

REPORT OF THE EXECUTIVE VICE PRESIDENT

This was a remarkable year for the AVMA in many respects, including for the Staff. It was a very lean year from a budget perspective, but with the help of our volunteers and leadership we were able to “do more with less.” We have been able to continue all member services, maintain core competencies, strengthen alliances with other associations and agencies, and initiate several new projects. AVMA staff is an extraordinary group of approximately 140 professionals located in the Schaumburg IL and Washington DC AVMA offices.

Since July 2010 leadership and staff have worked tirelessly on three major facets of AVMA organizational strategic planning for the short-term, mid-term, and the long-term future.

Current Strategic Plan – Short-term

First, work continued on the AVMA current strategic plan to advance the five priority goals of advocacy, veterinary workforce, education, economic growth, and animal welfare. The current strategic plan timeline is set to end in 2011. The five strategic goals are summarized below with examples of productive initiatives for each goal in the past year.

Advocacy—AVMA, through its members and leaders, is committed to be a leading force and advocate on veterinary-related issues in local, state, federal, and international legislation and regulation.

The AVMA maintains a strong presence in Washington DC. The AVMA Governmental Relations Division has over 70 items on its legislative agenda and has been diligently working on behalf of the profession on Capitol Hill. The AVMA Congressional Advocacy Network has grown to over 7,000 members, and the AVMA Political Action Committee continues to grow and assist the AVMA in achieving its legislative goals. Working with our volunteer entities, the AVMA provided input on numerous regulatory issues. AVMA established a Steering Committee for FDA Policy on Veterinary Oversight of Antimicrobials to work with the FDA to influence policies and regulations governing veterinarians’ increased involvement in antimicrobial use in animals. The US Senate and House of Representatives passed the World Veterinary Year Resolution expressing support for designation of 2011 as “World Veterinary Year” to celebrate the 250th anniversary of the veterinary profession—AVMA is pursuing a Presidential Proclamation as well. The AVMA advocated separate legislation that passed Committees in the Senate or House of Representatives respectively that would a) repeal 1099 reporting requirements that was part of the health care reform legislation, and b) add veterinary public health as eligible for grants to train the public health workforce, and make veterinarians studying public health eligible for loan repayment. AVMA tracked and sent over 1,200 bills related to veterinary medical practice to state veterinary medical associations in 2010, and so far in 2011 AVMA has sent more than 800 alerts to state associations.

Veterinary Workforce—Veterinary workforce, infrastructure, and resource needs are identified and solutions developed in collaboration with key stakeholders to ensure that national veterinary needs, including those with global implications, are met.

The American Veterinary Medical Foundation partnered with several companies to kick off the pilot program of the Food Animal Veterinarian Recruitment and Retention Program. The pilot program will provide debt repayment for five veterinarians who commit to a four-year service obligation in food animal practice. The US Department of Agriculture announced the first 62 awards for the Veterinary Medicine Loan Repayment Program (VMLRP). AVMA has provided valuable and insightful input to this program and expects the next round of awards to begin in January 2011. Other efforts by the AVMA to address the veterinary workforce shortage include AVMA working with Congress to change the compensation for federal veterinarians, introducing legislation to make the VMLRP awards exempt of federal income tax, and to establish a grant program to assist states in supporting, augmenting, developing, and implementing programs to address the unique veterinary workforce needs of each state. AVMA has continued to work with other health professions and organizations to find solutions to the veterinary workforce shortage. The AVMA One Health Initiative, which began in 2006 and engaged multiple stakeholders, has evolved into an independent One Health Commission. AVMA continues its leadership efforts with a representative on the Board of Directors of the One Health Commission.

Education—AVMA will advance the quality of veterinary medical education globally.

The AVMA has been actively engaged in the North American Veterinary Medical Education Consortium (NAVMEC) to help ensure that veterinary medical education continues to meet the changing needs of society into the future. NAVMEC is the most comprehensive effort ever undertaken to coordinate the efforts of veterinary education, accreditation, and licensing to create a workforce that is prepared to address society's greatest needs. The Consortium has evaluated societal needs over the next 10 to 20 years and studied appropriate graduate competencies to meet those needs, as well as veterinary curricula and educational models capable of preparing students for expanded roles in society. The NAVMEC draft final report was published online for review by AVMA membership and comment through late May, 2011.

The AVMA Council on Education was scheduled for recognition renewal by the Council on Higher Education Accreditation (CHEA) in 2011-2012.

The AVMA Task Force on Veterinary Internships reviewed the current status of veterinary internships and made recommendations to gather and analyze additional data to ensure future actions will enhance the quality of these educational experiences for recent graduates. The Task Force is submitting its final report to the Executive Board at its April 2011 meeting.

Economic Growth—The veterinary profession's economic growth and sustainability is evaluated and strengthened within all segments.

The AVMA continues to address this strategic goal in several major components. First, the AVMA is strengthening its economic research program. This included expanding

access to study results by making available electronic versions of its research reports and more detail on the productivity and profitability of veterinary practice. AVMA published the 2011 editions of its two industry benchmark reports: AVMA Report on Veterinary Compensation and AVMA Report on Veterinary Practice Business Measures. Updated every two years, these reports include more than 150 tables and figures of statistics on key veterinary economic benchmarks. Second, AVMA worked with the National Commission on Veterinary Economics Issues (NCVEI) to develop ways to foster greater access to economic statistics and best practice management information. Also, AVMA provided support to NCVEI to develop a business plan for outsourcing key NCVEI program areas for website management and strategic business management and research to a university partner. Third, to strengthen demand, AVMA has developed MyVeterinarian.com, a searchable online veterinary practice locator for the US that will enable animal owners to search for a veterinarian using a number of search parameters. My Veterinarian.com is currently open to allow veterinarians to input and verify their practice information. The site will be launched to the public in late spring 2011. Finally, discussions are taking place on how to more effectively leverage the talents and skills of the veterinary technician workforce to strengthen veterinary services to the public. In particular, discussions involve an alliance between AVMA and the National Association of Veterinary Technicians in America (NAVTA).

Animal Welfare—AVMA is a leading advocate for, and an authoritative, science-based resource on animal welfare.

AVMA continued to strengthen its position in the animal welfare arena by focusing on education, scientific preeminence, and out-reach to stakeholders. The AVMA Executive Board approved a collaborative effort to develop a model curriculum for the study of animal welfare in colleges/schools of veterinary medicine. Eleven subject experts were appointed from a field of 38 highly qualified applicants, and three organizations (AAVMC, USDA-APHIS, and the Canadian VMA) also have representation. Work on an updated version of the AVMA Guidelines on Euthanasia also continues. More than 70 experts in 11 technique and species focused areas are engaged, and they expect to have a final draft for stakeholder comment available in 2011. On the international level, the AVMA initiated work with the USDA toward the establishment of a joint OIE Collaborating Center for Animal Welfare within the United States. OIE Collaborating Centers operate as centers of research, expertise standardization, and dissemination of techniques within their sphere of competence and place expert consultants at the disposal of the OIE. The Animal Welfare Division received a grant and is working with USDA-APHIS and several academic institutions to create animal welfare instructional modules for the National Veterinary Accreditation Program. On April 4, the Division launched the first issue of Animal Welfare Focus, a quarterly e-newsletter. Also, AVMA released videos on AVMAtv and YouTube, the first in a series of educational videos designed to demystify common procedures, promote good animal welfare practices, and assist in the implementation of AVMA animal welfare policy. Subject matter for the videos will cross species and areas of practice.

Future Strategic Plan – Mid-term

The second major facet of AVMA's organizational strategic planning focused on the mid-term future beginning in 2012. The AVMA Executive Board coordinated development of a new strategic plan for the years 2012-2014. The Executive Board established a subcommittee on strategic planning that coordinated a robust environmental scanning program that involved the House of Delegates, general membership, and advisory councils and committees. The House of Delegates was particularly instrumental in the identification and prioritization of critical issues, and the development of draft 2012 goals and objectives to address the highest priority critical issues. Facilitated by the AVMA website and staff, the subcommittee also reviewed over 1,000 submissions of critical issues submitted by the general membership. Once draft 2012 goals and objectives were developed, these were published on the AVMA website for member comment for a two-month period in early 2011. The draft 2012 goals and objectives were also distributed among AVMA councils and committees to gather input. The 2012 draft goals included the following areas: animal welfare, veterinary education, practice profitability, veterinary workforce, science and discovery, and scope of practice. In conjunction with this strategic planning effort, the Executive Board established a Task Force on AVMA Programs for Students and Recent Graduates. The charge of the Task Force is to review current student programs and develop a strategic plan to accomplish the following: convert students to AVMA members, develop students as veterinarians, and develop students and recent graduates as future AVMA leaders. Since summer 2010, the Task Force has held two meetings and multiple conference calls to complete its charge, and will finalize its summary report and recommendations for the Executive Board for the April 2011 meeting.

The Executive Board subcommittee on strategic planning is reviewing the draft goals and objectives and input from all sources this spring, and plans to submit a draft 2012 strategic plan to the Executive Board for adoption at its June 2011 meeting.

Future Vision of AVMA – Long-term

The third major facet of AVMA's overall planning efforts is a future visioning effort. The AVMA Executive Board established a special panel named the AVMA 20/20 Vision Commission in early 2010 to study the current organization, develop a future vision of AVMA, and recommend strategies to achieve the future vision. The Commission, chaired by Dr. Lonnie King, and comprised of ten other volunteer leaders of diverse backgrounds, gender, generation, and ethnicity, held three meetings and many conference calls between August, 2010 and February, 2011. The Commission's charge is to create a vision for AVMA that incorporates the qualities and characteristics needed to position the AVMA as a dynamic association that is increasingly relevant and responsive to the membership and the public six-to-ten years in the future (ie, to the year 2020). The Commission delivered its final 32-page report to the Executive Board for review at the April 2011 meeting.

Budget

In 2010, the Executive Board and staff operated under a revised budget in response to emerging concerns that income would be sharply less than budgeted. Even though dues income remained strong, experience was demonstrating that among other income sources, classified advertising revenue was likely to be significantly less than budgeted. The Executive Board, in conjunction with senior staff, worked diligently to further reduce costs across AVMA divisions and programs. Notable reductions in 2010 included no staff raises, reduced UBIT taxes accompanying reduced

classified advertising revenue, reduced travel for staff and volunteers, savings in lower cost paper for publication of scientific journals, and reduction in communications advertising expenses. Numerous other cost-cutting measures resulted in an actual bottom line at the end of the year of \$1.2 million income over expenses (surplus). Total 2010 actual income, excluding investment income/gain, was \$25.6 million, and total 2010 actual expense was \$24.4 million. Actual 2010 expenses were reduced from the original budgeted amount by \$3.2 million.

For 2011, senior staff and the Executive Board had developed a balanced budget for the current fiscal year (calendar year 2011) of \$29.5 million expense budget with a projected surplus of nearly \$1.0 million, excluding investment income/gain. The HOD-approved 2011 dues increase of \$50 per voting member, which will generate an estimated \$3.5 million and enable AVMA to plan and maintain resources in three key critical areas.

- First, it will enable AVMA to continue to achieve excellence in its core competency program areas such as scientific journal publishing, accreditation and certification, convention management, scientific activities, and association management in all membership services.
- Second, the additional income will enable AVMA to achieve its strategic goal to advance its leadership nationally and internationally.
- Finally, the additional income is necessary to maintain the financial reserves of the Association.

It is vital that the AVMA maintain an appropriate reserve balance so it is prepared for unforeseen economic challenges to the Association and the profession in years to come.

THE OFFICE OF THE EXECUTIVE VICE PRESIDENT

Ten personnel, including two veterinarians, staff the Office of the Executive Vice President (O EVP). The O EVP is composed of the Executive Vice President, who serves as the Chief Executive Officer of the Association, the Assistant Executive Vice President, the Associate Executive Vice President, the Corporate Relations Director, General Counsel, Human Resources, 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 specific by the Executive Board. Responsibilities of the O EVP include, but are not limited to, activities involving the AVMA Executive Board, House of Delegates, Judicial Council, Human Resources, and the AVMA Annual Convention.

Personnel in the O EVP serve as 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
- Credentialing Committee
- Governance Performance Review Committee
- AVMA 20/20 Vision Commission
- Executive Board Task Force on Strategic Planning

An OEVP staff member also serves as an ex-officio trustee on the AVMA Group Health and Life Insurance Trust.

THE ANIMAL WELFARE DIVISION

The Animal Welfare Division (AWD) comprises five staff positions, including a director, two assistant directors, one animal welfare scientist, and one administrative assistant. One of the assistant director positions has recently been refocused to better support emerging needs within the Association and an individual is actively being recruited to fill that position.

The AWD is charged with monitoring the science of human-animal interaction 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 AVMA animal welfare-related strategic goal is that the “AVMA is a leading advocate for, and an authoritative, science-based resource on animal welfare.” The overarching 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 meeting the Association’s animal welfare goal
- Environmental scanning and issue identification
- Authoritative source development
 - Backgrounders (comprehensive literature and information reviews)
 - Guidelines and standards 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 animal welfare initiative
- Relationships/liaisons (e.g., academia, industry, advocacy organizations, government)
- Presentations, symposia, and workshops

- Education for veterinary students, graduate veterinarians (including accredited veterinarians), those in the animal use industries, policy makers, and the public

In 2010-2011, the AWD served as primary staff support for:

- The Animal Welfare Committee (AWC)
- The Committee on the Human-Animal Bond (CHAB)
- The Panel on Euthanasia (POE, and its associated Working Groups)
- Topic-specific task forces (e.g., Model Animal Welfare Curriculum Planning Group)
- House of Delegates Reference Committee #2

Strategic Planning—A substantial part of AWD activities are directed in fulfillment of the AVMA strategic goal for animal welfare, “The AVMA is a leading advocate for, and an authoritative, science-based resource on, animal welfare,” and that goal’s four objectives, which have been updated to reflect the accomplishments and expanded priorities of the Association: expand and promote AVMA’s science-based knowledge on animal welfare; engage AVMA leaders to empower AVMA to become a resource and advocate on animal welfare; strengthen the AVMA position as a primary resource for the veterinary profession and key stakeholders about animal welfare; and engage the broadest possible base of stakeholders, nationally and internationally, and advocate AVMA positions on animal welfare. Further updates are anticipated for 2012 through 2015. As such, an AVMA staff team (lead by the director of the AWD and comprising members of that Division, as well as members from the Governmental Relations, Communications, and Education and Research Divisions) is working with the AWC and CHAB to implement approved tactics and develop new tactics in fulfillment of the evolving goal and objectives established by AVMA leadership. Progress on tactics currently underway is described elsewhere in this report. Tactics under development include: redesign of animal welfare web pages to allow improved access to information and development of a knowledge-based electronic community; exploring partnerships that include the creation of a searchable animal welfare-/human-animal bond-specific informational resource; training leadership in engagement strategies and tactics; and adapting the format and delivery of animal welfare-related information to underserved demographic groups.

Revisions to Membership of the Animal Welfare Committee—Revisions to the entity description of the AWC were made to accommodate attendance of the USDA-APHIS/Veterinary Services Food Animal Welfare Coordinator and the FSIS Humane Handling Enforcement Coordinator as invited representatives. Both are charged with addressing animal welfare issues within their agencies. The Deputy Administrator of USDA-APHIS/Animal Care also attends AWC meetings as an invited representative.

Policy Reviews Conducted by AWD-Supported Entities—The AWC reviewed and made recommendations regarding existing policies on the following topics: endorsement of the 2009 American Association of Equine Practitioners’ policy on Therapeutic Medications in Racehorses (update endorsement); endorsement of the National Council on Pet Population Study and Policy’s (NCPSP) white papers on Shelter Statistics and Educational Materials (rescind due to dissolution of the NCPSP); Tail Docking and Teeth Clipping of Swine (editorial revision); Responsible Use of Animals for Human Purposes (rescind—incorporated into AVMA Animal Welfare Principles); McDonald’s Animal Welfare Principles (rescind due to external events) and

Veterinarian's Oath (revision, see additional information later in report). Review of the following policies is underway: Animal Welfare Principles; Free-Roaming, Owned Cats; Pregnant Sow Housing; and Pain in Animals.

The CHAB reviewed and made recommendations on existing policies on the following topics: Dog Bite Injuries (revise); Guidelines for Animal-Assisted Activity, Animal-Assisted Therapy and Resident Animal Programs (reaffirm); Pets in Senior, Disabled, and Multifamily Public Housing (reaffirm); Wellness Guidelines for Animals in Animal-Assisted Activity, Animal-Assisted Therapy and Resident Animal Programs (revise); Guidelines on Veterinary Hospice Care (revise) and the International Association of Human-Animal Interaction Organizations' (IAHAIO) Tokyo Declaration on Universal, Natural and Basic Human Right to Benefit from the Presence of Animals (endorse). Review of the following policy is underway: Golden Rules of Pet Ownership.

As part of the policy review process, AWD staff updated existing and created new backgrounders on the topic of interest. These backgrounders are publicly available on the animal welfare web pages at http://www.avma.org/issues/animal_welfare/backgrounders.asp.

Revision of the Veterinarian's Oath to Incorporate Animal Welfare—Recognizing that AVMA must present a clear and consistent message to its members (and those its members serve) that veterinarians are ready and willing to assume an active role in animal welfare discussions and assurance, the AWC recommended and the Executive Board approved the following update to the Veterinarian's Oath: "Being admitted to the profession of veterinary medicine, I solemnly swear to use my scientific knowledge and skills for the benefit of society through the protection of animal health and welfare, the prevention and relief of animal suffering, the conservation of animal resources, the promotion of public health, and the advancement of medical knowledge. I will practice my profession conscientiously, with dignity, and in keeping with the principles of veterinary medical ethics. I accept as a lifelong obligation the continual improvement of my professional knowledge and competence." The revisions update the Veterinarian's Oath to embrace modern concepts of veterinary responsibility in the field of animal welfare, including a preventive focus that is consistent with modern approaches to other areas of veterinary practice.

In contributing to the deliberations of the Strategic Planning Task Force, the House of Delegates indicated it believes that animal welfare issues are increasingly visible to the public and the profession, while the profession struggles to provide a consistent, unified and authoritative message. Incorporation of animal welfare in the Veterinarian's Oath helps convey the importance of veterinary engagement in animal welfare issues; therefore, this action is directly responsive to the expressed concerns of the House of Delegates.

Securing AVMA Member Input on Policy—The AWD and AWC continue to support an online submission process where AVMA members are provided with the existing policy or proposed topic for a policy, background on the policy and a brief description of the type of information being sought, and a due date for comments. A summary and feedback on information received from AVMA members is provided in the form of a status report when a final decision is made regarding a particular policy.

State, National, and International Standards for Animal Care—During 2010-2011, the AWD and its entities provided content analysis for animal welfare- and human-animal bond-related legislative and regulatory proposals and ballot initiatives for state veterinary medical associations, allied associations, and the Department of State Legislative and Regulatory Affairs. Topics addressed included farm and companion animal care standards, mandatory spay/neuter, nonsurgical sterilization as a veterinary procedure, orders of protection, pet trusts, obligations in reporting animal abuse and domestic violence, animal fighting, animal abandonment, animal abuser registries, animal hoarding, unwanted horses, euthanasia, animal racing, breed-specific legislation, animal boarding, and service animals. In addition, formal comments were prepared in response to revised standards proposed by the Ohio Livestock Care Standards Board for veal calf management.

At the national level, the AWD and its entities provided similar support for the Governmental Relations Division. Legislative proposals considered addressed grants for laws prohibiting devocalization of dogs and cats, equine transport, a pilot program to assess the effectiveness of using service dog training and handling as a means of addressing post-deployment mental health and post-traumatic stress disorder symptoms, preparedness for wildlife disease emergencies, high-volume dog breeders and retailers, and use of assistance dogs by members of the Armed Forces and veterans with disabilities.

Division staff collated and reconciled comments, and prepared the AVMA response, to a *Federal Register* request by the FSIS for input on the disposition of nonambulatory livestock at slaughter. In its comments, the AVMA supported a petition asking that nonambulatory veal calves be condemned and promptly euthanized, and partially supported a petition addressing other nonambulatory livestock (sheep and goats) while requesting the latter proposal be amended to allow an appropriate rest period for fatigued swine.

The AWD and AWC also provided assistance and feedback to USDA-APHIS/Veterinary Services in the development and review of National Veterinary Accreditation Program modules on fitness to travel and equine transport. In addition, USDA-APHIS/Veterinary Services has contracted with the AVMA and Michigan State University to produce the first and second of a proposed series of modules addressing animal welfare and its assessment.

At the international level, AWD staff, in cooperation with the AWC and other AVMA entities, prepared extensive comments on behalf of the AVMA in response to amendments to the following chapters in the Terrestrial Code offered for review by the OIE (World Organization for Animal Health): Glossary, Killing of Animals for Disease Control Purposes, Slaughter of Animals, Stray Dog Population Control, Transport of Animals by Air, Transport of Animals by Land, Use of Animals in Research and Education, Veterinary Legislation, Veterinary Services, and the Evaluation of Veterinary Services. Comments were also prepared in response to proposed amendments to Chapters in the Aquatic Code on the Welfare Aspects of Stunning and Killing of Farmed Fish for Human Consumption. In addition, comments were submitted on revisions to a new chapter proposed for the Terrestrial Code addressing Animal Welfare and Broiler Chicken Production and on Guidance from the Animal Welfare Working Group to ad hoc Groups on the Development of Animal Welfare Standards.

Model Animal Welfare Curriculum Planning Group (MAWCPG)—Approved in April 2010, this group is charged with developing a plan to create 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) and has begun work on the first phase of the project.

Anticipated components of the project include:

- Identification of essential topics to be addressed and time budgets (flexibility for discrete courses and integration into existing curricula)
- Module development and/or identification of existing courses/materials to fulfill various components
- Examination of methods of delivery (e.g., resident faculty, visiting/adjunct faculty, distance-learning)

Student Animal Welfare Judging Competition—With the assistance of a grant from Glaxo-Smith-Kline (GSK), the AVMA once again sponsored and the AWD coordinated the veterinary division of the 10th Annual Intercollegiate Animal Welfare Judging/Assessment Contest. Sponsorship allowed provision of trophies for winners, reimbursement of judging expenses for the veterinary division of the contest, and grants that guarantee up to \$500 for 20 veterinary students that participate in the contest. Through appropriate expense management, this year AVMA facilitated the travel of 24 of 36 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 20-21, 2010 at Michigan State University. Species included in team and individual scenarios were broiler turkeys, working dogs, giraffes, and beef cattle. Students from seven different veterinary colleges and schools participated in the contest.

Panel on Euthanasia—Since 1963 the AVMA has convened a POE to evaluate methods and potential methods of euthanasia for the purpose of creating guidelines for veterinarians who carry out or oversee the euthanasia of animals. More than 70 individuals, including veterinarians and non-veterinarians with expertise across a range of disciplines and species, were engaged to research and create the eighth edition of the Panel's report (its eighth edition) titled the "AVMA Guidelines on Euthanasia." After nearly two years of work, the document is nearly complete and expected to be released in fall 2011 (after an opportunity is provided for public comment).

The various sections of the Guidelines address particular euthanasia techniques (e.g., inhalant agents, non-inhalant pharmaceutical agents, and physical methods) and the application of those techniques to various animal types, species and uses (e.g., companion animals, food animals, laboratory animals, wildlife, aquatics). This edition of the Guidelines has been expanded and

includes more detail about the techniques, covers more species, and more comprehensively considers the special needs and challenges posed by the range of environments and conditions under which euthanasia is conducted.

During the process of revising the AVMA Guidelines on Euthanasia, the POE determined that euthanasia, depopulation and slaughter/harvest are different activities conducted in different environments with correspondingly different expectations/requirements for how animals are appropriately handled. As such, the POE opted to separate these issues and to create a series of reports addressing the specifics of each. Consequently, the Depopulation Working Group will create the AVMA Guidelines on Depopulation (expected to be released in 2012) and a newly convened Panel on Humane Slaughter will create the AVMA Guidelines on Humane Slaughter (expected to be released in 2013).

AVMA Web Pages on Animal Welfare and the Human-Animal Bond—The AWD has continued to update and expand sections of the AVMA website dedicated to animal welfare and the human-animal bond. The animal welfare section can be found at http://www.avma.org/issues/animal_welfare/default.asp and the human-animal bond section can be found at http://www.avma.org/issues/human_animal_bond/default.asp

A part of these updates is a collaborative project with the American Society for the Prevention of Cruelty to Animals (ASPCA) to produce web-based educational materials for AVMA members on identifying and addressing animal neglect, abuse, and cruelty and understanding relationships between animal abuse and domestic violence. At completion, content will include, but not be limited to, the following: clear definitions of animal neglect, abuse, and cruelty; guidelines for practitioners to assist in identifying signs of animal neglect and abuse (e.g., typical presentations of neglect and abuse, specific warning signs [in the history and on physical examination] of possible neglect or abuse, client and patient behavioral trademarks, animal abusive crimes [e.g., dog fighting, sexual predation]); evidence-based guidance regarding the likelihood of neglectful or abusive situations existing in the household of animals seen in their practices; assistance in deciding when to educate and when to report; requirements for reporting (e.g., by state, identification of appropriate authorities) and information on associated personal and professional liabilities; a model reporting policy for veterinary hospitals; information on collecting and documenting evidence (i.e., veterinary forensics); advice on serving as an expert witness and presenting courtroom testimony; clear information regarding what is and is not known about connections between animal abuse and violence toward people; and references and reading lists. Phase one of the project, an easily searchable and comprehensive resource providing requirements for reporting of animal abuse and domestic violence by state, as well as contact information for related agencies, has been completed and is accessible from the animal welfare section of the AVMA website.

Quarterly E-newsletter—Newly launched in April 2011 was “Animal Welfare Focus,” a quarterly e-newsletter featuring the latest information on animal welfare topics of current interest, as well as updates on AVMA science-based advocacy, including animal welfare-related legislative and regulatory proposals, upcoming animal welfare-related meetings, and reports from the AWD and the entities it supports. The themed article for the first issue addressed the raising of poultry in

urban areas. 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.

Presentations, Media Inquiries, Liaisons and Advisory Committee Service—During 2010-2011, AWD staff provided numerous presentations for state veterinary medical associations, allied groups, 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, and as AVMA liaisons to the National Council on Pet Population Study and Policy and the Federation of Animal Science Societies' Scientific Advisory Committee on Animal Care, Use, and Standards.

Awards—The AWD coordinated activities for the following AVMA awards: Animal Welfare Award, Humane Award, and the Bustad Companion Animal Veterinarian of the Year Award.

Division Specific Websites, Newsletters and Publications—

- http://www.avma.org/issues/animal_welfare/default.asp
- http://www.avma.org/issues/human_animal_bond/default.asp
- The AVMA Guidelines on Euthanasia are available and will continue to be available at http://www.avma.org/issues/animal_welfare/euthanasia.pdf
- Current and archived issues of Animal Welfare Focus are available at http://www.avma.org/issues/animal_welfare/AWFfocus/default.asp.

THE COMMUNICATIONS DIVISION

The Communications Division is responsible for media relations, professional and public affairs, marketing, electronic communications, governmental relations communications, and state legislative and regulatory affairs. As a result, the Communications Division works closely with other AVMA divisions, councils, committees, and allied organizations to assist in developing and implementing member service, marketing, and communications initiatives.

The Division is responsible for many AVMA ongoing projects and programs, including *Animal Health SmartBrief*, *AVMA Health News Bytes*, *AVMA @work*, *The Advocate*, the Pet Exchange section of WebMD, National Pet Wellness Month, National Pet Week, Pet Dental Health Month, National Dog Bite Prevention Week, the Executive Resource Center, Newslink, and State Legislative Updates.

During 2010 - 2011 the Communications Division provided primary staff and administrative support to the AVMA/American Society of Veterinary Medical Association Executives (ASVMAE) Joint Committee and the State Advocacy Committee.

Electronic Communications Department—The Electronic Communications Department (ECD) had a very active year as it continued its work to improve Association use of electronic media. From website planning and development, to social media and e-newsletters, the department

worked on a wide range of projects to improve communication with members and the profession. Much of the focus during the year was on planning and developing a new next-generation platform for the AVMA website, www.avma.org; assessment of member needs to help define the Association's future electronic communications priorities; and evaluation/improvement of existing technology platforms to ensure the Association has the best tools to meet its needs.

In June 2010, the Executive Board approved funding to move the AVMA website to a state-of-the-art platform to support increased interactivity, communication, and collaboration. The ECD, working closely with the Information Technology Division, subsequently began planning for the new website and working toward implementation of a content management system that will power the new site. Project planning for the website launch was completed in January 2011, including numerous stages at which staff will reach out to AVMA members and leaders to gather input and feedback to guide and validate the work being done. In fact, by the end of June 2011, members had been involved in the website planning and design process no fewer than four times, through surveys, focus groups, and online information-gathering exercises. The next-generation website is scheduled to roll out in early 2012, following beta and user acceptance testing with member volunteers. Throughout the process, the department has provided and will continue to provide regular updates to the Executive Board to monitor progress.

While building the next-generation website platform, the ECD continued to improve the current website to make it more useful and helpful to members. Projects undertaken during the year included:

- Launch of a 24/7 online store that allows members and the general public to buy all AVMA products online. The Information Technology Division implemented the e-commerce platform that powers the new store, and the ECD worked with the Marketing Department to define usability and design requirements for the new store, test its functionality prior to launch, and make improvements based on user feedback after the store went live.
- Assisted in revising the online dues payment process that allows members to renew their membership online at any time throughout the year.
- Created a new "Green Veterinary Practices" resource section on the website (http://www.avma.org/services/vprc/green_practices/), where veterinarians and clinic managers can get information about ways to be more environmentally friendly in their practices, while saving money. The ECD worked closely with content experts from the Scientific Activities Division and the Department of Professional and Public Affairs to create this new resource.
- Developed a waste disposal section of the website, which brings together a wide range of useful resources related to waste disposal including a valuable collection of new, members-only tools created by the Scientific Activities Division in conjunction with the Department of Professional and Public Affairs.
- In conjunction with the Scientific Activities Division, overhauled the website's Disaster Preparedness and Response section (<http://www.avma.org/disaster/default.asp>).
- Redesigned and reorganized the SAVMA website (<http://www.avma.org/savma/>) to better showcase the resources available for students.
- Created a special website section commemorating Worldwide Veterinary Year (<http://www.avma.org/Vet2011/default.asp>) and the AVMA role as the sole US representative

on the international Vet2011 Executive Committee and leader of the US National Vet2011 Committee's coordination efforts for celebrations in the US.

In addition to planning and beginning to build the next-generation AVMA website, the ECD partnered with the Marketing Department to conduct a major survey of member needs and preferences regarding electronic communications. This research assessed member adoption and use of all forms of electronic communications, including the Internet, social media, mobile technology, e-mail, and text messaging. Electronic and printed versions of the survey were used, and all AVMA member categories were asked to take part, including students. Data from the research will be used to guide AVMA electronic communications policies, as well as to set priorities for future electronic communications efforts.

E-newsletters and e-mail alerts continued to be a major focus for the ECD as the Association stepped up its use of this medium to communicate with members. Major efforts undertaken during the year included a joint initiative with the Information Technology Division to allow members to bypass website registration when clicking on “subscribe” or “unsubscribe” links within AVMA e-mails. This initiative was undertaken to make it easier for members to manage the types of e-mails they want to receive from the AVMA. Other major e-mail enhancements included: launch of new newsletters for the Animal Welfare Division and AVMAPAC, and an initiative to allow the AVMA to begin providing the AVMA@Work newsletter as a basic member benefit for all members.

The ECD began reviewing the AVMA e-mail marketing platform to determine what upgrades will be needed to continue to improve AVMA e-mail operations. Working closely with the Information Technology Division, the department issued a request for proposals and began reviewing e-mail software vendors in preparation for choosing an improved platform for AVMA e-mail marketing and member communications.

Social media continued to be a major focus. A key growth area during the year was the AVMA@Work blog (<http://atwork.avma.org/>), where eight new bloggers were trained and began posting updates about the wide-ranging work the AVMA does to benefit the profession. The new bloggers came from five different departments or division within the AVMA: Animal Welfare Division, Scientific Activities Division, Governmental Relations Division, the Department of State Legislative and Regulatory Affairs, and the Department of Professional and Public Affairs. These efforts resulted in 60% year-over-year growth in readership on the blog, with both page views and visits to the blog increasing by more than 60%.

Other social media efforts during the year included expansion Twitter use—the AVMA launched two new feeds (AVMA Convention/meetings information and Veterinary Career Center job postings), in addition to the five previously in place. The Association’s seven Twitter feeds (to date) are:

- @AVMAvets - AVMA general information: <http://twitter.com/AVMAvets>
- @AVMACAN - Congressional Advocacy Network: <http://twitter.com/AVMACAN>
- @AVMARecallWatch - Pet food recalls: <http://twitter.com/AVMARecallWatch>

- @AVMAVMAT - Veterinary Medical Assistance Teams and disaster preparedness:
<http://twitter.com/AVMAVMAT>
- @AVMAJournals - Journals content (created and managed by the Publications Division):
<http://twitter.com/AVMAJournals>
- @AVMAmeets – Information about AVMA Annual Convention and other AVMA meetings such as the Veterinary Leadership Conference: <http://twitter.com/AVMAmeets>
- @AVMAVetJobs – Veterinary job postings on the Veterinary career Center:
<http://twitter.com/AVMAVetJobs>

Governmental Relations Communications—Governmental Relations Communications continues to work aggressively to advance the AVMA strategic goal of advocacy and to increase the visibility of the Government Relations Division, the Association and the profession, both nationally and internationally.

In July 2010, the AVMA testified before the Health Subcommittee of the House Energy and Commerce Committee on the use of antimicrobials in food animals. AVMA communications helped direct subsequent communications related to the hearing including follow-up communication outreach through the distribution of podcasts, online materials, and electronic information.

Throughout the year, Communications supported government relations advocacy initiatives with press releases on a variety of topics, from the Veterinary Public Health Amendments Act to the AVMA – Congressional Advocacy Network, or AVMA-CAN. In addition, advertisements were placed in the *National Journal*, a monthly magazine distributed to the offices of each member of Congress and many government agencies. Topics covered in the ads ranged from the Veterinary Services Investment Act to the Veterinary Medicine Loan Repayment Program to generic ads promoting the veterinary profession and urging Congress to turn to the AVMA when they need information about animal health and welfare, food safety, and public health issues. In January, 2011 the ads were moved from the monthly journal to the National Journal Daily, in order to be timelier in efforts to effect pending legislation. Generic ads on the value of using AVMA as a resource and targeted ads on the Veterinary Service Investment Act were but two topics chosen to highlight.

Communications supported governmental relations by issuing targeted press releases for every legislator who co-sponsored legislation supported by the AVMA. Those releases were sent to every significant daily media outlet in that representative's district or state, depending on whether they sat in the House or the Senate.

Since March 2009, AVMA-CAN membership has more than doubled, with more than 7,100 veterinarians and supporters currently part of the network. Outreach and member recruitment campaigns were executed in print (*JAVMA*) and in person at veterinary conferences such as the North American Veterinary Conference (NAVVC), the Western Veterinary Conference (WVC), and the SAVMA Symposium. In addition to broadening the member pool, AVMA-CAN has significantly increased the engagement level between members of the network and Congress.

The Public Affairs Communications Department continues to use electronic communications innovatively and effectively and has acted as a model for state veterinary medical associations and other health associations. In addition to maintaining existing websites, Public Affairs Communications oversees several electronic properties launched last year.

The AVMA Government Action Center, a website within a website, brings Capwiz political database technology to the AVMA website and allows members to contact their Congressional representative and respond to important action alerts. The Capwizsite acts as a hub and drawing point for other electronic outreach projects. The AVMA-CAN Facebook page, which current has more than 2,200 “fans,” has connected advocates and kept them engaged on legislative issues. The AVMA-CAN Twitter Feed, launched in January 2010, provides additional outreach to and engagement through the social network.

In April 2010, a new application was added to the AVMA-CAN Facebook page that allows visitors to respond to an AVMA action alert and contact Congress directly through Facebook – without ever leaving the site. The application makes the user experience simple and fun, and allows for the possibility of viral marketing. The application can also be added to other Facebook pages, including those of state and allied groups.

GRD Public Affairs Communications continues to maintain two blogs, www.KeepOurFoodSafe.org, an interactive advocacy site focusing on food-related issues, and www.ExternsontheHill.com, a blog that allows GRD Externs to recount their experiences in Washington and speak to their peers on legislative issues of importance to veterinary medicine. *The AVMA Advocate*, a monthly e-newsletter, in which GRD staff detail ongoing advocacy efforts, continues production to very positive response. Working with Media Relations, GRD Public Affairs Communications continues to produce *Chew on This*, a podcast series focusing on food-related issues and the veterinary profession. The podcasts, delivered via iTunes and www.AVMAmedia.org, allow us to not only provide direct and correct information to consumers, but also to continue branding the Association and the profession as active leaders in food safety. Recent podcasts have discussed quantitative risk assessment of antimicrobial resistance, farm animal welfare , and Congressional food safety initiatives.

Marketing Department—The AVMA 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 graphic design department, housed within the marketing department, supports graphic design needs throughout the Association.

Marketing staff collaborate closely with the Convention Division and the Convention Management and Planning Committee (CMPC) to develop and implement marketing plans for the AVMA Annual Convention. These plans encompass strategic direction on how to communicate with potential attendees, including recommended messages and tactics designed to maximize registration. In 2010, the Marketing team utilized efforts that included a Convention brochure and Convention Preview book that were distributed to the entire membership, supplemental efforts that targeted veterinarians and technicians in the geographic area surrounding the convention city, outreach to veterinary students and faculty, and electronic advertising on trade press sites (DVM360.com). In addition, a monthly opt-in newsletter to engage members was implemented

and a registrant newsletter to communicate important news and updates. These engagement strategies are crucial to building awareness of the convention among potential attendees.

In 2010, in addition to the efforts conducted to increase attendance, the Marketing team focused on upgrading the AVMA presence in the Exhibit Hall with the creation of the AVMA Pavilion. Designed to serve as a “one-stop shop” for convention attendees that showcased a number of programs and services offered to Association members, it also offered an opportunity for AVMA to engage its members and build loyalty among them.

The Marketing team provided assistance to a variety of AVMA divisions on the promotion of new and existing products, programs, and services. Some noteworthy programs include the Veterinary Career Center (VCC), the “I am AVMA” member recruitment and retention campaign, the Products & Services Catalog, and MyVeterinarian.com.

AVMA began a new effort for the Veterinary Career Center that included a targeted mailing to select companies in the medical and pharmaceutical fields to highlight the skills of veterinarians, and to encourage use of the VCC as a viable recruiting tool for companies seeking employees with a scientific or life sciences background. The VCC was promoted at the AVMA booth at the North American and Western Veterinary Conferences with a direct mail postcard and a prize incentive for anyone that stopped by the booth for a demonstration or information. These efforts yielded strong traffic at the booth.

The Marketing staff, Graphic Design Department, and Membership Division worked closely to develop a video tutorial for employers and job seekers on how to use the VCC; this video was used at the booth and resides on the VCC portion of the AVMA website.

The 2011 Products & Services Catalog was updated to include new titles and to highlight the ease-of-ordering at the AVMA Store. In addition, the catalog features several new items to promote World Veterinary Year including a crystal globe paperweight, a silver keychain, and a glass dome paperweight. Approximately 8,000 catalogs were distributed at tradeshow and through various membership and product fulfillment packages.

MyVeterinarian.com (clinic locator) was launched in fall 2010 to approximately 16,000 clinics. First efforts encouraged veterinarians to register their clinic and add related details. In addition to a three part direct-mail effort, an email campaign was launched to AVMA membership, and an extensive display was used at the North American and Western Veterinary Conferences. At these events staff explained and demonstrated the locator, helped members add their clinic profile, and provided takeaway information for use by the clinic owner or staff. Approximately 8,000 clinics have registered on MyVeterinarian.com.

While promotion to the veterinary community will continue, spring 2011 focused on promoting this new tool to the animal-owning public through paid search and social media advertising to increase awareness among the thousands of people who search online daily for veterinary services. A press release to publications whose readership has a high penetration of animal owners, a radio news release, and outreach to the shelter community are other key efforts used to promote this service to animal owners.

In addition to conducting market research, the Marketing team also provides analysis of the information gleaned, especially when that information is coupled with data maintained in the AVMA member database.

A major campaign was conducted in the spring of 2011 to prompt members to update their membership profile. This campaign included various components such as direct mail, email, and advertising. Maintaining current member profiles is critical because it allows the AVMA to not only ensure current contact information, but to also build the member database of email addresses and other key information such as employment type and species served. This information helps AVMA market more effectively and ensure that the data provided to the profession and external and government agencies is accurate.

Working with various configurations of the AVMA booth, Marketing staff managed the AVMA booth at professional events in 2010 and into 2011. In addition to the AVMA Annual Convention, AVMA was present at the Veterinary Leadership Conference (VLC), NAVC, and WVC. While meeting with hundreds of members and their staff, the AVMA booth representatives answered questions about AVMA. Staff also conducted demonstrations of services and distributed client education materials, AVMA annual convention materials, and classroom and children's materials.

In 2011 AVMA debuted the World Veterinary Year traveling booth. AVMA displayed the booth at VLC, NAVC and WVC, and has loaned a smaller version of the booth to several state VMAs and other veterinary associations for use during the year-long celebration. Accompanying the booth were give-a-ways that included a calendar and luggage tags promoting World Veterinary Year, both of which were designed to drive traffic to the AVMA Vet2011 webpages.

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

Data from the Biennial Economic Survey was collected and analyzed during the third and fourth quarters of 2010. In early 2011, AVMA produced two reports based on the survey data: the *AVMA Report of Veterinary Compensation* and the *AVMA Report on Veterinary Business Practice Measures*. Both publications are for sale in the AVMA Store and have been promoted through *JAVMA* articles. To more widely promote the availability of the information, AVMA conducted a session titled "Using AVMA Economic Data to Manage Your Practice More Profitably" at WVC and will reprise it at the AVMA Annual Convention in July 2011.

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

In addition to the hallmark research studies mentioned above, AVMA conducted many ad-hoc studies to help determine member needs and provide direction. These studies included:

- Annual convention surveys of attendees, exhibitors, and speakers to gain insight on how the convention can improve
- Focus groups regarding the news section of *JAVMA* for the Publications Division
- Focus groups of members in preparation of the Fall 2011 Member Needs Assessment
- An e-communications study to members and veterinary students to understand current and anticipated future needs and usage related to e-mail, the internet, and social media

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

The 2010 FFA National Convention was held in October 2010 in Indianapolis, with more than 50,000 students, advisors, and teachers in attendance. For the fourth consecutive year, AVMA organized a cluster of ten veterinary-related booths comprised of allied associations such as bovine and swine as well as veterinary schools. Feedback about this “veterinary island” has been extremely positive. 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. The 2010 Proficiency Award in Veterinary Medicine was awarded to Emily Elizabeth McCullough from Oklahoma, who received a cash award and a plaque.

For the ninth consecutive year, AVMA exhibited at the NSTA National Convention, held in March in San Francisco, CA. The purpose of AVMA participation is to expose K-12 science teachers to AVMA resources and 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 opportunities that exist within the profession. AVMA pre-packaged Teacher Kits include teacher guides, a career DVD, brochures, posters, and coloring books that are well-received by teachers. The audience is eager to utilize AVMA classroom resources as well as other AVMA information regarding animal-related issues and public health.

National Pet Week was celebrated during the first full week of May 2011. In anticipation of the celebration, AVMA updated the website www.petweek.org with new material that included downloadable information and ideas for veterinary clinics to use in observing National Pet Week locally, as well as links to general information and brochures on responsible pet ownership and veterinary careers.

In February 2011 the AVMA joined other veterinary organizations in celebrating National Pet Dental Health Month. The campaign mission is to increase pet owner awareness of the need for regular, professional, pet dental care and to provide veterinarians with a variety of materials to celebrate the campaign in their practices and communities. An instructional video on how to

brush a pet's teeth along with a podcast about the importance of pet dental health were produced by the Communications Division, along with a "Pearly White Pets" social media contest through Facebook and Twitter where people were encouraged to post photos of their pets smile. The public voted and selected a winner.

The AVMA educational brochures are a source of revenue for the Association as well as a popular, downloadable feature on the AVMA website. Titles are available for bulk purchase in English and Spanish through the newly created AVMA Store. In response to member feedback about the importance of communicating to Spanish-speaking clients, in 2011 the Association enhanced the website to include a page in Spanish that highlights all available Spanish-language materials in one easy-to-find place.

In January 2011, AVMA entered into an agreement with The Patterson Companies to serve as a reseller of AVMA brochures through their Webster Veterinary Supply catalogs. The AVMA titles first appeared in the April catalog, and this partnership will significantly expand the audience as well as provide an increased revenue stream.

The AVMA Store features an educator section that hosts a variety of classroom materials organized by grade level for easy access by visiting parents and teachers. It includes grade-specific PowerPoint presentations on veterinary careers that serve as tools for veterinarians visiting classrooms. It also includes the Vet School Admission 101 document that provides information for students seeking admission to veterinary school.

The AVMA continues its partnership (now in its seventh year) with Soundprints, an award-winning publisher and distributor of children's books. The books are targeted at children from preschool to second grade and approved for accelerated reader programs. Packaged with a plush toy and downloadable audio link, *Pet Tales* brings the AVMA name and logo into classrooms, libraries, and homes around the country, increasing the Association's visibility with parents, teachers, and children.

The Graphic Design staff is housed within marketing, and handles the design and layout components for *JAVMA* and *AJVR*. The team also provides creative design for print and promotional materials, as well as strategic and creative problem-solving support to the AVMA Divisions. In 2010, the team expanded its capabilities to include Flash and animation skills that have been used for recorded web demonstrations as well as videos produced for the New Member Kit. The team also collaborated with the Publications Division in a redesign of the *JAVMA* News section.

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

Print, audio, video, and electronic press releases and newsletters are among the tools used daily by the Media Relations team. Outreach during the past year has expanded drastically through the use of social media tools. Online communications tools, such as *AVMA TV*, *Animal Health SmartBrief*, *AVMA Health News Bytes*, *AVMA @Work*, and a web-based press room, which features audio news releases and AVMA produced videos, have made AVMA content come alive.

To communicate the AVMA message to the public, members, and veterinarians, Media Relations works with other divisions within the AVMA to identify topics, issues, and research, as well as efforts of individual members that might be of interest to the media and the public, and to thought-leaders and decision-makers, both nationally and internationally.

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, magazine articles targeted toward specific publications, and newsletter articles that are e-mailed to state VMA directors for reproduction in state newsletters. Newsletter articles are written by media relations staff, not only for use in 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.

Media Relations staff work directly with local, national, and international reporters to assist them in completing articles on issues related to veterinary medicine. Interviews with member-veterinarian experts are arranged as is the promotion of AVMA information, policies, and guidelines. In 2010, AVMA staff tracked thousands of AVMA mentions in the media. This included many high-profile placements, including *US News and World Report*, CNN, FOX News, CBS Evening News, NBC Nightly News, ABC News, National Public Radio, *The Wall Street Journal*, *New York Times*, *Washington Post*, *Los Angeles Times*, and *USA Today*.

Staff continue to monitor and update information on the spread of H1N1 influenza in pets. When the first cases were reported in October 2009, the Media Relations staff worked with other AVMA staff to develop some of the first press releases and public resources detailing the spread of H1N1 influenza to pets—first ferrets, then cats and dogs. These resources continue to draw an extraordinary amount of traffic to the AVMA website and generate scores of calls from media seeking information and experts to interview. These calls led to AVMA mentions in national and local television and print media. Stories picked up by major wire services, such as Reuters and the Associated Press, ran in hundreds of newspapers across the country.

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 convention. During the 2010 AVMA Convention in Atlanta, the press room registered more than 56 local and national members of the media, and garnered coverage in print, radio, and television—locally as well as nationally. CNN International featured a story regarding AVMA/AVMF relief efforts in Haiti.

Once again, the AVMA partnered with the United States Postal Service, American Academy of Pediatrics, American Society of Plastic Surgeons, American Society of Maxillofacial Surgeons, and the American Society for Reconstructive Microsurgery during May to promote the National Dog Bite Prevention public education campaign. Pet, consumer, and health media received a joint press release issued by the co-sponsors as the basis for many stories. A podcast and video

news release were posted on the AVMA Media Library and distributed as part of the public education campaign. A new, bilingual coloring book was produced for use in dog bite prevention campaigns across the country.

The past year saw an explosion of AVMA-produced podcasts available to the general public. AVMA Media Relations staff continued the production of two podcast series: AVMA Animal Tracks, featuring weekly interviews with AVMA members discussing pet health and wellness issues aimed at educating pet owners; and Chew on This, a bimonthly podcast that focuses on food safety. Both podcasts are available on the AVMA website and through an RSS feed, or they may be downloaded through an MP3 player on Apple iTunes.

In-house video production has revolutionized expectations and content. The demand for press releases is being bumped by a clamor for a video release. Staff members are now writing, directing, and editing videos for distribution on www.Youtube.com, the AVMA Media Library at www.AVMATV.org, and also on DVDs. When appropriate, press releases will link directly to videos.

In the past year the Association has produced videos on parasites, disaster preparedness, zoonotic diseases, obesity, household poisons, parasites, pet trusts and estate planning, veterinary workforce shortages, and even one that teaches viewers how brush their dog's teeth. Other websites have begun running AVMA videos as part of their programming.

Videos produced twice a month and targeted toward the general public feature AVMA Executive Vice President Dr. Ron DeHaven, and address relevant current events and issues in veterinary medicine. Issues covered in the past year include everything from pet food safety to zoonotic disease and why the American public should be concerned about the veterinary workforce shortage.

AVMA@Work, the AVMA e-newsletter to members, has shown steady and marked growth since it was launched in October 2007. The subscriber base has grown to more than 8,600 with an average of about 35% of recipients opening the document on a monthly basis. The online version of AVMA@Work, which allows readers to comment on content and to view the comments of others, has been very successful with several comments posted each month from readers who have an opinion about specific items and what the AVMA is doing in terms of serving its membership and the veterinary profession.

The online version of AVMA@Work was taken to the next level in 2010, transformed into an interactive blog that serves as a valuable daily communications tool for the Association. Through the use of the blog, staff can post breaking news immediately, inform members about important Association business such as Executive Board elections, and seek member input on topics ranging from strategic planning to animal welfare. Several staff members from across the divisional spectrum now post regular items on the blog. Subject matter is generated from several divisions, including Animal Welfare, Scientific Activities, Communications, and Governmental Relations. Beginning in March, 2011, all AVMA members received AVMA@work as a part of their membership benefits.

The Animal Health SmartBrief was launched in 2010. AVMA teamed up with SmartBrief, Inc. a firm which produces a daily compendium of news articles for more than 100 professional societies and nonprofits. Animal Health SmartBrief provides more than 23,926 subscribers with the latest news relevant to the veterinary profession, as well as business tips and the latest news from the AVMA. The Media Relations staff has oversight of the content of Animal Health SmartBrief.

AVMA Health News Bytes is a monthly digest of ongoing research in comparative medicine that helps highlight some of the remarkable research achievements happening at the 28 colleges of veterinary medicine. Sent electronically each month to more than 350 human health journalists around the country, Health News Bytes continues to be a valuable tool for helping the AVMA and its accredited colleges/schools garner media attention in both print and broadcast markets. Even as staffing cuts have increased at American news outlets over the past year, the number of AVMA Health News Bytes recipients remains on par with our original numbers. Since Health News Bytes became available to the general AVMA membership in 2009, interest in the product has increased significantly. There are now more than 2,000 subscribers to Health News Bytes, with a vast majority – about 1,700 subscribers – from general AVMA membership. 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 of the Online Press Room increased significantly during 2010. In addition to all AVMA press releases and public statements sorted by date and subject, visitors to the Press Room also find a photo gallery of images that reporters may find useful, including photographs of AVMA leaders and board members, veterinarians, and animals. Staff is constantly expanding and improving the media library, and as a result, it has more than tripled in size. New photo categories have been created, including large and small animal veterinarians. Media Relations has also begun in-house photo shoots at clinics, farms, and teaching facilities to produce more images for this gallery, which is also used by the Marketing Department. Speeches given by AVMA leaders are posted in the Press Room, 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.

Six AVMA radio news releases aired during the past year. These radio news releases garnered more than 71,164,140 audience impressions. Two of the radio news releases, *Does your dog need a rabies vaccination?* and *Should I spay or neuter my pet?* were recorded in Spanish. The radio news releases were prerecorded and uplinked for satellite distribution. In each instance, the news releases were downlinked by radio stations nationwide. In addition, each veterinarian who recorded a news release was also featured in a one-on-one, live radio interview on their respective news release topic.

Department of Professional and Public Affairs—The Department of Professional and Public Affairs (DPPA) regularly interacts and cooperates with all other departments in the Communications Division to ensure the accuracy and relevancy of information and products produced by the Division. In addition, the Department is involved in collaborative efforts with other AVMA divisions.

DPPA staff assisted in the development of talking points, presentations, and speeches for AVMA representatives attending local and national meetings. Staff also provides monthly updates on AVMA activities on behalf of the profession—these updates include a bullet-point list, a two-page narrative document summarizing the highlights of the activities, and a two-page sheet with visual representations of AVMA services and benefits. Multiple PowerPoint presentations and speeches were prepared for use by the AVMA President, Executive Vice President, and Executive Board members at local, national, and international meetings.

In cooperation with the Marketing Department, new website pages were designed and posted that highlight all of the AVMA Spanish client education materials. DPPA staff is also involved in the Communications Division Discovery Team, which evaluates incoming communications projects for strategy and implementation.

DPPA staff work closely with the Convention Division to identify opportunities for outreach and improvement of the convention/CE program as well as identifying niche opportunities for the AVMA Convention to further establish its identity as the annual meeting of the veterinary profession. DPPA staff is heavily involved in the social media outreach surrounding the AVMA Convention.

In response to public requests for information about cleaning homes after parvovirus infection, DPPA staff continue to work with AAHA and ACVIM to produce a consensus document with recommendations for cleaning the household and protecting future pets from parvovirus infection. DPPA staff develop the content and provide resources for the AVMA home page and for many landing pages on the AVMA site. A number of new resources were developed in cooperation with other AVMA divisions, including DEA resources, new FAQs for veterinarians and pet owners about pharmacies, prescriptions, the VCPR, and more. Other pages, such as the H1N1 page, Red Flags Rule/identity theft materials, pet food and product recall pages, and more are regularly updated as needed.

DPPA staff continue to be actively involved in the selection of stories for Animal Health SmartBrief, which has replaced AVMA News Bytes. Working with Media Relations and other Communications staff, DPPA staff assists in identifying topics and interviewees for two podcast series – “Animal Tracks” and “Chew on This.” Staff also works with the Media Relations Department to provide information and media interviews on various subjects. National media coverage of the economic crisis’ impact on pets, canine parvovirus outbreaks, H1N1, and other issues resulted in numerous interviews with print, TV, and online media.

DPPA staff represents the AVMA at the booth in the Exhibit Hall of several meetings each year, including the NAVC, WVC, NSTA, and SAVMA.

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 regularly review DHS, ProMed, BioMed Central, Equine Clinicians' Network, and AAEP email 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.

The DPPA plays a major role in developing and maintaining AVMA presence in social media and also works closely with the Electronic Communications and IT Services teams to provide feedback and input on the architecture, taxonomy, and design of the new website.

State Legislative and Regulatory Affairs Department—The State Legislative and Regulatory Affairs Department continues to provide assistance to AVMA constituent organizations and to engage various stakeholders in state legislative outreach. In keeping with recent events, 2010 was another eventful year for veterinary medicine in state capitals. Topics that dominated animal-related legislative agendas included animal welfare issues, increased penalties for animal cruelty crimes, potential non-economic damage allowances, loan forgiveness programs for veterinarians agreeing to practice in underserved areas, regulation of commercial dog and cat operations, pet trusts, inclusion of pets in domestic orders of protection, and proposed taxes on veterinary services. Efforts continue to define animal care standards for livestock and poultry around the country, through both the use of ballot initiatives and livestock care boards. Veterinary medicine is increasingly challenged by non-veterinarians who wish to gain more authority to work independently, especially in the area of livestock reproductive services and equine teeth floating.

In 2010 AVMA used a new service for electronic monitoring of state legislation and regulatory agency actions impacting veterinary medicine. The service has improved our reporting and links, as well as saved valuable staff time. AVMA also has contracted with a new vendor for its legal research needs, which is a subscription shared with the Office of the General Counsel.

The AVMA electronic tracking system tracked and sent 1,232 legislative and regulatory alerts to state VMAs. In addition, the Department responded to over 150 questions and/or requests from state VMAs, legislators, regulators, AVMA staff, AVMA members, and the public.

Bills in New Jersey, Virginia, and Puerto Rico carried over from 2010 into 2011, and all state legislatures are scheduled to meet in 2011 for at least a portion of the year. In the first three months of 2011, Department staff prepared and distributed 900 legislative and regulatory alerts to state VMAs, and responded to over 50 requests for legal or legislative research.

The November 2010 elections brought enormous change to state legislatures. State VMAs are working to create and foster relationships with many new leaders and chairs of key committees. A number of veterinarians ran for state legislative office on Election Day. Dr. Bill Rabon, (North Carolina Senate, 8th Dist.), Dr. Steve Katz (New York General Assembly, 99th Dist.), Dr. Dean Knudson (Wisconsin Assembly, 30th Dist.), and Dr. Fred Emerich (Wyoming Senate, 5th Dist.) won election to state offices for the first time. Veterinarians Dr. Dan Brown (Missouri Senate, 16th

Dist.) and Dr. James Rausch (New Hampshire Senate, 19th Dist.) moved from the House to the Senate in their state legislatures.

Veterinarians re-elected were Dr. Eugene Maddox (Georgia House, 172nd Dist.), Dr. Joe Seng (Iowa Senate, 43rd Dist.), Dr. Krayton Kerns (Montana House, 58th Dist.), Dr. Phil Richardson (Oklahoma House, 56th Dist.), Dr. Brian Renegar (Oklahoma House, 17th Dist.), Dr. Charles “Doc” Anderson (Texas House, 56th Dist.), Dr. John Mathis (Utah House, 55th Dist.), Dr. John Bartholomew (Vermont House, 4th District) and Dr. Kathy Haigh (Washington State House, 35th Dist.). Two incumbent and six non-incumbent veterinarian candidates lost in their races for state office. State legislatures include 23 veterinarians this year—two more than last year.

Each month AVMA prepares a State Legislative Update that identifies, summarizes, and reports on 50 to 75 selected measures pending around the country deemed to have a significant impact on the profession nationally. The update is sent monthly to the Executive Board, House of Delegates, State Advocacy Committee, state and allied VMAs, AVMA staff, and any member who opts in to receive this update. This information is frequently forwarded to numerous other sources, including government and media. The subscription list for this newsletter has now reached 1,644 including AVMA members who are interested in legislative news. In December 2010 we prepared, distributed, and posted a state legislative report covering last year’s legislative sessions.

In addition to tracking and reporting, the Department of State Legislative and Regulatory Affairs has provided comprehensive hands-on assistance to state VMAs as requested. This assistance includes supplying AVMA positions, issue papers, and other supporting material such as information related to experience in other states. Other action includes analysis of legislative language for impact to veterinarians, drafting legislation, writing letters to legislators/executive branch, facilitating development of coalitions, and providing strategic advice and legal research.

The number and frequency of legal and legislative research questions from state VMAs has continued to increase in recent years. Some recent examples of AVMA activity in conjunction with state VMA efforts on significant measures include:

- Providing the Georgia VMA with information about states that tax veterinary services
- Advising the New Mexico VMA regarding proposed language exempting commonly-accepted veterinary practices from the state animal cruelty statute
- Providing in-person consultation to the Oklahoma VMA regarding strategy and options in its livestock management and teeth floating legislative challenges of 2010
- Advising Tennessee, Wyoming, and Iowa VMAs on how to defeat proposals to allow lay persons to perform livestock reproductive procedures
- Analyzing legislation in Oregon that would authorize a veterinary lien on animals left in veterinary clinics and hospitals
- Assisting the Maine VMA with its response to a bill that would authorize veterinarians to dispense prescription drugs prescribed by another veterinarian
- Assisting the Arizona VMA in drafting language acceptable to various stakeholders regarding a VCPR requirement for treatment and dispensing drugs, with certain exemptions if a veterinarian is not available

- Providing advice to Oregon, Washington, and Massachusetts VMAs on potential ballot initiatives or legislation proposing bans on certain livestock confinement systems

One of the top priorities for department staff continues to be networking with AVMA constituent organizations to understand their legislative issues and needs. Staff participated in the annual ASVMAE meeting as well the ASVMAE ThinkWORKS, a symposium on veterinary scope of practice.

Department staff presented state legislative updates at the New England Veterinary Conference, United States Animal Health Association, and the SAVMA Washington DC lobby day. In addition, staff participated in special legislative and policy events hosted by the Minnesota and Georgia VMAs, as well as presented via webinar to students enrolled in the *Virginia-Maryland Regional College of Veterinary Medicine* Public Policy course.

In addition, AVMA hosted a public policy webinar for constituent organizations on state veterinary loan repayment programs.

Staff routinely develops background talking points for AVMA leaders attending state and regional veterinary meetings. Preparations are underway for hosting the 2011 Constituent Organization Executive Director Orientation in September 2011, and the State Public Policy Symposium, tentatively scheduled for September 2012.

AVMA continues to increase its profile with state policy makers. In January 2011, Department staff accompanied AVMA president, Dr. Larry Kornegay, to the State Agriculture and Rural Leaders (SARL) Summit, an event designed for state agriculture legislative committee chairs. This event provided an opportunity for legislative leaders from agricultural and rural areas across the US to share ideas and offer input on policies and legislation related to agriculture and rural development, including veterinary medicine. Approximately 140 legislators, legislative staff, and private sector agricultural leaders attended the summit, and AVMA representatives provided a report on Association state legislative priorities for 2011. In addition, several veterinarians were speakers and panelists, including Dr. Brett Marsh (Indiana Board of Animal Health), Dr. Andrea Morgan (USDA-APHIS), Dr. Scott Hurd (Iowa State University College of Veterinary Medicine), and Dr. Martin Appelt (Canadian Food Inspection Agency). These veterinarians covered a variety of topics, including animal identification, pet breeder regulations, antibiotics in animal agriculture, and animal rights activism.

AVMA represented veterinary medicine at the annual legislative summit of the National Conference of State Legislatures in July 2010. Department staff manned the AVMA booth and interacted with hundreds of state legislators and their staff. The AVMA donkey and elephant stress toy giveaways were very popular with many summit attendees remembering them from previous years. AVMA displayed a map of the US at the front of the booth highlighting states that have adopted a loan repayment program. The map attracted attention from state legislators and generated good discussions. In addition, the Department arranged for two FEMA dogs and their handlers to be at the booth for one day, which helped attract attention to the booth.

For the first time Department staff exhibited at the annual meeting of the Council of State Governments in December 2010. AVMA representatives interacted with legislators and their staff on various issues related to veterinary medicine including loan repayment programs, farm practices, and animal cruelty-related laws. The meeting was very similar to NCSL, but on a smaller scale. AVMA will attend the meeting again in 2011, but may consider going as attendees rather than exhibitors in order to gain more exposure with legislators.

The increased interaction with key policy makers is gaining valuable visibility for AVMA. Evidence includes an increase in the number of calls from legislators and regulators, and the use of the AVMA State Legislative Update by organizations such as SARL and Council of State Governments.

The Legal Outreach Program (LOP) allows the AVMA to bring veterinary perspective on important animal and veterinary law issues to law schools, bar associations, and veterinary schools. The majority of presentations have focused on non-economic damages and pet guardianship; however, other animal law topics including animal abuse reporting have become more popular. The Department prepared and distributed over 35 packets of background and presentation materials for speakers, held a webinar orientation session for speakers, and created a new landing page for the LOP on the state advocacy section of the AVMA website.

Since the program's inception in summer 2008, the AVMA has made presentations at the law schools, bar associations, and veterinary schools as noted below.

Law Schools

- University of Wisconsin Law School
- DePaul University College of Law
- Michigan State University College of Law
- Duke University School of Law
- Hofstra University Law School
- John Marshall Law School
- Hamline University School of Law
- Boston University School of Law (2)
- University of Maryland Law School/ Maryland Bar Association
- Northwestern Law School
- Pepperdine University School of Law
- Santa Clara University School of Law
- University of Chicago Law School (Animal Law Week)
- University of Chicago Law School (Animal Law Seminar)
- Lewis & Clark Law School (Animal Law Conference)
- University of Connecticut Law School
- Wake Forest University School of Law

Bar Associations

- Massachusetts Bar Association
- Colorado Bar Association

- Minnesota Bar Association
- Indiana State Bar Association
- American Bar Association—TIPS/Animal Law Committee
- New York State Bar Association

Veterinary Schools/VMAs

- Colorado VMA Meeting
- Michigan State College of Veterinary Medicine
- Cornell College of Veterinary Medicine (2)

The number of advocacy materials posted on the Executive Resource Center (ERC) and the State Advocacy part of the AVMA website continues to grow, as have hard copy files background and supporting materials. This has improved AVMA ability to provide timely information to state VMAs and others regarding state legislation and regulation. Over 1,000 individuals receive the *ERC Newslink* each month, which highlights resources posted to ERC.

The number of visits to the state advocacy web pages has also increased. For example, the number of page visits increased 15%, from 4,917 in January 2010 to 5,656 in January 2011.

There are 18 state VMAs that subscribe to the Capwiz system currently. In 2005, AVMA purchased grassroots advocacy software designed to enhance the ability of state associations to communicate with legislators and mobilize members for action. The system, known as “Capwiz,” is managed by state VMAs individually.

Department staff continue to provide primary and secondary professional staff support to the State Advocacy Committee. In this role, staff assisted the committee with developing and implementing significant projects, several of which are described in this section.

As part of an effort to improve access to legislation involving veterinary medicine, the Department launched a new portion of the AVMA website which allows members and the public to view significant legislation that is either pending or has been adopted in the current legislative session. This portion of the site can be found under state resources and is updated every two weeks.

The Department continues to improve and update other portions of the website. The legislative issues section has been enhanced and reorganized and Department staff have researched and posted new articles on VCPR requirements, rabies vaccination requirements, veterinary facility standards, and breeder regulations. These articles continue to generate a significant amount of attention from both members and the public, and are continuously updated as new laws pass each year. In addition, all three members of the department are registered bloggers for *AVMA @work*.

THE CONVENTION AND MEETING PLANNING DIVISION

The 2010 AVMA Annual Convention was held in Atlanta, GA July 31- August 3, 2010 and attracted a total attendance of 8,505. Overall attendance was lower than 2009 and there were 540 fewer veterinarians registered. This can be attributed to the location as well as the economy. The Convention Management and Program Committee (CMPC) and the Institutional Animal Care and Use Committee (IACUC) both met twice over the course of the year to discuss the current year's convention as well as to plan for future Conventions.

In addition to the 966 hours of CE programming, the Interactive Lab program offered 13 veterinarian labs and two veterinary technician labs. Included in the CE program was the annual Global Health Summit forum entitled, Transition in Global Health. The outstanding forum included a wide range of international topics and speakers.

Four companies offered a total of five Sunrise CE Sessions, Sunday through Tuesday morning before the start of the regular educational schedule. These sponsored sessions allow exhibitors an opportunity to provide information on their latest products, services, research, and development initiatives. Twelve "Practice Tips" and ten "Brown Bag Lunchtime Learning" sessions were again offered for attendees to continue learning over the lunch break. The Computer Learning Center (CLC) drew capacity participation in many of the 15 computer-based courses offered to enhance attendee computer and technical skills with hands-on learning in a computer lab setting. Twelve sponsored symposia, including the Veterinary Diversity Symposium, were offered in 2010.

The 2010 AVMA Annual Convention realized net income over expenses of \$968,566. Registration fees for AVMA members were \$475 in advance, \$525 pre-convention, and \$575 onsite. International attendees who were members of a national veterinary association were eligible to register at the AVMA member rate. Non-member fees were: \$700, \$750, and \$800. Spouses, children under 18, and guest fees were: \$25, \$30, and \$35 respectively. Veterinary Technician fees were: \$225 (advance), \$250 (preconvention), and \$275 (onsite). Veterinary students continued to receive complimentary registration if submitted prior to the Preconvention 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 \$300 each.

The Georgia Veterinary Medical Association hosted the Welcome Center at the World Georgia Congress Center with genuine southern hospitality. Attendees were greeted upon arrival with sponsored Coca Cola soft drinks with an array of refreshments and treats throughout the day in a convenient and comfortable setting.

In addition to the educational program and convention center activities, the Division manages the coordination and logistics of the AVMA business meetings and assignments for 30+ affiliated groups that meet in conjunction with the AVMA during the convention.

The installation of the 2010 AVMA President, Dr. Larry Kornegay, took place at the President's Installation Luncheon on Tuesday, August 3 and his term became effective at the close of the Atlanta Convention. The Student AVMA and Auxiliary to the AVMA also conducted business prior to the start of the Annual Convention.

The AVMA Professional Liability Trust, AVMA Group Health and Life Insurance Trust, Student Auxiliary to the AVMA, and American Veterinary Medical Foundation (AVMF) were among the 34 Associated Groups holding business meetings, educational programs, member forums, and social events at the 2009 AVMA Annual Convention. Twenty-nine Alumni Receptions hosted by veterinary colleges and schools were held during the evening of Monday, August 2 throughout the AVMA headquarter hotel. These functions provided an excellent opportunity for convention attendees to network with fellow alumni and meet new graduates.

The 2010 AVMA Opening Session was held in the Georgia World Congress Center on Saturday, July 31st. Hill's Pet Nutrition, Inc. continued its sponsorship of the program, which included a keynote presentation by Animal Planet TV personality and author Jeff Corwin. Mr. Corwin delivered an inspiring and entertaining presentation with audience participation and turtles, alligators, and other interesting animals.

The AVMA Concert Series, sponsored by Merial featured Grammy-winner Train on Saturday evening. The concert was highlighted by the "Trainettes," young girls from the audience who were brought onstage to sing in Trainette t-shirts as well as an a cappella solo by Pat Monahan, Train's lead vocalist.

Atlanta convention sporting events included a golf outing at the Dogwood Golf Country Club for 17 golfers and a sporting clays competition at the Cherokee Rose Sporting Resort with 37 shooters. Renewed this year was Trails for Tails the 5K run/walk for attendees, which was also open to the local community looking for an "active" start to their morning. Over 500 runners participated in the event and proceeds went to local Atlanta animal shelters.

The AVMF continued its Voluntourism Projects in the Atlanta animal shelters to refresh and refurbish those shelters in need. The Foundation also hosted "A Night at the Aquarium" at the Georgia Aquarium and the event sold out with over 750 attendees.

The 2010 Exhibit Hall included 224 exhibiting companies with a total of 36,600 square feet occupied. There were 36 non-commercial veterinary related groups occupying 3,600 square feet also present within the exhibit hall. Additionally there were 104 new exhibitors that participated in 2010 compared to 69 new exhibitors in 2009.

New exhibit hall items included an all-inclusive AVMA Pavilion, the AVMA MapIt! Interactive Guide & Directory on 42" plasma touch screens, a New Product Showcase featuring 32 new products from exhibitors, and the Lunchtime Express Connection.

Elimination of the fourth exhibit hall day was well received by both exhibitors and attendees. In 2010 there was only a 3% decline in traffic on the last exhibit day versus a 40% decline in last-day traffic in 2009.

Future AVMA Annual Conventions

- July 16-19, 2011—St. Louis, Missouri
- August 4-7, 2012—San Diego, California

- July 20-23, 2013—Chicago, Illinois
- July 26-29, 2014—Denver, Colorado
- July 11 – 14, 2015 – Boston, MA
- August 6 – 9, 2016 – San Antonio, TX

2011 Veterinary Leadership Conference—The 2011 Veterinary Leadership Conference (VLC) was held Thursday, January 6 through Sunday, January 9 at the Westin on Michigan Ave. The mission of the VLC is to develop leaders for the benefit of the individual and the veterinary profession.

Sponsoring the 2011 VLC was Pfizer, Hill’s Pet Nutrition, Inc. and the American Veterinary Medical Foundation.

The following is a breakdown of attendees—

- Delegates and Alternates – 122
- President/President-Elect – 71
- Recent Graduates (Emerging Leaders) – 75
- Executive Director/Secretary – 45
- At Large Members – 13
- Others (Executive Board, AVMA Officers, HOD Advisory Panel, AVMF, Planning Committee, Staff, Speakers, Sponsors) – 123
- Total Attendance: 449

The 2011 schedule was revamped to allow Emerging Leaders to participate in the District Caucuses. In addition the Emerging Leaders Networking event was an interactive reception as opposed to the ESPN Zone event held in years past.

The program opened on Thursday with an Emerging Leaders Networking Event. The Friday program consisted of a President/President Elect Forum, an Emerging Leaders Orientation, a Plenary Session, District Caucuses, an AVMF Reception, and other meetings. The Saturday program consisted of an Opening Session with speaker, 2 workshops with morning and afternoon sessions, the House of Delegates Regular Winter Session, the Mini Veterinary Leadership Experience (VLE), and Reference Committee meetings. The event ended on Sunday with a Closing Session and speaker.

Shortly after the close of the VLC a survey was sent to the 375 attendees, with the exception of AVMA staff. Out of the 375 attendees, responses were received from 203 for a 54.1% response rate. Below are key findings. (Most scales are based on a 7 point scale (agreement, effectiveness, usefulness). The average is 3.5 in those scales.)

- Of those who responded, 95.7% were very or somewhat satisfied with the VLC and 95.2% would definitely or probably recommend the VLC to a colleague (up from 89.8% in 2010).
- 63.6% of attendees had attended the VLC prior to the 2011 conference. While the primary reason given for attending the conference was to attend the HOD session (33.0%), learn more about becoming a leader in organized veterinary medicine was mentioned by 28.3% of the respondents, and meet with other leaders was given by 23.6% of attendees.

- Respondents were asked a series of agreement statements. The statements receiving the highest mean ratings (6.0 or higher) were, “provided me with the opportunity to learn more about becoming a leader in organized veterinary medicine,” “the VLC was useful to me,” “I will be able to apply what I have learned from the VLC in my current or future leadership position,” and “I will be able to apply what I have learned from the VLC in other aspects of my life.”
- The keynote speaker received a slightly higher rating than the closing speaker (6.3 vs. 5.8, respectively). Almost all attendees (94.7%) attended the keynote speaker presentation. Comments such as, “very engaging, excellent speaker, relevant,” and “useful information” were given. Six of ten attendees were present at the closing address. Comments such as, “motivational, energetic presentation” were given. Some suggestions were, “do not like selling other products during presentation,” and “prefer this to be on Saturday or not at all...travel delay for 2 hours on Sunday morning.”
- The Emerging Leaders Networking Event received a higher rating (5.8) compared to the 2010 ESPN Zone Event (4.7). Respondents liked the “mingling exercise,” “roundtable discussions,” and “meeting with other emerging leaders and AVMA Leaders.” Suggestions for, “better description of the itinerary,” and “I could have brought better questions if forewarned” were also mentioned.
- The Mini VLE was attended by almost all (97.5%) of the Recent Graduates/Emerging Leaders. The session received a 6.5 average rating. Some high points mentioned were, “very engaging, thought provoking session,” and “learned a lot about myself.” Suggestions for, “having the speaker connect more with non-practitioners,” and “it was too short” were mentioned.
- 62.5% of Recent Graduates/Emerging Leaders said that they would attend the VLC in the future. About one-third (35.0%) did not know or hadn’t decided and one person indicated they would not be returning in the future.
- Of those that were able to attend the workshops, 45.6% indicated that they attended ‘The People Side of Association Management’ by Jo Ann Brusa, PhD. Most respondents were disappointed with this workshop. The mean rating for this workshop was 2.3. Comments such as, “it was too basic,” and “not well organized” were mentioned.
- More than half of the respondents (54.8%) attended the workshop titled, ‘The Secret to Leading Others’ by Michael Brandwein. This workshop was very well received with a mean rating of 6.3. Comments included “he was entertaining,” “engaging,” and “excellent points.”

Respondents were asked whether their opinions changed regarding sponsors of the VLC—

- More than half (54.8%) the attendees indicated they had a more favorable view of Pfizer while 45.2% of attendees opinions did not change. No one had a less favorable opinion.
- More than half (53.4%) the attendees indicated they had a more favorable view of AVMF while 46.0% of attendees opinions did not change. Only one person had a less favorable opinion.

THE EDUCATION AND RESEARCH DIVISION

The Education and Research (E&R) Division is staffed by ten personnel, including four veterinarians (a Director and three Assistant Directors, one of whom also serves as the Staff Coordinator for International Affairs), a technical writer, an Educational Commission for Foreign Veterinary Graduates (ECFVG) Coordinator, an ECFVG Testing Coordinator, a Technician Education Coordinator, and two administrative assistants. Division staff provide support to 11 entities, including two councils, five committees, one commission, one board, one special task force, and one working group. Support includes agenda and correspondence development; research; guidance and meeting facilitation; preparation of minutes, reports, and surveys; maintenance of records, policies, and procedures; and implementation of approved policy. E&R Division staff also manage accreditation programs for veterinary medical and veterinary technician education; the recognition process for new and existing veterinary specialties; the educational equivalency certification program for graduates of non-AVMA/Council on Education-accredited foreign veterinary schools; and is involved in coordinating and facilitating international outreach activities of AVMA officers, staff, and 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 both the federal government through the US Department of Education (USDE) as well as the Council on Higher Education Accreditation (CHEA), a non-governmental organization that sets standards for educational accrediting entities. The COE currently accredits 44 veterinary colleges (28 in the USA, five in Canada, five in Europe, three in Australia, one in New Zealand, one in Mexico, and one in the West Indies). The current list of AVMA COE-accredited veterinary schools and colleges is available at: www.avma.org/education/cvea/colleges_accrued/colleges_accrued.asp.

During the 2010-2011 Association year, the Council conducted five comprehensive site visits, one consultative site visit, and two focused site visits; reviewed annual reports from 37 accredited colleges; and reviewed four of the eleven standards of accreditation for validity and reliability. Education and Research staff supporting the COE actively participated in meetings with the Association of Specialized and Professional Accreditors (ASPA), CHEA, and USDE to ensure currency with best accreditation practices.

Council on Research (COR)—The AVMA Bylaws charges the COR to recommend, coordinate, evaluate, monitor, and promote veterinary medical research. An E&R Assistant Director serves as staff consultant to the COR and is supported in these endeavors by an E&R administrative assistant. During the 2010-2011 Association year, the COR pursued its charge through the following activities:

- Reviewed AVMA policies related to research and recommended appropriate updates to the Executive Board.
- Represented the AVMA and American Veterinary Medical Foundation (AVMF) at the 10th Annual Merit-NIH National Veterinary Scholars Symposium held in August 2010 at the University of Georgia and served as a judge for the AVMA/AVMF-sponsored Young Investigators Award held in conjunction with the Symposium.
- Collaborated with the AVMF to support Association and Foundation research goals, which included continued implementation of the Institute for Companion Animal and Equine Research (ICAER).

- Represented the AVMA at several national meetings and hearings regarding the importance of continued and enhanced federal support for agricultural and comparative medicine research, including the January 2011 meeting of the President's Council of Advisors on Science and Technology.
- Maintained AVMA liaison relationships with the Association for Assessment and Accreditation of Laboratory Animal Care International (AAALAC), American Registry of Pathology (ARP), 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 2011 AVMA Lifetime Excellence in Research Award, AVMA Practitioner Research Award, AVMF/AKC Career Achievement Award in Canine Research, and AVMF/Winn Feline Foundation Research Award.
- Organized the “Breakthroughs in Clinical Research—Zoonotic Diseases” symposium to be held at the AVMA Annual Convention in St. Louis, Missouri in July 2011 and planned the 2012 “Breakthroughs in Clinical Research—Discovering the Medicine We Practice Tomorrow” symposium.
- 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.
- Collaborated with the AVMA Governmental Relations Division and the Association of American Veterinary Medical Colleges (AAVMC) to submit comments, and represented the AVMA at several hearings regarding the reorganization of the NIH National Center for Research Resources and creation of the National Center for Advancing Translational Sciences within the NIH.
- Submitted a memorandum to the AVMA Executive Board Strategic Planning Task Force in support of science and discovery as an AVMA strategic goal and recommended specific objectives for inclusion in the next strategic plan.
- Worked with the Editor-in-Chief of the *American Journal of Veterinary Research* to enhance journal effectiveness.

American Board of Veterinary Specialties (ABVS)—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.

- The Board examined annual reports and five-year reviews from each recognized specialty organization to ensure established procedures for credentialing and examination are fairly administered.
- The Board approved the formation of two new specialty organizations and passed recommendations forwarded to the Council on Education.
- The current list of AVMA-recognized veterinary specialty organizations, totaling 21, is available on the ABVS website: www.avma.org/education/abvs/default.asp.

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

- CVTEA accredits 172 veterinary technology programs in the US. This includes 151 two-year and 21 four-year programs. Nine programs are delivered by distance learning.
- 36 site visits were completed in 2010; of those 11 were new programs seeking initial provisional accreditation. There are 53 site visits scheduled for 2011; of these, 21 are seeking initial provisional accreditation. A total of 45 site visits are anticipated for 2012.

The current list of accredited technology programs is available at www.avma.org/education/cvea/vettech_programs/allprograms.asp

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 in these endeavors 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’s test vendor (Prometric), examination sites, and numerous volunteer subject matter experts; communicating with candidates and other stakeholders; and maintaining the candidate database and ECFVG website. Current program statistics indicate that:

- Between January 1, 1973 and December 31, 2010, 4,985 ECFVG certificates have been awarded.
- During 2010, 275 graduates of approximately 70 different non–AVMA/COE-accredited veterinary schools in more than 30 different countries earned ECFVG certificates. Of those 275 graduates, 94 are native-born US citizens.
- During 2010, 441 new program applications were accepted; 105 from native-born US citizens and 336 from native-born citizens of other countries.
- During 2010, the CPE, which is the 3 day, hands-on assessment of clinical veterinary medical skills used in the fourth and final step of the certification program, was administered 25 times across 6 approved sites to 336 candidates taking the full exam and 324 retaking one or more sections.
- During 2010, 35 volunteer subject matter experts participated in item writing, item review, and form review for the BCSE.
- During 2010, E&R staff and ECFVG members facilitated five on-site evaluations of CPE sites and three on-site CPE examiner training sessions.
- Between January 1 and April 8, 2011, 92 new candidates enrolled in the ECFVG program. Of these, 19 are native-born US citizens.
- As of April 8, 2011, 1,685 candidates are enrolled in the certification program, of which 268 are native-born US citizens. Of these 1,685 enrolled candidates, 1,054 have not yet completed the English language assessment (ECFVG Step 2), BCSE (Step 3), and/or CPE (Step 3); whereas 631 have completed Steps 1-3 but not yet completed the CPE.

During the 2010-2011 Association year, E&R staff worked closely with the AVMA Information Technology Division to secure a vendor and begin a significant upgrade to, and modernization of, the ECFVG candidate database. Education and Research Division staff supporting the ECFVG also participated in continuing education programs offered through the Institute for Credentialing Excellence to ensure the Commission continues to act in accordance with certification-industry best practices.

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.

Committee on International Veterinary Affairs (CIVA)—The CIVA is a young committee, having been established by the AVMA Executive Board in 2007. It is staffed jointly by the E&R Assistant Director who serves as the AVMA Staff Coordinator for International Affairs and the AVMA Executive Vice President. They are assisted in these endeavors by an E&R administrative assistant. The CIVA is chaired by the Director of International Affairs, a volunteer position currently held by Dr. James E. Nave, and is charged with studying global issues affecting the AVMA and recommending to the Executive Board courses of action for the Association. During the 2010-2011 Association year, the CIVA:

- Reviewed and recommended as appropriate, participation of AVMA officers and executive staff at international meetings, which included: Mexican Veterinarians' Day; International Veterinary Officers Council (IVOC); British Veterinary Association Congress; European Association of Establishments of Veterinary Education (EAEVE) site visit; European Union Animal Welfare Education Conference; First Annual Chinese Veterinary Conference and First Chinese Veterinary Day Celebration; Federation of Veterinarians of Europe (FVE) fall 2010 and spring 2011 General Assemblies; Opening Ceremony of World Veterinary Year and Vet2011 Executive Committee meeting; EAEVE General Assembly; World Conference on Veterinary Education; 2011 Australian Veterinary Association Annual Conference; 79th World Organization for Animal Health (OIE) General Session; World Congress for Disaster and Emergency Medicine; 57th International Military Veterinary Medical Symposium; and the 63rd Canadian Veterinary Medical Association Convention.
- Recommended new strategic international partnerships for the AVMA, to include membership in the World Small Animal Veterinary Association.
- Recommended expansion of AVMA involvement in the Pan-American Association of Veterinary Sciences by nominating an AVMA representative (Dr. Theresa Bernardo) to serve on the PANVET Board of Directors beginning September 2010.
- Provided oversight to existing AVMA international liaison relationships, including the World Veterinary Association to which Dr. Lyle Vogel serves as the US/AVMA Councilor.

- Planned the next North American Veterinary Leadership Meeting involving leaders of the veterinary profession in Canada, the USA, and Mexico to be held July 20, 2011 in St. Louis, MO.
- Organized the “World Veterinary Year: 250 Years of Improving Animal and Human Health” symposium to be held on July 17, 2011 at the AVMA Annual Convention in St. Louis and began planning a 2012 AVMA Convention symposium focusing on international veterinary medical education.

In addition to supporting CIVA activities during the 2010-2011 Association year, the Staff Coordinator for International Affairs helped coordinate AVMA and US National Committee events celebrating World Veterinary Year and served as the AVMA representative to the US Delegation to the OIE. In this latter role, the Staff Coordinator prepared AVMA comments regarding proposed changes to the OIE Terrestrial and Aquatic Animal Health Codes and Manuals for submission to the US Delegate to the OIE. The AVMA Executive Vice President served as the US representative to the international World Veterinary Year (Vet2011) Executive Committee and was Chair of the OIE ad hoc Group (AHG) on Veterinary Education. The AHG held its initial meeting in July 2010 to draft minimum competencies expected of veterinarians delivering National Veterinary Services (ie, pre- and postmortem inspection of food of animal origin, issuance of health certificates for import/export, identification/prevention of reportable diseases, etc).

Council on Education (COE) Candidate Qualifications Review Committee (CQRC)—CQRC is charged to develop and maintain a qualification review process for candidates for election to the Council on Education (COE). This includes establishment and publication of COE candidate-qualifications review criteria. The CQRC evaluated and approved three COE nominees in 2010

Task Force on Veterinary Internships (TFVI)—The TFVI is charged to review the current status and quality of veterinary internships and prepare a comprehensive written report that details findings and recommendations to address needs; membership includes two representatives appointed by the American Association of Veterinary Clinicians, two appointed by the AAVMC, and one representative each from the AVMA Executive Board, Council on Education, Council on Veterinary Services, and the Student AVMA.

The TFVI submitted its final report to submit to the respective member Boards in April 2011.

International Accreditors’ Working Group (IAWG)—The IAWG is not truly a task force or committee, but a working group composed of representatives from the AVMA and its Council on Education (COE), the Royal College of Veterinary Surgeons (RCVS), the Australasian Veterinary Boards Council (AVBC), the European Association of Establishments for Veterinary Education (EAEVE), and the South African Veterinary Council (SAVC). The IAWG does not meet annually; rather, it meets as needed (typically every two-to-four years) to discuss and take appropriate action on issues impacting educational accreditation in a global environment. Travel expenses for each entity’s representatives are funded by the respective entity.

Prior to the 2010-2011 Association year, the IAWG last met in October 2007 to develop a single set of standards, which were based on those of the COE, for a joint accreditation site visit by the

COE, AVBC, and RCVS to Murdoch University in Western Australia. These standards were subsequently approved by all three accrediting entities, and the joint site visit was conducted successfully in October 2009. In April 2010, the Executive Board approved a recommendation from the CIVA to reconvene the IAWG during the 2010-2011 Association year to review the joint accreditation site visit conducted in October 2009 and discuss distributive models of clinical education, outcomes assessment, day one competencies, and veterinary public health. The IAWG met at AVMA headquarters March 28-29, 2011. The E&R Assistant Director who serves as the Staff Coordinator for International Affairs and the E&R Division Director provide staff assistance to the IAWG. The IAWG discussed the above noted topics and recommended the policies and standards for conducting an additional four joint site visits over the next three years; three in Australia/New Zealand (COE, AVBC, RCVS) and one in Scotland (COE and RCVS). A final decision on the IAWG recommendations will be made by the accrediting entities involved.

THE FINANCE AND 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 using Great Plains Accounting software, which is fully integrated with the Association Management software. Monthly financial statements are distributed 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 and prepare all materials to ensure an accurate and timely audit.

The AVMA Treasurer oversees the management and investment of all AVMA funds. The FBSD Director purchases approved investments as the Investment Policy allows, including US Government Securities and Certificates of Deposit. In addition, AVMA uses Investment Consultants and Fund Managers for a portion of the AVMA funds that are not required for short- or mid-term operations. The Investment Consultants work in cooperation with the Treasurer, Executive Vice President, and Director of the Division. All investments are made following the investment policy established by the Executive Board.

The Division is also responsible for the financial statement preparation, accounts payable, and payroll processing for the American Veterinary Medical Foundation.

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, and Reference Committee A - Budget and Financial Review Committee.

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 presentation to the Executive Board and the House of Delegates.

THE GOVERNMENTAL RELATIONS DIVISION

The AVMA Washington DC office houses the Governmental Relations Division (GRD) and the AVMA Washington DC Conference Center. The GRD includes eight full-time staff positions, as well as a governmental relations communications manager position which is part of the Communications Division.

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 IL 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) Policy 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 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, Small Business Coalition for Affordable Healthcare, 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. 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 the AVMA viewpoint. The contributions to federal candidates are often delivered by PAC donors and AVMA members in the candidates’ home state/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 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 with legislative alerts and updates, read summaries of key bills, find out how respective legislators are voting, and 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 and regulatory 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 and regulatory proposals. The AVMAPAC Policy 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 members to develop and implement strategy to advance the AVMA agenda. The AVMA finished the 111th Congress with 81 items on its Legislative Agenda: 19 Active Pursuit of Passage; 3 Active Pursuit of Defeat; 31 Support; 25 Nonsupport; and 3 No Action.

111th Congress (2009-2010) Highlights—The following bills on the AVMA’s Legislative Agenda passed and became law:

- World Veterinary Year resolution (Active Pursuit of Passage)
- Red Flag Program Clarification Act (Active Pursuit of Passage)
- Prevention of Interstate Commerce in Animal Crush Videos (Active Pursuit of Passage)
- Small Business Jobs and Credit Act (Support)
- Tax Relief, Unemployment Insurance Reauthorization, and Job Creation Act (Support)
- Multinational Species Conservation Funds Semipostal Act (Support)
- FDA Food Safety Modernization Act (Support)
- Truth in Fur Labeling Act (Support)
- Asian Carp Prevention and Control Act (No Action)

The following bills on the AVMA Legislative Agenda passed in the US House of Representatives:

- Veterinary Services Investment Act (Active Pursuit of Passage)
- Veterinary Public Health Amendments Act (Active Pursuit of Passage)
- Southern Sea Otter Recovery and Research Act (Support)
- Repeal 1099 reporting requirement (Support)
- Captive Primate Safety Act (Nonsupport)
- Crane Conservation Act (Support)
- Great Cats and Rare Canids Act (Support)
- Restoring Our American Mustangs Act (Nonsupport)

The following bill on the AVMA Legislative Agenda passed in the US Senate:

- Repeal 1099 reporting requirement (Support)
(**Note:** while both the House and Senate passed legislation repealing the 1099 reporting requirement, they could not reconcile the difference between the two bills and the issue died at the end of the 111th Congress).

Other AVMA initiatives introduced in the 111th Congress:

- Veterinary Medicine Loan Repayment Program Enhancement Act
- Wildlife and Zoological Veterinary Medicine Enhancement Act

The AVMA participated in a hearing on Antibiotic Resistance and the Use of Antibiotics in Animal Agriculture before the Health Subcommittee, House Energy and Commerce Committee. Dr. Christine Hoang, AVMA Assistant Director, Scientific Activities represented the AVMA at the hearing.

112th Congress (2011-2012) Highlights—The following bill on the AVMA's Legislative Agenda passed in the US House of Representatives:

- Veterinary Public Health Amendments Act

The Veterinary Medicine Loan Repayment Program Enhancement Act was introduced in the US Senate on March 9, 2011

- On November 9, 2010 the US Department of Agriculture National Institute of Food and Agriculture (NIFA) announced the first 62 Veterinary Medicine Loan Repayment Program awards. To date, 54 veterinarians accepted the award, which provides loan repayment to veterinarians who commit to practice in designated shortage areas. Through FY 2010, Congress has appropriated \$9.8M for the program. The GRD anticipates that the program will receive \$4.8M for FY 2011. USDA NIFA recently announced that the second round of awards will be made in fall 2011.
- Senator John Ensign, DVM (R-NV) is in his second term in the US Senate. Senator Ensign currently serves on the following committees: Budget; Commerce, Science and Transportation; Finance; and Homeland Security and Government Affairs.

Congressman Kurt Schrader, DVM (D-5-OR) is in his second term in the US House of Representatives. Congressman Schrader currently serves on the following committees: Agriculture; Small Business; and Budget.

- In November 2010, AVMA President Larry Kornegay hosted the President's Roundtable Luncheon in Washington, DC. This annual event brings together veterinarians in federal regulatory-related positions and in Washington, DC-based organizations to meet with AVMA leaders to discuss issues of mutual interest.

Dr. Kornegay was joined by AVMA President-elect René Carlson and Executive Vice President Ron DeHaven. The event was attended by 24 veterinarians from federal agencies

such as the US Army Veterinary Corp, US Department of Homeland Security, US Department of Agriculture, Centers for Disease Control, 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.

- The GRD hosted and arranged legislative fly-in events for several allied and stakeholder organizations including the American Association of Bovine Practitioners, American Association of Swine Veterinarians, Merit veterinarians, and AVMA District II.

The GRD staff uses its expertise and lobbying experience to help these organizations prepare for and effectively execute their legislative fly-ins by scheduling meetings with members of Congress; providing meeting space at the AVMA Conference Center; and providing legislative updates and briefings on relevant issues. Legislative fly-ins by allied and stakeholder organizations advance AVMA advocacy goal to improve veterinary medicine's ability to lobby effectively at the state and federal level.

- The AVMA-CAN is the principle means by which AVMA members have been helping to advance the AVMA legislative agenda. Aggressive, multi-media outreach efforts by the GRD and Governmental Relations Communications staff have resulted in substantial gains in membership participation. Since March 2009, AVMA-CAN membership has increased to more than 8,100 veterinarians and supporters. AVMA-CAN members stay connected to the AVMA through the effective use of electronic communications vehicles such as websites, blogs, and social networks such as Twitter and Facebook.
- The AVMA Fellowship Program offers selected veterinarians the opportunity to spend one year working as science policy advisors in the personal offices of members of Congress, congressional committee offices, or federal agencies. 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.

The 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 in Congress and all branches of federal government increases the visibility of veterinarians and veterinary medicine in the public policy arena.

The 2010-2011 Congressional Science Fellows are Dr. Terry Ryan Kane and Dr. Kathryn Simmons. Dr. Kane received her DVM degree from the University of Illinois College of Veterinary Medicine. She is currently in the Office of Senator Kirsten Gillibrand (D-NY) where she works on agriculture issues.

Dr. Simmons received her DVM degree from the Virginia-Maryland Regional College of Veterinary Medicine. Dr. Simmons is in the Office of Senator Olympia Snowe (R-ME) where she works on health care and small business issues.

Funding for a third fellow position was restored in the FY 2011-2012 budget and as a result, three veterinarians will be selected in mid-April 2011 to serve as the 2011-2012 AVMA fellows.

- The AVMA-GRD Veterinary Student Externship Program provides third- and fourth-year veterinary students the opportunity to spend time in Washington, DC where they learn about 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 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 the Externsonthehill blog that discusses their externship and the issues they cover while in Washington.

In 2010, the GRD provided ten veterinary students the opportunity to observe the profession from an "Inside the beltway" perspective. The students who participated in the 2010 GRD Veterinary Student Externship Program are: Anthony Bartels (Colorado State University); Amanda Bisol (University of Pennsylvania); Van Brass (University of Florida); Tristan Colonius (Louisiana State University); Rachel Cumberbatch (Purdue University); Valarie Eisenbart (University of Illinois at Urbana); Rebecca Steers (Tufts University); Jessika Uden (Iowa State University); Jason Wood (University of California); and Kelvin Urday (University of Missouri).

The students selected to participate in the 2011 GRD Veterinary Student Externship Program are: Anna Daniel (Auburn University); Eva Evans (University of Tennessee); Hillary Heredeen (University of Pennsylvania); Hillary Jarrett (Auburn University); Rayne Johnson (Purdue University); Kirstin Kamps (Western University of Health Science); Henderson King (Mississippi State University); Chelsey Shivley (Michigan State University); Tara Stickler (Ohio State University); and Lisa Wolf (Atlantic Veterinary College, University of Prince Edward Island).

- In February 2011 the GRD hosted the third annual SAVMA legislative visit which is designed to enhance veterinary student awareness of the importance of advocacy. Fifty-three students representing 21 schools participated in the two-day event.

During day one of their visit to Washington, DC students learned about the work conducted at the GRD, federal legislative issues impacting the profession, and how they can be effective advocates for the veterinary profession. Kay Johnson Smith, executive vice president of the Animal Agriculture Alliance, and Adrian Hochstadt, assistant director for the AVMA State Legislative and Regulatory Affairs Department, were guest presenters, while former AVMA Congressional Fellows discussed life on Capitol Hill. On day two, after a lively and informative discussion with Congressional staffers, students flooded the halls of Congress to request support from their Representatives and Senators for the Veterinary Services Investment Act and Veterinary Medicine Loan Repayment Program Enhancement Act. The event concluded with a lunch at the GRD, where students had the opportunity to share their experiences with their colleagues and GRD staff.

THE INFORMATION TECHNOLOGY DIVISION

The role of the Information Technology (IT) Division is to provide the personnel and resources to actively support the daily operations of the AVMA and to ensure an efficient, stable and secure infrastructure for the organization. IT works with divisions to better understand their business needs and to ensure that organizational and divisional goals are being met. IT has a strong commitment to moving the organization forward with ongoing development projects involving new applications and new technologies. The Division currently has a staff of 12 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 the SharePoint administration for the AVMA Governance Portal, and handles all backend administration for listservs and Electronic Newsletter Distribution. IT also oversees and supports the phone and voicemail systems, and mobile devices. The Help Desk staff provide guidance on technical and computer related issues on a daily basis for AVMA Headquarters staff, the Governmental Relations office in Washington DC, and volunteer leadership. Help Desk staff develop user documentation and best practice guidelines in the use of software applications and provide staff training in the use of hardware, desktop software, and the phone system. This area of the Division also provides support for all meeting technology needs which includes scheduling and assigning loaner laptops, scheduling Internet conferences (GoToMeeting), assisting with conference calls, and support for all technological needs in the 2nd floor Conference center and all conference rooms within the building.

Programming and Development—IT provides development solutions to meet the needs of the organization. The Division is responsible for administration and support for all Association databases including the primary database (Aptify), and is the lead technical expert and developer for the Aptify system. IT 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 and Operations - IT oversees planning and coordination of all activities relating to AVMA Informational Databases to ensure data integrity. The Division manages key operations for other Divisions including: annual dues invoice billing, journal fulfillment, online data transaction and exchange, as well as BPA file management just to highlight a few. IT is also responsible for 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 data being transmitted and verifying the integrity of the data being received for AVMA programs and services.

The IT Division had a very productive Association Year. Highlights of accomplishments include:

- Successfully upgraded Aptify, the Association Management System. This was a significant change to the platform/technology being utilized. The new version of Aptify brought the system into a .net environment and readied the application for future development projects such as the redesign of the ECFVG database and the website rebuild.
- Redesigned the online Member Update Center, making it more user friendly and easier for members to update and submit their information to the AVMA.
- Implemented a true e-commerce solution for the AVMA Online Store. IT staff developed the functionality needed for the online catalog, the storefront and shopping cart features, and the integrations needed for the Aptify database. IT worked with UPS to build integration to their site to retrieve current shipping charge information and allow the customer to track their shipments. This integration also helped streamline the backend process for the Marketing and Mailroom staff and reduced the amount of time needed for processing an order.
- In conjunction with DelCor Technology Solutions, IT successfully completed a requirements study, vendor search, and selection for the redesign of the ECFVG database application. Contract negotiations are currently underway, with the project scheduled to kick-off this summer.
- As a result of an Executive Board recommendation on AVMA Model Forms and Documents, IT worked with OEVP to standardize these forms/documents so they are compatible for electronic dissemination and use.
- Assisted the Convention Division with the selection of a new Convention housing and registration vendor. Worked to develop a Request for Proposal that outlined AVMA requirements, participated in vendor demonstrations, and the vendor selection process. IT staff provided the vendors with the necessary data files needed to launch each application. IT continues to work with the Convention Division and a vendor to streamline the speaker submission process by implementing an Online Abstract Submission solution.
- Throughout the year IT has continued to work closely with the Communications Division on several electronic communications initiatives: Launch of 2 newsletters for AVMA PAC and Animal Welfare, reworked procedures to allow the AVMA@Work newsletter to be received by all members as a member benefit, and redesigned the process to subscribe/unsubscribe via email links so that members are no longer forced to login.

- Worked jointly with the Communications Division on several online applications: AVMA Leadership Lookup, an application where AVMA members can view contact information for their Executive Board member and House of Delegates representatives. The application is integrated with Aptify, so information is always current and up-to-date. Now, with a single click, relevant contact information for AVMA representatives will be delivered to members on one screen. Member Comment/Input: developed a platform that allows members to provide input/comments on policies. Online Dues: enhanced the existing Online Dues payment process so members can pay dues year round.
- IT continued work to improve the AVMA infrastructure: Upgraded both the Schaumburg and Washington offices to Office 2010, replaced and upgraded outdated hardware and equipment, implemented a new Help Desk Service Software application, and continued to build out and enhance the SharePoint platform used for the Governance Portal.
- Website Rebuild – continued working very closely with the Communications Division on this initiative. The project plan was completed earlier this year and extensive work continues on developing and finalizing the taxonomy/metadata matrix, content and information architecture, and creative design. Development work in the areas of customization planning and integration is scheduled to begin in April.

THE MEMBERSHIP AND FIELD SERVICES DIVISION

The Membership and Field Services (MFS) Division provides management and administrative support in three key areas for the Association: membership operations, student outreach, and veterinary professional and career services. Membership operations include recruitment and retention of AVMA members, application processing, gathering complete and current member information, direct member assistance through phone calls and emails, monitoring and evaluating member benefit programs, and outreach to state veterinary medical associations and allied organizations represented in the House of Delegates. Student outreach includes campus visits to veterinary schools, support for 29 Student Chapters of the AVMA, three Associate schools, and advising the Student American Veterinary Medical Association. Veterinary professional and career services include oversight for the Veterinary Career Center and Veterinary Career Network, developing career resources such as the Working Diagnosis and Student Externship Locator, responding to member career-related questions, and recently the development and launch of MyVeterinarian.com. Most importantly, MFS Division staff work as a team within and across divisions of the AVMA to fulfill these responsibilities and to assist AVMA members both personally and professionally.

The Division provides staff support to the Council on Veterinary Service, the Member Services Committee, the Task Force on AVMA Programs for Students and Recent Graduates, and a MFS staff member serves as a liaison trustee to the AVMA Professional Liability Insurance Trust.

Contact and Professional Information Updates—The AVMA continues to be the most comprehensive source of information about veterinarians and the veterinary profession because such a large percentage of veterinarians in the US belong to the Association. For this reason, keeping membership information complete and current is an important priority. Members can easily access the Member Update Center in the My AVMA section of the AVMA website at

www.avma.org to update contact and professional information, indicate areas of interest and employment ([see Table 5](#)), provide demographic information, select journal and e-newsletter subscription preferences, opt in or out of a variety of AVMA informational choices, as well as select which information they wish to have published in the AVMA Online Directory. An annual campaign to encourage members to regularly review and update their profile information will be launched during the second half of 2011.

Dues Payments—The AVMA member dues renewal season runs from October through March. Even with the recent dues increase, the 2011 membership renewal season is proving to be successful. AVMA dues were increased in multiple categories of membership and streamlined to maintain a consistent dues structure. Voting and Associate members saw an increase from \$250 to \$300 and Affiliate membership dues went from \$225 to \$300. Additional increases in dues occurred for the AVMA membership categories of Short Term Family Obligations, and Recent Graduate and Advanced Professional Study. The dues for these members went from \$110 to \$150, while Retired Members saw an increase in dues from \$125 to \$150.

For the second year in a row, members were sent an email renewal reminder directing them to the AVMA website to renew their memberships several weeks before the paper invoice mailing. This combination of email notices and mailed invoices successfully reduced the number of paper invoices mailed, increased online processing of dues, and kept operating costs below budget. By the end of December 2010, nearly 70% of members had renewed their memberships. The shift to online dues payment continues, thereby expediting the renewal process for members and controlling expense to the Association. By the end of March 2011, 31% of renewals had been completed online, an increase from 24% in 2010. Each year more clinics take advantage of the easy online option that allows them to renew multiple memberships in a single transaction. The number of clinics using this option has grown from 701 in 2009 to 1,212 in 2011.

The online dues payment page on the AVMA website also links to the web pages for online contributions to the AVMA PAC and the American Veterinary Medical Foundation (AVMF), and includes a link to the Member Update Center.

Membership Recruitment and Retention—AVMA membership continues to increase annually. By the end of 2010, there were a total of 81,621 members. This increase is due to a retention rate of 97.5% of the members from the previous year and a net gain of 1,505 members, or 1.9%, over last years' total (Tables [1](#) and [2](#)). Of the 3,855 new members in 2010, 2,534 were new graduates of schools with student chapters ([Table 3](#)). During 2010, honor roll status was awarded to 431 members. Membership losses included 327 deaths, and 2,023 members who were dropped from membership due to resignation or nonpayment of dues. The AVMA continues to maintain a market share of US veterinarians approaching 83%. Further analysis of membership is reported by state ([Table 4](#)) and professional activity ([Table 5](#)).

As of the March 31 deadline to renew AVMA membership, 95% of the 2010 membership had renewed. There are numerous efforts throughout the rest of the year that focused on bringing back those who had not renewed by the deadline, as well as working to attract first time new members. These efforts are as follows:

- A Convention Campaign targeted over 2,200 non-member and former members who reside within driving distance of the AVMA Convention in St. Louis

- A Convention Registrant Campaign that targeted non-members and former members who register for convention
- A Convention Speaker Campaign that targeted non-member and former member veterinarians who register as a speaker for convention
- The Veterinary Career Center Campaign is an ongoing effort that targets non-member and former members utilizing the AVMA resource each month
- AVMA GHLIT and PLIT Insurance Campaign that targeted non-member and former members who enjoy the member benefit of PLIT, GHLIT, or both
- ECFVG Campaign Targeting ECFVG applicants interested in AVMA membership

There were also additional recruitment campaigns that included efforts to recruit recent graduates who did not receive automatic conversion to AVMA membership and those from schools without a Student Chapter of the AVMA.

Diversity and Inclusion Initiatives—AVMA has worked closely with the Association of American Veterinary Medical Colleges (AAVMC) over the past year to advance the commitment that each organization has made to diversity and inclusion. In fall 2010, for the second year, the AVMA and AAVMC shared the expense of and responsibility for staffing an exhibit booth at the National Conference of the Society for the Advancement of Chicano and Native Americans in Science (SACNAS). This was an opportunity to promote veterinary medicine to an audience of highly motivated college undergraduate students with an expressed interest in science. AVMA staff from the Membership, Communications, and Education and Research divisions traveled to Purdue University in May to attend the Midwest Regional Iverson Bell Summit. MFS division staff was involved with the planning of the AVMA Diversity Symposium at the Annual Convention in Atlanta and assisted with the development of several articles on diversity for February 15, 2010 issue of JAVMA.

MyVeterinarian.com, Veterinary Practice Locator—MyVeterinarian.com is a new, free, online resource from the AVMA for veterinarians to list their practice location, medical services offered, hours of operation, and veterinarians on staff. This project is a key tactic of one of the five strategic goals of the AVMA - Economic Growth. The objective of MyVeterinarian.com is to help increase the demand for veterinary services by providing the public with an easy searchable means of locating a veterinarian who provides services needed or desired. The new resource was completed in October 2010 and has focused the first four months on marketing directly to veterinary practices. To date, 8,000 practices have signed up and are now searchable by the public. Multiple communications have been planned and executed to practices and veterinarians directly. Three marketing postcards were mailed in October 2010, January 2011, and March 2011 to encourage practices to complete their information and become searchable by the public. AVMA and MyVeterinarian.com had a large presence at the North American Veterinary Conference and Western Veterinary Conference in January and February highlighting this new member resource. An email was also sent to all AVMA members who had a valid email address announcing the new, free program and articles were published in *JAVMA* and AVMA@work. The AVMA@work issue announcing MyVeterinarian.com had the most click-throughs recorded since the inception of this e-newsletter, demonstrating a successful response from AVMA members. A public launch is scheduled on April 15 with MyVeterinarian.com integrated with Healthy Pets Visit Vets, a national public awareness campaign to highlight the importance of veterinary medicine.

Press releases, online advertising, ads in animal magazines, and direct marketing to shelters are also planned.

Member Benefits and Services—AVMA member benefits include the full range of activities described throughout this report. All of the Association's programs advance and promote the veterinary profession to the benefit of every member.

In addition to the professional and policy functions, the AVMA provides a variety of direct business services for its members. Using the collective bargaining power of its total membership, the Association has negotiated the best possible rates for quality services that are made available to individual AVMA members. These programs are provided to members without cost to the AVMA. Detailed information about each of the programs can be found online at: www.avma.org/services. Membership Division staff review and evaluate proposals, facilitate partnership agreements, and monitor programs for quality, value, and service. In addition to providing low rates to participating members, several of these programs generate royalties to the AVMA. Current AVMA affinity programs include:

- AVMA Credit Card program with Bank of America
- Financial Services — Bank of America (through its subsidiary, Banc of America) provides financial products and services for members' short-term and long-term needs.
- Bank Card Processing Services — Bank of America provides highly competitive pricing structures for a credit card and debit card transaction-processing program for AVMA members which include a royalty-sharing agreement with participating/partnering state veterinary medical associations based on transaction volume.
- Lands' End Apparel and Products — AVMA members can purchase quality logo'd apparel and will save 10% on product and logo fees by purchasing through the AVMA-Lands' End specific AVMA Company E-store or phone number.
- Relocation Services — AVMA continues its relationship with Atlas Van Lines to provide
- AVMA members with a discounted rate of 61% on interstate moves, along with a royalty paid to the AVMA based on net charges.
- Auto Rental Agencies — Discount car rental rates are provided to AVMA members year-round by Alamo and National car rental agencies.
- Degree/Certificate Framing Services — Have your veterinary degree or AVMA membership certificate framed at a 10% discount for members. There are several frame styles available and the AVMA logo will be imprinted on the mat.

Mailing List Rentals—In 2003 the AVMA entered into an agreement with InFocus, an association list management firm, to market and administer the AVMA private mailing list rental service. As part of this agreement, the AVMA retains *complete and final approval of all mailing list rental requests*, which are granted on a case-by-case basis by staff after a thorough review of the materials to be mailed. Organizations are not permitted to use AVMA member record data to create, update, or maintain their own databases. In accordance with AVMA Executive Board action, the AVMA will provide upon request and at no charge, one set of printed mailing labels per calendar year and up to four pre-approved sets of electronic labels in a calendar year to each state veterinary medical association and allied group represented in the House of Delegates, and to specialty colleges recognized by AVMA, germane to that respective organization. Staff

continues to work closely with InFocus to improve the marketing of this resource. Email addresses and/or telephone numbers are *never* included with provided mail list information. Members can choose to not have their information shared on any mail list rentals by going online to the Member Information Update area and selecting that option.

Correspondence directly sent by the AVMA on matters important to veterinary medicine may be sent by email. Members are encouraged to go online to the Member Information Update area to select their email preferences and to keep their email and address information current.

Veterinary Career Center—The AVMA Veterinary Career Center (VCC) (www.avma.org/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 October 2001. The VCC accepts listings for all areas of veterinary medicine, including private practice, academia, industry, technician, hospital managers, and staff. The VCC assists veterinarians and veterinary students with career and educational resources. Job seekers post resumes free of charge, which can be viewed by employers who have a current paid job listing posted at the site. Job search agents can be set up to easily connect jobs and candidates based on criteria selections. Employers have a choice of 30, 60, and 90 day packages for either veterinarian or non-veterinarian positions. Externships and internships can be posted free of charge. Other job enhancements or multiple job packages are available for an additional cost. Paid job listings include resume access for no additional charge. User support is provided by AVMA staff as well as Boxwood Technologies, the site vendor. AVMA staff closely monitor the site to ensure appropriate jobs are posted and candidates are qualified.

Efforts are underway to expand job postings into non-traditional areas in industry. Contact with HR departments of businesses that may hire veterinarians took place in 2010. Office manager group contact is planned for 2011 as well as outreach to governmental agencies to encourage job postings from these groups. These efforts will make organizations aware of the site and encourage them to post clinical as well as non-clinical job opportunities.

A “Career Center” Facebook link was added to the AVMA Facebook fan page and an AVMA Jobs Twitter account was started this year. Both links were added to the VCC homepage. Jobs are sent to these sites as they are listed on the VCC and Twitter followers numbered over 100 within six weeks of launch. Job listing exposure using social networking methods is an increased value for employers and makes job searching more efficient for job seekers.

There continues to be a significant increase in the number of qualified candidates registered on the site making it a valuable service for job seekers as well as employers who are looking to staff their businesses. The number of views and applications for each job continues to grow and there is an increase in the number of positions available as the economy shows improvement. The site is among the top three visited on the AVMA website and continues to be a valuable asset. The Student Externship Locator website on the VCC landing page continues to be a popular tool for students searching for externships as well as for organizations to make interested parties aware of their opportunities. This tool allows the user to search for externships by state, school, special interest, or veterinary organization.

The VCC provides continuous online availability as well as on-site services at the AVMA Annual Convention, North American Veterinary Conference, and Western Veterinary Conference.

The Veterinary Career Network (VCN) was launched in 2006. It is a partnership program with the state veterinary medical associations, veterinary schools and colleges, and the allied veterinary associations, which allow a shared posting of job positions and resumes. There are currently 50 partners in VCN. Partner organizations get the member benefit of wide exposure for jobs posted and access to an ever growing applicant pool. They also share revenue resulting from the job postings, based on applications for their jobs. Two more state VMA partners have indicated interest in joining the VCN in 2011.

AVMA Student Services—The MFS Division provides ongoing support and advice to the Student AVMA (SAVMA); which includes the Student Chapters of the AVMA (SCAVMA), the Student Associates of the AVMA (SAAVMA), which are the student organizations at Ross, St. George's and St. Matthew's; and Student Associate members from around the globe at schools that do not have a SCAVMA or SAAVMA. Each year MFS Division staff work closely with the AVMA Vice President to serve as SAVMA Advisors, provide policy issue advice, coordinate association management programs, and provide business session support. Additionally staff process over 12,000 student membership records, fulfill student journal subscriptions, produce brochures outlining the details of the student organizations, and recognize achievements of individual students, chapters, and organizations on a national level.

Annually the AVMA maintains communication with students through numerous programs including visits to the 32 schools represented in the SAVMA House of Delegates, the annual Faculty Advisor–Student Leader Conference, and attending student meetings during the SAVMA Symposium and AVMA Convention. School visits are divided among an MFS Division Assistant Director, who is a veterinarian, and the AVMA Vice President. These visits provide an important communication link between each chapter, SAVMA, and the AVMA by educating students about the organizations, sharing specific member benefits, and creating contact for on-campus student officers and faculty advisors. These visits 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 of organized veterinary medicine.

SCAVMA Faculty Advisor–Student Leader Conference—The 25th SCAVMA Faculty Advisor–Student Leader Conference was held at AVMA Headquarters on September 17-18, 2010 with 27 of 29 Student Chapters of the AVMA represented during the two-day event. This annual conference is held with the goals of providing support to the Student Chapters of the AVMA, encouraging networking of faculty and student leaders in the profession, and showcasing the efforts and activities of the AVMA.

This year's event included a Keynote address by the AVMA Vice-President, communication train with staff from the AVMA Communications Division, discussion on the SAVMA Membership Survey conducted by the SAVMA Officers and the AVMA Member Services Committee, along with numerous breakout sessions and discussion on chapter improvements. Over 65 attendees utilized the entire AVMA conference center—this is one of the largest events held at AVMA Headquarters. The AVMA, Group Health Life Insurance Trust and Professional Liability Insurance

Trust once again coordinated efforts to provide attendees with jackets incorporating all three organization logos. The event continues to be a success with nearly reaching 100% Chapter attendance as well as creating 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 this conference is a vital mechanism for chapters in developing and implementing programs to better serve their members.

Invited conference attendees include a faculty advisor and student officer (traditionally the president) from each student chapter, the AVMA Vice President, six SAVMA officers, and the SAVMA Presidential Advisor. Plans are underway for the 26th conference which will once again be held at AVMA Headquarters, on September 9-10, 2011.

Student Chapters of the AVMA (SCAVMA)—The AVMA is the parent organization for the 29 Student Chapters of the AVMA. All 28 US veterinary schools have a student chapter with an additional chapter located at Atlantic Veterinary College at the University of Prince Edward Island. The AVMA has consistently visited each Student Chapter and Student Associate organization during the academic year by dividing visits among the AVMA Vice-President and AVMA staff. AVMA staff visited the following schools during the 2010-11 academic year: Atlantic Veterinary College, Cornell University, University of Florida, University of Illinois, Louisiana State University, Michigan State University, Mississippi State University, University of Missouri, North Carolina State University, Oklahoma State University, Purdue University, University of Tennessee, Texas A&M University, University of Wisconsin, and the Student Associate organization at St. Matthew's University. (Schools visited by the AVMA Vice President are listed in the Vice President's report).

Each year, the AVMA recognizes those schools that have 100% of their graduating class become AVMA members. During the 2011 SAVMA Educational Symposium the AVMA presented eight schools with plaques recognizing their accomplishment for having 100% of 2010 graduates as AVMA members (Atlantic Veterinary College, University of Florida, University of Illinois, Iowa State University, Purdue University, Texas A & M University, Tuskegee University, and Washington State University). Additionally, four schools had only one member of their 2010 graduating class that did not join the AVMA. At the end of 2010, of the 2,629 graduates of schools with SCAVMA Chapters, 2,534 became AVMA members resulting in an overall graduation conversion rate of 96.4%.

Student AVMA activities (SAVMA)—SAVMA is the national organization collectively representing all Student Chapters of the AVMA, and student associate members throughout the world. Started in 1969, SAVMA consists of an Executive Board and a House of Delegates (HOD). The SAVMA HOD is composed of two representatives from each SCAVMA and SAAVMA that meet in conjunction with the AVMA Annual Convention and again at the SAVMA Student Educational Symposium. The SAVMA President and President-elect represent the entire organization and have voting privileges in the AVMA HOD.

SAVMA highlights for the past year include the continued coordination of Student Chapters hosting One Health Events, the 2011 SAVMA Student Educational Symposium at the University

of California Davis, and numerous student representatives on AVMA councils, committees, and task forces.

The One Health theme of 2010 was Obesity Awareness. Twenty-one Student Chapters held Obesity Awareness events in 2010-2011, working to connect SAVMA, the veterinary colleges, other medical fields, and the public in an effort to raise awareness about the obesity problem in pets as well as people. Examples of these local events include a Fall Fitness Challenge, 5K runs including people and their pets, health fairs, and numerous lectures on staying healthy during veterinary school such as dealing with stress and maintaining a healthy diet.

Another SAVMA Student Educational Symposium took place in 2011, hosted by the University of California Davis. The two-year planning process culminated in over 1,400 student attendees (a record high) from across the country and around the world during this three day conference. The Symposium began with an Opening Ceremony that highlighted Vet2011, World Veterinary Year celebrating 250 years of veterinary medicine. Keynote speakers from the American Veterinary Medical History Society gave two presentations that showcased the roots of veterinary medicine. It was followed by numerous educational lectures, interactive wet labs, athletic/academic competitions, and evening events. The third annual AVMA Town Hall meeting at SAVMA Symposium was moved to a luncheon this year. This gave the students a meal and allowed them to ask questions of AVMA Leadership and learn how the AVMA is addressing issues that face the veterinary profession. Participants included AVMA Executive Board members and AVMA Staff.

Purdue University will host the next SAVMA Student Educational Symposium, which is scheduled to take place March 15-17, 2012. After two excellent bid presentations during this year's Symposium, Louisiana State University was selected to host the SAVMA Student Educational Symposium in 2013.

SAVMA continues to maintain numerous liaison and committee representations on AVMA councils, committees, and associated entities. For the 2010-11 academic year, SAVMA appointed student delegates and officers to represent SAVMA at meetings of the AVMA House of Delegates, AVMA Executive Board, Veterinary Leadership Conference, Animal Welfare Committee, Committee on the Human-Animal Bond, Member Services Committee, Legislative Advisory Committee, Political Action Committee, State Advocacy Committee, Task Force on Veterinary Internships, SCAVMA Faculty Advisor/Student Leader Conference, the North American Veterinary Medical Education Consortium (NAVMEC), the International Veterinary Student Association (IVSA), the Association of American Veterinary Medical Colleges (AAVMC), the American Association of Veterinary State Boards (AAVSB), the National Commission on Veterinary Economic Issues (NCVEI), and AVMA GHLIT.

This past March the following students were installed as the new SAVMA Executive Board officers who will lead the organization in 2011-12: Joseph Esch (The Ohio State University), President; Jennifer Linton (University of Pennsylvania), Secretary; Daniel Tappmeyer (University of Missouri), Treasurer; Jessica Trichel (Louisiana State University), Information Technology Officer; Rayne Johnson (Purdue University), International Exchange Officer; Claire McPhee (North Carolina State University), Global & Public Health Officer; and Ashley Smit (Kansas State University), *The Vet Gazette* Editor. Bridget Heilsberg (Colorado State University) was elected as

President-Elect; Julie Stafford (Oregon State University) was elected as International Exchange Officer-Elect, and Andrew Stas (University of Pennsylvania) was elected as Global & Public Health Officer-Elect. The other elect positions will be determined at the upcoming AVMA Annual Convention.

Member Services Committee—The MFS Division staffs the Member Services Committee (MSC). The purpose of the MSC is to enhance the relationship between the AVMA, its members, and veterinary students. The MSC is charged with promoting diversity, mentorship, and wellness, and promoting the value and relevance of AVMA and organized veterinary medicine to AVMA members and acting as an advocate for veterinary student issues. There are twelve committee members representing all areas of veterinary medicine—students, Honor Roll members, large and small animal practitioners, academia, industry, and government.

Each year the MSC selects up to 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.

For the second year the MSC randomly selected ten organizations represented in the AVMA HOD and offered them each \$1,000 to defray the expense of bringing an additional emerging leader to the AVMA Veterinary Leadership Conference (VLC) in January 2011. The only requirement for the organizations was that the selected emerging leader be an individual from a group that is either underrepresented in veterinary medicine, or underrepresented among the AVMA leadership. There were six state veterinary medical associations, three allied organizations, and the uniformed services selected to participate in this program. All ten of the participating emerging leaders were recent graduates from a variety of diverse backgrounds.

As part of its charge the MSC considers existing AVMA recruitment and retention policies. At the fall 2010 meeting the committee reviewed and discussed the various “paths to AVMA membership” outlined in the AVMA Bylaws. The Committee recommended that the Executive Board consider adding membership in an approved AVMA specialty organization to this list. In other action, the MSC asked staff to research and report back on policies and procedures that may impact member retention, like the timing of dues invoices and various dues payment options. Staff was also directed to develop strategies for collecting diversity information in a more timely and comprehensive way.

Council on Veterinary Service—The Council on Veterinary Service (CoVS) is composed of ten veterinarians representing all areas of private practice, an academician, and a recent graduate. 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.

Some top issues reviewed during the last two meetings were the Veterinary Oath, Surgical Procedures for Non-veterinary Students, Embryo Transfer, Naming Veterinary Facilities, and Certificates of Veterinary Inspection. The Council updated the Model Standard Consent Form and

Model Waiver of Treatment(s) or Test(s) forms. Feedback was provided to the Legislative Advisory Committee expressing support for federal legislation being considered that would benefit small businesses. A subcommittee for small business concerns was formed to review issues of concern to small business owners. Diversity and business competition in veterinary practice was discussed.

Task Force on AVMA Programs for Students and Recent Graduates—The Task Force on AVMA Programs for Students and Recent Graduates was created in January 2010. The charge of the Task Force was to review current student programs, compare them to other association plans and the ASVMAE recent graduate report, determine the needs of students and recent graduates and develop a strategic plan. The Task Force goal was to incorporate existing successful tactics with new ideas in order to convert students to AVMA members, develop students as veterinarians, develop students and recent graduates as future AVMA leaders, and recommend action to enable AVMA to strengthen these programs. A total of 56 applications were received for Task Force membership and selection of the participants occurred at the 2010 April Board meeting. The Task Force is comprised of eight individuals—six veterinarians and two students. Membership includes an AVMA Executive Board member, two veterinary college faculty, two recent graduates, a veterinarian at large, and two students.

The following individuals were selected to participate in the Task Force:

Dr. Joe Kinnarney – AVMA Executive Board & Chair

Dr. J. Michael McFarland – At-large

Drs. Ron Cott and Karen Cornell – Faculty

Dr. Melissa Austin Gundel – Recent Graduate

Dr. Justin Sobota – Recent Graduate

Robin Hansen and Brian Hartschuh – Student

The Task Force held two in-person meetings at AVMA Headquarters, the first in June and the second and final meeting in November. The group also held seven conference calls throughout the year. The final report, Task Force findings, and recommendations were submitted to the Executive Board in April 2011. The Task Force sunset following submission of its report.

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 responsible for coordinating the peer review process for manuscripts submitted to the journals and substantive editing of accepted manuscripts; eight production staff members involved in all aspects of producing the print and online versions of the journals; two individuals responsible for developing and implementing online professional services, including AVMA Ed—the AVMA’s online continuing education service—and the AVMA Collections online monograph series; three advertising associates who coordinate display and classified advertising in the journals; six news editors and reporters; three administrative staff members; and a librarian and library technical assistant.

Policy on Editorial Independence of the AVMA Journals—During its August 2010 meeting, the AVMA Executive Board adopted a policy recognizing the editorial independence of the AVMA journals. The policy reads as follows:

Editorial Independence of the AVMA Journals

The AVMA recognizes and fully accepts the need for editorial independence of the AVMA journals and grants the editor-in-chief full authority over the editorial content of the journals, including the selection of content for publication and the timing of publication of that content. For these purposes, editorial content is understood to include research articles, other types of scientific reports, opinion articles, news, and advertising. Opinions and statements expressed in the AVMA journals are those of the contributors and do not represent the official policy of the AVMA, unless so stated. AVMA management does not interfere in the evaluation, selection, or editing of individual articles published in the AVMA journals, either directly or by creating an environment that strongly influences decisions of the editor-in-chief.

Although the AVMA had not previously had a written policy regarding editorial independence of its journals, the editors-in-chief had traditionally enjoyed a high degree of editorial freedom. In addition, in each issue of both journals, a disclaimer has been published stating that “Opinions and statements expressed in the *JAVMA (AJVR)* reflect the views of the contributors and do not represent the official policy of the American Veterinary Medical Association, unless so stated. Placement of an advertisement does not represent the AVMA’s endorsement of the product or service.” In select instances, when the *JAVMA* has published a commentary expressing a viewpoint strongly contrary to the AVMA position, an additional disclaimer has been published at the bottom of the first page of the article.

The relationship between the editor-in-chief and the AVMA has been and continues to be based on openness, respect, and trust. Given this and given the editorial freedom granted to the editors-in-chief over the years, adoption of a policy statement regarding editorial independence of the AVMA journals is expected to have little practical impact on the day-to-day workings of the AVMA journals. However, given recent misunderstandings among some readers of the relationship between the AVMA journals, particularly *JAVMA News*, and the AVMA, it is hoped that adoption

of this policy statement will serve to enhance the reputation of the journals and, by extension, increase their value to the AVMA.

Staff Changes—Dr. James B. Reinbold resigned his position as assistant editor in December 2010, and Dr. Sandra Lefebvre resigned her position as assistant editor in February 2011. Advertisements for the two open positions were placed.

Journal of the American Veterinary Medical Association—Mean circulation of the *JAVMA* during 2010 (volumes 236 and 237) was 76,423. This represented a 1.1% increase, compared with mean circulation during 2009 of 75,595. For the past four years, members have represented 97% of all *JAVMA* subscribers, nonmembers have represented 2%, and students have represented 1%.

A total of 760 manuscripts were submitted to the *JAVMA* during 2010 for consideration for publication, including 530 scientific manuscripts (original studies and clinical reports) and 230 feature articles. This was a slight (6.6%) decrease in the number of submissions, compared with the 814 manuscripts submitted during 2009, but a 9.5% increase, compared with the 694 manuscripts submitted during 2008. Total number of manuscripts submitted to the *JAVMA* has increased 31% since 2001. Only 38% of the scientific manuscripts submitted to the *JAVMA* during 2010 were accepted for publication, with the remainder rejected or withdrawn by the authors. This was slightly higher than the acceptance rate in 2009, but lower than acceptance rates during 2006–2008.

The 252 manuscripts published in the *JAVMA* during 2010 included four commentaries, 112 feature articles, and 136 scientific reports. Commentaries included discussions regarding the need for change in the veterinary curriculum, the ethics of influencing clients, the lack of veterinarian-scientists, and humane issues related to decapitation of laboratory animals. Feature articles included reports in the “What Is Your Diagnosis?,” “Pathology in Practice,” “ECG of the Month,” “What Is the Evidence?,” and “Diagnostic Imaging in Veterinary Dental Practice” features, among others. The three Public Veterinary Medicine: Public Health reports that were published discussed indemnity payments for foreign animal disease eradication in the United States, rabies surveillance in the United States, and results of a postexposure rabies prophylaxis protocol used in domestic animals. Four “Facts & Figures” reports based on economic surveys performed by the AVMA were published, including reports on the distribution of actively employed veterinarians across the United States, the contribution of veterinary technicians to veterinary business revenue, and income, employment, and indebtedness of veterinary school graduates. Two Special Reports were published describing results of surveys of why veterinarians enter and leave rural veterinary practice.

Of the 136 scientific reports that were published in 2010, 68% related to small animals, birds, or exotic animals; 15% related to equids; and 13% related to ruminants, swine, or camelids. The remainder were related to aquatic or zoo animals or were special reports not related to any specific species. For scientific reports published in *JAVMA* during 2010, median turnaround time (ie, time from submission to cover date of the issue in which the report appeared) was 13.9 months. This was an increase from the median turnaround time of 11.4 months for manuscripts published during 2009, reflecting the staff changes that occurred during 2008.

Advertising income from the *JAVMA* continued to be an important source of nondues revenue for the Association during 2010. There was a 13% increase in display advertising income for the *JAVMA* during 2010, compared with 2009, with total display advertising income of \$1.17 million during 2010 close to historic highs recorded during 2007 and 2008, prior to the recent economic downturn. Display advertising income during the first quarter of 2011 was up slightly, compared with the same period for 2010.

In contrast to display advertising income, classified advertising income during 2010 was substantially lower than income during 2009. During 2009, 7,274 classified advertisements were published, accounting for just over \$1 million in income, whereas during 2010, only 4,742 classified advertisements were published, accounting for \$762,000 in income. Classified advertising income during the first quarter of 2011 suggests the likelihood of another decrease in 2011 compared with 2010. The weak economy and high unemployment rate will likely continue to have an adverse effect on classified advertising income, although corporate consolidation of veterinary practices has also been an important factor, in that corporate veterinary practices have switched from placement of individual classified advertisements for open job positions to placement of display advertisements directing readers to a website where all positions for that corporation are listed. Although the *JAVMA* remains one of the only print options for placement of classified advertisements, we expect a continued erosion in classified advertising income.

Subscription income for the AVMA journals (ie, income derived from nonmember subscriptions to *JAVMA* and *AJVR*, student subscriptions, and members who elect to receive both journals) was just under \$502,000 during 2010, compared with \$475,000 during 2009.

American Journal of Veterinary Research—Mean circulation of the *AJVR* during 2010 (volume 71) was 6,751. This represented a slight decrease (2.3%) compared with mean circulation during 2009 of 6,912, but circulation has been essentially unchanged since 2007. For the past four years, members have represented approximately 88% of all *AJVR* subscribers, nonmembers have represented 11%, and students have represented 1%.

The 394 manuscripts submitted to the *AJVR* during 2010 included 393 original studies and one review article. This was a substantial (13%) decrease in the number of submissions, compared with the 451 manuscripts submitted during 2009, although comparable to the number submitted during 2008 (401). Total number of manuscripts submitted to the *AJVR* has increased 6.5% since 2000. Only 49% of the manuscripts submitted to the *AJVR* during 2010 were accepted for publication, with the remainder rejected or withdrawn by the authors. This was lower than acceptance rates for the past five years.

There were 195 manuscripts published in the *AJVR* during 2010. The largest number of manuscripts were in the fields of anesthesia and analgesia (18) and bone, joint, and cartilage (18), although large numbers of manuscripts were also published in the areas of ophthalmology (12), cardiovascular system (10), digestive system (10), infectious disease (10), and pharmacology (10).

For scientific reports published in *AJVR* during 2010, median turnaround time (ie, time from submission to cover date of the issue in which the report appeared) was 14.7 months. This was

an increase from the median turnaround time of 12 months for manuscripts published during 2009, reflecting, as with *JAVMA*, the staff changes that occurred during 2009.

Display advertising income for the *AJVR* during 2010 was just over \$50,000. This was a substantial decrease, compared with the \$79,000 in display advertising income for 2009. The ongoing consolidation of the major animal health companies is believed to account for the decrease in display advertising income during 2010.

News Department—Throughout 2010, the News Department within the Publications Division provided objective coverage of news and information relevant to veterinarians and the public through a variety of outlets, including the *JAVMA* and *AJVR* news sections. In December 2010, the electronic AVMA News Bulletin became the *JAVMA* News Bulletin, with each edition providing a brief overview of the latest news, links to full *JAVMA* News articles online, and announcements. With this change, the bulletin moved from a biweekly publication schedule to a semimonthly schedule that coincides with online publication of *JAVMA* News content.

The News section in the February 15, 2010 issue of *JAVMA* was dedicated to a series of articles related to the topic of diversity. The goal of “The Changing Face of the Profession” was to stimulate dialogue about diversity in the veterinary profession, to encourage action through inspiring stories, and to enlighten nonminority veterinarians on how a better understanding of cultural attitudes and practices can benefit their clients and, ultimately, the animals in their care.

During 2010 the News Department reported on policies or guidance considered by the AVMA related to induced molting, beak trimming, support for expert bodies rather than referendums to create state animal care policies, use of random-source dogs and cats, and the welfare of dogs bred and sold as pets. Additional articles addressed the AVMA incorporating a draft Diversity Plan into its Strategic Plan and asking members to help identify critical issues facing the profession and provide input on the Model Veterinary Practice Act. Other AVMA news included formation of the 20/20 Vision Commission and three task forces. New practical resources from the Association included a pharmaceutical waste guide and FAQs on extralabel drug use and on prescriptions and pharmacies. Event coverage took in the AVMA state public policy symposium and the AVMA–Association of American Veterinary Medical Colleges symposium on animal welfare, including an AVMA-led effort to develop a model curriculum for animal welfare in veterinary education.

Alleviating student debt was addressed in articles about the AVMA–AVMF Food Animal Veterinarian Recruitment and Retention Program and the first five recipients of grants from the program, the USDA awarding nearly \$6 million to veterinarians serving in shortage areas, President Obama asking for a \$5 million allocation for the Veterinary Medical Loan Repayment Program, and passage of the Veterinary Services Investment Act by the House. Major organizational challenges for the Auxiliary to the AVMA and the National Commission on Veterinary Economic Issues were reported. American Veterinary Medical Foundation news included funding of emergency preparedness response grants, adoption of strategic priorities, and announcement of a Gulf Coast Pet Relief Program following the oil spill.

A recurrent topic in the professional issues category was scope-of-practice issues, such as nonveterinarians performing chiropractic manipulations or teeth floating and providing livestock care. Other topics in this section included a One Health Summit, updated anesthesiology monitoring recommendations, a new partnership promoting public and corporate veterinary medicine, the approval of veterinary technician specialties in surgery and nutrition, how to revive the romance of rural practice, issues involving compounding pharmacies, an apparent increase in drug shortages in veterinary medicine, and the potential for bacteriophages to combat antimicrobial-resistant bacteria.

A dominant story in 2010 was the Association of American Veterinary Medical College North American Veterinary Medical Education Consortium, which *JAVMA News* covered with on-site meeting reports and a story about the North American Veterinary Medical Education Consortium transitioning from the planning stage to draft recommendations issued for stakeholder review. Other news from academia included major debate about foreign veterinary school accreditation, the AVMA Council on Education revising its policy on due process and accreditation appeals, the Western University veterinary school advancing to full accreditation, the Michigan State University veterinary college ending its nonsurvival surgeries and celebrating its centennial, and Washington and Utah State universities embarking on a 2+2 partnership.

The effect of the economy on the profession was a continuing theme in many stories during 2010 and was the focus of feature articles on state budget cuts to veterinary colleges, the economic state of specialty practice and small animal practice, and the livestock and poultry outlook.

Global issues ranged from the University of California-Davis launching a Global Health Institute to the Chinese Veterinary Medical Association being organized. Articles addressed the World Organisation for Animal Health (OIE) developing minimum veterinary education standards, an AVMA convention workshop on veterinarians' role in global health, and military veterinarians learning to promote stability in countries where they're deployed. Disaster relief was the theme of several stories about helping Haiti recover from its earthquake, a veterinarian supporting animal relief following the Pakistan floods, and Heifer International wrapping up recovery projects that had received AVMA backing. An interview with the AVMA staff coordinator of international affairs was also published.

In the government section, *JAVMA News* provided ongoing coverage of developments in the Department of Agriculture as it restructured the veterinarian accreditation program and scrapped the National Animal Identification System in favor of a mandatory state-based tracing system. Other regulatory developments that were covered were the DEA proposal to schedule propofol as a controlled substance, the FDA seeking comment on its draft antimicrobial use guide, the EPA imposing new regulations on spot-on flea and tick pesticides, and updates on the status of the impending Red Flags Rule. Lax government oversight of problem dog breeders and controls over animal imports were also reported. News of relevant federal legislation as well as the AVMA legislative agenda were regularly reported, including AVMA advocacy of pro-business legislation. An exclusive interview with the House agriculture chair was published, and election results were reported for veterinarians who ran for federal and state office.

On-site coverage was provided of the major species group meetings, issues, and organizational developments. In addition, production animal stories ranged from veterinarians seeking ways to maintain their relevance in cattle care to the release of undercover video showing the mistreatment of laying hens to the FDA considering approval of genetically engineered salmon. Companion animal coverage included the release of feline life stage guidelines and small animal nutritional guidelines, a major initiative to create cat-friendly veterinary practices, finned animals increasingly being seen as patients, tougher rules for dog breeders being approved through a Missouri ballot initiative, and the new discipline of veterinary social work.

High-visibility equine news continued to be the unwanted-horse issue and horse slaughter, as Mexico and Canada increased their horse slaughter production and the latter stepped up enforcement of its slaughter guidelines. Data were released by The Jockey Club on racetrack injuries, and the American Association of Equine Practitioners developed guidelines for the care of racehorses and held its first Equitarian Initiative Forum, while veterinary students gained experience at the World Equestrian Games. The wildlife beat included stories about researchers preserving Botswana lions, how the Wildlife and Zoological Veterinary Medicine Enhancement Act would increase the number of veterinarians trained in care and conservation of wild animals, the Urban Wildlife Institute studying how to minimize conflicts between people and urban wildlife, pneumonia in bighorn sheep being traced to domestic sheep, and the government funding research on white-nose syndrome in bats. Public health stories reported on the decreased prevalence of STEC O157 and *Salmonella* illness rates, organizations developing a blueprint for rabies control in dogs, and a study examining the fate of antimicrobials used in dairies.

In 2010, *JAVMA News* began posting headlines of key news stories and scientific articles on Twitter, using the handle "@AVMAJournals." Featured and breaking news stories also started gaining mention on the AVMA Facebook page.

Online photo galleries debuted, supplementing stories about the need for greater diversity in the veterinary profession and the romance of rural practice, and paying a pictorial tribute to the Animal Medical Center's 100th year serving the animals of New York.

Shaina Cavazos, a sophomore journalism student at the University of Missouri-Columbia, served an internship with the news staff in June. Her primary writing projects included Executive Board coverage, news bulletin items, and a *JAVMA* report on the Journal of the American Animal Hospital Association reviving its print publication. A firsthand account of the AVMA Veterinary Leadership Experience in Idaho by 2009 Publications Division extern, veterinary student Shaina Eisenstadt (GA '12), was published, along with a report on the AVMA renewing sponsorship of the VLE for two years.

During the AVMA Annual Convention in Atlanta, the News Department published four editions of the 147th AVMA Annual Convention Daily News, providing attendees with information about the convention, the convention city, and Association activities. Each edition was also published on the AVMA website. Coverage included activities of the House of Delegates, award presentations, and the AVMF voluntourism project; previews or reviews of educational sessions and social events; and local attractions. The "Frankly, My Dear" feature highlighted attendees' opinions on a variety of topics, while the "ATLANTA snapshots" provided a visual diary of the convention.

The process of redesigning the *JAVMA* News section began in December with two focus groups comprising AVMA members from the Chicago area, led by a marketing research facilitator. Their suggestions will be valuable to staff as they work to enhance the section's content, relevance, visual appeal, and readability. The first issue of the redesigned News is targeted for this summer.

Online Activities

Two important ongoing online projects involving the Publications Division during 2010 were AVMA Ed, the AVMA's online continuing education service, and the AVMA Collections, focused collections of articles published in the *JAVMA* and *AJVR* on selected topics.

AVMA Ed was officially launched December 1, 2008, with 60 convention courses that had been recorded during the 2008 AVMA Annual Convention in New Orleans and five courses based on studies published in the *JAVMA* available for purchase. Within the first few months after the program launch, however, numerous complaints were received regarding technologic inadequacies of the program. It was decided to cease marketing of the program, not add new content, reduce the price for current courses, and alter the way convention sessions were recorded. For the 2009 AVMA Annual Convention in Seattle, a recording studio was set up at the convention center, and convention speakers were asked to record their presentations in this studio setting. The resulting recordings were of much higher quality, and AVMA Ed was relaunched November 1, 2009, with 25 new convention courses and the original five *JAVMA* courses (the original 60 convention courses were archived). Twenty *JAVMA* courses were added December 29, 2009. The relaunch was marketed through typical marketing vehicles (eg, *JAVMA* house ads, electronic newsletters, and *JAVMA* news stories) and through a postcard mailing to members living in states with an upcoming deadline for license renewal. Although there was a substantial increase in revenue and the number of courses sold in December 2009, member usage during 2010 was low overall, and the program did not meet expectations with regard to estimated number of individuals taking courses or projected revenue generated, while continuing to consume a substantial amount of staff time. AVMA staff members undertook a complete review of the program during 2010, including assessing member needs and expectations regarding online continuing education. During this review, the decision was made to continue adding *JAVMA* courses, but to not record any sessions during the 2010 AVMA Annual Convention in Atlanta. Staff members presented their findings to the AVMA Executive Board during its November 2010 meeting, which approved a recommendation that expenses be controlled by not adding any new content during 2011.

Three online monographs were added to the AVMA Collections during 2010. These included collections on heartworm disease (released March 2010), spay-neuter (released June 2010), and feral cats (released August 2010). The rabies and zoonosis updates collections were updated in December 2010.

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 2010, 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 AVMA Executive Board, councils, and committees 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*.

Ongoing projects include cataloging historical realia (nonprint materials produced by the AVMA or given to the AVMA as gifts); preparing a revised application to the National Archives and Records Administration for a grant to digitize AVMA print archival material; preparing a revised application to the National Archives and Records Administration for a grant to make available an index of AVMA-published obituaries from 1877 to the present; supplying articles from the AVMA journals to groups engaged in creating topic-specific programs or projects; and serving as an invited member of the Veterinary Grey Literature Task Force with librarians from Texas A&M University, Kansas State University, Purdue University, Oklahoma State University, Washington State University, and the University of Missouri. The librarian made presentations to various library groups and library schools to increase visibility of the AVMA and its goals, encourage use of AVMA-created materials by librarians in public and special (eg, law, medical, academic, and corporate) libraries, create an awareness of the interrelatedness of the health and well-being of humans and non-humans, and explain the variety of roles veterinarians play in the present-day veterinary profession. The librarian broadcast e-mailed notices to national library associations encouraging them to visit the AVMA website to view material related to World Veterinary Year, and to visit the Vet2011 website as well. She has contacted the Google logos designer to suggest that World Veterinary Year, Vet2011, and the AVMA be included as a 2011 special Google logo, to correspond either with the date on which Vet2011 will be celebrated during the AVMA Annual Convention or on the date of the founding of the AVMA. She has been invited to create an article describing the activities of the AVMA for the *Journal of Agricultural and Food Information* to increase the agricultural community's awareness of the AVMA's various roles within and on behalf of that community.

THE SCIENTIFIC ACTIVITIES DIVISION

The Scientific Activities Division is staffed by seven personnel (five veterinarians and two staff assistants) who support eight councils and committees and two task forces. Within this structure, the Division advances the art and science of veterinary medicine by developing policy and advocating policy, particularly to federal regulatory agencies and key international standard setting organizations. The Scientific Activities Division also provides technical support to the Governmental Relations Division, Communications Division including State Legislative/Regulatory Affairs, Publications Division, and Office of the Executive Vice President, Allied Organizations, other AVMA Divisions when requested, and AVMA members.

Entity support includes agenda development through identification of issues that affect the veterinary profession and 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 guidance, correspondence, assist with novel

communications such as blogging, Twitter, FAQ, educational pieces, and preparation of minutes, reports, and recommendations.

A large portion of staff support includes 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 including 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 Program (VMAT). The staff monitors and participates 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 Division, for example: accredited veterinarians, antimicrobial resistance, extralabel drug use, food supply veterinary medicine, aquatic animal medicine, animal disease prevention and control, program diseases and foreign and emerging animal diseases, Public Service Award, vaccines, health certificates/certificates of veterinary inspection, compounding, controlled substances, veterinary drugs, adverse event reporting, therapeutic diets, pesticides, all hazards/all species emergency preparedness and response, veterinary environmental issues, food safety, veterinary medical devices, pharmaceutical issues, prescribing and dispensing, public health, regulatory veterinary medicine, AVMA VMAT, One Health, and zoonotic disease.

The AVMA Antimicrobial Use Task Force (AUTF), which was created in July 2009 and charged to address the role of veterinarians in all uses of antimicrobials, provided its report to the Executive Board during the June 10-12, 2010 Executive Board meeting. The Task Force was sunset following the 2010 Annual Session, as scheduled when the entity was created.

To build upon the work initiated by the AUTF, the Executive Board approved the creation of the AVMA Steering Committee for FDA Policy on Veterinary Oversight of Antimicrobials. The Steering Committee is authorized to hold up to six meetings (two day, two night meetings) for five antimicrobial experts during the period 2011-2012. Meetings may be at AVMA headquarters in Schaumburg, or in Washington DC as necessary in order to meet with FDA officials. The Steering Committee is expected 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. The Steering Committee will sunset at the end of 2012 unless it is continued by the Executive Board.

Upon recommendation by the State Advocacy Committee, the AVMA Executive Board established the Task Force on AVMA National Hazardous Waste Product Database in July 2010 to consider the feasibility of creating and maintaining a national hazardous waste product database to assist veterinarians and regulators with compliance with state and federal laws. The Task Force determined that while it is not feasible for the AVMA to create and maintain the database internally, it is feasible (depending on available funding) to do so by utilizing a third party. As recommended by the Task Force, the Executive Board approved AVMA conducting a needs assessment survey from a sampling of AVMA membership. Any further efforts on the database by the AVMA will depend upon the needs assessment results, which will be shared with the Executive Board at April 2011 meeting.

The AVMA is offering a year-long Future Leaders Pilot Program to identify and develop volunteer leaders for the AVMA and other organized veterinary groups. The goal of the program is to provide a one-year program opportunity (starting July 2011) for 8-10 participants who have graduated from veterinary school within the last 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 will comprise 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 participants will hold two in-person meetings (fall 2011 and spring 2012) during the year and present its final project at the 2012 AVMA Convention in San Diego, California.

In 2010-2011, the Scientific Activities Division served as staff support for:

- Council on Biologic and Therapeutic Agents (COBTA)
- Council on Public Health and Regulatory Veterinary Medicine (CPHRVM)
- Animal Agriculture Liaison Committee (AALC)
- Antimicrobial Use Task Force (AUTF)
- Aquatic Veterinary Medicine Committee (AqVMC)
- Clinical Practitioners Advisory Committee (CPAC)
- Committee on Disaster and Emergency Issues (CDEI)
- Committee on Environmental Issues (CEI)
- Food Safety Advisory Committee (FSAC)
- House Reference Committee #5
- House Reference Committee #7

The activities of the CEI and CDEI can be found under Reference Committee #5—*Legislative and Governmental Matters*. The activities of the AALC, COBTA and CPAC, CPHRVM, FSAC, and AqVMC can be found under Reference Committee #7—*Scientific Activities*.

Divisional staff oversee (or serve as) liaisons to approximately 18 national and international organizations of interest. Such liaisons are established by the Executive Board at the recommendation of councils, committees, or task forces.