value of an annual exam, reaching pet owners through internet marketing and social media, developing feline friendly practices, and developing and implementing preventive healthcare payment plans. A multimillion dollar direct-to-consumer campaign promoting the importance of preventive care to pet owners was launched in July, 2013. Recent surveys indicate the culture within the profession is changing to put more emphasis on preventive healthcare. This is especially true at the colleges and among practice managers and practice teams. Over 80% of the colleges are now utilizing the AAHA/AVMA Preventive Healthcare Guidelines. The PHP Board of Directors voted this May to continue the partnership for at least another year and will reevaluate at that time.
• The Model Animal Welfare Curriculum Project (MAWCPG) was authorized in April 2010 and charged with creating a model curricular resource for the study of animal welfare in colleges/schools of veterinary medicine. The Planning Group, which includes 11 subject experts, plus representatives of key stakeholder organizations (AAVMC, USDA, and Canadian VMA) has completed a related survey of welfare-related offerings at colleges/schools of veterinary medicine, developed core competencies supported by essential topic areas, and continues its work on finalizing a report of the survey for publication as well as a white paper describing its findings and recommendations. The group is collaborating with the Federation of Veterinarians of Europe, which has completed a similar survey and model, to share survey data and the development of instructional resources.

• Continuing education sessions were offered at the AVMA Convention. This is the fourth year the Animal Welfare Committee (AWC), with the assistance of the Animal Welfare Division (AWD), coordinated three days of animal welfare-related programming for the 2014 AVMA Convention. Planning is underway for sessions for the 2015 Convention.

• The AVMA sponsored the intercollegiate animal welfare judging and assessment contest, and the AWD coordinated, the veterinary division of the 13th annual Intercollegiate Animal Welfare Judging/Assessment Contest held November 23-24, 2013 at the University of Guelph. Students from eight different veterinary colleges and schools participated in the contest. The AVMA assumed additional administrative responsibilities for the contest in 2013; revisions were made to the governing documents and rule book, and a separate website for the contest, www.awjac.org was created.

• The AWD has been working on educational modules on animal welfare for the U.S. Department of Agriculture’s National Veterinary Accreditation Program. During 2013-2014, division staff worked collaboratively with faculty from the Animal Behavior and Well-Being Group at Michigan State University to complete the second of two modules, this one addressing animal behavior (including normal, sickness, and pain-related behaviors). Design for the online presentation is being coordinated under a pre-existing arrangement between USDA and Iowa State University.

• The AWD distributed an E-newsletter approximately quarterly; Welfare Focus offers a feature article on an animal welfare topic of current interest, as well as updates on AVMA science-informed advocacy (including animal welfare-related legislative and regulatory proposals), upcoming animal welfare-related meetings, and reports from the AWD and the entities it supports. AVMA members can opt-in to receive the newsletter via e-mail or can visit the AVMA animal welfare web pages to view current and archived issues.

• In November 2013, the AVMA hosted “The Conversation: Can you hear me now?”, an intraprofessional conversation about animal welfare that was attended by approximately 175 veterinarians representing the diversity of the profession. The goals of the workshop were to have “better informed and more broadly shared conversations about animals’ use and care that will encourage and better equip us to fully embrace our role not only as experts in animal health, but as primary protectors of animals’ welfare and advocates for sound public policy at all levels.” Attendee surveys after the event were overwhelmingly positive. A working group of attendees was formed to develop a strategy that builds upon experiences from the workshop. The group is exploring ideas to expand “The Conversation” more broadly within the profession.

• AVMA web pages on animal welfare and the human-animal bond—Launched on World Veterinary Day (April 29, 2014) and appropriate to this year’s theme of animal welfare, the AWD implemented enhancements to the sections of the AVMA website dedicated to animal welfare and the human-animal bond. These pages can be found at https://www.avma.org/animalwelfare. A top-level page that improves navigation and species- and topic-specific mid-level pages that allow visitors to directly access relevant information should make the wide range of information
currently available much easier to locate. These webpages also provide direct access to The AVMA’s Animal Welfare Conversation, a members-only LinkedIn group. This website won the 2014 World Veterinary Day Award which is presented jointly by the World Veterinary Association and the World Organization for Animal Health (OIE).

- AVMA guidance on humane killing includes guidelines on euthanasia, depopulation, and slaughter. The AVMA Guidelines for the Euthanasia of Animals were updated in 2013. In January 2014, the AVMA Executive Board approved the content of the first edition of the AVMA Guidelines for the Humane Slaughter of Animals. The guidelines include guidance for veterinarians who carry out or oversee the slaughter of animals, with an objective of preventing pain and distress during the process. The first edition covers a diverse array of farm animal species from offloading at a slaughter facility until the verification death. The guidelines are in final preparation for publication. The depopulation guidelines are expected to be completed in 2015.

- AVMA significantly enhanced its programs to heighten public awareness of animal health and disease and appropriate animal care, ensuring that veterinarians are highly visible and consistently viewed as the authority on animal-related issues. Public education and outreach that promote veterinarians as leaders and authorities on animal welfare is a cornerstone of the AVMA communications strategy. AVMA uses a variety of communication vehicles and approaches to educate the public about the critical role veterinarians play in all aspects of animal health and welfare. Efforts are substantial, ongoing, and a regular part of Association activities.

Advance Scientific Research and Discovery
The scientific research and discovery goal is as follows:
AVMA supports the promotion and appropriate funding of veterinary scientific research and discovery to ensure the advancement of veterinary medical knowledge.

The following activities have been accomplished:
- The Merial-NIH National Veterinary Scholars Symposium is now firmly established as a premier research meeting for veterinary biomedical research and graduate research training. This very successful symposium provides an opportunity for veterinary students to learn about the field of biomedical research. The AVMA is partnering with the Merial-NIH Veterinary Scholars Program in very significant ways:
  o The AVMA will be represented on the Advisory Board for the symposium by Dr. Ed Murphey, Assistant Director in the Education & Research Division of the AVMA
  o The AVMF/AVMA contributes $16,000 annually toward symposium expenses and sponsors the Young Investigators Award (YIA) Competition, with the Council on Research (COR) involved in the final award winner selection and distribution of another $4,000 in prize money.
  o The Executive Board approved funding for 5 veterinary students per year to conduct summer research projects and travel to the symposium to present results. Fourteen applications were received this first year, and the students selected as recipients by the COR will commence their research in May or June of this year.
  o The Executive Board approved hosting the Merial-NIH Veterinary Scholars Symposium at the AVMA convention in 2020 (the first available year for doing so). This will increase research content at the AVMA convention and increase student participation at the AVMA convention.
  o The Merial-NIH Symposium is the new home for presentation of the AVMA Excellence in Research Awards. This is a symbiotic relationship for both the AVMA and the Merial-NIH program. The AVMA benefits from a high profile venue in front of an appropriate audience; Merial-NIH benefits by having the recipients, being awarded for their research achievements, giving presentations to and interacting with the veterinary students at the symposium.
  o Further support of the Merial-NIH symposium is currently being explored in the form of assisting with the abstract submission process and assimilation of an abstract booklet.

- To further support increased exposure of veterinary students to the value of research, a relationship was established and a representative of the Student AVMA attended meetings of the
AVMA COR as a guest this past year. This relationship has proven valuable to transfer information of importance related to student research between students and the Council.

- An AVMA headquarters extern accepted a project to determine federal funding of competitive research projects by faculty members of the US Veterinary Colleges. Although the goal of that project was to use the information and data resulting from that project for advocacy purposes, a secondary use of the information was to identify AVMA members who are conducting federally-funded research and to highlight the significance of their research on the AVMA webpages: https://www.avma.org/KB/Resources/Reference/BiomedicalResearch/highlight/Pages/default.asp

- AVMA is a founding member of Supporters of Agricultural Research (SoAR), a non-partisan science-based coalition that works with policymakers and the public to educate about why modern research policy and competitive grant strategy modeled on the National Institutes of Health is essential for achieving national research priorities. Working with this coalition is an ongoing core function of the AVMA to advocate for increased funding.

- The COR is sponsoring a day-long symposium entitled “Endocrinology” at the 2014 AVMA Convention as part of its annual “Breakthroughs in Clinical Research” symposium. Planning for research content relevant to clinical practitioners for the 2015 AVMA convention is well under way. This year, the COR is moving away from a stand-alone, day-long symposium centered on one theme; research content will be identified in several fields and will be integrated into relevant clinical tracks at the AVMA convention.

- The AVMF received $250,000 in 2012 from AVMA to establish a business plan and infrastructure to develop the Animal Health Network (AHN). Development, promotion, and maintenance of the AHN is intended to establish the perpetual funding of merit-based, competitively-awarded, quality research focused on national priorities in companion animal and equine health. The AVMF is currently studying branding, marketing, and business strategies to get the AHN off the ground.

- The COR held its fall 2013 meeting in Washington, DC. In addition to conducting usual business, COR members met with Congressional representatives and advocated for increased research funding from the USDA and the NIH, and also advocated for a number of AVMA legislative issues, including support of the Veterinary Medicine Mobility Act.

- Further advocacy efforts occurred through COR member participation in AVMA liaisons with other organizations. For example, the AVMA has a liaison with the National Coalition for Food and Agriculture Research (NC-FAR) and COR members were able to select a speaker for NC-FAR’s Seminar on the Hill series in which lecturers can educate and inform Hill staffers about the impact of the research that has been funded by federal funds. Dr. Jim Ireland, an animal scientist who proposed a dual animal, dual use grant mechanism for the USDA years ago, was selected to discuss the importance of including animal health in federally-funded research programs.

Enhance Membership Participation and Engagement
The membership participation and engagement goal has focused on two primary objectives:
1. AVMA Structure and Processes
2. AVMA Programs and Services.

The following activities have been accomplished:
- Remove barriers to AVMA membership and reinstatement—The Executive Board initiated a Bylaws amendment to remove restrictions considered no longer necessary and to create a more time sensitive application process. A Bylaws Amendment was approved at the 2014 House of Delegates Regular Winter Session. New membership applications have been posted to the website and processes within the Membership Division have been updated, and a fully-automated online application process to increase usefulness for members is in development.
• To provide AVMA members with valuable career information in a convenient, time sensitive manner, five webinars were developed and presented in 2013 and four have been presented in 2014. The latest webinar was on the topic of “Compassion Fatigue & Personal Wellness.”

• The Compass Mentoring Program, developed by the AVMA Future Leaders first class in October 2012, continued to support strong leadership development and relationship building within the AVMA, state veterinary medical associations, and allied association. Three programs have been completed in partnership with Zoetis as well as the Indiana, Connecticut, and Alabama state veterinary medical associations. An additional program is in development as is a state-to-state marketing plan.

• Financial Literacy Project – The Early Career Development Committee (ECDC) and staff consultant in cooperation with the Economics, IT, and Marketing Divisions are working on a project to develop a Personal Financial Planning Packet (PFP Pack) to provide a personalized estimate of the budget needs for recent graduates, including their ability to repay student loans in an acceptable timeframe, the effect on their standard of living, and ability to save for the future. A novel budgeting tool was designed to accompany the AVMA Veterinary Salary Calculator; Beta testing of the budget worksheet and survey were completed September 2013 and launch is planned at the 2014 AVMA Convention.

As evidenced by the summary points above, it has been a busy, productive year for the Association. As AVMA recognizes and celebrates its many contributions to the profession, animals, and the public over its 150 year history, we are singularly focused on creating the “new AVMA” and how the Association can bring value to current and future members.

THE OFFICE OF THE EXECUTIVE VICE PRESIDENT

The Office of the Executive Vice President (OEVP) is composed of the Executive Vice President who serves as the Chief Executive Officer of the Association, the Assistant Executive Vice President who serves as the Deputy Chief Executive Officer, and the Associate Executive Vice President who serves as the Chief Operating Officer. Other OEVP members include the Corporate Relations Director, General Counsel, Human Resources Director, Associate Director of International and Diversity Initiatives, and executive support staff. The Executive Vice President is responsible for the administration and day-to-day management of the Association. This includes overseeing the staff, directing the divisions and departments within the Association structure, and performing such other duties as may be specified by the Executive Board.

Personnel in the OEVP oversee and provide staff support for these groups:

• Executive Board
• Board of Governors
• House Advisory Committee
• House of Delegates
• House of Delegates Reference Committees #1 and #4
• Judicial Council
• Insurance Liaison Committee
• Audit Committee
• Bylaws Committee
• Nominations Committee
• Governance Performance Review Committee
• Committee on International Veterinary Affairs
• Ad hoc Committee on Executive Board Governance and Operation

The Associate Executive Vice President also serves as an ex-officio trustee on the AVMA Group Health and Life Insurance Trust and the AVMA Professional Life Insurance Trust.
THE ANIMAL WELFARE DIVISION

The Animal Welfare Division (AWD) currently comprises four staff members, including a director, one assistant director, one animal welfare scientist, and one administrative assistant. Efforts are underway to hire another assistant director.

The AWD is charged with monitoring the science of human-animal interactions and assisting the AVMA in proactively addressing issues related to animal welfare and the human-animal bond. These issues come into play when animals are used for companionship, biomedical research, education, food and fiber production, work, recreation, and exhibition. The AWD interacts with a variety of stakeholders, including governmental and nongovernmental organizations (veterinary and nonveterinary), educators, industries that use or provide services for animals, the public and the media. The overarching AVMA Animal Welfare Principles guide the AWD and its assigned entities in their approach to animal welfare issues.

Activities in which the AWD is currently involved include, but are not limited to:
• Strategic planning, with a focus on supporting the association’s “Promote Animal Welfare” goal
• Environmental scanning and issue identification
• Authoritative source development
  ○ Literature reviews (comprehensive summaries of the scientific literature and other pertinent information [e.g., laws, regulations, market conditions, ethical considerations] related to selected animal welfare topics)
  ○ Guidelines, standards, and educational documents
• Service on advisory bodies
• Manuscript review for field-specific journals
• Federal, state, and local issue support (e.g., scientific and regulatory review, advocacy)
• International standard-setting via the OIE and ISO animal welfare initiatives
• Relationships/liaisons (e.g., academia, industry, advocacy organizations, government)
• Presentations, symposia, and workshops
• Education for veterinary students, graduate veterinarians (including accredited veterinarians), veterinary support staff, those in the animal use industries, policy makers, and the public
• Development of practically implementable programs to support good animal welfare in a variety of populations and environments

In 2013-2014, the AWD Served as primary staff support for the:
• Animal Welfare Committee (AWC)
• Steering Committee on Human-Animal Interactions (SCHAI)
• Panel on Euthanasia (POE)
• Panel on Humane Slaughter (PHS)
• Panel on Depopulation (POD)
• Model Animal Welfare Curriculum Planning Group (MAWCPG)
• The Conversation Working Group (CWG)
• Task Force on the American Journal of Veterinary Research (TFAJVR)
• House of Delegates Reference Committee 2

Policy Reviews Conducted by AWD-Supported Entities—The AWC reviewed and made recommendations, and the Executive Board took the indicated actions, regarding existing policies on the following topics: Beak Trimming (reaffirmed), Docking of Lamb’s Tails (reaffirmed), Dog and Cat Population Control (reaffirmed) Induced Molting of Layer Chickens (reaffirmed) Practice of Soring (re-endorsed) Tail Docking of Cattle (reaffirmed), USDA-APHIS Animal Welfare Program (reaffirmed), Veal Calf Management (new policy that superseded previous policy on Veal Calf Management), Declawing of Domestic Cats (referred to the House of Delegates with recommendation for approval), Housing for Pregnant Sows (referred to House of Delegates with recommendation for approval), Service Animals (revised), The Human-Animal Bond (revised), Use of Human-Animal Interactions Terminology (revised)
and IAHAIO 2013 Chicago Declaration (endorsed). In addition, a new policy on Horse Tripping was recommended by the AWC and approved by the Executive Board.

Review of the following policies is underway by the AWC: Removal of Antlers (Velveting); Free-roaming Abandoned and Feral Cats; Pediatric Spay/Neuter of Dogs and Cats; Companion Animal Care Guidelines; Disabled Livestock; Establishing Public Policy to Ensure Animal Well Being; Free-Roaming Owned Cats; Layer Hen Housing Systems; Model Bill and Regulations to Assure Appropriate Care for Dogs Intended for Use as Pets; Ovariectomy in Cattle; Transportation and Processing of Horses; Use of Electromuscular Disruption Devices on Animals; and Use of Random-Source Dogs and Cats for Research, Testing & Education.

Review of the following policies is underway by the SCHAI: Guidelines for Animal-Assisted Activity, Animal-Assisted Therapy and Resident Animal Programs; and Wellness Guidelines for Animals in Animal-Assisted Activity, Animal-Assisted Therapy and Resident Animal Programs; and Service Animals.

As part of the policy review and development process, AWD staff updated existing and created new literature reviews on topics of interest. These literature reviews are publicly accessible at www.avma.org through the Knowledge Base tab, under Resources.

**Action on Additional Recommendations from AWD-Supported Entities**—At the recommendation of the AWC and the POE, the Executive Board approved moving the date of the 2013 symposium on euthanasia, humane slaughter and depopulation to November 2014.

**State, National and International Standards for Animal Care**—During 2013-2014, the AWD and its entities provided support for the Governmental Relations Division and Communications Division (Department of State Legislative and Regulatory Affairs) in the form of background research and analysis of pending legislation and regulations. Topics addressed at the federal level in 2013-2014 included animal fighting, processing of horses for human consumption, soring, transportation of horses, service dogs for veterans, commercial dog breeding, housing for laying hens, exhibition of big cats, sources of dogs and cats used by research facilities, and captive primates. Topics addressed at the state level included pet lemon laws, anti-cruelty statutes, standards for livestock care, euthanasia, processing of horses for human consumption, and regulation of pet breeders and retailers. The AWD also contributed significantly to the development of discussion points and various communications (e.g., letters, AVMA@Work blogs, advertisements) for these proposals.

With respect to international activities, AWD staff reconciled responses and prepared AVMA comments to the USDA on revised and new animal welfare-related chapters in the OIE Terrestrial and Aquatic Animal Health Codes. For 2013-2014 terrestrial code chapters considered included those on the slaughter of animals, killing of animals for disease control, broiler chicken production, dairy cattle production, veterinary services, evaluation of veterinary services, and communication.

**Strategic Planning**—The animal welfare-related strategic goal within the 2012-2015 Strategic Plan, “Promote Animal Welfare,” has three subgoals: (a) “increase utilization of veterinary services,” (b) “promote veterinarians as authorities and advocates for animal welfare,” and (c) “advocate oversight of veterinary medical procedures.” A substantial part of the activities of the AWD are directed in fulfillment of the subgoals and their objectives, and an Animal Welfare Strategic Goal Team (lead by the director of the AWD and an Executive Board liaison, and comprising members of the Animal Welfare, Communications, Governmental Relations, and Publications Divisions, as well as the Office of the Executive Vice President) continues to work on related tactics.

Tactics currently underway for subgoals (a) (e.g., Partnership for Preventive Pet Healthcare, Catalyst Council) and (c) (e.g., development of materials for the public on the importance of veterinary oversight of veterinary medical procedures, promote model language from existing laws and develop new language providing for veterinary oversight of procedures targeted by non-veterinary groups) are described in more detail in reports of the Office of the Executive Vice President and Communications Divisions sections of the Administrative Report. Progress on tactics for subgoal (b) is detailed below.
Objective 1 of subgoal (b) is “Advocate for animal welfare education to be an essential component of veterinary curricula and continuing education.” The following tactics are among those developed in fulfillment of this objective:

Model animal welfare curriculum—Authorized in April 2010, the MAWCPG is charged with creating a model curricular resource for the study of animal welfare in colleges/schools of veterinary medicine. The Planning Group comprises 11 subject experts, plus representatives of key stakeholder organizations (AAVMC, USDA, and Canadian VMA). The MAWCPG has completed a related survey of welfare-related offerings at colleges/schools of veterinary medicine, developed core competencies supported by essential topic areas, and continues its work on finalizing a report of the survey for publication as well as a white paper describing its findings and recommendations. The Federation of Veterinarians of Europe has also completed a similar survey and model and the AVMA group is collaborating with that organization in combining survey data and the development of instructional resources.

Continuing education sessions at the AVMA Convention—This is the fourth year the AWC, with the assistance of the AWD, coordinated three days of animal welfare-related programming for the 2014 AVMA Convention. Planning is underway for sessions for the 2015 Convention.

Intercollegiate animal welfare judging and assessment contest—The AVMA sponsored, and the AWD coordinated, the veterinary division of the 13th annual Intercollegiate Animal Welfare Judging/Assessment Contest. AVMA support allowed provision of trophies for winners, reimbursement of judging expenses for the veterinary division of the contest, and grants of up to $400 to assist with travel expenses for veterinary students participating in the contest. An educational tool for enhancing understanding and awareness of issues affecting animals used for human purposes (e.g., agriculture, research, companionship), the contest affords students an opportunity to practice their animal welfare assessment skills and present their findings to an expert panel of veterinarians and scientists in a logical and persuasive manner. The contest teaches ethical reasoning, encourages objective assessment of animal welfare on the basis of scientific theory and data, promotes critical thinking, and improves communication skills.
This year's contest was held November 23-24, 2013 at the University of Guelph. Team and individual scenarios addressed nonlactating dairy cows used for research and teaching, donkeys, mink, and turkeys. Students from eight different veterinary colleges and schools participated in the contest. By carefully managing expenses, the AVMA facilitated travel for 25 of the 37 veterinary students participating.

In addition, in 2013, the AVMA assumed additional administrative responsibilities for the contest. An advisory board comprising representatives from the AVMA, Association of American Veterinary Medical Colleges, Federation of Animal Science Societies, Canadian Veterinary Medical Association, and International Association for Applied Ethology was established, revisions were made to the governing documents and rule book, and a separate website for the contest, www.awjac.org was created. Infrastructural enhancements are ongoing to ensure the integrity of the contest as it continues to grow in popularity and reach.

Objective 2 of subgoal (6) is “Promote the AVMA’s Principles of Animal Welfare to the profession, other stakeholders, and the public to provide a consistent and unified message on animal welfare.” The following tactics are among those developed in fulfillment of this objective:

**National Veterinary Accreditation Program animal welfare modules**—During 2013-2014, the AWD worked collaboratively with faculty from the Animal Behavior and Well-Being Group at Michigan State University to complete the second of two modules on animal welfare, this one addressing animal behavior (including normal, sickness, and pain-related behaviors), for the National Veterinary Accreditation Program. Design for the online presentation is being coordinated under a pre-existing arrangement between USDA and Iowa State University.

**E-newsletter**—Distributed approximately quarterly, *Welfare Focus* offers a feature article on an animal welfare topic of current interest, as well as updates on AVMA science-informed advocacy (including animal welfare-related legislative and regulatory proposals), upcoming animal welfare-related meetings, and reports from the AWD and the entities it supports. Themed articles to date have addressed urban-reared poultry, the human-wildlife interface, transport of rescued dogs across state lines, unwanted horses and horse slaughter, feline friendly handling, and livestock handling. AVMA members can opt-in to receive the newsletter via e-mail or can visit the AVMA animal welfare web pages to view current and archived issues. The newsletter was placed on a temporary hiatus in late 2013/early 2014 due to competing priorities. Production is expected to resume in mid-2014.

**The Conversation**—In November 2013, the AVMA hosted an intraprofessional conversation about animal welfare that was attended by approximately 175 veterinarians representing the diversity of the profession. The goals of the workshop were to have “better informed and more broadly shared conversations about animals’ use and care that will encourage and better equip us to fully embrace our role not only as experts in animal health, but as primary protectors of animals’ welfare and advocates for sound public policy at all levels.”

On day one, lectures were presented by experts in the field to enhance attendees’ philosophical and technical knowledge about animal welfare and decision making. Following the lectures, members of a panel who represented the diversity of services provided by the profession presented Challenges for Veterinarians. The second day of the event focused on dialogue. Initial groundwork was laid by speakers who considered some overarching principles developed by the AVMA (with input from across the veterinary profession) and the importance and impact of words used when communicating with colleagues and others. Next, attendees were assigned to discussion groups comprised to represent a microcosm of the diversity of experiences within the veterinary profession. Group members were provided with information about animals in a specific situation that presented welfare challenges and asked to evaluate two or three proposed solutions. Experts then provided their assessments and recommendations following presentations by representatives of the discussion groups. While much common ground was identified, there were also positions that were not accepted and met with
counterarguments. Attendees were surveyed after the event seeking feedback, which was overwhelmingly positive, and recommendations for future activities.

To develop a strategy that builds upon experiences from the workshop, a similarly diverse CWG has been selected from among attendees. They are currently exploring ideas to expand “The Conversation” more broadly within the profession, including enhancements to the animal welfare webpages on the AVMA website (see next item), a mini-Conversation during the 2014 annual AVMA Convention in Denver, a workshop during the 2015 Veterinary Leadership Conference, and a webinar series.

**AVMA web pages on animal welfare and the human-animal bond**—Launched on World Veterinary Day (April 26, 2014) and appropriate to this year’s theme of animal welfare, the AWD implemented enhancements to the sections of the AVMA website dedicated to animal welfare and the human-animal bond. These pages can be found at [https://www.avma.org/animalwelfare](https://www.avma.org/animalwelfare). A top-level page that improves navigation and species- and topic-specific mid-level pages that allow visitors to directly access relevant information should make the wide range of information currently available much easier to locate. In addition, the enhancements facilitate further development of each of the species- and topic-specific areas.

These webpages also provide direct access to The AVMA’s Animal Welfare Conversation, a members-only LinkedIn group. This group allows veterinarians and veterinary students to conduct conversations about animal welfare including sharing perspectives on current issues, asking each other questions and sharing information.

Objective 3 of subgoal (b) is “Lead initiatives that advance AVMA’s policies on animal welfare issues.” The following tactics are among those developed in fulfillment of this objective:

**AVMA guidelines on humane killing (euthanasia, depopulation, slaughter)**—Subsequent to the 2013 update of the AVMA Guidelines for the Euthanasia of Animals, in January 2014 the AVMA Executive Board approved the content of the first edition of the AVMA Guidelines for the Humane Slaughter of Animals. As this administrative report was being prepared, the slaughter guidelines were being copy edited and formatted for publication.

A nine-member PHS, comprising eight members of the euthanasia panel plus an expert on religious slaughter, developed the guidelines with support from working groups comprising individuals with relevant research and practical experience. Members of the AVMA provided input during a comment period of more than three months’ duration.

The report provides guidance for veterinarians who carry out or oversee the slaughter of animals, with an objective of preventing pain and distress during the process. The scope of the report is the period from offloading of an animal at a slaughter facility until verification of the animal’s death.

The first edition covers the following farm animals: cattle, bison, horses and mules, sheep, goats, swine, deer, elk, chickens, turkey, pheasants, ratites, geese, ducks, fish, alligators, and rabbits. Future editions of the guidelines on humane slaughter may be expanded to cover additional species—similar to the expansion of the euthanasia guidelines over the latter document’s fifty-year existence.

The PHS gave careful consideration to the following criteria in assessing the appropriateness of slaughter methods:

- Ability to induce loss of consciousness followed by death with a minimum of pain or distress;
- Time required to induce loss of consciousness and the behavior of the animal during that time;
- Reliability and irreversibility of the method resulting in death of the animal;
- Safety of personnel;
- Compatibility with intended animal use and purpose (i.e., meat consumption);
- Human outcomes, including potential psychological impacts on personnel and their effects on animal handling;
- Ability to maintain equipment in proper working order; and
Legal and religious requirements.


*Reaching UP*—Reaching UP is a direct-service, one health-focused program being developed to assist underserved populations of people and animals through thoughtful management of companion animal populations and zoonotic disease control. Initiated via an existing effort for which improvements and a transition to AVMA oversight was sought, this program is being financially supported by the AVMF and transitioned fully to AVMA/AVMF responsibility in 2013.

Objective 4 of subgoal (b) is “Develop and implement public information campaigns that promote veterinarians as leaders and authorities on animal welfare.” The following tactic is among those developed in fulfillment of this objective:

*Production of webinars, videos, and collateral materials*—In concurrence with the AWC and the CWG, a range of topics is being considered, including options for delivering continuing education credit for participation.

*Presentations, media inquiries, liaisons and advisory committee service*—During 2013-2014 AWD staff provided presentations to state and allied veterinary medical associations, state and federal legislators and staff, governmental agencies, corporations, nongovernmental organizations, and students in colleges/schools of veterinary medicine, and responded to numerous media inquiries. Staff members also served as members of the animal welfare committees of various state and allied organizations, on scientific advisory committees for industry and nongovernmental organizations, editorial boards, and as AVMA liaisons to the Federation of Animal Science Societies’ Animal Care Committee, the Unwanted Horse Coalition, the Scientists’ Center for Animal Welfare, and the ILAR roundtable on Science and Welfare in Laboratory Animal Use.

*Awards*—The AWD assisted in coordinating activities for the following Animal Welfare Award and Humane Award. The Bustad Companion Animal Veterinarian of the Year Award is in the process of obtaining new sponsors and is undergoing conceptual revision. The next award is anticipated to be presented in 2015.

**Division Specific Websites, Newsletters and Publications**
- [https://www.avma.org/animalwelfare](https://www.avma.org/animalwelfare)
- [https://www.linkedin.com/groups?home=&gid=7472278](https://www.linkedin.com/groups?home=&gid=7472278)
- [https://www.awjac.org](https://www.awjac.org)

**THE COMMUNICATIONS DIVISION**

The Communications Division is responsible for media relations, professional and public affairs, marketing, electronic communications, and state legislative and regulatory affairs. As a result, the Communications Division works closely with all other AVMA divisions, councils, committees and allied organizations to help develop and implement effective member service, marketing and communications initiatives.

The Division is responsible for many of the AVMA ongoing projects and programs, including [www.avma.org](http://www.avma.org), *AVMA Animal Health SmartBrief*, *AVMA Health News Bytes*, *AVMA@work*, Pet Exchange section of WebMD, National Pet Week, Pet Dental Health Month, National Dog Bite Prevention Week, the Executive Resource Center, erc Newslink, and State Legislative Updates to name a few.
During 2013-2014, staff of the Communications Division provided support to the AVMA/American Society of Veterinary Medical Association Executives Joint Committee and the State Advocacy Committee, as well as the Task Force on Governance and Member Participation and the Governance Engagement Team. Communications staff members were also participated in the Change Management Team.

**Electronic Communications Department**—The Electronic Communications Department (ECD) manages the AVMA websites, email newsletters and alerts, and other electronic forms of communication. The Department was focused largely on making improvements and additions to the AVMA website; continued improvements to member e-newsletters and alerts, including application of best practices; and extending the analytics capabilities and use.

Much of ECD work is maintaining and improving the AVMA websites, including the main AVMA.org website, AVMA@Work blog, Aardvarks to Zebras microsite, National Pet Week site, and to a lesser extent the Externs on the Hill microsite. A highlight for the ECD was having the AVMA.org website this year awarded the Web Marketing Association’s 2013 WebAward for Outstanding Achievement.

Among key enhancements made to the AVMA.org site over the course of the Association year were:
- Creation of a new economics area for the website
- Launch of a new, interactive personal financial planning tool, a member-only benefit on the website
- Enhancements to the website that increased site speed
- Implementation of an improved search engine
- Creation and release of a series of website widgets that allow AVMA members to easily embed high-value website content into their own sites
- An interactive graphic highlighting the importance of the Veterinary Medicine Mobility Act, along with widget code allowing members to embed the graphic in their own sites
- Creation of a new member-only website resource dealing with Certificates of Veterinary Inspection
- Design and structural improvements to the JAVMA News section
- Improved display and functionality for pet food alerts
- Incorporation of more video content throughout the site
- A new landing page layout for GRD key advocacy issues
- Relaunch of the Hot Issues area (formerly called Issues in the News) within the News & Publications section
- Restructure and redesign of the Animal Welfare section
- Implementation of a new site map
- Launch of a new website section housing the "Simple Answers to Tough Questions" video series for recent graduates
- Creation of a new reference guide on cultural competency, with content developed by the Future Leaders

In addition, the department also launched a new microsite during the year for the annual Intercollegiate Animal Welfare Judging/Assessment Contest.

Working closely with the Marketing Department, the ECD stepped up communications to make members more aware of the many resources available to them on the AVMA website. This included a wide range of efforts, including communications in email newsletters, the AVMA@Work blog, printed materials mailed to members, advertisements, and in-person events such as AVMA Convention. These efforts, combined with continuous improvements to the website itself, contributed to increases of more than 150% in the number of visitors and website sessions on AVMA.org (year-over-year comparisons, December 2013 vs. December 2012).

The ECD spearheaded several research efforts to gain insight into member use of digital communications, including the AVMA.org website. Among these were the 2013 Electronic Communications Survey, examining members’ use of a wide range of digital communications platforms and technologies; and the 2013 Website Usage Survey, which examined member engagement with and use of the resources on AVMA.org.
E-newsletters and e-mail alerts are a major focus for the ECD as the Association continues to expand and improve its use of emails to communicate with members. Among the key initiatives completed in this area was a review of all email templates for improved mobile optimization; new email campaigns to increase member awareness of the many benefits of their AVMA membership; and increased emphasis on email communications related to AVMA elections, policy, and volunteering opportunities.

The ECD manages the Association’s digital analytics, including website and email newsletter reporting systems. The Department delivers monthly analysis reports on website and social media traffic and engagement. The Department works with staff throughout the Association to access and understand email engagement metrics in order to optimize the success of AVMA email marketing and newsletters.

Marketing Department—The Marketing team focuses on four key areas: event and product marketing; member marketing and outreach; market research and planning; and public awareness and education. In addition, the three-person design services team, housed within the Marketing department, supports print and digital design needs throughout the Association.

Marketing staff collaborates closely with the Convention and Meeting Planning Division and the Convention Management & Planning Committee to develop and implement marketing plans for the Annual Convention. These plans encompass strategic direction on how to communicate with potential attendees, including recommended messages and tactics designed to maximize registration.

The 2013 convention in Chicago was also a celebration of the AVMA 150th anniversary. A tagline “Second to none. In more ways than one” was selected to play off the moniker of “The Second City” by which Chicago is known, and a style guide with visual elements was created for use in all promotions. During nearly nine months of marketing activity, various tactics were implemented including direct mail, including a Save-the-Date brochure and an 80+ page Convention Preview that was poly-bagged with a March issue of JAVMA, email promotions, ads in JAVMA, digital ads in external publications, and targeted Facebook ads to veterinary technicians, veterinary students, and veterinarians located within a certain proximity to Chicago. The Marketing team also launched the AVMA Annual Convention Facebook page in 2013, which now has over 3,600 fans. These engagement strategies are crucial to building awareness of the convention among potential attendees. The Marketing team produced many of the materials that were used onsite in Chicago, including the Final Program book, materials for the AVMA Pavilion in the exhibit hall, and numerous signage and print materials.

The Marketing Department added a few special events in the AVMA Pavilion for the 150th Anniversary celebration at convention, including a kiosk at which the 150th anniversary coffee table book was sold and a 150th anniversary trivia game which took place on the Pavilion stage.

Soon after the 2013 convention, work began on marketing the 2014 convention in Denver. Marketing continues to highlight the excellent available CE. This year’s theme will bring the city’s personality to life while still relating to the education. To do this, the Department will focus on Denver’s reputation as a haven for people to be outdoors and connect with nature. We are using the slogan “Get Inspired” combined with the use of “in” words, such as inspiring and innovative, to describe both the AVMA convention and Denver.

Marketing tactics used to promote the convention include a marketing mix utilizing JAVMA, email marketing and newsletters, digital ads in external publications, and targeted digital ads on Facebook, LinkedIn, and Google. Marketing worked with the Convention and Meeting Planning Division to update the overall look and feel of the Convention website and to create a more user-friendly web presence for 2014. A video was produced highlighting local veterinarians and what they love about the AVMA convention and Denver.

The Marketing Department also supports the Veterinary Leadership Conference, with ads in JAVMA and SmartBrief, design and production of all necessary print materials, email promotions, and web page updates.
The Marketing team provided guidance to a variety of AVMA divisions on the promotion of new and existing products, programs, and services. Highlights over the past year include the AVMA website, the AVMA/AVMF Animal Hospital video game, the Veterinary Career Center (VCC), the AVMA 150th anniversary, and the governmental relations fellowships and externships.

The Marketing Department continued efforts to increase website utilization through various marketing tactics. A campaign began in fall 2013 to communicate the member benefits of AVMA.org. These benefits were grouped into “Timesavers” and “Tools to keep you informed,” which clearly conveyed the benefits of using various features found at the website. Other website promotions include demonstrations at the AVMA Convention, the North American Veterinary Conference, and the Western Veterinary Conference; ads in JAVMA and external veterinary publications; member emails; promotion through social media; and Facebook advertising.

The Veterinary Career Center (VCC) marketing campaign included a focus on the VCC as the premier location to post jobs and search for jobs, while emphasizing the mobile-friendly interface of the VCC website. Ads in JAVMA used imagery to show that VCC can be used on a mobile device such as a tablet. Instead of brochures for 2014, mobile friendly giveaways were utilized as hand-outs at industry events. VCC continues to conduct free career-related webinars, aiding in its perception as a top resource for veterinary related careers. Webinars are promoted online through the VCC webinar webpage, AVMA @work blog postings, email newsletters, and social media.

AVMA continues its ongoing VCC promotional efforts, including a direct mail promotion to veterinary practice managers and online advertising through the AVMA Animal Health SmartBrief. A new JAVMA ad promoting the Student Externship Locator was also created. VCC maintained its presence at the North American and Western Veterinary Conferences through demonstrations, special conference discounts to new job posters, promotional giveaways, and student externship opportunities.

To assist the GRD in increasing the number of qualified applicants to the fellowship and externship programs, the Marketing Department created a marketing plan and graphic theme that expanded visibility of the program and positioned it in a new way. The campaign included a website update, mailing effort, JAVMA classified ad section, the VCC, and external online advertising. The ads featured photos that capture the externs and fellows in action, which resulted in an increased number of applicants for both programs.

The Marketing Department assists the GRD with advocacy advertising that is designed to highlight the AVMA position on items from the its legislative agenda. In 2013 and 2014, AVMA placed print and digital advertising in The National Journal, a premier publication distributed to Capitol Hill staff. The response to digital ads, measured in click-through rates, was very strong, and the AVMA ads performed better than the average reported by The National Journal. In 2014, a revamped strategy was introduced utilizing less print and more digital advertising.

Working with various configurations of the AVMA booth, Marketing staff managed all logistics related to the booth at a number of events. In addition to the AVMA Annual Convention, AVMA was represented at the North American Veterinary Conference, Western Veterinary Conference, the Association of American Veterinary Medical Colleges Career Fair, the Pre-Veterinary Club meeting, American Animal Hospital Association Annual Conference, and SAVMA Symposium. In 2014, AVMA introduced a new booth design that focused on three key communications points: “Building your business and your career,” “Protecting and promoting the profession,” and “Helping you stay connected.” Staff focused talking points around these three areas while working in the booth. When meeting with members and their staff, and with students, booth representatives answered questions about AVMA, renewed memberships, helped members update their online member profile, discussed advocacy services, conducted services demonstrations, and distributed client education materials, and classroom and children’s materials.

The AVMA 150th Anniversary celebration was in full swing at the AVMA Annual Convention. Attendees viewed an interactive timeline of AVMA history (also available on the AVMA website) and commemorative
videos of members talking about membership and the veterinary profession. At the AVMA Pavilion in the exhibit hall, daily trivia contests were held to highlight historical tidbits about the Association in a fun and engaging way. Commemorative promotional items were distributed to celebrate the milestone, and the 150th Anniversary coffee table book was for sale.

Beyond the Convention, the 150th Anniversary was promoted through advertising in JAVMA and other professional publications, both print and digital, through the end of the year. In October, the AVMA ran a transit campaign in eight major markets across the US. Ads that promoted the value of the veterinarian were seen in and on buses throughout these areas. The AVMA 150th Anniversary Book continues to be available for purchase in the AVMA Store and online through Smash Words. It was also provided as a “thank-you” gift to honor roll members.

The Products & Services Catalog and online AVMA Store feature the AVMA brochure series, classroom materials, research reports, and other items for sale. The print catalog is included with all mail orders and distributed at tradeshows, providing high visibility for AVMA products. In 2013, as part of the 150th Anniversary, the AVMA products included the Anniversary Coffee Table Book and 150th Apparel through Lands’ End.

AVMA educational brochures are a source of revenue for the Association as well as a popular, downloadable feature at the AVMA website. Titles added in 2013 include “Preventing Zoonotic Diseases” and “Your Pet’s Healthy Weight.” Two additional topics are planned for 2014: microchipping and pet first aid. Most client education brochures are available for bulk purchase in both English and Spanish.

Beyond brochures, AVMA continues to develop new resources for members, most in response to requests for specific materials. In 2014, AVMA debuted the “Responsible Pet Ownership” coloring book that illustrates the importance of being a responsible pet owner and emphasizes how pet ownership is a job for the whole family. AVMA launched its new comic book for use in classrooms by educators, and by veterinarians when making school visits—the comic book showcases the many capacities in which veterinarians serve.

Funded by American Veterinary Medical Foundation, AVMA partnered with a video game company to develop an educational video game titled AVMA Animal Hospital. AVMA Animal Hospital is a time management game geared toward middle school students (grades 6-8), where players work as a veterinarian to diagnose and treat animals as they arrive. During gameplay, the players learn about each of the ailments, diagnostics, and treatments. AVMA Animal Hospital is available at the AVMA website, Apple App Store for iPhone and iPad, and on Android platforms. Additionally, a YouTube demo video was developed and more than 16,000 people have installed the game on their device.

AVMA continues to market the video game, as well as the educational materials, through a partnership with the National Science Teachers Association (NSTA) at its conference. Direct marketing to middle school science teachers, online submission to curriculum resources and websites, and social media engagement are used to promote the availability of the game. The marketing team submitted an article for consideration to the Journal of Interactive Humanities, which highlights AVMA’s educational game and details the process used in creating it.

The AVMA offers a variety of classroom materials organized by grade level for easy access by visiting parents and teachers including grade-specific PowerPoint presentations on veterinary careers that serve as tools for veterinarians visiting classrooms. Additional career materials have been developed—a hyperlinked map of the veterinary colleges throughout the world; a veterinary superhero comic book; and a revamped classroom poster, bookmark, and handout, all of which highlight the different accomplishments of veterinarians and the importance of veterinarians in human and animal health.

The Marketing team continued to increase the visibility of the Association and of veterinary medicine through its activities with two significant, non-veterinary organizations—participation in the national conventions of the FFA National Career Show and the NSTA National Convention. Through this outreach, AVMA reinforces its image as the preeminent, science-based resource for information on
animal health and welfare, and emphasizes the importance of the veterinary profession in animal, human, and environmental health.

The 2013 FFA National Convention was held in October 2013 in Louisville, with more than 50,000 students, advisors, and teachers in attendance. For the sixth consecutive year, AVMA organized a cluster of eight veterinary-related booths comprised of allied associations such as bovine and swine as well as veterinary schools. For the third time, AVMA partnered with the Virginia-Maryland Regional College of Veterinary Medicine to bring a veterinary truck to the show for attendees to tour, creating an even higher interest among the students and providing an easy conversation opener with this audience. In addition, AVMA presented two veterinary-led student workshops that were attended by more than 150 students each, and again served as sponsor of the veterinary proficiency award. New in 2013, AVMA conducted two workshops for advisors. These workshops were well-attended and aimed at providing advisors with facts they could use to better answer student questions about applying to veterinary college. The AVMA also continues to offer three $1,000 scholarships through the FFA to qualified students.

For the 12th consecutive year, AVMA exhibited at the NSTA National Convention, which was held in Boston. The purpose of AVMA participation is to expose K-12 science teachers to AVMA resources and to gain insight into their needs as educators. AVMA educational materials and booth illustrate the far-reaching impact of veterinary medicine and the breadth of career opportunity that exists within the profession.

AVMA provides attendees with a USB drive containing e-sources and links. Attendees appreciate the portable format, and it allows AVMA to cost-effectively include supplemental information. The audience is eager to utilize AVMA classroom resources as well as other AVMA information regarding animal-related issues and public health.

The Association’s market research is managed within the Marketing Department. The multitude of studies conducted (economic, public, veterinary needs, etc.) provide pertinent information to the AVMA and the profession. Blending the findings from various studies, the profession is better understood and strategic approaches to marketing efforts as well as the efforts of other divisions are developed and refined.

The Graduating Senior Survey is conducted each spring among fourth-year veterinary students. This study obtains information regarding employment choices, internships, salary and benefits, and educational debt. Results from the survey are reported to the membership in *JAVMA* articles prepared by staff. The data from this study is highly anticipated and widely used by the veterinary schools and the profession.

During the third quarter of 2014, the Biennial Economic Survey will be conducted. Results from the study will be released in the 2015 AVMA Report on Veterinary Compensation.

In addition to the hallmark research studies mentioned above, AVMA conducted several ad-hoc studies to help provide direction on initiative:

- Annual Convention survey of attendees, exhibitors, speakers, and Veterinary Leadership Conference (VLC) attendees to gain insight on how the convention and conference can improve in the future
- AVMA Performance Survey to aid in understanding members and veterinary students’ needs and expectations of the AVMA, providing guidance for the strategic direction of the association
  - Focus groups were held at the Veterinary Leadership Conference and one-on-one phone interviews were conducted to aid in the development of this survey instrument.
- Employment Survey conducted for the Economics Division to help the AVMA determine and explain employment rates and develop strategies to improve employment in the veterinary profession
• Member Renewal Survey designed to collect feedback from dropped members on why they decided not to renew their membership, for the purpose of analyzing member needs and providing an opportunity to follow up with individuals based on their responses
• Focus group among AVMA members at the Western Veterinary Conference to gain member insight into altering website navigation to increase usability of the Advocacy section

The Graphic Design staff is housed within Marketing. Design staff provides creative print design solutions for promotional materials, JAVMA, and AJVR, as well as strategic and creative problem-solving support for AVMA divisions. The team is led by the Design Services manager, who oversees the team’s day-to-day activities, monitors workload, directs design strategy and quality, and designs specific projects. One team members serves exclusively as the production designer for JAVMA News. In addition, during in the past 12 months the team developed concepts for the introduction of a tablet version of the convention program, designed the VMAT field guide, created multiple AVMA 150th anniversary pieces, refreshed the JAVMA cover design, and launched an image management library and system.

Media Relations Department—The Media Relations Department provides internal and external outreach to membership, industry, legislators, the public, the media, and leadership.

Print, audio, video, social media, electronic press releases, media alerts, podcasts, blogs, Skype, and newsletters are among the tools used daily by the Media Relations team. None of these tools is used in isolation—print materials often link to videos, podcasts, and even blogs for more information. Videos, audio news releases, and podcasts reference websites the audience can explore for more information. AVMA’s use of video and social media tools expanded significantly in the past year. Two new video programs, expanded blogs, and new opportunities for members to interact with the Association make AVMA content come alive. Online communications tools, such as the AVMA YouTube channel, Animal Health SmartBrief, AVMA Health News Bytes, AVMA@Work and a web-based press room, have seen significant increases in the number of readers, viewers and listeners.

In addition to the research, news, hot topics, and current events, the media relations team regularly communicates nationally and internationally to the media, the public and influencers, the AVMA 150th anniversary showcased the multitude of amazing contributions veterinarians have made in the areas of public health, medical research, food safety, and companion animal medicine.

Articles for newspapers, magazines, newsletters, websites and targeted audiences, such as industry press and children’s publications, are constantly being developed. These efforts have included features distributed to newspapers across the country via syndicates, news features and magazine articles targeted toward specific publications, and newsletter articles that are e-mailed to state association directors to be reproduced in state newsletters. Newsletter articles are written by media relations staff, not only for AVMA and state association newsletters, but for newsletters that are produced and distributed by health care industry leaders.

Many of these articles are informative in nature, serving to promote the AVMA while informing the reader on a subject of interest, such as behavioral issues. Others are designed to motivate the reader to take action on a particular AVMA political position.

Convention—Media Relations hosts an onsite press room at the annual AVMA Convention. Press releases highlighting Convention programming are broadly distributed before, during, and after the annual convention. During the 2013 AVMA Convention in Chicago, the press room registered more than 50 local and national members of the media, garnering coverage in local and national markets.

Dog Bite Prevention Campaign—Once again, the AVMA partnered with the US Postal Service, American Academy of Pediatrics, American Society of Plastic Surgeons, American Society of Maxillofacial Surgeons, and American Society for Reconstructive Microsurgery to promote the National Dog Bite Prevention public education campaign. A joint press release issued by the co-sponsors was the basis for many stories. A podcast, video news release, and in-depth prevention video were distributed to media across the country and posted to the AVMA Media Library, on the AVMA YouTube channel and distributed as part of the public education campaign. A bilingual coloring book was used in dog bite prevention campaigns across the country.

Podcasts—During the past Association year Media Relations staff produced a weekly podcast series, AVMA Animal Tracks, featuring weekly interviews with AVMA members discussing pet health and wellness issues aimed at educating pet owners. AVMA Animal Tracks is available on the AVMA website, through an RSS feed and can be downloaded through Apple iTunes. In addition, Media Relations staff worked with staff in both Marketing and the Convention and Meeting Planning Services Division to develop a separate series of podcasts to highlight sessions and increase attendance at the AVMA Convention.

AVMA In-House Video Production—Internally produced videos are now a major component of our outreach program. Communications staff members write, direct and edit videos for distribution on the AVMA’s YouTube channel, www.Youtube.com, the AVMA media library and DVDs. When appropriate, press releases, media alerts and blog posts link directly to the videos. AVMA videos are being used by other Web sites as part of their programming, and television stations are using footage from our videos in conjunction with their news stories.

Video Highlights—

- AVMA Now—in 2013 the AVMA launched AVMA Now, a members only news show that highlights the latest news from within the AVMA and the veterinary profession. Twenty-one episodes of AVMA Now were produced in-house and featured interviews with AVMA leaders and subject experts.
- Simple Answers to Tough Questions—Produced in cooperation with the Early Career Development Committee, this new video series features young veterinarians answering the tough questions that recent graduates have about being a veterinarian.
- AVMA at the Movies—a special 30-second movie trailer highlighting the important role veterinarians fill in our society and across the globe was seen by more than 3.5 million movie goers. The video was in 160 theaters on 2,760 screens in the Atlanta, Chicago, Dallas, Los Angeles, New York, San Diego and DC markets and aired with summer blockbuster titles, including “Monster’s University,” “World War Z,” “Man of Steel,” “This is the End,” and “Iron Man 3”.
- AVMA YouTube Channel—Video topics included: compounding, lamb tail docking, blood work, periodontal disease, picking the right toys for your pet, spaying and neutering, vaccines, heartworm prevention, preventive care visits, microchips, National Pet Week, Dog Bite Prevention Week, why you have to bring poop to the vet, and more. The AVMA YouTube channel saw a dramatic increase in audience in the past year. Subscriptions to the channel more than doubled last year with over 1,000 new subscribers. AVMA videos were viewed nearly 250,000 times, with people watching over 590,000 total minutes of AVMA videos.

AVMA@Work—More than 64,000 AVMA members receive this monthly e-newsletter highlighting key Association news and programs. AVMA@Work’s 27.5 percent unique open rates exceed industry standards. The online version of AVMA@Work is now an interactive blog, allowing members to comment on articles, issues and programs and to view the comments of others.

Through the use of the AVMA@Work blog, we are able to post breaking news items immediately, inform members about important Association business such as Executive Board elections, and seek input on a
myriad of topics ranging from strategic planning to animal welfare issues. AVMA content experts and staff members representing the Animal Welfare, Scientific Activities, Communications, Governmental Relations, and Membership divisions, as well as the Office of the Executive Vice President now post regularly on AVMA@Work.

Animal Health SmartBrief—2013 marked the fifth year of AVMA’s partnership with SmartBrief, Inc., to produce and distribute Animal Health SmartBrief, a daily compendium of news articles relevant to the veterinary profession, as well as business tips and the latest news from the AVMA. The brief, which is supported by advertising, brought in nearly $36,000 in non-dues revenue for the AVMA during 2013. 2013 saw a 2.6% increase in subscribers and currently have 34,176 readers. AVMA continues to have a highly engaged audience with open rates of 34.97% and click rates of 9.02%. The top ten stories of 2013 were:

<table>
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<tr>
<th>Rank</th>
<th>Clicks</th>
<th>Issue Date</th>
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<td>4,077</td>
<td>04/30/2013</td>
<td>Veterinary Medicine Update</td>
<td>Dog with 4 prosthetic limbs is one of a kind</td>
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<td>05/20/2013</td>
<td>Veterinary Medicine Update</td>
<td>Man sutures dog wound with twine, wraps it with duct tape</td>
</tr>
<tr>
<td>4</td>
<td>2,077</td>
<td>06/04/2013</td>
<td>Veterinary Medicine Update</td>
<td>Heroic dog Kabang going home after successful treatment</td>
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<td>5</td>
<td>2,013</td>
<td>03/19/2013</td>
<td>Veterinary Medicine Update</td>
<td>Natura Pet issues recall of several brands of food for cats, dogs</td>
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<td>6</td>
<td>1,977</td>
<td>11/01/2013</td>
<td>Veterinary Medicine Update</td>
<td>Study backs tail injection site for feline vaccines</td>
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<td>7</td>
<td>1,826</td>
<td>08/15/2013</td>
<td>Veterinary Medicine Update</td>
<td>Eukanuba, Iams pet foods recalled amid possible salmonella contamination</td>
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<td>1,738</td>
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<td>Veterinary Medicine Update</td>
<td>Mutation that makes FIP deadly identified</td>
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<td>9</td>
<td>1,661</td>
<td>07/24/2013</td>
<td>Veterinary Medicine Update</td>
<td>Rabies-infected organ donor had been bitten by raccoons, report reveals</td>
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<tr>
<td>10</td>
<td>1,623</td>
<td>01/30/2013</td>
<td>Animal News</td>
<td>Cat with &quot;eyebrows&quot; piques people's curiosity</td>
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AVMA Health News Bytes is a monthly digest of ongoing research in the field of comparative medicine that helps highlight some of the remarkable research achievements at our nation’s 28 colleges/schools of veterinary medicine. Health News Bytes is sent electronically each month to more than 3,500 subscribers, about 350 of which are human health reporters from national media outlets. The remainder of the subscribers are AVMA members who opted to receive the digest. Health News Bytes garners media attention for the AVMA and its accredited colleges/schools. Even as staffing cuts have increased at news outlets over the past year, the number of AVMA Health News Bytes recipients remains on par with our original numbers. Our monthly open rate for Health News Bytes is about 35%.

Media Relations regularly submits articles to newsletters across the country. These submissions are often to smaller veterinary associations in an effort to keep members of that association informed about some of the larger, federal lobbying efforts of the AVMA Governmental Relations Division, and also to industry newsletters to inform the public about AVMA partnerships, public outreach campaigns, and scientific endeavors.
Content in the online press room has increased significantly during the past year. In addition to all AVMA press releases and public statements sorted by date and subject, visitors can find a photo gallery of images that reporters may find useful, including photographs of AVMA leaders and board members, veterinarians at work, and animals. Staff is constantly expanding and improving the media library, and as a result, it has more than tripled in size. New categories of photographs have been created, including large and small animal veterinarians. Photo shoots at clinics, farms and teaching facilities are continually adding to this gallery. Speeches given by AVMA leaders are also posted on the Press Room site, and a collection of suggested story ideas for reporters, including photographs and background materials, has been created. These materials are updated regularly in order to keep the press room current.

An integrated public relations campaign featuring a multi-media tour and audio news releases was launched in 2013. The campaign focused on National Pet Week and responsible pet ownership. The summer campaign featured summer pet care tips and the fall/winter campaign focused on holiday pet safety tips. MyVeterinarian.com was mentioned as a resource for additional information.

Each of these campaigns featured an audio news release in English and Spanish, a press release in English and Spanish, and radio, television, and blog interviews with 56 veterinarians across the US. Together, these interviews garnered more than 142 million audience impressions, four million unique monthly web views, and 49 million radio impressions.

Department of Professional and Public Affairs—The Department of Professional and Public Affairs (DPPA) regularly interacts and collaborates with every department in the Communications Division as well as other divisions to ensure the accuracy and relevancy of information and products produced by the AVMA.

Over the past year, DPPA staff assisted in the development of talking points, presentations, and speeches for AVMA leadership and representatives attending local and national meetings. Staff also provides leadership with quarterly updates on AVMA activities on behalf of the profession.

DPPA staff monitor and moderate the AVMA NOAH discussion boards. DPPA staff is also involved in the Communications Division Discovery Team, which evaluates incoming communications projects for strategy, effectiveness and implementation formats.

DPPA staff develop content and provide resources for the AVMA website home page and for many landing pages within the AVMA website. Over the past year, a number of resources were developed or updated in cooperation with other AVMA divisions, including: client handouts (NSAID safety, holiday safety, and cold weather pet safety); safe rodenticide use; veterinary care for backyard poultry; and certificates of veterinary inspection. Other pages, such as pet food and product recall pages, and home page alerts as well as others are regularly monitored and updated as needed by DPPA staff.

Working with Media Relations and other Communications staff, DPPA assists in identifying topics and interviewees for AVMA’s “Animal Tracks” podcast series. Staff also provides background information and on-air interviews to both industry and national media on various veterinary-related topics. National media coverage of canine circovirus outbreaks, extreme cold weather conditions, chicken jerky treat illnesses, and other issues resulted in numerous interviews with print, TV, and online media.

DPPA staff initiated campaigns such as the Veterinary Olympics, a Facebook-based campaign that highlighted the challenges veterinarians regularly face in practice. The campaign reached almost two million people and expanded AVMA reach on Facebook. DPPA staff also represented the AVMA in the exhibit halls at several meetings, including the FFA National Convention, North American Veterinary Conference, SAVMA symposium, and Central Veterinary Conference.

DPPA staff initiated, developed, and implemented a new campaign, “Check the Chip Day” (August 15 each year), to increase awareness of the need to microchip pets and keep the microchip registration up-to-date. This campaign is a joint effort between AVMA and AAHA, and will continue, with new resources
being developed. Staff continue to work closely with the Media Relations Department on the promotion and development of new resources for National Pet Dental Health Month, National Pet Week, and National Dog Bite Prevention Week.

Environmental scanning is an important component of DPPA responsibilities. Active participation in several message boards on the Veterinary Information Network (VIN) has facilitated communication with veterinarians and AVMA/VIN members. DPPA staff members perform regular reviews of DHS, ProMed, BioMed Central, Equine Clinicians’ Network, and AAEP e-newsletters and electronic publications for content relevant to AVMA and veterinary medicine. Social media scanning via Facebook, HootSuite, and social media alert systems is also critical. When a potential issue or crisis is identified, the matter is investigated and an appropriate response is initiated, usually in conjunction with another AVMA division. Weekly environmental scanning reports are provided to the Executive Board, OEVP, and Staff Leadership Team.

The DPPA plays a major role in developing and maintaining the AVMA presence in social media. The AVMA currently has seven Twitter feeds. The DPPA, in cooperation with the Electronic Communications Department, maintains three of the feeds. The AVMA Facebook fan page continues to attract both veterinarians and the public, topped 60,000 fans this year (more than doubled compared to last year) and continues to grow organically despite consistent changes in Facebook’s algorithm to decrease page reach. The number of followers on Twitter and Facebook continues to grow, as does engagement with followers. Numerous other social media outlets are monitored and DPPA staff is heavily involved in the social media outreach surrounding the AVMA Convention.

DPPA staff provide content guidance and an on-air presence for the AVMA news product, “AVMA Now.” This product is intended to keep AVMA members current on news, events, and hot topics in the profession and at the Association.

As the AVMA website redevelopment process continues, DPPA staff continue to work closely with the Electronic Communications and IT Services teams to provide feedback and input on the site, and new developments in the field.

**State Legislative and Regulatory Affairs Department**—The State Legislative and Regulatory Affairs (SLRA) Department provides assistance to AVMA constituent organizations and engages various stakeholders in state legislative outreach. The 2013 legislative cycle was again a busy one, with almost 130,000 bills introduced and about 40,000 adopted. Most state legislatures were in session again this spring, although Montana, North Dakota, Nevada, and Texas are not scheduled to hold regular sessions this year.

Animal-related legislative agendas include various animal welfare issues: increased penalties for animal cruelty crimes; potential non-economic damage allowances; regulation of commercial dog and cat operations; pet purchase protection laws; restrictions on pet retail; pet trusts; inclusion of pets in domestic orders of protection; and attempts to define or limit the scope of veterinary services offered by not-for-profits. Veterinary medicine continues to be challenged by non-veterinarians who seek to gain more authority to work independently, especially in the area of livestock reproductive services, equine teeth floating and canine teeth cleaning. Increasingly, state legislatures and agencies are considering veterinary pharmacy issues such as compounding, inclusion of veterinarians in prescription monitoring programs, mandatory prescriptions, and how prescribing and dispensing is affected by the veterinarian-client-patient-relationship (VCPR) requirement.

In several states, VMAs worked diligently to defeat proposals to tax veterinary services, which, along with other professional services, became attractive to lawmakers and governors looking to increase state revenues.

In the past year, courts in Texas issued two opinions of particular significance to the veterinary profession. In *Medlen v. Strickland*, the Texas Supreme Court refused to allow noneconomic damages for loss of a pet in a case involving a local municipal shelter. The plaintiffs argued that a pet owner should be
entitled to loss of “intrinsic” value for the sentimental loss of their property, much like courts allow for loss of a rare family heirloom. The court, while sympathetic to the Medlens’ loss, refused to overturn a long-standing precedent in the law governing personal injury and damages. The AVMA was one of several organizations that assisted the Texas VMA with the considerable legal expenses they incurred to bring forward an ultimately successful appeal.

On February 11, 2014 the US District Court for the Southern District of Texas denied the Texas State Board of Veterinary Medical Examiners’ motion in *Hines v. Alldredge* to dismiss veterinarian Ron Hines’ challenge to a Texas law banning online veterinary advice. The board had suspended Dr. Hines’ license for providing veterinary medical advice over the phone and internet for a fee without having a valid VCPR. Dr. Hines claimed that he did not attempt to serve as a primary veterinary care provider, did not prescribe medications, and did not perform any procedures. He claimed that he only provided advice to pet owners without access to conventional veterinary care, whether because of geography or inability to pay, and those who received conflicting diagnoses.

Judge Hilda Tagle’s decision dismissed Dr. Hines’ due process and equal protection claims, but allowed his First Amendment claim to proceed in the lawsuit, finding that “the First Amendment applies to the professional regulations at issue in this case, and that the regulations, as applied to Hines’s professional speech, are subject to heightened scrutiny and must be shown to be “reasonable” (as opposed to merely “rational”). The case was then remanded back to the trial court for consideration of the First Amendment claim. If the trial court ultimately finds that the VCPR regulations violate Dr. Hines’ First Amendment rights, the Texas licensing board may be required to substantially revise the definition of a VCPR to allow for veterinary advice provided by electronic means. That finding would cast doubt on similar regulations in other states.

AVMA continues to utilize the Congressional Quarterly StateTrack for electronic monitoring of state legislation and regulatory agency actions impacting veterinary medicine. AVMA also subscribes to Westlaw for legal research, a subscription the department shares with the AVMA Office of the General Counsel.

In 2013, the SLRA Department tracked and distributed more than 1,200 legislative and regulatory alerts especially pertinent to veterinary medicine, to state VMAs. In the first three months of 2014, approximately 500 such alerts were sent to state VMAs. The Department continues to utilize the services of Dr. Charles Helwig, former executive director of the Oklahoma VMA, to provide assistance in legislative tracking and analysis during the early, very busy months of the year.

The SLRA Department responds to about 200 questions and/or requests per year from state VMAs, legislators, regulators, AVMA staff, AVMA members, and the public.

Each month, AVMA prepares a State Legislative Update that identifies, summarizes and reports on 50 to 75 measures pending around the country that have a significant impact on the profession. The update is sent each month to the Executive Board, House of Delegates, State Advocacy Committee, state and allied VMAs, AVMA staff, and any member who opts to receive the report. This information is forwarded to numerous others, including government officials and the media. The subscription list for this newsletter has 2,307 individuals, including AVMA members interested in legislative news. In December the Department prepared, distributed, and posted an end-of-year *state legislative report* covering last year’s legislative sessions by topic.

In addition to tracking and reporting, the SLRA Department provides comprehensive, hands-on assistance to state VMAs, as requested. This assistance includes supplying AVMA positions, issue papers and other supporting material such as information relating to experience in other states. Other services include analysis of legislative language for impact to veterinarians, legislative drafting, writing letters to legislators/executive branch, facilitating development of coalitions, and providing strategic advice and legal research.
Recent examples of AVMA activities done in conjunction with state VMA efforts on significant measures include:

- Filed court brief in Texas Supreme Court case deciding valuation of animals in negligence cases, along with Texas VMA
- Advised veterinarian leaders in Alabama, South Carolina, Utah and Idaho in considering or drafting legislation regarding not-for-profit delivery of veterinary services
- Assisted Connecticut VMA in developing message points in opposition to a bill creating animal advocates in family court cases
- Provided Vermont VMA with language for the definition of dentistry in the state practice act
- Provided Georgia VMA with AVMA policy and language from other states on the inclusion of chemical sterilization in the definition of sterilization
- Advised the Chicago VMA on responding to and developing testimony concerning a proposed ordinance to restrict the ability of retail establishments to sell pets to the public
- Assisted Florida VMA with obtaining statistics to be used in support of bill to restore a tax exemption for sale of pet therapeutic diet products
- Advised Arizona VMA with background information on “quick-reporting” bills that require the submission of recordings or videos of suspected abuse to a law enforcement agency within a short period
- Advised Virginia VMA on amendments to a bill allowing limited compounding by veterinarians (which passed)
- Researched state requirements on laser safety officers on behalf of the Colorado VMA

A top priority of the SLRA Department remains networking with state and allied veterinary associations and learning about their legislative issues and needs. Staff participated in the annual meeting of the American Society of Veterinary Medical Association Executives (ASVMAE) as well as its fall, winter, and spring meetings. The SLRA director is currently ASVMAE Treasurer and has served on the ASVMAE Board of Directors since 2011.

Department staff presented state legislative updates at the American Veterinary Medical Law Association annual meeting, New England Veterinary Leadership Conference, HOD Leadership Development Program, constituent executive director orientation program, and a meeting at AVMA headquarters with Chinese Veterinary Association representatives.

Staff is working with the State Advocacy Committee and various AVMA staff in planning the 2014 AVMA Public Policy Symposium, scheduled for Chicago on September 5-6, 2014.

Staff continue to develop background talking points for AVMA leaders attending state and regional veterinary meetings.

AVMA continues to maintain and enhance its profile with state policy makers and again exhibited at the National Conference of State Legislators annual summit, held in Atlanta. This meeting brought together more than 800 legislators from across the country to discuss various topics under consideration in state legislatures. The AVMA had a booth in the exhibit hall and was able, with the help of local veterinarians, to interact with legislators and legislative staff and discuss veterinary-related issues. Several legislators heard about animal welfare and pharmacy concerns from AVMA representatives. The goal was to help educate legislators and staff on issues that affect the practice of veterinary medicine and promote the AVMA and state VMAs as vital sources of information when these topics are considered in legislatures.

AVMA participated in two State Agricultural and Rural Leaders (SARL) annual meetings, the first held in 2013 in Vancouver, and the second in 2014 in Oklahoma City. These meetings bring together about 150 state legislators and more than 100 private and industry representatives with an interest in agriculture and rural policy issues. These events provide AVMA with an opportunity to interact with decision-makers in small group settings.
The AVMA’s involvement with SARL facilitated that organization’s resolution supporting The Veterinary Medicine Mobility Act of 2013, currently pending in the US Congress, and strongly supported by AVMA. The legislation aims to change federal law that some DEA offices have interpreted as prohibiting veterinarians from transporting controlled substances to administer to and treat patients outside of a registered location. The amendment would clarify that a veterinarian may transport controlled substances outside a registered location (i.e., clinic, hospital, office or clinician’s home) to provide comprehensive veterinary care and to protect animal health and welfare.

With an increase in state regulatory activities in recent years, Department staff also participated in the annual meeting of the American Association of State Veterinary Boards, held in October in Kansas City, Missouri, and attended a conference in December at Yale University sponsored by the Non-human Rights Project. In conjunction with the conference, this group filed three lawsuits in New York state courts asking judges to declare that chimpanzees have legal standing and the right to bodily liberty. The lawsuits specifically identified two research chimps at a university and two chimps held on private property, and requested that the animals be moved to a sanctuary. In all three cases, judges denied the writ for habeas corpus, which allows a person who is under arrest to be brought before a judge or into court.

The Legal Outreach Program (LOP) continued this year, allowing the AVMA to bring a veterinary perspective to important animal and veterinary law issues to law schools, bar associations, and veterinary schools. The majority of the presentations focused on non-economic damages and pet guardianship; however other animal law topics, including animal abuse reporting and livestock housing standards, have also become popular.

In 2013, the AVMA presented at the Chicago Bar Association, the New Jersey Bar Association, the University of Maryland School of Law, the John Marshall Law School, and the Pepperdine University School of Law. Currently, the Department is coordinating future events for the University of Kentucky Law School, American University of Washington College of Law, Colorado Bar Association, and Maryland Bar Association.

With the goals of revamping the LOP and getting more schools and organizations interested in the program, the Department met with representatives of the several other organizations that have expressed interest in assisting us with this activity. The purpose of the meeting, held in January 2014, was to discuss new ways to provide outreach to law schools and bar associations, as well as ways to grow the program to include other organizations. The Department is taking a new approach and contacting student animal law organizations directly at various law schools in addition to animal law professors. Further, the possibility of offering a writing contest for law students and developing an animal law symposium at a school which has both a law school and a veterinary school is under consideration. Current efforts include working with experts in the field of animal law who have experience with these types of activities.

The amount of advocacy materials posted on the VMA Executive and State Advocacy sections of the AVMA website continues to grow and improve, a critical part of the AVMA’s ability to provide timely information to state VMAs and others regarding state legislation and regulation.

In 2013, the state advocacy pages attracted 126,401 visits—a dramatic increase from 70,724 visits in 2012. In 2013, 97,366 unique visitors visited these pages, up from 47,304 the previous year. The volume of traffic on the state advocacy pages continues to increase steadily each year.

Over 1,000 individuals subscribe to the the ERC Newslink each month, highlighting resources posted on this microsite for leaders of veterinary associations. Staff developed or linked to over 40 articles over the past year and updated several 50-state compilations as laws and regulations changed.

Both members of the Department are bloggers on AVMA@work and have posted several posts throughout the year such on topics ranging from the bill of the week to legislation on not-for-profit shelters.
SLRA Department staff provided legal research and writing services to the AVMA General Counsel, including data on membership on veterinary boards and which states require that veterinarian board members be currently in practice. Staff also works with the Animal Welfare Division, Animal Welfare Committee, and State Advocacy Committee to develop a resource guide for state VMAs to analyze legislation in their states that would provide consumers of retail pets with certain remedies if the pet becomes sick within a set period of time.

In recognition of the AVMA’s 150th anniversary in 2013, SLRA staff asked the nation’s governors to issue proclamations or resolutions honoring veterinarians. The following 26 states did so: Alabama, Arkansas, Delaware, Florida, Georgia, Illinois, Iowa, Maine, Massachusetts, Minnesota, Missouri, Montana, New Hampshire, New Jersey, New Mexico, New York, Oklahoma, Pennsylvania, Rhode Island, South Dakota, Tennessee, Vermont, Virginia, Washington, West Virginia, and Wisconsin. The proclamations and letters were displayed during the AVMA Annual Convention in Chicago.

Department staff continues to provide primary and secondary professional staff support to the State Advocacy Committee. In this role, staff has assisted the committee with developing and implementing significant projects, several of which have been described in this section. In addition, the SLRA director provides staff support to the Governance Engagement Team, which has been very active over the past year.

THE CONVENTION AND MEETING PLANNING DIVISION

2013 AVMA Annual Convention — The 2013 AVMA Annual Convention was held July 19–23, 2013 in Chicago and attracted a total attendance of 9,089. Overall attendance was slightly higher than 2012 in San Diego (8,751). Total attendance in 2013 included 280 attendees from the International Association of Human-Animal Interaction Organizations (IAHAIO) partnership.

The Convention Management and Program Committee (CMPC) met twice over the course of the year and once via conference call to discuss the current convention and plan for future Conventions. The Institutional Animal Care and Use Committee met once face-to-face and twice via conference call.

Continuing Education — The 2013 convention education program offered 1,034 hours of continuing education (CE) programming. In addition, the Interactive Lab program offered 14 veterinarian labs and two veterinary technician labs. Veterinary technicians were able to attend both labs in their section and four of the veterinarian labs.

For the third year, the all-day Technician Boot Camp was offered off-site. Over 15 technicians attended to prepare for taking the Veterinary Technician National Exam. Also included in the CE program were the USDA APHIS NVAP Renewal Modules series and the “Why Diversity and Inclusion Is Hard Work” workshop.

A total of nine Sunrise CE Sessions were presented on either Sunday or Monday morning. These sponsored sessions allow exhibitors an opportunity to provide information on their latest products, services, research, and development initiatives. 24 Practice Tips and three Lunchtime Connections were again offered for attendees to continue learning over the lunch break. Twelve Hot Topic sessions were offered throughout the program covering a wide range of topics. In addition, six sponsored symposia, including the “Why Diversity and Inclusion Is Hard Work” workshop, were offered in 2013.

Income & Registration — The 2013 AVMA Annual Convention realized net income over expenses of $418,533. Member registration fees were $525 in advance, $575 pre-convention, and $625 onsite. International attendees who were members of a national veterinary association were eligible to register at the AVMA member rate. Non-member fees were $750, $800, and $850. Spouses and guest fees were $50, $55, and $60 and children under 18 were complimentary. Veterinary Technician fees were $275, $300, and $325. Veterinary students continued to receive complimentary registration if submitted prior to the pre-convention deadline. Students registering onsite were charged a $75 registration fee. Exhibitor
badge fees for those exhibitors exceeding their allotment and non-commercial exhibitor badges were $350. Registration fees were discounted $25 if the registrant booked rooms within the AVMA hotel block.

**Special Activities and Events** — The Illinois and Chicago VMAs hosted the Welcome Center at the Convention Center. The area provided attendees with lounge seating to take a break and catch up with colleagues while connecting with VMA volunteers.

Over 2,000 convention attendees were first-timers and more than 500 attended the ‘First Time Attendee Orientation and Reception’ in Chicago. The event provided attendees a place to meet colleagues and fellow first-time attendees. Members of the CMPC as well as AVMA staff and leadership mingled with attendees. New this year was the addition of four small table tops – a table where CMPC discussed CE, a table where demonstrations of MapIt were conducted, one table managed by AVMA membership, and the last table that highlighted convention special events and the convention loyalty program.

The 2013 AVMA Opening Session was held in McCormick Place Convention Center on Friday, July 19. Hill's Pet Nutrition, Inc. continued its sponsorship of the program, which included a historical review of AVMA’s 150 years which was presented by Bill Kurtis. Military Veterinarian Scott Willens sang the national anthem.

Tommy Hawk, the Chicago Blackhawks mascot, welcomed attendees to the grand opening of the Exhibit Hall, complete with a ribbon cutting ceremony. The Exhibit Hall passport program was a convention favorite for many attendees with multiple opportunities to earn prizes. In addition, several breaks and lunch opportunities were held in the Exhibit Hall throughout the convention to help drive attendees to exhibitors.

The AVMA Concert sponsored by Merial, featured Cheap Trick on Saturday evening. Before guests headed into the concert, the Merial Music Jam provided additional entertainment for attendees, with karaoke, food and beverage carts, and networking. The concert is a convention highlight for many of the attendees.

Family Night was held on Sunday evening at the Lincoln Park Zoo featuring self-led tours, commemorative photos, music and dancing, and snacks.

Sporting events included the Trails for Tails 5K run/walk along the Chicago lakefront. Both convention attendees and local community members woke early Sunday morning to show their support for local animal shelters. Over 350 runners of all ages participated, some with their dogs, and over 20 volunteers participated in the event.

The American Veterinary Medical Foundation (AVMF) continued its Our Oath in Action project at the convention center by making animal toys for local animal shelters. The Foundation also hosted A Taste of Chicago at the Shedd Aquarium. The event served over 1,200 attendees.

Several events were held specifically for the AVMA 150th anniversary.

Technician attendees appreciated lunches on Saturday and Sunday, an evening reception, and a rejuvenation station where complimentary refreshments were provided.

**Business Meetings and Alumni Receptions** — In addition to convention educational program and convention center activities, the Convention and Meeting Planning Division (CMPD) coordinates the logistics of AVMA business meetings, and 80+ affiliate groups that meet in conjunction with the AVMA during the convention.

The installation of the 2013 AVMA President was held during the Executive Board meeting on Tuesday, July 23—his term became effective at the close of the Chicago Convention. The Student AVMA and Auxiliary to the AVMA also conducted business prior to the start of the Annual Convention.
Alumni Receptions hosted by veterinary colleges and schools were held during the evening of Monday, July 22 throughout Chicago. These functions provided an excellent opportunity for convention attendees to network with fellow alumni and meet new graduates.

**Exhibit Hall**—The 2013 Exhibit Hall included 303 commercial and non-commercial exhibiting companies with a total of 47,200 square feet occupied. Previous year comparisons are noted below.

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<td>262</td>
<td>$743,150</td>
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<tr>
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<tr>
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<tr>
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**Future AVMA Annual Conventions**
- July 25—29, 2014 Denver
- July 10—14, 2015 Boston
- August 5—9, 2016 San Antonio

**2014 Veterinary Leadership Conference** — The 2014 Veterinary Leadership Conference (VLC) was held Thursday, January 9 through Sunday, January 12 at the Westin Michigan Avenue in Chicago. The mission of the VLC is to develop leaders for the benefit of the individual and the veterinary profession. Zoetis sponsored the 2014 Conference.

The AVMA PAC held its board meeting in conjunction with the VLC and provided lunch for Emerging Leaders interested in learning more about the AVMA PAC. They also held a silent wine auction with wines provided by many of the state VMAs.

Several business meetings were held in conjunction with VLC by both AVMA-related groups (Governance Engagement Team, Future Leaders, Partners for Health Pets, Veterinary Medical Assistance Teams) and associated groups (Southwest Veterinary Leadership Conference, American Society of Veterinary Medical Association Executives (ASVMAE), American Association of Bovine Practitioners).

The VLC Planning Committee meets onsite at the VLC and once a month via conference call, excluding the months preceding Convention and the VLC.

**VLC Attendance** — 538, compared to 564 in 2013

**VLC Schedule** — The 2014 schedule was arranged to allow all attendees to participate in the Friday afternoon Governance Dialog. The Emerging Leaders Networking event on Thursday evening was an interactive reception with current and emerging leaders discussing relevant veterinary issues. On Sunday, additional time for the Mini Veterinary Leadership Experience was added to the schedule. Three concurrent workshops (as opposed to two in past years) were repeated twice and geared toward state VMA attendees.

The Friday program consisted of a President/President Elect Forum, an Emerging Leaders/New Delegate Orientation, a Governance Dialog, Executive Board Meeting, House Advisory Committee Meeting, Welcome Reception, and Exhibits. Exhibitors at the VLC were the AVMA PAC, AVMA GHLIT, AVMA PLIT, and the AVMF.

The Saturday program consisted of a breakfast, opening session, three morning and afternoon workshops, the House of Delegates Regular Winter Session, the Mini VLE, District Caucuses, Networking
Lunch, ASVMAE Membership Luncheon, Reference Committee meetings, and PAC Wine Auction Reception. The event ended with a breakfast, a closing session, and the Mini VLE on Sunday.

The next AVMA Veterinary Leadership Conference will be held January 8 – 11, 2015 at the Westin Michigan Avenue

State Public Policy Symposium — The CMPD supports the State Advisory Committee and support staff in managing all logistical aspects of the Symposium. The 2014 event will be held September 5–6 in Rosemont, IL at the Hyatt Regency O’Hare.

2013 The Conversation — The conference, titled “Can You Hear Me Now? The Conversation,” was held November 14-15, 2013 in Rosemont, IL at the Westin O’Hare and featured a group of internationally renowned veterinarians, animal scientists, and ethicists who spent the first day presenting the scientific, social, political, market, and legal aspects of how and why animal welfare decisions are made. The next day attendees split into small groups to conduct welfare assessments on captive elephant handling; feral and owned free-roaming cats; housing for egg-laying hens; feral horses; and the use of rats in multiple sclerosis research. There were 187 attendees, which included veterinarians covering all the major species for which AVMA members provide services (e.g., companion animal, food animal, laboratory animal, zoo, equine, exotics). There were attendees from private practice, corporate practice, industry, academia, government, and the military. The goal in selecting participants was to ensure broad representation of practice experiences and viewpoints. A Working Group selected from among participants will use discussions taking place during the two-day event as a foundation for developing a strategy for facilitating ongoing, productive dialog within the profession. The Working Group met immediately following The Conversation on November 16.

2013-2014 Meetings in the AVMA Conference Center — As of February 21, there are over 140 meetings booked in the AVMA Conference Center between July 2013 – June 2014.

THE EDUCATION AND RESEARCH DIVISION

The Education and Research (E&R) Division is staffed by ten personnel, including three veterinarians (a Director and two Assistant Directors), a veterinary technician (an Assistant Director), a technical writer, an Educational Commission for Foreign Veterinary Graduates (ECFVG) Coordinator, an ECFVG Testing Coordinator, a Committee on Veterinary Technician Education and Activities Program Coordinator, and two administrative assistants. Division staff provides support to eight entities, including two councils, four committees, one commission, and one board. Support includes agenda and correspondence development; research; guidance and facilitation of meetings; preparation of minutes, reports, and surveys; maintenance of records, policies, and procedures; and implementation of approved policy. E&R staff also manage accreditation programs for veterinary medical and veterinary technician education; the recognition process for new and existing veterinary specialties; and the educational equivalency certification program for graduates of non-AVMA Council on Education-accredited foreign veterinary schools. E&R staff also manage two of the five AVMA Strategic Goals: Catalyze a Transformation of Veterinary Medical Education, and Advance Scientific Research and Discovery.

During the 2013-2014 Association year, E&R provided staff support to the following entities:

Council on Education (COE)—The Council is the accrediting agency for veterinary medical education in the US and Canada. The Council is recognized by the federal government through the US Department of Education (USDE) and by the Council on Higher Education Accreditation (CHEA), which is a non-governmental organization that sets standards for educational accrediting bodies. The COE currently accredits 46 veterinary colleges (28 in the USA, five in Canada, five in Europe, four in Australia, one in New Zealand, one in Mexico, and two in the West Indies). The current list of AVMA COE-accredited veterinary schools and colleges is available at: www.avma.org/education/cvea/colleges_accredited/colleges_accredited.asp.
During the 2013-2014 Association year, the COE conducted ten comprehensive site visits and one consultative site visit, reviewed annual reports from 39 accredited colleges, and reviewed four of the 11 standards of accreditation for validity and reliability.

Council on Research (COR)—The AVMA Bylaws charge the COR to recommend, coordinate, evaluate, monitor, and promote veterinary medical research. An Assistant Director serves as staff consultant to the COR and is supported in these endeavors by an administrative assistant. During the 2013-2014 Association year the COR—

- Reviewed AVMA policies related to research and recommended appropriate updates to the Executive Board
- Provided representation at the 13th Annual Merial-NIH National Veterinary Scholars Symposium held in August 2013 at Michigan State University and served as a judge for the AVMA/AVMF-sponsored Young Investigators Award held in conjunction with the Symposium.
- Maintained liaison relationships with the Association for Assessment and Accreditation of Laboratory Animal Care International (AAALAC), American Association for Laboratory Animal Science (AALAS), National Association for Biomedical Research (NABR), and National Coalition for Food and Agricultural Research (NC-FAR).
- Selected recipients for the 2014 AVMA Lifetime Excellence in Research Award, AVMF/AKC Career Achievement Award in Canine Research, and AVMF/Winn Feline Foundation Research Award.
- Selected recipients for AVMA/AVMF Student Summer Research stipends – designated for veterinary students applying for a second summer of research experience. Most of the summer research sponsors only provide funding for a first year, so this provides an opportunity to fill a particular need as well as targeting the expenditure of AVMA money at a group that is more likely to continue on to include research components in their future careers.
- Organized the “Breakthroughs in Clinical Research—Endocrinology” symposium to be held at the AVMA Annual Convention in Denver in July 2014 and planned the “Breakthroughs in Clinical Research” symposium for the 2015 AVMA meeting in Boston
- Contributed to the development of AVMA comments submitted in response to Federal Register notices from the US Department of Health and Human Services and US Department of Agriculture.
- Endeavored to fulfill objectives related to the AVMA Strategic Goal to Advance Scientific Research and Discovery
- Continued developing biomedical research content on the AVMA website to educate and advocate for the importance of research affecting animal and human health and highlighting the related research contributions of AVMA members
- Planned for incorporation of the Merial/NIH Summer Veterinary Scholars Symposium into a future AVMA Convention
- Worked to develop a database tool that will allow veterinary students and veterinarians interested in pursuing graduate programs or fellowships to search for suitable available opportunities

American Board of Veterinary Specialties (ABVS)—The ABVS establishes and evaluates criteria for determining whether a proposed specialty fills a recognizable need and represents a distinct area of specialization in veterinary medicine, monitors AVMA-recognized veterinary specialty organizations for compliance with ABVS standards, and serves to promote specialty veterinary medicine. An Assistant Director serves as staff consultant to the ABVS and is supported in these endeavors by an administrative assistant.

The ABVS reviewed annual reports and five-year reviews from each recognized specialty organization to ensure established procedures for credentialing and examination are fairly administered. The current list of 22 AVMA-recognized veterinary specialty organizations is available at the ABVS website: www.avma.org/education/abvs/default.asp.

The ABVS received two new petitions for consideration as veterinary specialties under the umbrella of existing veterinary specialty organizations. A petition was received for recognition of Shelter Medicine as a specialty within the American Board of Veterinary Practitioners, and a petition was received for
recognition of Equine Veterinary Dentistry as a specialty within the American Veterinary Dental College. After consideration, the ABVS recommended that the Executive Board approve provisional recognition.

**Committee on Veterinary Technician Education and Activities (CVTEA)**—The CVTEA is the accrediting body for veterinary technician programs in the US and has a mutual recognition policy with the veterinary technician accrediting body in Canada.

As of November 2013, CVTEA accredits 218 veterinary technology programs in the US including 196 two-year, 14 that offer both two-year and four-year programs, and 8 four-year programs. Eight programs are delivered via distance learning. There are 140 veterinary technology programs with full accreditation status, 59 with provisional accreditation status, ten with probationary accreditation, and nine with terminal (voluntary closure) accreditation status. Of the 49 site visits completed in 2013, 14 were new programs seeking provisional accreditation.

The current list of accredited technology programs is available at [https://www.avma.org/ProfessionalDevelopment/Education/Accreditation/Programs/Pages/vettech-programs-all-programs-list.aspx](https://www.avma.org/ProfessionalDevelopment/Education/Accreditation/Programs/Pages/vettech-programs-all-programs-list.aspx)

**Educational Commission for Foreign Veterinary Graduates (ECFVG)**—The ECFVG administers an assessment process to certify the educational equivalence of foreign graduates of non–AVMA/COE-accredited veterinary schools to allow such graduates to meet state- and federally-mandated educational prerequisites for licensure and employment, respectively. An E&R Assistant Director manages the program and facilitates Commission meetings and program oversight, and is supported by an E&R administrative assistant. The ECFVG Coordinator and ECFVG Testing Coordinator serve full-time to administer the certification program on a day-to-day basis. Program administration involves registering and re-registering candidates into the program; registering candidates for the Basic and Clinical Sciences Examination (BCSE; Step 3 in the certification program) and Clinical Proficiency Examination (CPE; Step 4); reporting BCSE and CPE scores; coordinating BCSE and CPE development and administration with the AVMA test vendor, examination site, coordinators, and numerous volunteer subject matter experts; communicating with candidates and other stakeholders; providing examination feedback to candidates; processing appeals; and maintaining the candidate database and ECFVG website.

E&R staff supporting the ECFVG stay abreast of modern systems and annually participate in continuing education programs offered through the Institute for Credentialing Excellence to ensure the Commission acts in accordance with certification-industry best practices.

Between January 1, 1973, and December 31, 2013, 5,678 ECFVG certificates have been awarded. During 2013, 220 graduates of approximately 70 different non–AVMA/COE-accredited veterinary schools in more than 30 different countries have earned ECFVG certificates. Of those 220 graduates, 31 are native-born US citizens. During 2013, 380 new program applications were accepted; 34 from native-born US citizens and 346 from native-born citizens of other countries.

During 2013, the CPE (a three-day hands-on assessment of clinical veterinary medical skills used in the fourth and final step of the certification program) was administered 21 times at four approved sites to 220 candidates taking the full exam, and 336 retake sections. Also, 39 volunteer subject matter experts participated in a complete review of all of the Basic and Clinical Science Examination (BCSE) items. All of the items were re-referenced to new editions of the references as well as recoded to match the new BCSE blueprint that will be used starting in 2014.

Between January 1 and April 7, 2014, 86 new candidates enrolled in the ECFVG program (ten are native-born US citizens). As of April 7, 2014, 1,509 candidates were enrolled in the certification program (162 are native-born US citizens. Of these 1,509 enrolled candidates, 991 have not yet completed the English language assessment (ECFVG Step 2), and/or BSCE (Step 3), whereas 518 have completed Steps 1-3 but have not yet completed the CPE.
AVMA/Association of American Veterinary Medical Colleges (AAVMC) Joint Committee—The Joint Committee serves as a conduit for sharing information, challenges, and opportunities between AVMA and AAVMC leadership.

AVMA/National Association of Veterinary Technicians in America (NAVTA) Executive Board Liaison Committee—The AVMA/NAVTA Executive Board Liaison Committee serves as a conduit for sharing information, challenges, and opportunities between AVMA and NAVTA leadership; meets once a year, in conjunction with the AVMA Convention and may meet in conjunction with an AVMA Executive Board meeting in Schaumburg, as needed.

COE Selection Committee—The COE Selection Committee was established by the AVMA Executive Board during its August 2013 meeting. The COE Selection Committee is charged with appointing eight COE members as current members complete their terms and rotate off the Council. In addition, the Selection Committee develops and maintains a qualification review process for candidate selection, including establishment, publication, and updating of candidate qualifications. A Division Director serves as staff consultant to the COE Selection Committee and is supported by an administrative assistant.

Strategic Goal: Advance Scientific Research and Discovery—AVMA supports the promotion and appropriate funding of veterinary scientific research and discovery to ensure the advancement of veterinary medical knowledge.

Efforts to meet this goal include—

- The Merial-NIH National Veterinary Scholars Symposium is now firmly established as a premier research meeting for veterinary biomedical research and graduate research training. This very successful symposium provides an opportunity for veterinary students to learn about the field of biomedical research. The positive experience of participating in structured summer research programs and the symposium encourages many students to pursue a career in research after completing veterinary school.

  - The AVMA partners with the Merial-NIH Veterinary Scholars Program in very significant ways such as AVMA representation on the Advisory Board for the symposium
  - The AVMF/AVMA contributes $16,000 annually toward symposium expenses
  - Sponsorship of the Young Investigators Award (YIA) Competition, with COR involvement in the final award winner selection and distribution of another $4,000 in prize money
  - Funding summer research projects and travel to the Symposium to present results for five veterinary students per year
  - Presentation of the AVMA Excellence in Research Awards at the Merial-NIH Symposium
  - Establishment of a relationship with the Student AVMA, and SAVMA representation at COR meetings
  - A summer extern at the AVMA was worked to determine federal funding of competitive research projects by faculty members of the US Veterinary Colleges. Although the goal of that project was to use the information and data resulting from that project for advocacy purposes, a secondary use of the information was to identify AVMA members who are conducting federally-funded research and to highlight the significance of their research on the AVMA webpages: https://www.avma.org/KB/Resources/Reference/BiomedicalResearch/highlight/Pages/default.aspx
  - AVMA is a founding member of Supporters of Agricultural Research (SoAR), a non-partisan science-based coalition that works with policymakers and the public to educate about why modern research policy and competitive grant strategy modeled on the National Institutes of Health is essential for achieving national research priorities. Working with this coalition is an ongoing core function of the AVMA to advocate for increased funding.
  - COR sponsorship of a day-long symposium entitled “Endocrinology” at the 2014 Convention as part of its annual “Breakthroughs in Clinical Research” symposium. Planning for research content relevant to clinical practitioners for the 2015 AVMA Convention is well under way with a new approach—research content will be identified by the COR and integrated into relevant clinical tracks at the AVMA Convention.
• The COR held its fall 2013 meeting in Washington, DC and in addition to conducting usual COR business, members met with their respective Congressional representatives and advocated for increased research funding from the USDA and the NIH. Further, they emphasized the importance of competitive grant funding over earmarked funding and were also able to advocate for a number of other AVMA positions, including on the Veterinary Mobility Act.

• Further advocacy efforts occurred through COR member participation in AVMA liaison relationships with other organizations such as the National Coalition for Food and Agriculture Research and speaker selection for the Coalition’s Seminar on the Hill series.

THE FINANCE & BUSINESS SERVICES DIVISION
The Finance and Business Services Division (FBSD) is responsible for the financial and accounting functions of the American Veterinary Medical Association. Duties include financial statement and budget preparation, payroll processing, invoicing/accounts receivable, and disbursements and financial analyses. The Finance Division staff performs accounting functions—financial statements are distributed monthly to the Executive Board and managerial staff. Financial analyses are prepared as required and the Division provides an electronic detailed listing of all income and expense accounts to division directors for review of division financial activities and comparison against budgeted line items and historical data. Division staff coordinate the year-end audit, 401(k) audit, American Veterinary Medical Foundation (AVMF) audit, Auxiliary to the American Veterinary Association audit and prepare materials to ensure accurate and timely audits.

The AVMA Treasurer, the Executive Vice President, and the FBSD Director are authorized to implement the investment decisions as approved by the Board under the Investment Policy Statement. In addition, they utilize the services of Investment Consultants and Investment Managers to carry out the policy as approved by the Board. The Budget and Financial Review Committee is responsible for prudently monitoring the investments of the Fund. AVMA staff review investment decisions to ensure that they comply with the guidelines of the policy, monitor investment performance of the fund and provide the Budget and Financial Review Committee an investment status report at least quarterly.

The Division is also responsible for financial statement preparation, accounts payable, and payroll processing for the AVMA and the AVMF. Division staff oversee the financial statement preparation for the Auxiliary to the AVMA.

The Division operates the mailroom, secures liability and other forms of Association insurance, and acquires equipment, furniture, and supplies. Division responsibility also includes overseeing the facilities management and maintenance of the AVMA buildings in Schaumburg IL and Washington DC. The Division serves as staff support for House of Delegates Reference Committee 4.

The Budget and Financial Review Committee meets annually to review and draft the budget for the next calendar year. The budget process includes input from staff, the FBSD Director, the Executive Vice President, the Treasurer, and the Budget and Financial Review Committee. The approved budget process develops the budget for approval by the Executive Board and presentation to the House of Delegates.

THE GOVERNMENTAL RELATIONS DIVISION
The AVMA Washington, DC office houses the Governmental Relations Division (GRD) and the Washington DC Conference Center. The GRD includes nine full-time staff positions, a government relations consultant, and a consultant political action committee (PAC) manager.

The GRD advocates Association policies and positions on federal legislative and regulatory issues that influence animal and human health and advance the veterinary medical profession. Working with colleagues in the AVMA Schaumburg office, the AVMA GRD staff has clear regulatory and legislative issue responsibilities for which they are accountable.
The GRD provides staff support to the AVMA Political Action Committee (AVMAPAC) Board and the Legislative Advisory Committee (LAC). The GRD also provides consultative support to other committees, councils, or task forces as requested. The GRD administers two AVMA programs—the AVMA Fellowship Program and the AVMA GRD Veterinary Student Externship Program.

**Tools**—The Division monitors legislation and regulations promulgated by federal agencies that could impact the profession. The GRD staff utilizes several tools both in Washington, DC and at the grassroots level in the states and Congressional districts. These tools help to advance legislative and regulatory initiatives and to defeat those initiatives that are detrimental to the profession and to small businesses.

- The GRD Director and Assistant Directors are registered lobbyists and conduct visits to Congressional members and their staff as required to advance the AVMA legislative agenda.
- Coalitions allow for small organizations to have a stronger unified political voice to work collectively either for or against legislation and regulations. The AVMA is an active member of several coalitions such as the Animal Agriculture Coalition, Marketplace Fairness Coalition, Supporters of Agriculture Research, Agriculture and Food Research Initiative (AFRI) Coalition, Friends of Agricultural Research Service (ARS), and the Pet Health Consortium.
- The AVMA utilizes the expert services of CM Government Relations to assist the GRD in advancing the AVMA legislative and regulatory agenda.
- The AVMAPAC collects personal contributions from AVMA member veterinarians and SAVMA members. These contributions are combined to make up the PAC fund, which plays a critical advocacy role by supporting candidates for Congressional office who support veterinary issues or who are willing to listen to and consider AVMA’s position on key legislation. The contributions to federal candidates are often delivered by PAC donors and AVMA members in the candidates’ home state or district. This is an effective way for veterinarians to get involved in the political process and help support the profession on Capitol Hill. The AVMA utilizes the services of NTDC, Inc., to manage the AVMAPAC.
- The AVMA Congressional Advocacy Network (AVMA-CAN) recruits AVMA members and other volunteers through outreach and educational programs. AVMA-CAN members serve as local links to veterinary medicine for legislators. The AVMA-CAN Government Action Center allows AVMA members and the public to: track legislation affecting the veterinary profession through legislative alerts and updates, read summaries of key bills, find out how their respective legislators are voting, and see how they can make a difference through the AVMA-CAN.

**AVMA Federal Legislative and Regulatory Agenda**—The AVMA Executive Board sets an aggressive, well-defined federal legislative agenda. This agenda is set by working within the AVMA volunteer governance system of councils and committees. The AVMA LAC assists the Executive Board in formulating AVMA policies and positions on federal legislative proposals. The AVMAPAC Board helps advance the legislative agenda by contributing to candidates for the US House and Senate who support AVMA policies and promote the Association’s legislative agenda. The AVMA GRD staff works cooperatively with appropriate AVMA Schaumburg staff to develop and implement strategy to advance the AVMA agenda.

**113th Congress**—Below is a brief summary of the bills the GRD has been tracking for the 113th Congress. To read more information about any of the bills, visit [https://www.avma.org/Advocacy](https://www.avma.org/Advocacy) to download the complete legislative agenda.

**Active Pursuit of Passage**—This means that a high priority application of AVMA resources will be expended to pass the bill.

**FY 2015 Appropriations Issues**
- H.R. 366/S. 666 Animal Fighting Spectator Prohibition Act
- H.R. 1518/S. 1406, Prevent All Soring Tactics (PAST) Act of 2013
- S. 1459, the Horse Transportation Safety Act of 2013
• H.R. 1528/S. 1171, Veterinary Medicine Mobility Act
• S. 859, Animal and Public Health Protection Act
• S.1552, Next Generation Research Act
• H.R. 2671/ S. 1280, Charitable Agriculture Research Act (CARA)
• H.R. 1125/S. 553, Veterinary Medicine Loan Repayment Program Enhancement Act of 2013

Support—This means that AVMA supports the bill; however, it is not a high priority. A low priority application of AVMA resources should be expended on the bill. However, if asked, AVMA is on record as supporting the bill.

• H.R. 847/ S. 395, Puppy Uniform Protection and Safety (PUPS) Act
• H.R. 1731/S. 820, Egg Products Inspection Act Amendments of 2013
• H.R. 2847, Wounded Warrior Service Dog Act of 2013
• H.Res. 116, K-9 Veterans Day Resolution
• H.R. 39, Multinational Species Conservation Funds Reauthorization Act of 2013
• H.R. 1328, Great Ape Conservation Reauthorization Amendments Act of 2013
• H.R. 1329, Marine Turtle Conservation Reauthorization Act of 2013
• H.R. 2285, Strategies to Address Antimicrobial Resistance (STAAR) Act of 2013
• Senate Resolution to recognize the importance of biosecurity and agro-defense
• Foundation for Food and Agriculture
• H.R. 684/S. 743, Marketplace Fairness Act of 2013
• H.R. 523, Protect Medical Innovation Act of 2013 / S. 232, Medical Device Access and Innovation Protection Act
• H.R. 892, S-Corp Modernization Act of 2013
• H.R. 774, Small Business Start-up Savings Accounts Act of 2013
• H.R. 1716, Earnings Contingent Education Loans (ExCEL) Act of 2013
• S. 193, Startup Innovation Credit Act of 2013
• S. 113, Know Before You Owe Private Student Loan Act of 2013

Non-Support—This means that AVMA does not support the bill as written, and it is not a high priority. A low priority application of AVMA resources should be expended on the bill. However, if asked, AVMA is on record as not supporting the bill. If applicable and appropriate, AVMA may identify areas of the bill that would need to be changed for support of the bill to be a consideration.

• H.R. 1998/S. 1381, Big Cats and Public Safety Protection Act
• H.R. 2158, Expedited Departure of Certain Snake Species Act
• H.R. 2224, Pet Safety and Protection Act of 2013
• H.R. 2856/S. 1463, Captive Primate Safety Act
• H.R. 2891, Medical Waste Management Act of 2013
• H.R. 584/S. 248, Genetically Engineered Fish Labeling
• H.R. 996/S. 1153, Invasive Fish and Wildlife Prevention Act
• H.R. 820, Delivering Antimicrobial Transparency in Animals (DATA) Act of 2013
• S. 895, Antimicrobial Data Collection Act

Active Pursuit of Defeat—This means that a high priority application of AVMA resources will be expended to stop the bill from becoming law.

• H.R. 1094/S. 541, Safeguard American Food Exports (SAFE) Act of 2013
• H.R. 4098, Horse Protection Amendments Act of 2013
• H.R. 4023, Fairness to Pet Owners Act
• H.R. 1150, Preservation of Antibiotics for Medical Treatment Act (PAMTA) of 2013
• S. 1256, Preventing Antibiotic Resistance Act (PARA) of 2013

No Action—This means that AVMA has reviewed the bill, but has not taken a position. The Governmental Relations Division staff will continue to monitor the legislation and advise AVMA’s Legislative Advisory Committee should the legislation’s status change.

• H.R. 183, Veterans Dog Training Therapy Act
• H.R. 2935/S. 1005, Conservation Reform Act of 2013
• H. Res. 208, Expressing Opposition to Gas Chambers
• Expected legislation: To amend the Animal Welfare Act to provide for the protection of birds, rats, and mice, and for other purposes.
• H.R. 1313/S. 632, To amend the Food, Conservation, and Energy Act to repeal a duplicative program relating to the inspection and grading of catfish
• H.R. 611/S. 719, Lyme Disease Prevention, Education & Research
• H.R. 610, Lyme Advisory Committee
• H.R. 532 Private Student Loan Bankruptcy Act / S. 114, Fairness to Struggling Students Act

113th Congress Successes—The Animal Drug User Fee Act and the Animal Generic Drug User Fee Act were signed into law on June 13, 2013. These pieces of legislation amend the Federal Food, Drug, and Cosmetic Act to reauthorize programs that will collect user fees from companies to facilitate the Food and Drug Administration’s review of new animal drugs and generic new animal drugs.

On Nov. 13, 2013 Dr. Ron DeHaven, AVMA CEO and Executive Vice President, testified before the House Sub-committee on Commerce, Manufacturing, and Trade concerning the Prevent All Soring Tactics/PAST Act (H.R. 1518). Dr. DeHaven urged Congress to pass the PAST Act, which would make the act of soring illegal.

The Veterinary Medicine Mobility Act was passed by the Senate on Jan. 8, 2014, and awaits action by the House of Representatives. This legislation would amend the Controlled Substances Act to permit veterinarians to carry controlled substances outside of their primary places of registration and across state lines to treat their patients.

In January 2014, the Consolidated Appropriations Act of 2014 was signed into law. This legislation makes appropriations for fiscal 2014 and funds many of the AVMA’s priority programs, including the Veterinary Medicine Loan Repayment Program, USDA’s Animal and Plant Health Inspection Service, the Food and Agriculture Defense Initiative, the Food Animal Residue Avoidance Databank, the AFRI, the ARS, and the Animal Health and Disease Research/1433 Formula Funds.

The Farm Bill was passed and signed into law at Michigan State University's McPhail Equine Performance Center on Feb. 7, 2014. AVMA priorities in the Farm Bill included:

• Authorizing up to $15 million annually for the National Animal Health Laboratory Network (NAHLN);
• Authorizing up to $10 million annually to establish a new competitive Veterinary Services Grant Program, which complements the existing Veterinary Medicine Loan Repayment Program. The new grant program is aimed at relieving veterinary shortage situations and supporting private veterinary practices that are engaged in public health activities in rural and underserved areas of the country;
Expanding the Animal Health and Disease Research/1433 Formula Funds, which have traditionally focused on animal health and disease research, and will now include a competitive grants program that will focus on three areas: food security, One Health and stewardship;

Establishing a Foundation for Food and Agriculture Research, which would provide $200 million in funding for new research projects aimed at addressing key problems of national and international significance, including knowledge gaps in animal and plant health, food production and products, food safety, and nutrition and health, to name a few;

Reauthorizing up to $2.5 million annually for the Food Animal Residue Avoidance Databank (FARAD), which gives scientists the tools they need to provide vital information to veterinarians and livestock producers to ensure that milk, meat and eggs are free of drug and chemical residues before entering the food supply;

Reauthorizing up to $700 million annually for the Agriculture and Food Research Initiative (AFRI), which provides grants for research, education and extension work into sustaining all components of US agriculture; and

A provision that cracks down on the abusive practice of animal fighting by making it a federal crime to attend, or cause a minor under the age of 16 to attend, these cruel events.

AVMA Congressional Advocacy Network—The AVMA Congressional Advocacy Network (AVMA-CAN) is the principle means by which AVMA members help to advance the AVMA legislative agenda. Aggressive, multi-media outreach efforts by the GRD and Communications staff have resulted in substantial gains in membership participation, which now stands at 21,000 individuals. AVMA-CAN members stay connected to the AVMA through the effective use of electronic communications vehicles such as websites, blogs, and social media (Twitter and Facebook).

GRD Communications—The AVMA Governmental Relations Division works closely with the AVMA Communications Division on the development and dissemination of communications products that aim to inform members, policymakers, Congressional and executive branch staff, news media, stakeholder groups and the public about how federal legislation will impact the veterinary profession and animal health and welfare.

During 2013-2014, the GRD’s biggest communications success was being able to rally AVMA members and the public to contact their legislators in support of the Veterinary Medicine Mobility Act, which helped the Bill pass the US Senate in January 2014 and move forward in the US House in spring 2014. This grassroots advocacy campaign involved: developing new web-based communications products for members to use and share with others (such as an infographic, interactive graphic, advocacy landing page, widget, and social media content), placing advertisements in DC beltway publications, conducting news interviews, meeting with legislators, and engaging in social media outreach. The campaign resulted in more than 24,000 alerts being sent to members of Congress and nearly a 50% increase in traffic to the “Advocacy” section of the AVMA website, as well as a number of print and radio interviews.

In addition to that campaign, the GRD ran six successful print and digital advertising campaigns in National Journal and CQ Roll Call in 2013. The ad campaigns beat the scheduled impressions for the year and increased the overall click through rates over the 2012 ad campaigns. Not only have the campaigns been successful at driving people to the AVMA website, but they have been noticed and talked about by Capitol Hill staff at events. The GRD is planning to run at least six more similar ad campaigns for 2014 and is exploring the idea of expanding the campaigns to other DC outlets.

The GRD also generated positive press on many of the Association’s top legislative priorities, including being interviewed for or providing reporters with background materials that aided in the publication of more than 70 news articles, radio interviews, TV interviews, and/or op-eds.

The GRD created new background materials for the Legislative Fly-in, including a series of videos on the Association’s top legislative priorities for participants to use, and continued to publish its monthly e-newsletter The AVMA Advocate, which provides updates on legislation that AVMA is tracking. In addition, the GRD helped plan and coordinate many high priority events for the Association, including the
Smithsonian mobile exhibit visits to Washington DC, the Council on Research Capitol Day visit, and the Congressional testimony for the Prevent All Soring Tactics Act. Throughout the year, the GRD developed many new web and print resources for members and interested stakeholders to use.

**AVMA President’s Roundtable**—In November 2013, AVMA President Dr. Clark Fobian hosted the President’s Roundtable in Washington DC. In June 2013, AVMA President-Elect Dr. Ted Cohn and the AVMA Executive Board hosted the President’s Roundtable Reception. The President’s Roundtable Luncheon and Reception bring together veterinarians in federal regulatory-related positions and in Washington DC-based organizations to meet with AVMA leaders to discuss issues of mutual interest. The event is attended by veterinarians from federal agencies such as the US Army Veterinary Corps, US Department of Homeland Security, US Department of Agriculture, the Centers for Disease Control, the Food and Drug Administration, and the National Institutes of Health; as well as veterinarians from nongovernmental organizations such as the National Association of Federal Veterinarians and the Association of American Veterinary Medical Colleges.

**Legislative Fly-in**—In February 2014, the GRD held its annual AVMA Legislative Fly-in with over 100 students and veterinarians participating. During the two-day meeting, GRD staff provided briefings on current issues facing the veterinary medical profession on Capitol Hill. Attendees also learned about how lobbying works, the role advocates play in the federal government, and the important role that veterinarians can play in shaping public policy. On the second day of the Fly-in, participants visited Capitol Hill, where they met Senator Jerry Moran (R-Kansas) and Congressman Ted Yoho (R-Fla.). They also spoke to Congressional representatives and their staff about many high priority pieces of legislation, including the Veterinary Medicine Mobility Act, The Prevent All Soring Tactics Act, the Veterinary Medicine Loan Repayment Program Enhancement Act, and the Horse Transportation Safety Act.

**AVMA Fellowship Program**—The AVMA Fellowship Program offers select veterinarians the opportunity to spend one year working as a science policy advisor in a Congress member’s office, a Congressional committee office, or in a federal agency. Fellows are outstanding representatives of the veterinary profession who demonstrate special competence in an area of veterinary medicine. In addition, they possess a broad professional background and are capable of working on a wide range of policy issues. They exhibit a strong interest in applying scientific knowledge to the public policy making process.

AVMA Fellows are part of a larger, distinguished class of science and engineering fellows under the American Association for the Advancement of Science (AAAS) umbrella. AAAS coordinates fellows from more than 35 participating scientific organizations. Each fall, a class of over 100 scientists, trained in a spectrum of disciplines ranging from physics, chemistry, or material sciences to the life sciences of medicine, microbiology, agronomy, and the animal sciences, arrive in Washington DC. The opportunity to network with other scientists on Capitol Hill and within other branches of the federal government increases the visibility of veterinarians and veterinary medicine in the public policy arena.

The 2013-2014 AVMA Fellows are:

- **Eric Deeble, VMD**, is spending his fellowship year in the office of Sen. Kirsten Gillibrand (D-N.Y.), where he works on food safety and animal agriculture issues. He graduated in May 2013 from the University of Pennsylvania School of Veterinary Medicine. Dr. Deeble formerly served the AVMA GRD as an extern and has worked internationally in China, Africa, and the Near East examining issues regarding food animal production in low resource communities, animal transport, and international market development.

- **Nathanial Tablante, DVM**, is spending his fellowship year in Rep. Sanford Bishop’s office (D-Ga.), where he works primarily on an agriculture portfolio with a focus on poultry issues. Rep. Bishop is co-chair for the bipartisan Congressional Chicken Caucus. Dr. Tablante is a 1976 graduate of the University of the Philippines and is currently an associate professor and extension poultry veterinarian at the Virginia-Maryland Regional College of Veterinary Medicine. He has more than 24 years of experience in poultry health management, epidemiology and biosecurity, and has authored and co-authored articles and educational materials on poultry health, biosecurity, and disease prevention.
Kate Varela, DVM, is spending her fellowship year in the office of Sen. Dick Durbin (D-Ill.), where she works on public health, conservation, climate and education. She is a 2012 graduate of the University of Illinois College of Veterinary Medicine and most recently worked at a small animal practice in the Chicago area. Dr. Varela is completing a Master of Public Health in health policy and administration with a global health concentration and is interested in agricultural policy development.

The 2014-2015 Fellowship Selection Committee was chaired by President-elect Dr. Ted Cohn and included Dr. Cheryl Eia, Assistant Director in the AVMA Scientific Activities Division and former AVMA Fellow Dr. Kaylee Myhre. The Selection Committee met on April 26, 2013 at the GRD offices and selected the AVMA Fellows for the 2014-2015 fellowship year:

- Dr. Elise Ackley, Louisiana State University School of Veterinary Medicine, Class of 2014
- Dr. Chase Crawford, Texas A&M University College of Veterinary Medicine and Biomedical Sciences, Class of 2014
- Dr. Carolyn La Jeunesse, University of California-Davis School of Veterinary Medicine, Class of 1983

AVMA GRD Veterinary Student Externship Program—The AVMA-GRD Veterinary Student Externship Program provides third and fourth year veterinary students the opportunity to spend four weeks in Washington DC, where they learn about the development of public policy related to veterinary medicine. Externs are expected to perform and participate in issues and events that support the work of the AVMA GRD. During their externships, students discover the scope of veterinary medicine in various branches of the government while expanding their understanding of the legislative process and the veterinarian's role in that process.

While at the GRD, students become familiar with the AVMA legislative agenda, learn to navigate Capitol Hill and the halls of Congress, and accompany members of the GRD staff to hearings, fundraisers, and meetings to become more familiar with the roles of key players in the political process. Externs also gain experience by drafting issue briefs, tracking legislation, gathering information and data important to AVMA issues, meeting with members of Congress, and writing blog pieces for the Externs on the Hill blog.

In 2013, the GRD provided ten veterinary students the opportunity to observe the veterinary profession from an “Inside the beltway” perspective:

- Terese Noe, University of Illinois
- Zachary Kern, University of Pennsylvania
- Stacey Bunting, University of Illinois
- Spencer White, University of Illinois
- Kayla Stomack, Michigan State University
- Kalie Pettit, University of Minnesota
- Allison Joe, Purdue University
- McKenzie Steger, Iowa State University
- Tomasina Lucia, Washington State University
- Nicola Painter, University of Pennsylvania
- Seiche Genger, University of Tennessee

The students selected to participate in the 2014 GRD Veterinary Student Externship Program are:

- Catherine Brinkley, University of Pennsylvania
- Taylor Winkleman, University of Georgia
- Tabitha Basine, University of Pennsylvania
- Emerson Tuttle, Tufts University
- Kevin Przybylski, Ohio State University
Veterinarians in Congress—There are two veterinarians currently serving in Congress. Congressman Kurt Schrader (D-Ore.-5) is in his third term in the US House of Representatives, and he serves on the Agriculture, Budget and Small Business committees. Congressman Ted Yoho (R-Fla.-3) is in his first term in the House, and he serves on the Agriculture and Foreign Affairs committees. Congressman Yoho and Congressman Schrader founded the Veterinary Medicine Caucus to provide a forum to keep members of Congress informed about the opportunities and challenges facing veterinary medicine and help increase awareness of the importance of veterinary medicine on research, public health, animal health and welfare, food safety, and the overall economy.

THE INFORMATION TECHNOLOGY DIVISION
The Information Technology (IT) Division actively supports the daily operations of the AVMA to provide for an efficient and stable working environment. IT continues to build and maintain a strong infrastructure while maintaining the flexibility to adapt to the ever changing needs of the organization. To remain progressive IT staff is dedicated to moving the organization forward with ongoing development projects involving new applications and new technologies. The Division is comprised of 16 individuals who effectively support the AVMA in the following areas:

IT Services and Support—IT manages all aspects of the AVMA network including file storage, server setup, user rights, firewall and antivirus software, email administration, Internet and bandwidth utilization, backup and storage solutions, and the upgrade and configuration of hardware and software for users. Staff handles SharePoint administration for the AVMA Governance Portal and handles all backend administration for the listservs. IT also oversees and supports the phone and voicemail systems, video conferencing software, and mobile devices. The Help Desk Staff provides guidance on technical and computer related issues on a daily basis for AVMA Headquarters staff, the Governmental Relations office in Washington DC, and volunteer leaders. The Help Desk staff develop user documentation and best practice guidelines in the use of software applications, and provides training in the use of hardware, desktop software, and phones. This area of the Division also provides support for all meeting technology needs which includes: scheduling and assigning loaner laptops, scheduling Internet conferences (GoToMeeting) and video conferences, assisting with conference calls, providing support with all technological needs in the Conference center, and all conference rooms within the building.

Programming and Development—IT provides project management, business analysis, and development solutions to meet the needs of the organization. The Division handles the administration and support for all Association databases including the primary association database (Aptify) and is the lead technical expert and developer for the Aptify system. The IT Division handles development and maintenance of online applications along with any interfaces and data exchanges that occur with internal Association databases and with 3rd party resources.

Data Management & Operations—IT oversees the planning and coordination of all activities relating to AVMA informational databases to ensure data integrity. IT manages key operations for other Divisions including: annual dues invoices, journal fulfillment, online data transaction and exchange, as well as BPA file management just to highlight a few. The Division is also responsible for handling all data input related to member records, student updates, dues processing, journal subscriptions, contributions, and committee/council updates. The Division handles all internal data file requests and oversees numerous data exchange procedures with vendors and partners to ensure the smooth transmission of the data and to verify the integrity of the data being received for AVMA programs and services.
Highlights of accomplishments include:

- Partnered with Atomic Axis to facilitate a series of onsite workshops to review and assess mobile opportunities presented by AVMA entities and staff. The engagement resulted in tactical recommendations (both short-term/long-term) to be implemented, recommendations for course correction for certain initiatives, and a methodology to be used to evaluate and assess future initiatives.

- Worked with the Finance and Business Services Division to retain a consulting partner to provide PCI DSS compliance services for AVMA. The purpose of this project is to strengthen AVMA's cardholder environment, reduce overall risk exposure to IT resources and the data related with AVMA’s credit card data and process environment.

- Worked closely with the Economics Division to develop a Personal Financial Planning tool scheduled to launch at the 2014 Convention and also implemented an Economics Collaboration Platform (Wiki).

- Worked with the Convention and Meeting Planning Division to conduct a vendor search for replacing the current application utilized to manage convention logistics. The project included a formal requirements gathering process, development and distribution of an Request For Proposals (RFP), vendor demonstrations, and the vendor selection.

- Project lead for implementing a new application to manage images, videos and other media assets.

- Provided project management guidance for the Career Opportunities-Web Resource Project, which is concerned with improving the career opportunity posting experience and improving the career opportunity search experience by defining and implementing a web resource for job, education, training, and service opportunities (career opportunities).

- Infrastructure improvements:
  - Upgraded Headquarters phone system
  - Continued with server virtualization and implementing cloud options
  - Configuration and installation of new router and switches
  - Upgraded the firewall system designed to prevent unauthorized access to or from AVMA’s private network
  - Established a virtualized test environment for our Association Management System and cloudshare option for SharePoint development environment
  - Transitioned to a new cell phone service provider
  - Implemented reporting software for the Member Recruitment and Retention Call Center to better track number of calls handled, wait time for callers, time spent on each call, answered vs dropped
  - Upgraded the technology platform used to power the E-business initiatives
  - Rebuilt AVMA's internal Policy Management database using newer technology

- Continued to improve project management methodology by incorporating best practices: Project Initiation Request, Project Charter, Gant Charts, Requirements gathering templates, etc.

THE MEMBERSHIP AND FIELD SERVICES DIVISION

The Membership and Field Services (MFS) Division is a team comprised of ten staff members responsible for nearly 77% of the income to the AVMA on an annual basis. This income is generated through dues and non-dues revenue by working with other AVMA divisions, being responsive to our
members, and concentrating our individual efforts on five key areas for the Association: membership recruitment and retention, veterinary career services, student outreach, recent graduate initiatives, and MyVeterinarian.com. The Division is also responsible for supporting multiple AVMA volunteers for the Council on Veterinary Service, the Early Career Development Committee and Online Community, and the Member Services Committee.

In addition to supporting the AVMA mission and vision, we pride ourselves on our service level by “exceeding expectations, providing service and value, listening and being responsive to our members and the veterinary community.”

**Recruitment and Retention**—AVMA membership increased 1.2% in 2013, to a total of 85,216 members at the end of the calendar year (Chart 1).

AVMA membership is comprised primarily of veterinarians, with an additional 19 Affiliate members (non-veterinarians) that are involved in veterinary research or education. A majority of AVMA members are dues-paying (87.6%) while others have earned the right for a dues reduction or waiver of dues (12.4%). The following chart (2) details the 2013 membership breakdown for Active, Associate, and Affiliate members, including those who are classified as Retired and Honor Roll and those members with dues waivers.
Further analysis of membership is reported by state (Table 2) and professional activity (Table 3).

The five-year membership dues plan (2011-2015) continues to be in effect, with annual dues automatically increasing $10/year from 2013–2015. The automatic $10 dues increase in 2014 brought the yearly investment to $320/year, per full paying member. The increase in annual dues, combined with membership growth in 2013, resulted in an AVMA income of $22,212,450.09, which is an increase of $875,817.59 or 4.1% compared to the same time frame a year ago.

Members who have not renewed by March 31st are dropped April 1. As AVMA membership and dues have consistently increased, AVMA has seen a progressive increase in the number and percentage of dropped members each year. There were 5,712 members (6.8%) member drops in 2013 and 6,383 (7.0%) in 2014 (Chart 4).

Following the annual drop, the Division initiates several recruitment campaigns throughout the remainder of the year. In 2013, 54.1% of members that were dropped renewed their membership with the AVMA by the end of the year. The chart below (5) shows response rates for each specific recruitment campaign in 2013.
Even though there has been an increase in the number of dropped members, the number of membership application submissions has continued to grow (Chart 6). Although the growth was smaller than in previous years, 2013 was the 5th consecutive record year of applications received for the Association.

In January 2014, the AVMA Bylaws were revised to alter the requirements for AVMA membership, thus streamlining the process for interested veterinarians. After instituting this change, AVMA has seen a 52% increase (650 vs. 427) in member applications compared to the same 1st quarter time frame from a year ago. Assuming the same trend continues for the remainder of the year, AVMA will receive over 2,000 applications by the end of 2014.

The AVMA veterinary career services include the Veterinary Career Center (VCC) (www.avma.org/vcc), the Veterinary Career Network, the Student Externship Locator, webinars, and additional online resources to assist with finding employment and employees.
The VCC is a premier, online, niche, professional, job-placement and career-services site for veterinary professionals and support staff. Hundreds of jobs and thousands of resumes for the veterinary profession have been posted every year since its inception online in 2001. The VCC accepts listings for all areas of veterinary medicine including private practice, academia, industry, veterinary technicians, hospital managers, and staff. The VCC assists veterinarians and veterinary students with career and educational resources as a part of their membership, and additional services for a fee such as résumé and cover letter services and career coaching.

The integration of JAVMA job classifieds with the VCC, offering job posters a way to simultaneously post jobs in the JAVMA classified section and on the VCC, has been fully implemented with many employers accepting this improvement in stride. Included in the price for the print ad, employers now have a no word limit online ad at the VCC when their print ad appears in JAVMA. Additionally, employers now have the option of their ad appearing online immediately, thus expanding their reach and creating an additional non-dues revenue source for the AVMA.

In 2013, employers posted 5,724 ads compared to 3,180 in 2012—an increase of 80% over 2012. Active job seeker accounts also increased from 13,958 in 2012 to 16,479 in 2013. The number of searchable resumes also increased from 22,736 at the end of 2012 to 26,836 at the end of 2013 (Chart 7).

The VCC is among the top three visited sites at the AVMA website and continues to be a valuable asset. The VCC provides continuous online availability as well as on-site services at the AVMA Annual Convention and other major veterinary conferences throughout the year. The VCC has also introduced new mobile adaptable web pages to conform to the devices (phones and tablets) that users utilize to post and search for jobs.

VCC continues to conduct free career-related webinars, aiding in its perception as a top resource for veterinary related careers. Career-related webinars included information on finding federal veterinary jobs, wildlife career options, house call practice, US Army Veterinary Corps, and the CDC Epidemic Intelligence Service fellowship. Each of the webinars was well attended by veterinarians, students, and support staff and all webinars were recorded for future viewing. YouTube houses the recordings and a webpage (www.avma.org/careerwebinars) was developed that includes the previously-recorded webinars and a mechanism to announce future webinars with a link to register for those upcoming events.
The Veterinary Career Network (VCN) was launched in 2005 and is a partnership program with state veterinary medical associations, veterinary and veterinary technician schools and colleges, and allied veterinary associations. This partnership allows for shared posting of job openings and applicant resumes. There are currently 50 partners in the VCN. All organizations involved receive the member benefit of wide exposure for jobs posted and access to an ever growing applicant pool. A reception was held at the 2013 AVMA Convention to meet and thank the Executive Directors of the current VCN partner organizations and to showcase advantages of the VCN to organizations that are not yet members. A campaign to recruit additional organization participants is planned for 2014.

The Student Externship Locator, located on the VCC landing page, is a popular tool for students searching for externships as well as for organizations announcing opportunities. The tool allows the user to search for externships by state, school, special interest, and veterinary organization. Externship links are added on a continual basis and are updated monthly. Recently, a JAVMA advertisement was developed to build awareness of this resource and to provide employers with information on how to add their opportunity to the site.

Recent Graduate Initiatives—The recent graduate initiatives segment of MFS is relatively new; however, new and existing programs and services are making an impact in our recent graduate membership (those graduating in the past five years). The goals for this segment are to create opportunities for new graduates to get involved, let this segment of our membership know what AVMA is doing, and ensure the value of membership is there when it comes time for this group to join/renew.

The Early Career Development Committee (ECDC) is a group of five recent graduates, two emerging leaders, one faculty advisor, and one representative from the American Society of Veterinary Medical Association Executives (ASVMAE). The ECDC works closely with the Early Career Online Community (ECOC), which is a closed Facebook group for recent graduates to share their struggles and triumphs in the transition from veterinary student to working veterinarian. A new video series, “Simple Answers to Tough Questions,” is an online resource focused on providing answers to common questions that new graduates may be too afraid to ask in-person. The initial pilot of the Compass Mentoring Program will help
in developing more engaging opportunities for recent graduates to build their mentoring web and earn continuing education in the future.

AVMA membership continues to increase in this segment. The total number of recent graduate members (five years or less post-graduation) and emerging leader members (six-15 years post-graduation) has continually increased over the past seven years as referenced by the chart below. As a percent of membership over the last seven years, recent graduates have on average represented 17.83% of membership (with a range of 17.69-18.14%) and emerging leaders have represented 25.39% of membership (with range of 24.81-25.98%).

![# of AVMA Members by Year](chart)

The Member Services and Recruitment Center (MSRC) is the first point of contact for AVMA members and charged with responding to basic member inquiries by phone, email, and mail communications. From April 2013 to March 2014, the MSRC handled 25,480 incoming calls, placed 11,187 outgoing calls to members, and responded to 4,452 member emails. In continuing ongoing improvements in quality service to members, the MSRC also implemented a standard, consistent messaging system that is used as guide for all AVMA staff.

Two email campaigns were implemented in the beginning of 2013 to new graduates and new members to provide visibility and awareness of various member benefits and services. All new graduates receive a message prior to graduation, within three-four months after graduation and again nine-ten months after graduation. These emails highlight AVMA member benefits that may be of interest to recent graduates at that time in their career. Another email campaign targeting new members features different member benefits at three, six, nine, and 12 months after joining the Association. The email campaigns are spread out over time for maximum impact and open rates remain steady at an average of 42%.

The Early Career Online Community (ECOC) is a closed Facebook group exclusively for AVMA members who have graduated in the past 5 years. It was officially launched on June 15th, 2012. The ECOC offers recent graduates a place to connect with their peers and receive support with the issues faced during the transition from veterinary student to working veterinarian. Engagement and membership in the ECOC has continued to rise. Currently, 261 members have joined and over 57,300 impressions have been made. The average number of comments per posts is 2.3 (with a range of 0-25), with an average of 1.5
likes per post, and an average of 140 individuals viewing each post. The top 3 most popular topics discussed include workplace issues, veterinary economics, and AVMA member benefits (see chart below for a summary of topics discussed).

A new video series has been developed in which AVMA member veterinarians answer questions new graduates may not be comfortable asking their boss or fellow clinicians. Twelve videos have been released thus far, with a new video shared every two weeks. They address concerns such as how to handle client complaints, if you should be friends with clients on Facebook, do you cry during euthanasia, and many more. To view the videos in this series, please visit: https://www.avma.org/ProfessionalDevelopment/Personal/SimpleAnswers/Pages/default.aspx.

The Compass Mentoring Program was designed as a joint venture between the AVMA and state veterinary medical associations (VMA). It provides recent graduate veterinarians with opportunities to gain valuable career guidance from experienced veterinarians within the profession. And through providing this service, the new graduate member veterinarians will develop a sense that the AVMA and state VMAs are concerned about their professional welfare and the issues that affect their lives.

The initial state VMAs involved in the pilot of the Compass Mentoring Program included Connecticut, Alabama, and Indiana (selected due to the commitment of three Future Leaders wanting to pursue the program within their home states). With the generous support of Zoetis, the following events were hosted: An initial kick-off event in Connecticut (October ’12), a reunion event in Connecticut (June ’13), and an initial kick-off Event in Alabama (June ’13). Indiana was set to host an initial kick-off event in January ’14 but was cancelled due to a lack of sufficient interest. There were 20 mentee/mentor pairs generated in Connecticut while four mentee/mentor pairs were produced in Alabama (with two mentees having two mentors).

The Compass Mentoring Program was quite successful in Connecticut, but not mirrored in Alabama and Indiana. Surveys of those who chose not to attend the Alabama and Indiana events were administered. Valuable information on event preference, distance attendees were willing to travel, desired educational
topics, and the timing of marketing pieces were gathered, among other notable factors affecting attendance and interest. This feedback has been useful in many other applications at the AVMA. In utilizing this feedback, a plan for the Compass Mentoring Program going is currently under development.

**Student Outreach**—The MFS Division provides ongoing support and outreach to the Student AVMA (SAVMA), which includes members of the Student Chapters of the AVMA (SCAVMA), members of the Student Associate organization of the AVMA (SAAVMA), and Student Associate members from around the globe. The AVMA maintains contact with students through numerous programs including annual visits to all 33 schools represented in the SAVMA House of Delegates (HOD), the annual SCAVMA Leadership Conference, and attending student meetings during the SAVMA Symposium and AVMA Convention. In addition, the AVMA supports students with numerous activities including externship programs, individual and chapter achievement recognition, printed and electronic brochures that outline the benefits of membership, and hosting the online SAVMA membership dues and the online SAVMA Symposium registration.

School visits are split among an MFS Division Assistant Director and the AVMA Vice President, who is an elected volunteer. These visits provide an important communication link between each local student organization, SAVMA, and the AVMA by educating students about organized veterinary medicine, sharing specific member benefits, and creating contact for on-campus student officers and faculty advisors. These visits also allow opportunity for communication between the school administration and the AVMA, and promote collegiality and the importance of unity within the veterinary profession through participation and support for organized veterinary medicine. All 28 US veterinary schools have a student chapter with additional chapters located at Atlantic Veterinary College at the University of Prince Edward Island, Ross University School of Veterinary Medicine (SVM) on St. Kitts, St. George’s University SVM on Grenada, and University of Glasgow SVM in Scotland. Total SAVMA membership has risen over the last eight years as shown in Chart 3. SAVMA membership increased greatly in 2013-2014 mostly due to an increase in membership at international schools. One established international SCAVMA greatly increased its membership through a successful membership drive and another international school had numerous students join as it is working to establish a SCAVMA.

The 28th SCAVMA Leadership Conference was held in Schaumburg, IL on September 20-21, 2013 and for the first time there was representation by all 33 student organizations represented in the SAVMA HOD.
Invited conference attendees include a faculty advisor and student officer (traditionally the president) from each student organization represented in the SAVMA HOD, the AVMA Vice President, six SAVMA officers, and the SAVMA Presidential Advisor. The goals of this annual conference are providing support to the SCAVMAs, encouraging networking among faculty and student leaders in the profession, and showcasing the efforts and activities of the AVMA. This year’s event included the announcement of a two-year pilot program to fund the local student organizations titled “ALL for Students.”

Also at this year’s event was a Keynote address by Dr. Walter Threlfall, the AVMA Vice-President; a presentation about the new AVMA Veterinary Economics Division by its Director Dr. Michael Dicks; along with discussions on how Chapters may better communicate with members and examples of best practices. Over 70 attendees utilized the AVMA Conference Center, one of the largest events held at AVMA Headquarters.

The AVMA, Group Health Life Insurance Trust (GHLIT) and Professional Liability Insurance Trust (PLIT) once again coordinated funding to provide attendees with an item incorporating all three organization logos, this year each attendee received a Lands’ End fleece.

The event continues to be successful and creates an opportunity for faculty and student leaders to gain a heightened understanding of their respective Student Chapters, the AVMA, and organized veterinary medicine. Routine evaluation by staff and feedback received from faculty advisor and student attendees indicates that the conference is a vital mechanism for chapters in developing and implementing programs to better serve their members. Plans are underway for the 29th conference which will once again be held at AVMA Headquarters on September 19-20, 2014.

The ALL in the name ALL For Students stands for Achieving, Leading, and Learning. The purpose of this program is to support the student chapters in their effort to develop veterinary students as people and professionals, and to help protect the investment made in their careers. The AVMA, AVMA PLIT, and SAVMA each contributed funding so that each student organization in the SAVMA HOD received $7,000 for programs that benefit and support their student members.

The SAVMA House of Delegates meets twice a year at the AVMA Annual Convention and the SAVMA Educational Symposium. Members of the MFS Division staff and the AVMA Vice President serve as advisors during these meetings and help coordinate the business sessions. During the HOD meetings at the AVMA Annual Convention, MFS staff recognize schools with 100% SAVMA membership. Student Chapters at Atlantic Veterinary College and Texas A&M University both achieved 100% student membership for the 2012-2013 SAVMA Membership period.

The 2014 SAVMA Educational Symposium was hosted by Colorado State University on March 20-22, 2014. The two-year planning process culminated in over 1,400 student attendees from across the country and around the world. For the second time, AVMA hosted the online registration system for SAVMA Symposium. This was a joint effort between MFS, AVMA IT Division, and Online Services Department to develop a system that fit the needs of students and the Association. During the HOD meetings at this year’s SAVMA Symposium, the AVMA recognized those schools having 100% of the 2013 graduating class as AVMA members. Four schools were recognized for reaching this goal (Atlantic Veterinary College, Ohio State University, Texas A&M University, and Tuskegee University). Additionally, six schools had only one or two members of their 2013 graduating class that did not join the AVMA. At the end of 2013, of the 3,333 graduates of schools with SCAVMAs, 2,938 became AVMA members resulting in an overall graduation conversion rate of 88.1%. At US schools, the graduation conversion rate is 93.1% (Table 1). The University of Minnesota will host the next SAVMA Educational Symposium which is scheduled to take place on March 19-21, 2015.

MyVeterinarian.com is now in its fourth year of operation. The benefit is a free online resource from the AVMA for veterinarians who want to post their practice online to share its location, the medical services offered, hours of operation, and veterinarians on staff. The project continues to be a key tactic of two of the five AVMA strategic goals—Economic Growth, and Membership Engagement, with an objective of providing a tangible benefit for members and helping to increase the demand for veterinary services.
Through this resource the AVMA can provide the public with an additional resource to search and compare veterinary practices. To date, over 14,750 practices are listed.

The Early Career Development Committee (ECDC) is a valuable source of ideas for developing programs and services for AVMA recent graduate members. During the ECDC in-person meetings, the ECOC is electronically updated hourly and open discussion on the meeting topics transpire. Engagement with the ECOC has increased over the past year, which has been beneficial in obtaining real-time feedback on the Committee’s proposals.

The most exciting project the ECDC is developing is the Personal Financial Planning Tool. This is an online budgeting tool that any member may utilize, but is targeted for students and recent graduates. With the immense student debt load facing these member segments, having an easy-to-understand budget is an important first step in helping to manage their finances. The Personal Financial Planning Tool provides them with guidance on creating and maintaining a personal budget. The ECDC plans to launch the tool by the 2014 AVMA Annual Convention.

All ECDC members, with the support of the American Veterinary Medical Foundation, attended the 2014 Veterinary Leadership Conference (VLC). This gave the committee members an excellent opportunity to have face-to-face interaction with recent graduate members. Not only were they able to share what the ECDC and AVMA does for its members, but encourage volunteerism and leadership among the attendees. Many new members were added to the ECOC after learning more about the online community through the ECDC members at the VLC. The experience inspired the ECDC to develop marketing strategies to facilitate the attendance of additional recent graduate members, including a document describing how attendance benefits the individual and the employer.

The ECDC partnered with Zoetis to offer three scholarships for emerging leaders to attend the 2014 Veterinary Leadership Conference. ECDC members were also in attendance (sponsored by the American Veterinary Medical Foundation) which resulted in terrific feedback on what new programs and services AVMA can offer this segment of membership in the future and what they currently find valuable from the AVMA.

The Member Services Committee is charged to enhance the relationship between the AVMA, its members, and veterinary students through promoting diversity, mentorship, wellness, and value of the AVMA. There are 12 committee members representing different areas of veterinary medicine – students, Honor Roll, large and small animal practitioners, academia, industry, and government.

In 2014 the MSC selected 15 students to receive externship stipends of $1,000 each. This award is offered to students seeking to broaden their education in diverse areas of veterinary medicine. Ten stipends are awarded for externships in non-clinical practice settings with special emphasis on critically under-served areas of veterinary medicine. Five stipends are awarded for externships in food supply veterinary practice settings. The program was launched in 2005 and has benefited over 100 students since its inception.

In addition to reviewing those policies for which it has oversight, the MSC focuses its activities through four subcommittees: Student Member Activities, Member Wellness, Member Benefits, and Membership Diversity and Mentoring.

After determining that the MSC charge is too broad and the majority of the charge is being addressed by other entities or by staff, the Executive Board approved a recommendation to sunset the Committee at the close of the 2013-14 Association year.

The Council on Veterinary Service is composed of ten veterinarians representing all areas of private practice, an academician, and recent graduates. It meets at AVMA Headquarters twice a year. The Council studies and suggests means for delivery of high quality service to the public and also investigates matters pertaining to the economic and social aspects of veterinary service.
Policies addressed by the Council during the last two meetings included Guidelines for Hazards in the Workplace, Veterinary Facility Occupational Risks for Pregnant Workers, Microchips-The Objectives and Key Elements for Effective Electronic Identification of Companion Animals, Birds and Equids, Military Veterinary Treatment Facilities, Pet Health Insurance and Veterinary Dentistry. Ongoing topics of discussion include use of consent forms and information standards. The Council maintains support for liaisons to the American National Standards Institute Accredited Standard Committee Z136 for the Safe Use of Lasers (ANSI ASC Z-136) which produces the American National Standard for Safe Use of Lasers in Health Care document and the National Association of State Public Health Veterinarian’s (NASPHV) Veterinary Infection Control Committee, which helps revise the Compendium on Veterinary Standard Precautions for Zoonotic Disease Prevention in Veterinary Personnel.

THE PUBLICATIONS DIVISION
The purpose of the Publications Division is to publish peer-reviewed research of importance to the veterinary and biomedical professions, provide news and information relevant to veterinarians across all practice sectors, and inform veterinarians and the public as to the role organized veterinary medicine plays in advancing the profession and promoting animal and human health and well-being.

To fulfill this purpose, the Publications Division publishes the Journal of the American Veterinary Medical Association and the American Journal of Veterinary Research in print and online; publishes news of the Association and veterinary profession on the AVMA website and in the news section of the JAVMA, the research news section of the AJVR, and the JAVMA News Bulletin (distributed as an electronic newsletter); publishes the AVMA Annual Convention Daily News; assists in preparation of the convention program and related materials; and provides specialized library services to staff, members, and the public through the AVMA library.

The Division consists of eight scientific editors, all of whom are veterinarians and who are responsible for coordinating the peer review process for manuscripts submitted to the journals and substantive editing of accepted manuscripts; nine production staff members involved in all aspects of producing the print and online versions of the journals; three advertising associates who coordinate display and classified advertising in the journals and manage journal subscription fulfillment for non-member subscribers; six news editors and reporters; three administrative staff members; and a librarian and library technical assistant.

Staff Changes—In January 2013, Drs. Helen Simons and Gussie Tessier were both promoted from assistant editor to associate editor. In May 2013, Dr. Althea Jones, Online Professional Services Editor, ended her employment with the AVMA.

Journal of the American Veterinary Medical Association—Mean circulation of the JAVMA during 2013 (volumes 242 and 243) was 79,688. This represented a 1.6% increase, compared with mean circulation during 2012 of 78,465. For the past five years, members have represented 97% of all JAVMA subscribers, nonmembers have represented 2%, and students have represented 1%.

A total of 748 manuscripts were submitted to the JAVMA during 2013 for consideration for publication, including 497 scientific manuscripts (original studies and clinical reports) and 251 feature articles. This was a moderate (5.65%) increase in the number of submissions, compared with the 708 manuscripts submitted during 2012. Total number of manuscripts submitted to the JAVMA has increased 36.5% since 2000.

The 354 manuscripts published in the JAVMA during 2013 included 13 commentaries, 131 feature articles, and 210 scientific reports. Commentaries included discussions on the concept of one welfare, reactive versus empathic listening, the risk of Rift Valley fever virus infection in the United States, the connection between one health and food security, previous veterinary workforce analyses, the changing paradigm on treatment of laboratory animals, the concept of veterinary family practice, prospects for collaboration between the US and Chinese veterinary professions, cultural competence, assessing quality of life in dogs and cats, veterinary workforce dynamics, preparing veterinarians to work in resource-poor
settings, and concerns about the use of dental implants in dogs and cats. Feature articles included reports in the What Is Your Diagnosis?, Pathology in Practice, Diagnostic Imaging in Veterinary Dental Practice, ECG of the Month, and Animal Behavior Case of the Month features, among others. The four Public Veterinary Medicine: Public Health reports that were published included a study on knowledge, attitudes, and practices of veterinary facility owners regarding rabies preexposure prophylaxis; a report on rabies surveillance in the United States during 2012; a report on the epidemiology of bats in Texas; and the 2013 Compendium of Measures to Prevent Diseases Associated with Animals in Public Settings from the National Association of State Public Health Veterinarians. Three Facts & Figures reports based on economic surveys performed by the AVMA were published, including reports on veterinary internships; employment, starting salaries, and educational indebtedness of year-2013 veterinary college graduates; and employment of female and male veterinary college graduates. Special Reports were published on quality assurance for in-clinic biochemistry testing, measures of and predictors for veterinarian trust, the impact of disinfectant-filled foot mats on transmission of bacteria, Facebook use among early-career veterinarians, progress by veterinary medical colleges in implementing recommendations from the North American Veterinary Medical Education Consortium, effectiveness of a hand hygiene educational campaign at a small animal veterinary teaching hospital, and factors affecting use of veterinarians by small-scale food animal operations. Reference Point articles included reviews of current therapeutic approaches to equine protozoal myeloencephalitis, clinical usefulness of an assay for N-terminal pro-B-type natriuretic peptide concentration in dogs and cats with heart disease, jejunal hemorrhage syndrome, and methicillin resistance in staphylococci isolated from dogs with pyoderma. The two Veterinary Workforce articles that were published consisted of the executive summary of the AVMA 2013 US Veterinary Workforce Study and a discussion of the implications of the study from the AVMA Workforce Advisory Group. An editorial was published on concerns related to extralabel use of fluoroquinolones in food-producing animals described in a published scientific report.

Of the 210 scientific reports that were published in 2013, 135 (64%) related to small animals, birds, or exotic animals; 38 (18%) related to equids; and 28 (13%) related to ruminants, swine, or camelids. The remaining nine (4%) related to aquatic animals or wildlife. For scientific reports published in JAVMA during 2013, median turnaround time (ie, time from submission to cover date of the issue in which the report appeared) was 15 months. This was a decrease from the median turnaround time of 19 months for manuscripts published during 2012.

Display advertising income for the JAVMA continued to be an important source of nondues revenue for the Association during 2013. There was a 10.1% increase in display advertising income for the JAVMA during 2013, compared with 2012, with total display advertising income of $1.33 million during 2013 and $1.21 million during 2012.

The change in classified advertising income from 2012 to 2013 is more difficult to track. Throughout 2012, the Publications Division worked with the Membership, and Information Technology Divisions to develop an online platform that would integrate the JAVMA classified ads with the online job postings available through the AVMA Veterinary Career Center. The new site was launched at the end of 2012, and income for classified job ads published in the JAVMA is now combined with income for the Veterinary Career Center. Combined income for classified ads and Veterinary Career Center fees was $1.35 million in 2013, compared with $1.28 million in 2012, an increase of 5.3%

Subscription income for the AVMA journals (ie, income derived from nonmember subscriptions to JAVMA and AJVR and from members who elect to receive both journals) was $434,000 during 2013, compared with $517,000 during 2012. There was a modest increase in the nonmember subscription price for JAVMA between 2012 and 2013 (from $220 to $240); the subscription price for AJVR was unchanged ($255).

American Journal of Veterinary Research—Mean circulation of the AJVR during 2013 (volume 74) was 6,237. This represented a slight decrease (3.2%) compared with mean circulation during 2012 of 6,446. During 2013, members represented approximately 89% of all AJVR subscribers, nonmembers represented 9%, and students represented 2%.
There were 365 manuscripts submitted to the AJVR during 2012, which was an 11% decrease from the number of manuscripts (412) submitted during 2012. Total number of manuscripts submitted to the AJVR was essentially unchanged from the number submitted in 2000 and 2001.

There were 194 manuscripts published in the AJVR during 2013. The largest number of manuscripts were in the fields of anesthesia and analgesia (18), although large numbers of manuscripts were also published in the areas of diagnostic imaging (15); biomechanics (15); cardiovascular system (13); bone, joint, and cartilage (12); respiratory system (12); digestive system and nutrition (11); ophthalmology (10); and pharmacology (10).

For scientific reports published in AJVR during 2013, median turnaround time (ie, time from submission to cover date of the issue in which the report appeared) was ten months, representing a substantial decrease from the median turnaround time of 15.4 months for manuscripts published during 2012.

News Department—JAVMA News introduced AVMA’s sesquicentennial year with 12 original monthly profiles on “Legends in US Veterinary Medicine.” The first subject was Dr. Alexandre Liautard, the founder of organized veterinary medicine in the US. In July, the News presented a visual history of AVMA’s first 150 years through a set of colorful graphics. Accompanying it were profiles of three historic veterinary hospitals and a sidebar on the American Veterinary Medical History Society’s heritage registry. Several stories were written about the Smithsonian Institution’s traveling exhibition on the human-animal bond, developed in collaboration with the AVMA to mark the sesquicentennial. Another anniversary in the news was the American Veterinary Medical Foundation’s 50th.

Throughout the year, the News Department of the Publications Division provided news and features through the JAVMA and AJVR news sections. In addition, the electronic JAVMA News Bulletin offered a synopsis of key stories, with links to the full versions online. Regular tweets alerted followers to news developments. In 2013, JAVMA News grew its Twitter base by hundreds of followers, to 7,615. Four editions of the AVMA Annual Convention Daily News were published in Chicago, and each was posted on the AVMA convention website.

AVMA members were kept apprised of the implications of the Affordable Care Act through news stories about the AVMA Group Health & Life Insurance Trust having to exit the health insurance market after 2013, provisions of the new law taking effect in 2014 that would impact members as individuals and as practice owners, and the GHLIT creating and then going live with a private insurance exchange.

Metrics used by the news staff to measure the impact and effectiveness of its online communications platforms showed that the three JAVMA News stories most widely read online during 2013 were an account of a study linking neutering in Golden Retrievers to certain joint diseases and cancers, an investigative report on marijuana use in pets, and a probe into the Golden Retriever study calling into question assumptions about neutering.

Some of the most compelling coverage resulted from JAVMA news reporters’ onsite reporting and photography, such as the marijuana story, researched in California. Other firsthand coverage included a high-volume neuter clinic on a remote American Indian reservation in South Dakota, veterinary students training prison inmates in shelter care in Louisiana, the Navy Marine Mammal Program in San Diego, veterinarians in avian practice in Chicago, and Swiss Village Farm of Newport, R.I., which is working to preserve genetic material from rare ruminant breeds. Because of the AVMA’s interest in internships and the large number of graduating students entering internships, a reporter trailed interns in academic, exotic animal, and equine practice as part of a story on internship quality and intern satisfaction.

2013 saw the release of findings from several studies that were covered by JAVMA News. The AVMA released the final report on the US Veterinary Workforce Study, which identified excess capacity in the workforce. The 2013 AVMA Report on Compensation showed median incomes up in 2009-2011. The AVMA 2012 US Pet Ownership & Demographics Sourcebook gave a five-year snapshot through 2011. The AAHA State of the Industry report for 2012 showed that revenues rose with patient visits. The Bayer Veterinary Care Usage Study III: Feline Findings looked at the lack of feline veterinary visits from the
veterinarian’s viewpoint. And a CATalyst Council study found relations between shelters and private practices were rarely adversarial.

The news staff hosted a veterinary extern, Michael J. White (KSU '15), who wrote a “Legends” profile and a practical review on drug compounding. In the summer, journalism student Joe Kaiser was a news intern whose primary project was a JAVMA News feature on veterinary care for backyard chickens.

Two important AVMA task forces were followed, one on governance reform, another evaluating the impact of AVMA Council on Education accreditation of foreign veterinary colleges. The latter was accompanied by a story that presented data showing the true picture of job competition from immigrating veterinarians. Other education news included the COE granting reasonable assurance of accreditation to the new veterinary colleges at Midwestern University in Arizona and Lincoln Memorial in Tennessee, coverage of the Department of Education’s actions involving continued COE recognition, and a climate survey of veterinary colleges.

Other AVMA news ranged from the launch of the Compass Mentoring Program to the release of expanded euthanasia guidelines to the hiring of Michael Dicks, PhD, as director of the new AVMA Veterinary Economics Division. Updates were provided on new developments with the Partners for Healthy Pets Program.

Animal welfare topics included horse soring and strengthening penalties for violations of the Horse Protection Act, horse slaughter, racehorse welfare, and demands from buyers of animal-origin food to improve welfare. Federal legislative actions that were covered included AVMA helping draft and advocate for the Veterinary Medicine Mobility Act. New interstate travel rules for livestock were among the regulatory developments that were featured. Disaster relief efforts were reported in the aftermath of Hurricane Sandy, the Oklahoma tornadoes, and the Colorado floods. Clinical and disease concerns ranging from discovery of the deadly porcine epidemic diarrhea virus in the US to identification of a new raccoon polyomavirus and anthelmintic resistance in small ruminants were also addressed.

Lifestyle issues received considerable attention in the JAVMA News in 2013. Stories included conquering barriers to women attaining leadership positions, creation of the Women's Veterinary Leadership Development Initiative, veterinarians’ mental wellness, the gender gap between female and male veterinarians’ salaries, and balancing motherhood and veterinary medicine.

International news began with the Chinese Veterinary Conference in Suzhou and continued with coverage of an extended visit from a Chinese VMA delegation to the AVMA, the human-animal interactions conference held during the AVMA Annual Convention in Chicago, and the World Veterinary Congress in Prague, held on the occasion of the World Veterinary Association 150th anniversary.

On the practical side were articles on using clinical guidelines as practice tools, combating the common problem of overweight pets, and helping veterinarians navigate online resources and apps.

**AVMA Library**—The AVMA Library includes reference materials used by AVMA staff as well as the officially authorized master collection of AVMA-produced materials from 1863 forward. During 2013, the AVMA librarian assisted staff and AVMA members with identifying materials appropriate to various projects they were working on and obtaining those materials from the AVMA collection or through interlibrary loan. In addition, the librarian was responsible for filing copyright registration for AVMA-produced materials; administering requests for permission to use AVMA-copyrighted materials; assisting staff, the Executive Board, and council and committee members in obtaining permission to use non-AVMA-produced materials for AVMA purposes; and assisting members and subscribers in accessing the online versions of the JAVMA and AJVR.

**THE SCIENTIFIC ACTIVITIES DIVISION**
The Scientific Activities Division is staffed by eight personnel (six veterinarians, one administrative assistant, and one staff assistant) who support eight councils and committees, one steering committee,
one task force, and two programs. Within this structure, the Scientific Activities Division works to advance the art and science of veterinary medicine by developing and advocating policy, particularly to federal regulatory agencies and key international standard setting organizations. The Scientific Activities Division also provides technical subject matter expertise to the Governmental Relations Division, Communications Division, Publications Division, and Office of the Executive Vice President, and other AVMA divisions upon request as well as allied organizations and AVMA members.

Entity support includes agenda development through identification of issues that affect the veterinary profession and that are within the charges of the assigned councils, committees, and task forces. Support also includes literature searches, information syntheses, analyses of bills and regulations, consultations with experts, staff assistance, correspondence, FAQs, educational pieces, and preparation of minutes, reports, and recommendations. Further, entity support staff provides assistance with communication via blogging, Twitter, and other social media outlets.

A large portion of staff support efforts include implementation of Executive Board–approved recommendations, including advocacy of established AVMA policy on behalf of the veterinary profession. Supported entities and staff perform functions that relate to vaccines and other biologics, drugs and other therapeutic agents, public health and food safety, animal disease prevention and control, animal agriculture, aquatic veterinary medicine, environmental issues, One Health, and emergency preparedness and response, including coordination and administration of the AVMA Veterinary Medical Assistance Team (VMAT) Program, and the AVMA Future Leaders Program. The staff monitor and participate in a variety of meetings, forums, and conferences that discuss and influence the issues related to division responsibilities.

Staff members in the Scientific Activities Division represent the AVMA in all matters within the areas assigned to the entities supported by the Scientific Activities Division, including the following:

- Accredited veterinarians
- Adverse event reporting
- All-hazards and all-species emergency preparedness and response
- Animal disease prevention and control
- Antimicrobial resistance
- Aquatic animal medicine
- AVMA Future Leaders Program
- AVMA Public Service Award
- AVMA VMAT Program
- Controlled substances
- Environmental issues
- Extralabel drug use
- Food safety
- Food supply veterinary medicine
- Health certificates and certificates of veterinary inspection
- One Health
- Pesticides
- Pharmaceutical compounding
- Pharmaceutical issues
- Prescribing, dispensing, and administering drugs, pharmaceutical aids, and devices
- Program diseases and foreign and emerging animal diseases
- Public health
- Regulatory veterinary medicine
- Therapeutic diets
- Vaccines
- Veterinary drugs
- Veterinary medical devices
- Zoonotic disease
The **Steering Committee for FDA Policy on Veterinary Oversight of Antimicrobials** was established in November 2010. Its charge is to ascertain the Food and Drug Administration’s (FDA) expectations of the veterinary community and limitations in terms of regulatory and statutory authority as the Administration continues to establish policy on the role of veterinarians and veterinary use of antimicrobials; address the advisability and feasibility of various avenues of implementing greater veterinary oversight; be informed by relevant AVMA policies and, where necessary, provide scientific information and rationale; provide information to as well as solicit, consider, and thoroughly analyze feedback from relevant AVMA entities; and advise on potential revisions to existing policy, as well as develop and recommend new policies as appropriate to the Executive Board.

In November 2013, the Executive Board approved continuation of the Steering Committee through the end of the 2013-2014 Association year. The Steering Committee will sunset at the end of the 2013-2014 Association year unless it is continued by the Executive Board.

The **Task Force for Antimicrobial Stewardship in Companion Animal Practice** was established in January 2013 and charged to develop practice guidelines for implementing antimicrobial stewardship in companion animal practice. Upon completion of its charge and no later than 20 months following the date of its first meeting, the Task Force will submit a final summary report and recommendations to the Executive Board. The Task Force will be sunset following receipt of its summary report and recommendations by the Executive Board.

The **Future Leaders Program** began in August 2011 and was approved as a standing program in June 2013. The Program’s curriculum identifies and fosters the development of volunteer leaders for the AVMA and other organized veterinary groups. The goal of the program is to provide a one-year program opportunity for eight to 10 participants who have graduated from veterinary school within the past 15 years to bolster their leadership and problem-solving skills related to organized veterinary medicine. This program will help to further prepare individuals who have demonstrated interest in organized veterinary medicine to be leaders for the AVMA and other veterinary medical associations at all levels. The year-long professionally-facilitated program comprises team execution of one focused project impacting the veterinary profession and participation in various leadership and project management training as determined by the team and professional facilitator. The Future Leaders Program participants will hold three in-person meetings (fall 2013, Veterinary Leadership Conference 2014, and spring 2014) during the year and will present their final project at the 2014 AVMA Convention in Denver, Colorado.

The **VMAT Program** consists of four teams of volunteer first responders who serve to ensure high-quality care of animals during disasters and emergencies. When requested by a state, VMATs provide operational assistance (including early assessment of veterinary conditions and need and primary field care to augment overwhelmed local capabilities) in cooperation with and through the state animal health authority and local emergency response programs. Before a VMAT can be deployed, the state requesting the team must have a signed memorandum of understanding (MOU) on file with the AVMA. The AVMA currently has MOUs with 17 states. The VMATs also provide training in disaster preparedness and response through lectures, training exercises and hands-on training opportunities to animal health authorities, veterinary medical associations, veterinary schools, and other relevant organizations. VMAT U, a formal program within VMAT, which standardizes and enhances VMAT’s training curriculum, launched at the 2013 AVMA Convention in Chicago. The dedicated volunteers who make up the AVMA VMAT Program help ensure that pets, livestock, zoo animals, and wildlife all receive the care they need during times of crisis.

In 2013 and 2014, the Scientific Activities Division served as staff support for the following entities:

- Animal Agriculture Liaison Committee (AALC)
- Aquatic Veterinary Medicine Committee (AqVMC)
- AVMA Future Leaders Program
- AVMA VMAT Program
- Clinical Practitioners Advisory Committee (CPAC)
- Committee on Disaster and Emergency Issues (CDEI)
Committee on Environmental Issues (CEI)
Council on Biologic and Therapeutic Agents (COBTA)
Council on Public Health and Regulatory Veterinary Medicine (CPHRVM)
Food Safety Advisory Committee (FSAC)
House Reference Committee #5
House Reference Committee #7
Steering Committee for FDA Policy on Veterinary Oversight of Antimicrobials
Task Force for Antimicrobial Stewardship in Companion Animal Practice

Divisional staff serve as liaisons or oversee liaisons to approximately 15 national and international organizations of interest. Such liaisons are established by the Executive Board at the recommendation of councils, committees, or task forces.

THE VETERINARY ECONOMICS DIVISION

One of five major AVMA goals and a strategic initiative of the AVMA executive board is Strengthen the Economics of the Veterinary Medical Profession.

This goal has two primary initiatives:
1. The veterinary medical profession’s economic growth and profitability are improved within private veterinary medical practice (Improve Practice Profitability).
2. Veterinary employment opportunities are identified and solutions developed to effectively balance the needs of society with the supply of veterinarians (Improve the Veterinary Workforce).

The initial focus has been on the Improve the Veterinary Workforce initiative. The following activities have been accomplished under this initiative:

- The AVMA Veterinary Economics Strategy Committee (VESC), established in 2012, and the Veterinary Economics Division, established in 2013, are critically-important elements of the AVMA plan to strengthen the economics of the veterinary medical profession. The VESC held three meetings in 2013 and quickly assumed oversight for several areas of work, most importantly an analysis of the US veterinary medical workforce supply and demand.

- The AVMA completed the Workforce Study in April 2013 and submitted it to the Executive Board as information during its April 2013 meeting. A Workforce Advisory Group (WAG) provided oversight and insight to the Study. The Executive Board received as information the report of the WAG that included 11 recommendations based on the 2013 Workforce Study Report. Both reports were published at the AVMA website immediately after the Executive Board meeting, and a press teleconference was held April 23, 2013.

- The VESC held the first Veterinary Workforce Summit in 2013. The Summit brought together representatives from various veterinary associations and businesses to initiate collaboration in data collection and analysis to assist in developing information about the veterinary markets. Better market information is an important strategy in improving the ability of the markets to balance the needs of society with the supply of veterinarians.

- The AVMA collaborated with the Association of American Veterinary Medical Colleges to collect and analyze information about new veterinarians and evaluate the ability of veterinary academic programs to produce veterinarians with the competencies required by veterinary practices. Information on the debts and salaries of new veterinarians by practice type, geographical location, and gender is now being provided (from 2001 forward) to pre-veterinary and veterinary students to assist them in developing career goals. This information is also being provided to the Bureau of Labor Statistics for its Occupational Handbooks to provide information to high school counselors and students.

- The AVMA initiated three major studies of the US Veterinary workforce in 2013 including;
Development of a process for measuring the annual unemployment/underemployment in the veterinary workforce and understanding the contributing factors for both.

Development of a process for measuring the annual level of capacity utilization in veterinary practices and understanding the factors, both exogenous and internal to the practice, that affect the level of capacity utilization.

Development of a process for determining how the demand for specific veterinary services responds to both changing prices and changing incomes.

- An annual survey of veterinarian compensation will also be conducted in 2014 to evaluate factors that affect compensation and to provide the profession with better information about the market for veterinarians.

With respect to the *Improve Practice Profitability* initiative, the AVMA has begun collaboration with various entities to collect practice finance information to be used to develop personal and practice financial tools and guidelines. Specific actions include:

- In 2012, the AVMA completed transition of the National Commission on Veterinary Economic Issues’ (NCVEI) website to AVMA ownership and operation. In 2012, the VESC completed a review and inventory of all key resources and calculators at the website. In 2013, the Committee and Economics staff began evaluating the best strategy to provide a central web-based resource for the profession on finance. The NCVEI web tools were discontinued in December 2013.
- In cooperation with the Early Career Development Committee, a Personal Financial Packet tool is in development and expected to be launched at the 2014 AVMA Convention.
- AVMA is in the process of developing the parameters for a practice profitability tool to replace the NCVEI tool, with a target launch of January 2015.