KEY POINTS:

• The College was fully re-accredited in September, 2014 by the Council of Education of the AVMA.

• In 2015 the College was ranked in joint 3rd position for top US Vet Schools by the US News and World Reports in a survey that is conducted every four years.

• The College continued to develop its Strategic Plans. As background, in 2012, the College of Veterinary Medicine developed a comprehensive Strategic Plan that is aligned with the NC State Strategic plan – Pathway to the Future. In 2013, we established 3-year Strategic Plan Implementation Objectives to achieve the goals of our strategic plan. In 2014-15 we established metrics to measure success, and we also completed a Strategic Inclusion and Diversity Plan and integrated this with our other plans.

• The remainder of this report is aligned with the 5 objectives of NC State’s Pathway to the Future strategic plan.

PATHWAY TO THE FUTURE, OBJECTIVE 1: STUDENT SUCCESS

The DVM curriculum is undergoing significant evolution. This year’s Freshmen DVM class was the first to undertake our new curriculum, and will pilot the new program as it rolls out across the 4-year curriculum. When the class of 2019 joins the CVM for the fall semester, all four years will have 100 DVM students. Specific initiatives and factors impacting students in the past year include:

Facilities development, including remodeling our Anatomy lab to increase teaching space by 50%. We have added extensive small group learning spaces throughout the College, and created an experiential communication training center with 9 rooms equipped with sophisticated capabilities to record and analyze student performance with client and group communication

Personnel and programs investment has added more than $500,000 of new course budget support to our educational program. We have invested extensively in primary care training in all clinical areas in response to feedback from graduates and employers. For example, we created a new Equine Primary Care program through a partnership with 5 regional practices. This distributed education model experience for senior year students provides a four-week intensive training program working on communication, handling, clinical reasoning and technical skills with our practice partners. A new Global Health Education Director appointment will expand Global Health
educational activities for our DVM students, including structured study abroad experiences. This newly hires individual will also lead NC State’s Global Health Initiative program based in the OIA under Dr. Bailian Li.

**Veterinary student engagement in biomedical research** has expanded with over 40% of our DVM students actively participating in hypothesis testing research during their training. The Summer Veterinary Scholars program is a mentored 10-week research experience for over 40 first and second year veterinary students, leading to participation in the Merial NIH National Veterinary Scholars Symposium students where our students have been awarded the Young Investigator Award in 2011, 2013 and 2014. In 2014, a current student won the national award and our alumni won the 2nd and 3rd place awards.

**Student success:** Last year’s graduating class achieved a 96% pass rate on the NAVLE, and attrition rates across the four classes were 0-4%. The 2015 Senior Exit Survey confirmed the satisfaction of our graduates with their education at NC State, with a mean score of 3.49 on a 1-4 Likert scale, and their satisfaction with veterinary medicine as a career with a score of 3.70.

One of our most important metrics is the financial performance of our DVM educational performance as measured by **student economic burden.** At NC State we have the lowest cost of DVM education in the nation, which contributes to our having one of the lowest debt loads in the nation. Financial statistics for the past year show: \(^1\)

- The median debt measured by looking only at students with debt (70/81) was $111,000. Nationally this debt was $160,000.
- The mean debt load of all graduates measured by looking at all students was $97,232. Nationally this debt was $145,705.

**Scholarship** support is an important way to alleviate the economic burden of the cost of education. In the past year, 296 of our 375 enrolled students applied and 80% of these applicants received one or more awards. Total donor and CVM scholarships was $572,215. The recent Terry Foundation pledge will provide an $8 million endowment for student scholarship, which will be expanded by the Annable gift of $5 million. These new endowments will double our scholarship support for DVM students.

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\(^1\) These figures are based on a national exit survey conducted by the American Veterinary Medical Association, and are based on student estimates of their debt load.
**PATHWAY TO THE FUTURE, OBJECTIVES 2 & 3: RESEARCH & INTERDISCIPLINARY SCHOLARSHIP**

The CVM must be known as a comprehensive biomedical research institution with a global impact. Our goal is to achieve transformational growth in research activity, and build a diverse portfolio of interdisciplinary biomedical research. After several years of decline in research faculty numbers after the economic crisis, the College is at a strategic inflection point, as we have the opportunity to invest in current and new faculty positions. We have started to see significant increases in external competitive funding in each of the past 2 years, for example in 2014-15, there were a total of 201 grants funded for a total of $10,570,077 (up from the previous year by 10.7%).

**Tenure track faculty position growth** has the greatest sustained impact on research. We have added a net of 11 tenure track positions in the past 2 years, and we have 3 additional signed offer letters from candidates who will start in the near future. We also have an additional 8 open tenure track searches. Overall, these hires will create significant growth in our research capacity. This growth is driven by enrollment funding and strategic reinvestment funding, and positions allocation is prioritized based on: a) departmental priorities; b) faculty-led cluster hire proposals; c) strategic hiring committee recommendations.

**Space Planning and Renovation:** We have completely remodeled 8,000 sq.ft. of 3rd floor C wing research space and we will begin remodeling the 3rd floor B wing early in the New Year. Progress on the Flex Building plan remains much slower than originally hoped. While design is now underway, construction has not begun. The College badly needs this project to be prioritized highly at the university level. A new NIH G20 grant will support the development of a leading swine resource facility for biomedical research. Programming and initial design for renovation of the Firestone Clinical Research Lab Study has been completed, a key workspace and meeting area for clinical researchers.

Our **full accreditation** was renewed by the American Association for Laboratory Animal Care (**AALAC**) this year (3-year cycle).

**Graduate student accomplishment:** Our graduate students are funded through a T32 training grant (renewed FY14), American Heart Fellowship, a Gates Fellowship, the Chinese government and the National Cancer Institute. We have been awarded two additional USDA NIFA fellowships to begin in fall of 2016. We have held the T32 training grant for 7 years, and 3 of these T32 students obtained K awards, while 6 hold faculty positions at peer
institutions. Currently 6 of our doctoral and post-doctoral students hold NIH K Awards, more than any other veterinary college in the country (Cornell has 1, UC Davis has 3).

**PATHWAY TO THE FUTURE, OBJECTIVE 4: ORGANIZATIONAL EXCELLENCE**

We completed an **administrative reorganization** to create an Associate Dean of Advancement position, which oversees 3 areas, each with its own Director and staff: Development; Communication and Marketing; and Outreach and CE. We completed a branding exercise, including establishing the renamed NC State Veterinary Hospital as an NC State sub-brand and we completed a major revision of our website which was rolled out at the beginning of July.

**Development** enjoyed one of the most productive years ever with over $33 million in gifts and commitments, including:

- The R.B. Terry Charitable Foundation’s $16 million pledge over 5 years, together with an additional $4 million in flexible funds.
- The Ross M. and Michele M. Annable’s gift of $5 million, which will be completed during the course of the next 2 years.
- Cash gifts of over $360,000 to different clinical and research units, and student travel.
- Three new Distinguished Endowed Professorships.

**Faculty Hiring and Retention**: During the year there was a net gain of 12 NTT and 11 TT faculty members, with an additional 1 NTT and 3 TT position offers accepted (start dates in FY16) and a further 4 NTT and 8 TT positions in active search.

**Diversity initiatives** during the year included developing a strategic plan to ensure that the College has a culture of inclusiveness that is hospitable to all forms of diversity. The plan has been completed, together with metrics, and is posted [here](#). Additional initiatives and measures of success in achieving our diversity goals include:

- Two targeted hires to increase diversity at the tenure track level
- Funding of the Anne Cannon Forsyth minority scholarship for a large animal intern for the coming year.
• Our incoming freshman Class of 2019 has achieved 28% diversity in terms of Under-Represented in Veterinary Medicine. This is compared to figures of 18%, 9%, 10% and 12%, respectively, for the four classes that preceded them.

PATHWAY TO THE FUTURE, OBJECTIVE 5: LOCAL AND GLOBAL ENGAGEMENT

The CVM engages with our local and regional community in many ways, but one of the most connections is through our clinical programs. The past year saw further gains in annual Veterinary Hospital caseload to the highest ever total of 32,151 with a total revenue from receipts and professional fees of $23.4 million. While the number of patient visits exceeded the prior year by 9.0%, total revenue exceeded prior year by 11.1%. This resulted in the opportunity to invest in a number of new technologies, staff positions, and salary equity. Furthermore, client satisfaction survey information indicated that 98% of clients responding to our survey indicated that the Hospital met or exceeded their expectations.

The College is committed to global engagement, and is expanding its research relationships with academia and government agencies through MOU’s, MOA’s, and new funding, for example in China, Morocco, Ethiopia, India and Uganda. Several of these programs are funded by World Health Organization grants. As mentioned above we have hired a Global Health Education Director to expand Global Health educational activities for our DVM students, including structured study abroad experiences. This newly hires individual will also lead NC State’s Global Health Initiative program based in the OIA under Dr. Bailian Li.

A total of 46 events were administered through the Continuing Education and Outreach Office with a total of 1,679 registrants, and providing a total of 191 CE contact hours. Additional external and web based CE programs included the Annual NC Veterinary Conference October 31- November 2, 2014, at the Raleigh Convention Center (1,360 registrants/146 total CE contact hours) and a newly developed online CE program with currently offering 17 courses offered. The College also hosted many international, national and local visitors and guests on campus: 1) The formal Visitor Program registered 202 visitors to the CVM (181 Domestic and 21 International students and faculty); 2) Our annual CVM Open House drew over 10,000 visitors and highlighted the impact of veterinary medicine in people’s daily lives, work and health; and 3) Our student-lead Speakers Bureau hosted 13 events impacting over 250 North Carolina elementary, middle and high school students. The CVM continued to expand on its social and CE events offered to CVM alumni, hosting four alumni receptions at national veterinary conferences with a total of
approximately 160 attendees, and an Alumni Reunion held at the CVM with 350 attendees. We also provided our alumni with 11 free online CE courses. Finally, the Dean’s Office held six social events through the year for faculty, staff, students and friends of the college with a total of 300 attendees at each.

SELECT FACULTY, STAFF AND STUDENT AWARDS (only external awards are listed):

**Faculty Awards:**

David C. Dorman, Professor of Toxicology was elected as a Felllow of the American Association for the Advancement of Science (AAAS).

Bernie Hansen, Associate Professor of Emergency and Critical Care received the Ira M. Zaslow Distinguished Service Award at the September 2014 meeting of the Veterinary Emergency and Critical Care Society.

Craig A. Harms, Professor of Aquatic Wildlife and Zoologic Medicine, received the National Oceanic and Atmospheric Administration (NOAA), Southeast United States Marine Mammal Stranding Network Award.

Eleanor C. Hawkins, Professor of Internal Medicine received the American College of Veterinary Internal Medicine Distinguished Service Award.

Natasha Olby, Professor of Neurology received the 2014 Faculty Achievement Award from the American Association of Veterinary Clinicians.

Adam Birkenheuer, Professor of Internal Medicine received the 2014 University of Florida, College of Veterinary Medicine Alumni Achievement Award.

Joanna R. Elfenbein, Assistant Professor of Equine Medicine, received the 2015 University of Florida, College of Veterinary Medicine Outstanding Young Alumni Award.

Sarah Musulin, Clinical Assistant Professor of Emergency and Critical Care, received the 2014 Young Achiever Award (granted by Auburn University to outstanding alumni).

**Staff Awards:**

Gigi Davidson, Director of Clinical Pharmacy Services at North Carolina State’s College of Veterinary Medicine, was the recipient of the U.S. Pharmacopeial (USP) Convention’s 2015 Beal Award for Distinguished Volunteer Service, the organization’s highest award.
Student Awards:

_DVM Professional Program:_

Megan Orloski (DVM Class of 2016), Rachel Kerns (DVM Class of 2017), and Daniel Carreno (DVM Class of 2017) received $5,000 each from the 2015 Merck Animal Health Veterinary Student Scholarship Program. The Merck scholarship program, in partnership with the American Veterinary Medical Foundation, recognizes outstanding second- and third-year students who are pursuing careers in large and companion animal medicine. Callie Pierce, (DVM Class of 2016), is the recipient of the National Poultry Scholars Award from the American Association of Avian Pathologists Foundation.

Patrick Brinson (DVM Class of 2015) was the recipient of a $5,000 Scholarship for Excellence in Bovine Medicine sponsored by Zoetis and the American Association of Bovine Practitioners Foundation. Danielle Lindquist (DVM Class of 2016) received the National Points of Light Award in recognition of her community volunteer activities.

Matthew Milloway (DVM Class of 2016) received the George H. Hitchings New Investigator Award in Health Research from the Triangle Community Foundation.

Amanda Leah Neujahr, (DVM Class of 2017) received the 2015 National Pork Industry Foundation Veterinary Internship Stipend award from the American Association of Swine Veterinarians (AASV) Foundation and the AASV Student Recruitment Committee.

Emily Mahan-Riggs (DVM Class of 2017) was selected by the American Association of Swine Veterinarians (AASV) Student Recruitment Committee as the incoming Alternate Student Delegate to the AASV Board of Directors.

_Graduate Programs:_

Elizabeth Lennon (CBS PhD Candidate) was the recipient of the 2014 Young Investigator Award presented by the American Veterinary Medical Association and the American Veterinary Medical Foundation.

Liara Gonzalez, CBS PhD Candidate received the 2014 American Association of Equine Practitioners Equus Foundation Research Fellow Scholarship and the 2015 Veterinary Leadership Conference Scholarship, American Veterinary Medical Association.

Alumni Awards:
Megan Inskeep, NC State College of Veterinary Medicine (DVM Class of 2010), was named the 2015 Young Swine Veterinarian of the Year.

RECOMMENDATIONS AND CONCERNS FOR THE FUTURE

The College’s goal is to build on our global reputation as one of the world’s leading veterinary colleges. To achieve this we must deliver an outstanding performance in every area of our activity. We can achieve these goals because of our outstanding faculty and staff, because of the opportunities we have to grow our faculty through new hires, and because of the strategic advantages we enjoy as a part of NC State. The veterinary educational market, and particularly the professional degree program, is becoming increasingly competitive with a growing number of seats available and a potentially shrinking number of high quality applicants due to concerns about student debt and employment prospects. We must leverage our excellent and increasingly innovative educational program, and highly affordable cost, to recruit the very best students. We must also recognize that our educational program is housed in an aging facility, and we must plan to build a new educational building on the Centennial Biomedical Campus in the near to middle term or we will lose our leadership position.

Our research programs are growing, but it is essential that we elevate the profile and accomplishments of biomedical research at both the CVM and across NC State. In the short-term it is urgent that we complete construction of the Flex Building, which has been delayed to the significant impediment of our programs. This is vital for many programs at the CVM, and an opportunity to finally bring other partners from NC State, and from industry, to this campus. Research funding must substantially increase over the next 5 years. The success of our programs will be measured by the support we can win, by the breadth of that support, and by the strength of our partnerships.

Our clinical programs are outstanding, but they exist in a complex and dynamic commercial environment. We must aggressively pursue the most contemporary forms of health delivery for animals, in every aspect of our clinical work with companion and with production animals. We need to build a new equine facility to achieve this goal, and we must expand our food production animal programs to achieve stronger partnerships at NC State, and to address the global health challenges that threaten food security.