NEW ACADEMIC UNIT – APPROVAL REQUEST

See Guidelines for Requesting Academic Unit Changes for Renaming, Mergers, Transferring or Disestablishment of an Existing Academic Unit

I. Campus and Location Offering – indicate by highlighting in yellow the campus(es) and location(s) where this program will be offered.

<table>
<thead>
<tr>
<th></th>
<th>UA South Campus</th>
<th>UA Main</th>
<th>Phoenix Biomedical Campus</th>
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<tbody>
<tr>
<td>-</td>
<td>Sierra Vista</td>
<td>Tucson</td>
<td>Phoenix</td>
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<td>-</td>
<td>Douglas</td>
<td>UA Downtown</td>
<td>Distance Campus</td>
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<td>-</td>
<td>Mesa</td>
<td>Oro Valley</td>
<td>Chandler</td>
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<td>-</td>
<td>Pima CC East</td>
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<td>Pinal County</td>
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<td>Yuma</td>
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<td>-</td>
<td>Santa Cruz</td>
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<td>-</td>
<td>UA Science and Tech Park</td>
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II. Academic College—Provide the name of the academic college where this unit will be housed.

In this document we are proposing creation of The University of Arizona College of Veterinary Medicine (CVM).

III. Purpose and Activities of the Unit

A. Identify the basic goals and objectives of the new unit.

The UA College of Veterinary Medicine will provide Arizona’s only public veterinary medical program, graduating veterinarians who are not only educated and trained to be “practice-ready” for today’s veterinary landscape, but also well-versed in the technologies and skills that will revolutionize the veterinary profession in years to come.

The decision to structure this unit as a formal UA College was both internally strategic and a necessity imposed by the American Veterinary Medical Association (AVMA) Council on Education (COE), the accrediting body for professional Doctor of Veterinary Medicine (DVM) degree programs in the United States and Canada. The AVMA COE requires that a College conferring the DVM degree “can be accredited only when it is a major academic administrative
division of the parent institution and is afforded the same recognition, status, and autonomy as other professional colleges in that institution.” The DVM degree program was originally approved by the UA and ABOR in 2015 as a program within the College of Agriculture and Life Sciences. Following the 2016 AVMA COE site visit and subsequent correspondence, the DVM program was moved into a proposed School of Veterinary Medicine separate from CALS in direct response to COE concerns about the organizational structure. Provost Comrie subsequently decided in spring 2017 that a College of Veterinary Medicine should be established to unequivocally meet the AVMA COE accreditation standard quoted above.

**The CVM is focused on these core goals:**

- Produce competent veterinary general practitioners
- Reduce the cost of veterinary education for AZ residents
- Serve both rural and urban veterinary needs in AZ
- Meet AVMA COE accreditation standards

The CVM will accomplish these core goals through an innovative curriculum, student admissions, cost reduction strategies that take advantage of existing UA strengths and infrastructure, and revenue streams generated by non-resident students. The CVM will interact with other academic units within the UA to develop research collaborations to have a positive impact on animal, human and environmental (One) health. The CVM will work with other academic units to provide opportunities for veterinary students to pursue dual degree opportunities within existing programs (e.g. DVM plus MPH, MBA, MS, or PhD).

**B. Describe the activities, projects, and programs that will be conducted by the new unit.**

The College of Veterinary Medicine will conduct the Marley Foundation Doctor of Veterinary Medicine Program. The primary activities of this program focus on training day one competent veterinary general practitioners. The program is designed to meet or exceed AVMA COE accreditation standards. A research program will be developed to provide students with exposure to these career paths, complement existing UA research programs, and generate data and new technologies that benefit the veterinary profession and society. Veterinary internship (e.g. shelter medicine) and/or residency training (e.g. veterinary pathology) programs will be offered by the CVM. Dual degree (e.g. DVM/MPH) and applied research programs will be conducted in collaboration with other academic units. Outreach programs that involve CVM faculty and students will be conducted, such as provision of basic veterinary care to animals in underserved areas and animal populations (e.g. Tribal Nations, animal shelters).

**C. Describe demonstrable partnerships and partnership support that arise from the creation of the unit.**

*Agriculture, Life, Veterinary Sciences and Cooperative Extension (ALVS):* The CVM is partnering
with this division primarily in the areas of development, finance, research administration, and facilities. The current CVM development officer is embedded in the ALVS Development team. The ALVS finance and research administrative teams will provide support for budgeting and pre-award/post-award grant administration, respectively. The Agricultural Experiment Station will provide access to land and facilities for live farm animal clinical skill training and educational activities. These include the Campus Agricultural Center (Equine and Small Ruminant Facilities; Food Product and Safety Laboratory), West Campus Agricultural Center (Bovine Facilities; UA Veterinary Diagnostic Laboratory), Al-Marah Ranch (Equine Facility in NE Tucson), Ames Animal Learning Center (Mixed Animal Rural Practice in Douglas AZ), and the V-V Ranch (Beef Cow-Calf Production Facility in Camp Verde). Agricultural Centers in Maricopa (proximal to Dairy and Poultry Production Industries) and Yuma (One Health) may also be used for outreach activities and student housing. CVM faculty will collaborate with multiple units in the College of Agriculture and Life Sciences and Cooperative Extension on a wide array of animal-focused teaching, research, and outreach opportunities. Some College of Agriculture and Life Sciences (CALS) faculty may pursue shared (split) or joint (courtesy) appointments in the CVM. These will be pursued as appropriate to administering the CVM curriculum and with the approval of the CVM Dean, the faculty member, and the faculty member’s Dean and Department Head. The UA Veterinary Diagnostic Lab (VDL) will be a central hub for educating CVM students and CVM research activities. Discussions are in progress with the Provost and the VP ALVS for the VDL to become a component of the CVM, with faculty, staff, and operations administered under the auspices of the CVM. Pre-veterinary undergraduate student enrollment is expected to increase principally (but not solely) within CALS once the CVM is established, as students pursue the prerequisite coursework to gain admission to the CVM.

**NOTE:** Completion of the Masters in Animal and Biomedical Industries administered through CALS is not mandated for admission of students to the CVM in the current model. This prior requirement was removed in direct response to the AVMA COE critique that followed the first attempt for accreditation in 2016. Instead, a traditional approach to CVM admissions will be used to meet accreditation standards (e.g. completion of prerequisite course work and a weighted algorhythm based on GPA, SCH/semester, GRE, non-academic factors, multiple mini-interviews).

**Health Sciences:** The CVM is partnering with this division for support of veterinary clinical simulations through the AZ Simulation Technology and Education Center, access to library resources through the AZ Health Sciences Library, and access to educational materials through the Medical Bookstore. The CVM will partner with College of Medicine-Tucson units that are focused on faculty, student and academic affairs to develop the on-line learning management system and other faculty support programs for the CVM, given the close alignment of medical and veterinary medical professional curriculum and educational support needs. We will work in collaboration with the Colleges of Public Health, Pharmacy, Nursing, Medicine-Tucson and Medicine-Phoenix to establish mutually beneficial collaborations in medical education and translational biomedical research. A few faculty in the health professions colleges have expressed interest in pursuing a shared or joint appointment within the CVM. These will be pursued as appropriate to administering the CVM curriculum and with the approval of the CVM Dean, the faculty member, and the faculty member’s Dean and Department Head.
**Research, Discovery & Innovation:** The CVM will be a key partner in the RDI One Health research initiative that investigates the interactions among animals, people, and the environment. University Animal Care (UAC) will provide access to a multi-station surgical training laboratory, companion animal housing, and anesthesia/surgery support areas to train students in companion animal anesthesia, general surgery, dentistry, and post-operative care. Facilities to train students in ferrets, rabbits, small avian, and pocket pet care and medicine in UAC will also be used. Sponsored research activities in the CVM, to include clinical trials in companion animals and potentially other species, will utilize RDI research cores. CVM faculty will provide specialized expertise to support complex large animal model research projects and to investigate animal and zoonotic disease issues of concern to the state, region, and nation.

**Other UA units:** There are opportunities to collaborate with many other colleges in both teaching and research (see attached letters of support from the Deans). These might include collaborations with the College of Engineering on biomedical sensors and devices, the James E. Rogers College of Law on animal-related regulatory sciences, the Eller College of Management on small business management and entrepreneurship, the College of Social and Behavioral Science’s Canine Cognition Center, and many others.

**Local and Statewide Government:** Pima County Animal Care Center (PACC) has agreed to provide companion animals from their shelter to receive routine veterinary care while they are used to train CVM students on general surgery, anesthesia, and dentistry. CVM students will also rotate through the Pima Animal Care Center (PACC) and other animal shelters for clinical experience in shelter medicine during their 3rd year of training. Other government partners who have conveyed interest in teaching, collaborative research, and/or hosting CVM students for 3rd year clinical experiences include the Sonoran Desert Museum, Pima County Department of Public Health (veterinary epidemiology division), the State Veterinarian’s Office (AZ Dept of Agriculture), and the State Veterinarian for Public Health Office (AZ Dept of Health). CVM students will have the opportunity to rotate through the Reid Park Zoo during their 3rd professional year. Reid Park Zoo and UA will share a hospital facility and veterinarian through a legal agreement updated in 2018.

**Private Practice Clinical Affiliates:** Approximately 100 private practices in AZ, the Southwest U.S., and southern California will work in conjunction with the CVM to facilitate 3rd year clinical rotations for students. Supervision and assessment of students will be provided jointly by core CVM faculty and adjunct faculty located within the partner practices. Over 60 signed letters of interest have been received through outreach efforts during the past 5 months, and interest amongst private practices is high due to the innovative curriculum, the hybrid distributive clinical rotation model, and the opportunity to have multiple CVM students work in their practices prior to graduation as a recruiting tool for associate veterinarians. These practices include general and specialty companion animal, general and specialty equine, dairy, beef cattle, swine, exotic/avian, and mixed species in urban and rural areas.

**Industry:** Production animal industries (poultry, dairy, pork, beef), companion animal industries (pet food, pet supplies, corporate clinical veterinary networks), and biomedical/biotechnical
industries (veterinary and human imaging, biosensors, diagnostics, pharmaceuticals/biologics,) are all potential partners for the CVM. These partnerships will provide CVM students exposure to veterinary career paths within these industries.

**Non-Profit Organizations:** Tentative agreements or strong interest for hosting veterinary students for clinical rotations have been conveyed by multiple animal shelter medicine organizations (AZ Humane Society, Humane Society of Southern AZ, others) and rescue organizations (Tucson Wildlife Center, Hermitage Cat Shelter, others).

D. How does formal creation of this unit directly promote the fostering of collaborative and synergistic research and outreach beyond what is already happening on campus with existing entities?

There is great potential for collaborative and synergistic research between animal health and public health due to the strong interdependencies among animals, people and the environment, which collectively defines One Health. Infectious disease is an area of research emphasis and excellence across the university and has direct applicability to the veterinary and medical professions, given >80% of emerging infectious diseases in people originate from animals. Examples of existing research strengths that will benefit from the CVM include Valley Fever (dogs are highly susceptible) and enteric bacterial and protozoal pathogens that are transmissible between people and production animals. Epidemiologic research, detection, and prevention of foreign animal diseases (such as Foot and Mouth Disease and Avian Influenza) will be strengthened by the CVM through the AZ Veterinary Diagnostic Laboratory, a member of the National Animal Health Laboratory Network. CVM faculty and students will join those across campus already conducting research in food safety and transmission of infectious diseases from animals and insects to humans. CVM research in animal physiology and reproduction will generate data that advances and impacts both biomedical and production agriculture, fields of interest to faculty in several units. The CVM will also create collaborative opportunities oriented towards existing strengths in advanced biomedical imaging, artificial intelligence interpretation of in vivo and pathologic images, cancer, genomics, microbiomics, regenerative medicine, diagnostic test and therapeutic development efforts, biosensors, and many other areas of research.

E. Alignment of the proposed unit’s purpose to the reporting unit and the University’s strategic goals.

The CVM will be a freestanding college and the Dean will report directly to the Provost. As indicated above the CVM will collaborate closely with the ALVS Division and the Health Sciences to fulfill its mission in a cost-effective approach. The mission of the CVM is to graduate day one competent DVM general practitioners with reduced debt to serve AZ needs, and to synergistically collaborate with other UA Colleges, industry, government, and community partners to enhance animal, human, and environmental health. As the first veterinary school established at a Hispanic-Serving Institution, and with numerous Tribal Nations within AZ, the
CVM will increase diversity within the veterinary profession and generate DVM who will practice in areas of AZ that currently lack access to veterinary care. The curriculum is an innovative and unique combination of proven educational approaches that will establish the UA CVM as a leader in veterinary medical education. It will be competency-based throughout, combining organ system (cardiovascular, digestive, etc.) and life cycle (perinatal, young, adult, geriatric) preclinical training with distributive clinical training, and can be completed in 3 calendar years. Rather than building a teaching hospital and thereby competing with private veterinary businesses, we will partner with private practices, public agencies, and non-profits to “distribute” clinical rotations for our 3rd year students. With clinical and surgical experience largely gained through rotations in a variety of real-world settings, our DVM graduates will gain direct, hands-on experience. This approach for clinical training is more cost effective and provides a larger, more diverse caseload than provided in a traditional veterinary teaching hospital model. The CVM curriculum and clinical model are also designed to stimulate innovative, synergistic research that confront grand challenges in One Health. Collaborative partnerships will provide new opportunities and yield discoveries that expand the research portfolio of the UA.

F. Documented support from affiliated faculty, department heads, and deans. At the college level, alignment of the proposed unit’s goals and objectives to the college’s recruitment plan and programmatic priorities.

The interim CVM Dean is in place and the hiring of the permanent Dean is expected to be completed by the end of 2018. An interim Associate Dean, Academic and Faculty Affairs is in place. The Assistant Dean, Clinical Relations and Outreach, was hired in May 2018 to develop the critical third year clinical rotation network and program prior to the AVMA COE site visit scheduled for May 2019. The Vice President for the Division for Agriculture, Life and Veterinary Sciences, and Cooperative Extension is providing assistance with development, financial management, human resource, research support, and facility management functions. A CVM Development Officer has been hired and is currently embedded in the ALVS Division Development Office. Once tuition revenues begin to be realized funding for other support provided by ALVS will be provided as mutually agreed upon by the CVM Dean and ALVS VP. The CVM will also provide funding and embed staff for specific services provided by the Division of Health Sciences, specifically the on-line Learning Management System, the AZ Simulation Technology Education Center, and potentially other UAHS academic and faculty support systems that are in place. Discussions with the SVP/VP for the two Divisions and the Deans/Associate Deans of other Health Professions Colleges envisioned as partners have occurred during the incremental development of the CVM, with general support for the CVM expressed by all (see attached letters of support). The specific financial commitments to these collaborating units to which the CVM will be obligated will be determined as the program is established. The CVM budget includes funds to establish and sustain these commitments to collaborating units.

G. Clear statement of the evaluative criteria to be used in the comprehensive
review. How will the proposed unit demonstrate success?

The CVM Dean will meet with CVM program leaders biannually to ensure that appropriate assessment methods are used, core competencies are adequately assessed, all competencies contribute to final course grades, and ultimately, evaluative assessment criteria lead to full accreditation of the program by the AVMA COE. Expectations for student performance will increase as they move through the curriculum. North American Veterinary Licensing Examination (NAVLE) score data and passage rates will be evaluated, as well as student attrition rates and employment rates of graduates. Students, faculty and administrative evaluations will be used during the year for short-term assessment of progress toward meeting our program mission. All faculty will undergo an annual performance review, with faculty peer review included, in accord with current UA policy and procedures. CVM activities and accomplishments will be documented in annual reports. This data will be compared nationally to the data compiled in the Association of American Veterinary Medical Colleges (AAVMC) Comparative Data Report. CVM goals and mission will be reassessed and aligned with the UA strategic plan to ensure continued support from University administration. Once graduates of the CVM have entered the profession as fully credentialed veterinarians, their assessment of their preparedness for their chosen career and their input on how to better prepare graduates for day one of their careers will be sought on a yearly basis, with a goal to follow graduate employment for at least 5 years. An academic program review will be performed once every 7 years, in accord with UA policy and procedures. Curriculum review is also required by the AVMA COE once every 7 years after full accreditation is attained, so the UA and AVMA reviews will be performed in parallel.

III. Resources

A. Faculty and Staff

1. Provide the name and employee ID of the unit head.

David G. Besselsen, DVM, PhD is the interim Dean for the CVM. His employee ID number is 08909721.

A national search for the UA CVM Dean was conducted over late summer/early fall 2018, leading to five highly qualified candidates visiting the UA campus for first visits, and two finalists making second visits. We are anticipating a decision from the Provost regarding the selection of the new UA CVM Dean before the end of 2018.

2. List the name, rank, highest degree, primary department and estimate of the level of involvement of all current faculty and professional staff who will participate in the new unit. Also,
David G. Besselsen, DVM, PhD: Interim Dean, CVM; UA Attending Veterinarian; Director, University Animal Care (UAC). Dr. Besselsen is responsible for all aspects of leading and managing the College of Veterinary Medicine, all strategic plans and implementation, and representation until a permanent Dean is selected. Upon the hiring of a permanent dean by Provost Goldberg, the title of interim Dean of CVM will be withdrawn from Dr. Besselsen's slate of titles. He currently expends 50% effort to the CVM, with his remaining effort devoted to his permanent titles of Director UAC and Attending Veterinarian. He will continue to support the development and implementation of the CVM at 10-20% effort at the discretion of the permanent Dean once hired.

Sharon Dial, DVM, PhD: Interim Associate Dean for Academic and Faculty Affairs, CVM; Director of the Veterinary Diagnostic Lab (VDL), CALS. Dr. Dial is leading the effort to structure and implement the plans for admissions, curriculum, assessment, student support services, and faculty support services. As Director of the Veterinary Diagnostic Laboratory, a key component of the CVM, she will integrate professional diagnostic services and caseload for CVM students and residents in veterinary pathology after the CVM is established. She currently expends 50% effort to the CVM, with her remaining effort devoted to her VDL roles. She will continue to support the implementation of the CVM at 10-20% effort at the discretion of the permanent Dean once hired.

James H. Maciulla, DVM: Assistant Dean for Clinical Relations and Outreach, CVM. Dr. Maciulla is leading the effort to establish the distributive clinical training program for the CVM. This currently entails outreach and recruitment of a wide array of veterinary hospitals, practices, and clinics, production animal industry partners, zoos, animal shelters and sanctuaries, and other opportunities for students to gain clinical experience under the supervision of licensed veterinarians. He will also ensure ample education in clinical competencies are embedded in the preclinical curriculum. He and his team will direct and oversee student assessment of the distributive clinical rotation program once established. He will continue to expend 100% effort to the CVM.

S. Peder Cuneo, DVM, MS: Veterinary Specialist, CVM. Dr. Cuneo has served as a member of the CVM leadership team since a 2+2 program was first proposed in 2006. He led or contributed to the development of the clinical network for large animal practices that serve production animal industries, the production animal curriculum, large animal teaching facilities, the V-V Ranch cow-calf operation, and has contributed key concepts to the current CVM curriculum framework. He will retire in June 2019 after the AVMA COE site visit, but will likely continue to contribute to CVM establishment on a periodic basis after that time.

Marianne Hadden, MS, MBA: Director of Development, CVM. Mrs. Hadden is leading the fundraising effort for the CVM, which is currently focused on multiple capital improvement projects (buildings), veterinary equipment, and endowments for student scholarships and faculty support. Her position is embedded in the Development Office for the Division of
Agriculture, Life, Veterinary Sciences and Cooperative Extension. She devotes 75% effort to the CVM, with 25% effort devoted to ALVS/CALS development. She will continue to support the CVM with 75% effort.

**UA Veterinarians and Faculty:** Multiple DVM and PhD faculty within the UA have expressed interest in teaching and/or research opportunities within the CVM. As the curriculum is developed the CVM will reach out to Deans, Department Heads, and faculty with these interests to define mutually beneficial opportunities for CVM teaching and research.

The following UA faculty members have expressed a desire to move their faculty positions and salary lines to the CVM following the receipt of Reasonable Assurance (the first step towards accreditation) by the AVMA COE:

1. Gregory Bradley, DVM, Research Scientist (Anatomic Veterinary Pathology), CALS School of Animal and Comparative Biomedical Sciences and AZ Veterinary Diagnostic Lab
2. Sharon Dial, DVM, PhD, Research Scientist (Anatomic and Clinical Veterinary Pathology), CALS School of Animal and Comparative Biomedical Sciences and AZ Veterinary Diagnostic Laboratory

The following UA faculty members and professionals have expressed interest in having joint (courtesy) or shared (split) faculty appointments in the CVM. Shared faculty will have partial salary support provided by the CVM (faculty time buyout) appropriate to their level of commitment/effort to the CVM, as mutually agreed upon by the faculty member and their administrators:

1. Jamie Boehmer, PhD (Microbiology, Food Safety, Regulatory, Research), Senior Associate, Research Development, Research, Discovery, and Innovation.
2. Christine Butkiewicz, DVM, MPH, MLIS (Public Health), Associate Research Scientist, Valley Fever Center for Excellence, College of Medicine-Tucson.
3. Diego Celdran-Bonafonte, DVM, MSc, PhD (Surgery), Research Assistant Professor, Medicine, College of Medicine-Tucson.
4. Cynthia Doane, DVM (Primate, Lab Animal Medicine), Associate Veterinary Specialist, University Animal Care, Research, Development, Innovation.
5. Jareca Giles, DVM (Lab Animal Medicine), Assistant Veterinary Specialist, University Animal Care, Research, Development, Innovation.
6. Paula Johnson, DVM, MS (Lab Animal Medicine, Regulatory), Associate Veterinary Specialist, University Animal Care, Research, Development, Innovation.
7. Elizabeth Kieran, DVM (Anatomic Pathology), Pathologist, AZ Veterinary Diagnostic Laboratory.
8. Pawel Kiela, DVM, PhD (Immunology, Research), Associate Professor, Pediatrics, College of Medicine-Tucson.
9. Luise King, DVM, PhD (Anatomy, Physiology), Assistant Professor of Practice, CALS School of Animal and Comparative Biomedical Sciences
The following is a partial list of veterinarians in Tucson have expressed interest in having career track (non-tenure-eligible) or adjunct faculty appointments in the CVM. The majority of these individuals are AVMA board-certified veterinary specialists, many of whom have national reputations and have served as faculty members at other CVM. As the curriculum and research programs are developed the CVM will reach out to these individuals and others as appropriate to CVM faculty needs:

1. Sarah Carotenuto, DVM (Emergency Medicine)
2. Michael Conaway, DVM (Equine Practice), Current CVM Steering Committee Member
3. Corine Giroux, DVM (Poultry Medicine)
4. Steve Hansen, DVM (Shelter Medicine)
5. Michael John, DVM (Mixed Animal Rural Practice)
6. Mary Kay Klein, DVM (Oncology, Radiation Oncology)
7. Alicia Lindholm, DVM (Theriogenology)
8. Victoria Lukasik, DVM (Anesthesia, Analgesia)
9. Roxanne MacLellan, DVM (Dentistry)
10. Michael Matz, DVM (Small Animal Internal Medicine), Current CVM Steering Committee Member
11. Alexis Moreno, DVM (Zoo/Exotic Animal Medicine)
12. Michael Murray, DVM (Large Animal Internal Medicine)

The following table provides the proposed faculty hiring plan with the total faculty FTE to be incrementally hired over the 4 year launch of the CVM. We anticipate that some of these positions will be filled in by the professionals listed above (with approval of the UA CVM Faculty Status Committee and the Dean). Approximately 50% of the faculty FTE will be Tenure/Tenure-Eligible or Continuing Status/Continuing-Eligible, to be allocated amongst the faculty FTE highlighted in yellow below. CS/CE positions are typically used for UAC laboratory animal
veterinary and VDL veterinary pathology positions that have a significant professional service component.

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<tr>
<th>Faculty</th>
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<td>Administrators</td>
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<td>Dentistry</td>
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<td>Dermatology</td>
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<tr>
<td>Emergency Medicine/Critical Care</td>
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<td>Equine Practice</td>
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<tr>
<td>Exotic - Avian</td>
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<tr>
<td>Exotic - Reptile</td>
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<tr>
<td>Exotic - Zoo Animal</td>
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<tr>
<td>Food Animal Practice</td>
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<td>Immunology</td>
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<td>Microbiology</td>
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<td>Mixed Animal Practice</td>
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<tr>
<td>Pathology - Clinical</td>
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<td>Pharmacology/Toxicology</td>
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<td>Poultry Practice</td>
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<td>Public Health/Epidemiology</td>
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<tr>
<td>Radiology/Imaging</td>
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<td>Surgery - Large Animal</td>
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<td>Swine Practice</td>
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<tr>
<td>Clinical Affiliate – Adjunct</td>
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3. List the clerical and support staff positions that will be included in the new unit (# FTE, location, service unit; current employees are highlighted in yellow).

a. Administrative Associate (1 FTE, currently supports interim CVM Administration)
b. Executive Assistant (1 FTE, Oro Valley, CVM Administration)
c. Business Manager, Senior (1 FTE, Oro Valley, CVM Administration)
d. Accountant (1 FTE, Oro Valley, CVM Administration)
e. IT Support Specialist, Senior (1 FTE, Oro Valley, CVM Administration)
f. Administrative Assistant/Associate, Administration (2 FTE, Oro Valley, CVM Administration)
g. Business Analyst, Senior, Student Financial Aid (1 FTE, Oro Valley, Student Services)
h. Program Coordinator, Admissions/Recruitment (2 FTE, Oro Valley, Student Services)
i. Academic Advisors (2 FTE, Oro Valley, Student Services)
j. Counselor, Health and Wellness (1.5 FTE, Oro Valley, Student Services)
k. Administrative Assistant/Associate (1 FTE, Oro Valley, Student Services)
l. Program Coordinator, Senior (1 FTE, Oro Valley, Academic Services, Curriculum)
m. Learning Management System Specialist (1 FTE, Oro Valley, Academic Services, Curriculum)
n. Administrative Assistant/Associate (2 FTE, Oro Valley, Academic Services, Curriculum)
o. Simulation Technology Specialist (1 FTE, Oro Valley, ASTEC)
p. Administrative Assistant/Associate (2 FTE, Oro Valley, Faculty Services)
q. Administrative Assistant/Associate (1 FTE, CAC, Faculty Services)
r. Administrative Assistant/Associate (1 FTE, WCAC/AZVDL, Faculty Services)
s. Veterinary Technician (4 FTE, Oro Valley, Clinical Instruction & Support)
t. Veterinary Technician (2 FTE, UAHS, Clinical Instruction & Support)
u. Administrative Assistant/Associate (2 FTE, Oro Valley, Clinical Rotations)
v. Veterinary Technician (3 FTE, Animal Shelter Partners, Clinical Rotations)
w. Veterinary Technician (1 FTE, Ames Animal Hospital in Douglas, Clinical Rotation)
x. Farm Husbandry Technician (1 FTE, CAC, Clinical Instruction Support, Equine)
y. Farm Husbandry Technician (1 FTE, WCAC, Clinical Instruction Support, Bovine)
z. Business Manager (1 FTE, WCAC, AZ VDL)
aa. IT Systems Analyst (1 FTE, WCAC, AZ VDL)
bb. Office Specialist (1 FTE, WCAC, AZ VDL)
c. Office Assistant, Senior (1 FTE, WCAC, AZ VDL)
dd. Quality Manager (1 FTE, WCAC, AZ VDL)
ee. Histotechnologist (2 FTE, WCAC, AZ VDL)
ff. Research Specialist (2 FTE, WCAC, AZ VDL)
gg. Research Technician (2 FTE, WCAC, AZ VDL)
hh. Laboratory Assistant (3 FTE, WCAC, AZ VDL)

4. Project the number and type of new faculty and staff positions that will be needed by the unit during each of the next three years.

A nationwide search is underway for a permanent CVM Dean to lead and manage all aspects of the College of Veterinary Medicine. The CVM budget currently includes 5 college administrative FTE, 38 teaching faculty FTE, 20 clinical faculty FTE, 10 research faculty FTE, 6 veterinary resident FTE (post-DVM training positions), and 52 staff FTE. We anticipate hiring the college administrative positions and one third of the faculty and staff positions the first year after the permanent CVM Dean is hired. The remaining faculty/staff positions will be hired in years 2 and 3 (one third of total in each of these 2 years).

B. Physical Facilities and Equipment

1. Provide the Unit address for the new department. Include the following:

   The temporary CVM headquarters is:
   Mailing address: 1127 E. Lowell, Tucson, AZ
Building Name: Central Animal Facility  
Building #: 101  
Room: 112  
PO Box: 210101  
Zip Code: 85721  
Unit phone number: 520-626-8550

The CVM headquarters will move to the UA Oro Valley Campus once renovations at that site are completed in summer 2019.

2. Identify the physical facilities that will be required for the new unit and indicate whether those facilities are currently available.

**UA Oro Valley Campus:** A 30,000-gsf UA-owned facility, located 13 miles from the UA main campus, will serve as the CVM Headquarters and primary location for administering the pre-clinical veterinary education. The building is the former UA BIO5 Oro Valley incubator and prior to that was the Sanofi pharmaceutical laboratory building. There are multiple large laboratories that will be renovated with an $8 million state fund allocation to provide the following infrastructure: collaborative learning classrooms; anatomy lab; clinical skills simulation lab; microscopy lab; small animal exam rooms, diagnostic imaging; clinical pathology lab; lockers; student study rooms. The building has office and personnel support space. This building is undergoing renovation and will be available in the summer of 2019. Buildings immediately adjacent to this UA-owned building have space available (~15,000 gsf) that will be leased to provide additional personnel support space. The CVM budget includes funds for RCM and for leasing space in adjacent buildings.

**UA Heath Sciences (UAHS) Campus in Tucson:** Colleges of Medicine, Pharmacy, Nursing, Public Health; AZ Health Sciences Library; Medical Bookstore; AZ Simulation Technology and Education Center; University Animal Care facilities (includes animal surgical training lab and support space). Currently available.

**UA Main Campus:** General student and faculty support services provided by the Division of Agriculture, Life, Veterinary Sciences and Cooperative Extension (primarily Forbes Building). Currently available.

**Campbell Ave. Campus Agricultural Center (CAC):** A 160-acre center in Tucson, 10 miles from the UA Oro Valley Campus and 3 miles from the UA Main Campus. Facilities to be used in support of the CVM mission include: the Equine Barn (6,237 gsf); a 32 seat classroom (980 gsf, in building 2006); the Food Product & Safety Laboratory (12,121 gsf USDA-inspected slaughter and processing plant with food safety testing lab); multiple pastures; and handling facilities for domestic farm animals. Currently available, with some infrastructure upgrades and modifications needed.

**West Campus Agricultural Center (WCAC):** A 72-acre Tucson center, 12 miles from the UA Oro Valley Campus and 5 miles from the UA Main Campus. Includes the University of Arizona Veterinary Diagnostic Laboratory (12,396 gsf AAVLD-accredited facility and member of the National Animal Health Laboratory Network), and the UA feedlot and feed mill (6,981 gsf) for beef feedlot production. Currently available. A cattle handling facility (1600 gsf), student
support facility (1600 gsf) and some renovation of the UAVDL Necropsy Building are in design phase and are not currently available.

**Al Marah Ranch:** An 85-acre equine reproduction and training facility. A horse barn (5,708 gsf) with attached office complex (1,157 gsf) and adjacent covered arena will be used for a 3rd year clinical rotation in equine medicine. Currently available, with minor renovation of the horse barn and office complex (in progress).

**Ames Animal Hospital (Douglas, AZ):** A shelter and mixed-animal, rural practice teaching hospital (7,555 gsf) for small animal general/emergency practice and ambulatory production animal/equine practice. This facility will provide the only veterinary services available to a population of 20,000 people and to ranches in an area that encompasses hundreds of square miles. The animal hospital is in the final stages of renovation, and will be available in 2019.

**V-V Ranch (Camp Verde, AZ):** A 70,000 acre working ranch for beef cow-calf production and ranch land management. Currently available.

**Clinical Affiliate Facilities:** Privately owned veterinary practices with hospitals or clinical facilities are being enlisted to form a distributive clinical network for 3rd year clinical rotation experiences. Currently available.

**Reid Park Zoo:** An agreement between City of Tucson/Tucson Zoological Society and UA is in place for a 3rd year clinical rotation in zoo animal medicine, utilizing the recently constructed veterinary education center. Currently available.

**Non-Profit Organizations:** Agreements are in place for 3rd year clinical rotations at shelters (Pima Animal Care Center, AZ Humane Society, others) and rescue/sanctuary organizations (Tucson Wildlife Center, Hermitage Cat Sanctuary, others) that have internal veterinary hospitals and abundant veterinary caseload. Currently available.

**Industry Partners:** Food animal production industries with specialized veterinary programs (poultry, swine, dairy) are being recruited to provide opportunities for 3rd year clinical rotations. Currently available.

3. List all additional equipment that will be needed during the next five years and the estimated cost.

Funding ($1.87 million) is included in the State’s one-time $8 million appropriation for the purchase of equipment and furniture (imaging, simulation models, caging, anatomy tables, microscopes, audiovisual equipment, computers, etc.) at Oro Valley. Funding ($175,000) gifted from the Marley Foundation is available for the purchase of veterinary equipment (digital radiology, anesthetic machines, analyzers, monitors, surgical instruments, etc.) for the Ames Animal Hospital in Douglas. Equipment for veterinary teaching facilities at UAHS and Campus/West Campus Agricultural Centers (chutes, pens, shade structures, stanchions, etc., ~$200,000) is being purchased with interim Dean funds and gifts generated through fundraising. Private practice, industry, and non-profit organization partners will own the equipment used by 3rd year veterinary students rotating through these clinical affiliates.

C. Library Resources, Materials, and Supplies

1. Identify any additional library acquisitions that will be needed during the
CVM information resource needs have been discussed with Dean Shan Sutton (see letter of support) and Librarian Jeanne Pfander. We do not anticipate making any significant additional library acquisitions specifically for the CVM. CVM students will have access to books, electronic journals, e-books, serials, video/film currently held by UA Libraries, to include all UA Health Sciences library resources. Numerous veterinary information resources have been maintained by the UA library system for decades to support undergraduate and graduate programs in Veterinary Science, currently administered through the CALS School of Animal and Comparative Biomedical Sciences. CVM personnel will also have access to other campus repository materials, such as UA dissertations/theses, Arizona Experiment Station and Extension publications.

2. List any special materials or supplies, other than normal office supplies, that will be required by the new unit.

Veterinary medical and surgical supplies, simulation models, animals, husbandry care, and other special materials are included in the CVM planning budget. Relatively few large animals (30 horses, 30 cull dairy cows, 30 feedlot steers, 30 sheep) will be maintained at the CAC and WCAC specifically for CVM teaching purposes. Dogs and cats obtained from animal shelters will receive routine veterinary care from CVM students under the direction of CVM faculty. Students will perform general surgery, dentistry, and clinical skills on these animals, which will be returned to the shelter for adoption following recovery. CALS grows a large quantity of the feed used for the caretaking of its large animals and has the potential to expand this production for CVM needs. Due to student interaction with animals, we have also budgeted for Occupational Health Services for all students. The CVM budget also includes funds to pay for operational costs such as clinical placement costs and reimbursements paid to clinical partner organizations.

D. Other Information

1. Identify any implications of the proposed change for regional or programmatic accreditation.

The addition of another doctoral degree program will strengthen the University of Arizona’s accreditation with the Higher Learning Commission. The creation of a College of Veterinary Medicine as a freestanding academic unit (independent of the College of Agriculture and Life Sciences) is required by the American Veterinary Medical Association Council on Education to attain a letter of reasonable assurance of accreditation, the first step of accreditation that allows enrollment of CVM students.

1. Provide any relevant information, not requested above, that will assist reviewers in evaluating this proposed addition.
E. Financing

1. Explain the university’s plan for providing adequate financing for the unit.

Please see the attached CVM budget. Our financial model phases in revenues and expenses over the initial 7 years of the program. Enrollment will matriculate 112 professional students annually for the first 4 years, with expansion to 120 students per class in year 5 after receipt of full accreditation. The model includes ABOR mandatory student financial aid that must be set aside for need-based tuition assistance. The budget was reviewed by CFO Goldman and the Provost office prior to submission of this request for new academic unit approval.

2. Identify potential sources for external funding for the unit.

The Arizona State Legislature has appropriated $8 million for renovation of the Oro Valley facility. We leverage strong financial and advocacy support from our friends and alumni to generate gifts, state investment, and external grants, as evidenced by the Marley Foundation gift of $9 million. The Ames Animal Hospital in Douglas and 3rd year equine rotation at Al Marah Ranch will be run as lease agreements with income expected to exceed the costs of building operations and maintenance. Once established and fully accredited (following the graduation of the first class), the CVM can enroll students from two Caribbean CVMs who require a clinical year partnership with an AVMA-accredited institution on a fee per student basis to generate additional revenues. Currently there is insufficient capacity within U.S. CVM to accommodate student demand. Nearly one thousand students leave the U.S. each year to gain admission into international veterinary schools. Approximately 300 students from California alone leave that state to attend veterinary school out of state due to insufficient capacity at the UC-Davis and Western University Schools of Veterinary Medicine. The UA CVM will be ideally situated geographically and academically to accommodate a portion of these students, particularly students from California as our distributive clinical network will have a strong presence in southern CA.

3. If state funds will be used, indicate whether new appropriations will be requested or existing appropriations will be reallocated. If reallocating existing appropriations, indicate where these will be drawn from.

New state appropriations will not be pursued at this time per the Provost and Government/Community Relations team. WICHE funds are currently allocated by the state to pay for AZ residents to pursue a DVM at a private or out of state CVM, and re-allocation of these funds (~$1.3M annual) to the UA CVM will likely be pursued once accreditation is attained. A request to move the original state funding that established the UA Veterinary Diagnostic Laboratory to the CVM is being discussed with the Provost and the ALVS VP.
4. Complete the Budget Projection Form, projecting the operating budget for the proposed unit for the next three years.

See attachment.

5. Estimate the amount of external funds that may be received by the unit during each of the first three years.

The CVM projects a minimum of $1 million in total gifts per year for the first 3 years. A substantial gift from the Marley Foundation is in place ($9,000,000 allocated over 10 years), several other gifts have been received (~$1 million this past year), and the interim CVM leadership team and development officer are actively pursuing numerous donor prospects.

6. Provide the unit account number (if previously assigned).

1255000

IV. Additional Information --provide any other information not requested above that may be useful in evaluating this proposal.

Currently, Arizona’s students must go out of state or attend a private University to pursue a veterinary education. Prior attempts to establish a UA College of Veterinary Medicine occurred on three occasions (mid-1970s, 2007, 2016) over the past 50 years. The first two attempts were thwarted by lack of state funding for a teaching hospital and the great recession, respectively. The most recent attempt was very close to success, with the AVMA COE conveying that the UA proposal met 7 of the 11 required standards. Provost Comrie retained Mark Cushing J.D., a legal expert who has assisted 3 different CVM through the AVMA COE accreditation process successfully, to assess the UA CVM opportunity. Following Mr. Cushing’s report, Provost Comrie, President Robbins and most recently Provost Goldberg decided to move forward to establish the UA CVM. The UA is well-positioned at this time to attain AVMA COE accreditation, and a comprehensive site visit has been scheduled with the AVMA COE for May 12-16, 2019.

We believe that the field of veterinary medicine is at an inflection point in its evolution. Corporate acquisition and management is reshaping veterinary healthcare, with approximately one third of companion animal practices owned by veterinary corporations. Early adopters of “big data” technology are transmitting health and behavioral data from their pets or livestock to their veterinarians automatically through wearable animal devices. The “One-health” paradigm views human health, animal health, and ecological health within a single systems biology perspective of interrelated factors. Existing CVM are challenged to produce day 1 competent general practitioners at a reasonable cost to veterinary students, primarily due to
continued reliance on the teaching hospital model for core clinical training as caseload continues to decrease. The relatively recent acceptance of distributive clinical training networks by the AVMA COE provides the opportunity to attain accreditation while also providing a more robust and meaningful clinical training experience for students. There is no better place than the University of Arizona, with its robust interdisciplinary culture and abundant existing strengths, to prepare the next generation of veterinary clinicians and scientists to advance the profession and greatly benefit public and animal health.

V. Required Signatures

Managing Unit Administrator: David Besselsen, Interim Dean, College of Veterinary Medicine (name and title)

Managing Administrator’s Signature: _______________________________ Date: 11/20/2018

Dean’s Signature: _______________________________ Date: 11/20/2018

All programs that will be offered through distance learning must include the following signature. The signature of approval does not indicate a commitment to invest in this program. Any potential investment agreement is a separate process.

Not applicable

Joel Hauff, Associate Vice President of Student Affairs & Enrollment Management/Academic Initiatives and Student Success

Signature: _______________________________ Date: __________________
September 28, 2018

David Besselsen, DVM, PhD
Interim Dean, College of Veterinary Medicine
P.O. Box 210101
1127 East Lowell St.
besselsd@email.arizona.edu

RE: College of Veterinary Medicine Academic Unit Approval

Dear Dr. Besselsen,

I am honored to provide this letter of support for the approval of the new College of Veterinary Medicine (CVM). The creation of this unit provides several benefits to the University, Arizona communities and the field of veterinary medical education.

This college will fill a major gap in veterinary educational opportunities, meet the demand for clinicians in rural and tribal areas, and provide an innovative approach to graduating highly competent veterinarians. The CVM will help increase diversity on campus as well as among veterinary professionals and has been designed to provide every student with a wide range of clinical experiences in university, private and public settings. It is anticipated that graduates of the CVM’s Doctor of Veterinary Medicine program, will be better prepared veterinarians, more likely to stay in Arizona, burdened by lower student debt and better able to afford to practice in rural, suburban and urban areas in Arizona.

The approval of the CVM also presents exciting opportunities for cross collaboration between colleges, programs and the community. I foresee that UA-South could partner with the CVM to work on mutually beneficial projects such as an experiential opportunity for UA-South students at the CVM Ames Animal Hospital in Douglas, AZ. In my role as Senior Director for Digital Learning Initiatives and Online Education, I also see numerous opportunities to work with CVM faculty to promote digital and online learning.

I believe that the College of Veterinary Medicine will strengthen the mission of the University and help us achieve the goals of land grant institutions.

Sincerely,

Melody Buckner
Interim Dean, University of Arizona South
Senior Director, Digital Learning Initiatives and Online Education
October 3, 2018

David Besselsen, DVM, PhD
Interim Dean, College of Veterinary Medicine
P.O. Box 210101
1127 East Lowell St.
besselsd@email.arizona.edu

RE: Support for College of Veterinary Medicine Academic Unit Approval

Dear Dave,

I am thrilled and excited to provide this letter of support for the approval of the College of Veterinary Medicine (CVM) because it benefits to the University, Arizona communities, professional veterinary education nationally, and most of all our students and their families. The CVM will strengthen the mission of our great land grant institution. I look forward to seeing the numerous opportunities for UA’s existing colleges’ schools and departments (especially CALS’) to collaborate with the CVM in mutually beneficial ways I can only imagine.

The CVM will fill a major gap in professional veterinary education in Arizona and the nation by providing the innovative approaches to graduating highly competent veterinarians so much demanded by the 99% of our profession in private and public practice and the corporate world. It will especially meet the demand for clinicians in rural and tribal areas in Arizona and the nation. The CVM’s focus on improving diversity in the least diverse of all the professions in desperately needed. The curriculum has been designed to provide every student with a wide range of realistic clinical experiences in university, private and public settings. The CVM’s Doctor of Veterinary Medicine graduates will be better prepared veterinarians, more likely to stay in Arizona, unencumbered by the extraordinary debt burden and better able to afford to practice in all areas of Arizona, the US and the world.

The CVM also presents exciting opportunities for cross collaboration between colleges, programs and the community. The Division of Agriculture, Life, and Veterinary Sciences is more than willing to support the CVM in multiple areas to be cost efficient and keep student tuition costs low including: Development and Advocacy, Alumni and corporate relations; Experiment Station facilities; Business services; and Research management and compliance.

I expect that individual CALS (as well as other college) faculty may request to transfer their faculty home to the CVM and I support their transfer into the new college and its budget. The AZ Veterinary Diagnostic Laboratory is critical for the CVM to be able to educate veterinary medical students in the various pathology disciplines that are absolutely foundational to veterinary medicine and surgery. Several facilities within the Agricultural Experiment Stations will host CVM education (as well as CALS education) and the stations will also have CVM facilities built in them for unique CVM education.
Sincerely,

Shane Burgess
Vice President for Agriculture, Life and Veterinary Sciences, and Cooperative Extension
Charles-Sander Dean of the College of Agriculture & Life Sciences
Director, Arizona Experiment Station
17 October 2018

David Besselsen, DVM, PhD
Interim Dean, College of Veterinary Medicine
P.O. Box 210101
1127 East Lowell St.
besselsd@email.arizona.edu

RE: College of Veterinary Medicine Academic Unit Approval

Dear Dave,

I am happy to provide this letter of support for the approval of the new College of Veterinary Medicine (CVM). The creation of this unit provides several benefits to the University, Arizona communities and the field of veterinary medical education.

This college will fill a major gap in veterinary educational opportunities, meet the demand for clinicians in rural and tribal areas, and provide an innovative approach to graduating highly competent veterinarians. The CVM will help increase diversity on campus as well as among veterinary professionals and has been designed to provide every student with a wide range of clinical experiences in university, private and public settings. It is anticipated that graduates of the CVM’s Doctor of Veterinary Medicine program, will be better prepared veterinarians, more likely to stay in Arizona, burdened by lower student debt and better able to afford to practice in rural, suburban and urban areas in Arizona.

The approval of the CVM also presents exciting opportunities for cross collaboration between colleges, programs and the community. I foresee that the College of Humanities could partner with the CVM to work on mutually beneficial projects such as preparing veterinary students to navigate cultural and language barriers they may encounter during their third year clinical rotations, for example medical Spanish and cultural experiences they may need to understand to function more effectively at the CVM Ames Animal Hospital in Douglas, AZ. We can also partner on ways to increase diversity within the veterinary profession, possibly through grant submissions. Our College is also very interested in utilizing classrooms at the UA-Oro Valley Campus, once renovations are completed there in the summer of 2019, to continue the Humanities Seminar Program and other College of Humanities’ programming in Oro Valley. I believe that the College of Veterinary Medicine will strengthen the mission of the University and help us achieve the goals of land grant institutions.

Sincerely,

[Signature]

Alain-Philippe Durand, Ph.D.
Dean, College of Humanities
October 17, 2018

David Besselsen, DVM, PhD
Interim Dean, College of Veterinary Medicine
P.O. Box 210101
1127 East Lowell St.
besselsd@email.arizona.edu

RE: College of Veterinary Medicine Academic Unit Approval

Dear Dave,

I am happy to provide this letter of support for the approval of the new College of Veterinary Medicine (CVM). The creation of this unit provides several benefits to the University, Arizona communities and the field of veterinary medical education.

This college will fill a major gap in veterinary educational opportunities, meet the demand for clinicians in rural and tribal areas, and provide an innovative approach to graduating highly competent veterinarians. The CVM will help increase diversity on campus as well as among veterinary professionals and has been designed to provide every student with a wide range of clinical experiences in university, private and public settings. It is anticipated that graduates of the CVM’s Doctor of Veterinary Medicine program, will be better prepared veterinarians, more likely to stay in Arizona, burdened by lower student debt and better able to afford to practice in rural, suburban and urban areas in Arizona.

The approval of the CVM also presents exciting opportunities for cross collaboration between colleges, programs and the community. I foresee that the Eller College of Management could partner with the CVM to work on mutually beneficial projects such as a DVM/MBA dual degree program. The on-line MBA option would be ideal for DVM students as it would provide sufficient flexibility for the veterinary students. There may also be interest by some Eller faculty to share their expertise with veterinary students in certain topics that apply directly to the practice of veterinary medicine, such as small business management. I also envision the potential for collaborative research opportunities between our colleges, such as studies on the growth and impact of corporate veterinary medicine in the companion animal sector.

I believe that the College of Veterinary Medicine will strengthen the mission of the University and help us achieve the goals and fulfill our mission as a land grant institution.

Sincerely,

Paulo B. Goes
Dean and Halle Chair in Leadership
Eller College of Management
University of Arizona
September 28, 2018

David Besselsen, DVM, PhD
Interim Dean, College of Veterinary Medicine
P.O. Box 210101
1127 East Lowell St.

RE: College of Veterinary Medicine Academic Unit Approval

Dear Dave:

I am happy to provide this letter of support for the approval of the new College of Veterinary Medicine (CVM). The creation of this unit provides several benefits to the University, Arizona communities and the field of veterinary medical education.

This college will fill a major gap in veterinary educational opportunities, meet the demand for clinicians in rural and tribal areas, and provide an innovative approach to graduating highly competent veterinarians. The CVM will help increase diversity on campus as well as among veterinary professionals and has been designed to provide every student with a wide range of clinical experiences in university, private and public settings. It is anticipated that graduates of the CVM’s Doctor of Veterinary Medicine program will be better prepared veterinarians, more likely to stay in Arizona, burdened by lower student debt and better able to afford to practice in rural, suburban and urban areas in Arizona.

The approval of the CVM also presents exciting opportunities for cross collaboration between colleges, programs and the community. I foresee that the Zuckerman College of Public Health could partner with the CVM to work on projects such as a DVM/MPH dual degree program. The One Health MPH option would be ideal for DVM students, and the availability of e-courses for students to complete the requirements for the MPH asynchronously provides flexibility for the veterinary students. In addition, there are several courses offered by the Zuckerman College of Public Health that could potentially be integrated into the CVM curriculum, with additional sections offered to accommodate veterinary students. I also envision collaborative research opportunities between our colleges that focus on zoonotic infectious disease or environmental toxins.

I believe that the College of Veterinary Medicine will strengthen the mission of the University and help us achieve the goals and fulfill our mission as a land grant institution.

Sincerely,

Iman Hakim, MD, PhD, MPH
Dean and Professor
Mel and Enid Zuckerman Endowed Chair in Public Health
October 4, 2018

David Besselsen, DVM, PhD
Interim Dean, College of Veterinary Medicine
P.O. Box 210101
1127 East Lowell St.
besselsd@email.arizona.edu

RE: College of Veterinary Medicine Academic Unit Approval

Dear Dave,

I am happy to provide this letter of support for the approval of the new College of Veterinary Medicine (CVM). The creation of this unit provides several benefits to the University, Arizona communities and the field of veterinary medical education.

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The approval of the CVM also presents exciting opportunities for cross collaboration between colleges, programs and the community. I foresee that the Arizona Simulation Technology Education Center (ASTEC) will partner with the CVM to provide innovative simulations applicable to veterinary clinical skills and simulated scenarios, to include inter-professional emergency scenarios that affect both people and animals. As we’ve discussed, ASTEC has additional capacity to support development of simulation models and scenarios for the CVM, with the understanding that the CVM will provide financial resources for the additional personnel and supply costs to support these additional activities.

I believe that the College of Veterinary Medicine will strengthen the mission of the University and help us achieve the goals of land grant institutions.

Sincerely,

Allan Hamilton, MD, FACS
Regents Professor of Surgery
Executive Director, ASTEC
November 23, 2018

David Besselsen, DVM, PhD
Interim Dean, College of Veterinary Medicine
P.O. Box 210101
1127 East Lowell St.
besselsd@email.arizona.edu

RE: College of Veterinary Medicine Academic Unit Approval

Dear Dave,

I am happy to provide this letter of support for the approval of the new College of Veterinary Medicine (CVM). The creation of this unit provides several benefits to the University, Arizona communities and the field of veterinary medical education.

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The approval of the CVM also presents exciting opportunities for cross collaboration between colleges, programs and the community. I foresee that the College of Engineering could partner with the CVM to work on projects that involve a wide variety of biomedical engineering applications for various animal species, such as novel in vivo imaging modalities, biosensors, prosthetics, etc.

I believe that the College of Veterinary Medicine will strengthen the mission of the University and help us achieve the goals of land grant institutions.

Sincerely,

Larry Head, PhD
Interim Dean, College of Engineering
September 28, 2018

David Besselsen, DVM, PhD
Interim Dean, College of Veterinary Medicine
besselsd@email.arizona.edu

RE: College of Veterinary Medicine Academic Unit Approval

Dear Dave,

I am happy to provide this letter of support for the approval of the new College of Veterinary Medicine (CVM). The creation of this unit provides several benefits to the University, Arizona communities and the field of veterinary medical education.

This college will fill a major gap in veterinary educational opportunities, meet the demand for general practitioners in rural areas, and provide an innovative approach to graduating highly competent veterinarians. The CVM will help increase diversity on campus as well as among veterinary professionals and has been designed to provide every student with a wide range of clinical experiences in university, private, and public settings. It is anticipated that graduates of the CVM's Doctor of Veterinary Medicine program, will be better prepared veterinarians, more likely to stay in Arizona, burdened by lower student debt, and better able to afford to practice in rural, suburban, and urban areas in Arizona.

The approval of the CVM also presents exciting opportunities for cross collaboration between colleges, programs, and the community. There are large numbers of undergraduates, and many in the Honors College, majoring in pre-veterinary fields such as Animal Science and Veterinary Science, who will benefit from the opportunities afforded by the CVM once established at the University of Arizona. I foresee that the Honors College could partner with the CVM to establish an early admissions program to recruit the top students from Arizona High Schools into the Honors College and subsequently the CVM, similar to the early admissions program now under discussion with the College of Medicine.
I believe that the College of Veterinary Medicine will strengthen the mission of the University and help us achieve the goals of land grant institutions.

Sincerely,

[Signature]

Terry L. Hunt, PhD
Dean, Honors College
Professor, School of Anthropology
November 8, 2018

David Besselsen, DVM, PhD
Interim Dean, College of Veterinary Medicine
P.O. Box 210101
1127 East Lowell St.
besselsd@email.arizona.edu

RE: College of Veterinary Medicine Academic Unit Approval

Dear Dave,

I am happy to provide this letter of support for the approval of the new College of Veterinary Medicine (CVM). The creation of this unit provides several benefits to the University, Arizona communities and the field of veterinary medical education.

This college will fill a major gap in veterinary educational opportunities, meet the demand for clinicians in rural and tribal areas, and provide an innovative approach to graduating highly competent veterinarians. The CVM will help increase diversity on campus as well as among veterinary professionals and has been designed to provide every student with a wide range of clinical experiences in university, private and public settings. It is anticipated that graduates of the CVM’s Doctor of Veterinary Medicine program, will be better prepared veterinarians, more likely to stay in Arizona, burdened by lower student debt and better able to afford to practice in rural, suburban and urban areas in Arizona.

The approval of the CVM also presents exciting opportunities for cross collaboration between colleges, programs and the community. I foresee that the College of Education could partner with the CVM to work on projects that would enhance teaching effectiveness for adult learners. The master’s degree in medical education the Colleges of Education and Medicine would also be of benefit and may serve as a recruitment tool for CVM faculty.
I believe that the College of Veterinary Medicine will strengthen the mission of the University and help us achieve the goals and fulfill our mission as a land grant institution.

Sincerely,

Bruce Johnson
Dean, College of Education
Professor of Environmental Learning & Science Education
Paul L. Lindsey & Kathy J. Alexander Chair
November 8, 2018

David Besselsen, DVM, PhD
Interim Dean, College of Veterinary Medicine
P.O. Box 210101
1127 East Lowell St.
besselsd@email.arizona.edu

RE: College of Veterinary Medicine Academic Unit Approval

Dear Dave,

I am happy to provide this letter of support for the approval of the new College of Veterinary Medicine (CVM). The creation of this unit provides several benefits to the University, Arizona communities and the field of veterinary medical education.

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The approval of the CVM also presents exciting opportunities for cross collaboration between colleges, programs and the community. I foresee that the College of Social and Behavioral Sciences could partner with the CVM on multiple projects in evolutionary anthropology, with our existing faculty strengths in canine cognition, non-human primate endocrinology and behavior, and evolutionary biomechanics.

I believe that the College of Veterinary Medicine will strengthen the mission of the University and help us achieve the goals of land grant institutions.

Sincerely,

John Paul Jones III
Don Bennett Moon Dean
College of Social and Behavioral Sciences
September 28, 2018

David Besselsen, DVM, PhD
Interim Dean, College of Veterinary Medicine
P.O. Box 210101
1127 East Lowell St.
besselsd@email.arizona.edu

RE: College of Veterinary Medicine Academic Unit Approval

Dear Dave,

I am happy to provide this letter of support for the approval of the new College of Veterinary Medicine (CVM). The creation of this unit provides several benefits to the University, Arizona communities and the field of veterinary medical education.

This college will fill a major gap in veterinary educational opportunities, meet the demand for general practitioners in rural areas, and provide an innovative approach to graduating highly competent veterinarians. The CVM will help increase diversity on campus as well as among veterinary professionals and has been designed to provide every student with a wide range of clinical experiences in university, private and public settings. It is anticipated that graduates of the CVM’s Doctor of Veterinary Medicine program, will be better prepared veterinarians, more likely to stay in Arizona, burdened by lower student debt and better able to afford to practice in rural, suburban and urban areas in Arizona.

The approval of the CVM also presents exciting opportunities for cross collaboration between colleges, programs and the community. I foresee that the College of Medicine - Tucson and CVM can collaborate on numerous projects that enhance the educational and research missions of both Colleges. The preclinical curriculum and student/faculty support programs utilized by the COM-T are similar to those that will be needed by the CVM, so there is potential for co-utilization and cost-sharing of these resources, as agreed upon by the Deans and unit leaders. Examples might include co-utilization of faculty and clerkship preceptor training programs, the AZ Simulation Technology Education Center and the Elantra learning management system. There will be opportunities for interested COM-T and CVM faculty to guest lecture in the curriculum of each other’s College. For some COM-T faculty who express a desire to teach more extensively within the CVM, there may be an opportunity to have joint faculty with partial salary support provided by the CVM, as mutually agreed upon by the Deans and Department Heads for these faculty members. Finally, there are obvious research collaborations that could be
mutually beneficial, with CVM faculty involvement in studies that require the utilization of complex animal models, or comparative medical studies that benefit both human and animal health.

In summary, I believe that the College of Veterinary Medicine will strengthen the University and help us further the mission of our great land grant institution.

Sincerely,

Irving L. Kron, MD
Senior Associate Vice President, UA Health Sciences
Interim Dean, College of Medicine - Tucson
Professor, Surgery
October 12, 2018

David Besselsen, DVM, PhD
Interim Dean, College of Veterinary Medicine
P.O. Box 210101
1127 East Lowell St.
besselsd@email.arizona.edu

RE: College of Veterinary Medicine Academic Unit Approval

Dear Dave,

I enthusiastically support the approval of the new College of Veterinary Medicine (CVM). The creation of this unit provides multiple benefits to the University, Arizona communities and the field of veterinary medical education.

The new CVM will fill a major gap in veterinary educational opportunities, meet the demand for clinicians in rural and tribal areas, and provide an innovative approach to graduating highly competent veterinarians. The CVM will help increase diversity on campus as well as among veterinary professionals and has been designed to provide every student with a wide range of clinical experiences in university, private and public settings. It is anticipated that graduates of the CVM’s Doctor of Veterinary Medicine program, will be better prepared veterinarians, more likely to stay in Arizona, burdened by lower student debt and better able to afford to practice in rural, suburban and urban areas in Arizona.

The approval of the CVM also presents exciting opportunities for cross collaboration between colleges, programs and the community. It will build on the already strong work being done in CALS and other colleges and departments on profound links between human and animal health – the one health concept. I see many opportunities for the James E. Rogers College of Law to partner with the CVM on projects, including regulatory and legal matters that involve veterinary practice (malpractice), and the broad and active debates and policies over animal rights, ownership, and use.

The existing and new initiative at the College of Law with likely links to the new CVM include our longstanding expertise in environmental and water law, public lands and natural resources, regulatory science (on the human but also potentially on the animal side), business law, and compliance. We also have a new clinic in natural resource use and management, new courses in this area, and a new center with CALS focusing on natural resource users, all of which tie easily and naturally into the likely and potential research and training in the CVM.
For all of these reasons, I believe that the College of Veterinary Medicine will strengthen the mission of the University and help us achieve the goals of land grant institutions.

Sincerely,

Marc L. Miller
Dean and Ralph W. Bilby Professor of Law

MLM/mws
September 28, 2018

David Besselsen, DVM, PhD
Interim Dean, College of Veterinary Medicine
P.O. Box 210101
1127 East Lowell St.
besselsd@email.arizona.edu

RE: College of Veterinary Medicine Academic Unit Approval

Dear Dave,

I am happy to provide this letter of support for the approval of the new College of Veterinary Medicine (CVM). The creation of this unit provides several benefits to the University, Arizona communities and the field of veterinary medical education.

This College will fill a major gap in veterinary educational opportunities, meet the demand for clinicians in rural and tribal areas, and provide an innovative approach to graduating highly competent veterinarians. The CVM will help increase diversity on campus as well as among veterinary professionals and has been designed to provide every student with a wide range of clinical experiences in university, private and public settings. It is anticipated that graduates of the CVM's Doctor of Veterinary Medicine program, will be better prepared veterinarians, more likely to stay in Arizona, burdened by lower student debt and better able to afford to practice in rural, suburban and urban areas in Arizona.

The approval of the CVM also presents exciting opportunities for cross collaboration between colleges, programs and the community. I foresee that the College of Nursing could partner with the CVM to work on projects such as a family nurse practitioner/doctor of veterinary medicine dual degree program to better serve rural communities.

I believe that the College of Veterinary Medicine will strengthen the mission of the University and help us achieve the goals of land grant institutions.

Sincerely,

Ida “Ki” Moore
Interim Dean
November 14, 2018

David Besselsen, DVM, PhD
Interim Dean, College of Veterinary Medicine
P.O. Box 210101
1127 East Lowell St.
besselsd@email.arizona.edu

RE: College of Veterinary Medicine Academic Unit Approval

Dear Dave,

I am happy to provide this letter of support for the approval of the new College of Veterinary Medicine (CVM). The creation of this unit provides several benefits to the University, Arizona communities and the field of veterinary medical education.

This college will fill a major gap in veterinary educational opportunities, meet the demand for general practitioners in rural areas, and provide an innovative approach to graduating highly competent veterinarians. The CVM will help increase diversity on campus as well as among veterinary professionals and has been designed to provide every student with a wide range of clinical experiences in university, private and public settings. It is anticipated that graduates of the CVM's Doctor of Veterinary Medicine program, will be better prepared veterinarians, more likely to stay in Arizona, burdened by lower student debt and better able to afford to practice in rural, suburban and urban areas in Arizona.

The approval of the CVM also presents exciting opportunities for cross collaboration between colleges, programs and the UA community. I foresee that Research, Development, and Innovation (RDI) would support CVM research programs through the centralized support systems RDI already has in place that are accessible to other UA Colleges and programs. I also support the opportunities for University Animal Care (UAC) veterinarians to teach within the CVM curriculum, with the expectation that partial salary support would be provided by the CVM to UAC to support these teaching efforts, as mutually agreed upon by the CVM Dean and UAC Director.

In summary, I believe that the College of Veterinary Medicine will strengthen the University and help us further the mission of our great land grant institution.

Sincerely,

[Signature]

Kimberly Ogden, Ph.D.
Interim Vice President for Research
October 16, 2018

David Besselsen, DVM, PhD
Interim Dean, College of Veterinary Medicine
P.O. Box 210101
1127 East Lowell St.
besselsd@email.arizona.edu

RE: College of Veterinary Medicine Academic Unit Approval

Dear Dave,

I am happy to provide this letter of support for the approval of the new College of Veterinary Medicine (CVM). The creation of this unit provides several benefits to the University, Arizona communities and the field of veterinary medical education.

This college will fill a major gap in veterinary educational opportunities, meet the demand for clinicians in rural and tribal areas, and provide an innovative approach to graduating highly competent veterinarians. The CVM will help increase diversity on campus as well as among veterinary professionals and has been designed to provide every student with a wide range of clinical experiences in university, private and public settings. It is anticipated that graduates of the CVM's Doctor of Veterinary Medicine program, will be better prepared veterinarians, more likely to stay in Arizona, burdened by lower student debt and better able to afford to practice in rural, suburban and urban areas in Arizona.

The approval of the CVM also presents exciting opportunities for cross collaboration between colleges, programs and the community. I believe that the College of Veterinary Medicine will strengthen the mission of the University and help us achieve the goals of our land grant institution.

Sincerely,

[Signature]

Nancy Pollock-Ellwand, M.Arch., Ph.D.
Dean and Professor, CAPLA
October 22, 2018

David Besselsen, DVM, PhD
Interim Dean, College of Veterinary Medicine
P.O. Box 210101
1127 East Lowell St.
besselsd@email.arizona.edu

RE: College of Veterinary Medicine Academic Unit Approval

Dear Dr. Besselsen,

I write in strong support for the approval of the new College of Veterinary Medicine (CVM). The creation of this unit provides several benefits to the University, Arizona communities and the field of veterinary medical education.

This college will fill a major gap in veterinary educational opportunities, meet the demand for general practitioners in rural areas, and provide an innovative approach to graduating highly competent veterinarians. The College of Veterinary Medicine can help increase diversity on campus as well as among veterinary professionals and has been designed to provide every student with a wide range of clinical experiences in university, private and public settings. It is anticipated that graduates of the College of Veterinary Medicine program, will be better prepared veterinarians, more likely to stay in Arizona, burdened by lower student debt and better able to afford to practice in rural, suburban and urban areas in Arizona.

The approval of the College of Veterinary Medicine also presents exciting opportunities for cross collaboration between colleges, programs and the community. I foresee that the College of Medicine - Phoenix and College of Veterinary Medicine can collaborate on numerous projects that enhance the educational and research missions of both Colleges. The preclinical curriculum and student/faculty support programs utilized by the COM-P are similar to those that will be needed by the College of Veterinary Medicine, so there is potential for co-utilization of these resources, as agreed upon by the Deans and unit leaders. There will be opportunities for interested COM-P and College of Veterinary Medicine faculty to guest lecture in the curriculum of each other’s College. For some COM-P faculty who express a desire to teach more extensively within the College of Veterinary Medicine, there may be an opportunity to have joint faculty with partial salary support provided by the College of Veterinary Medicine, as mutually agreed upon by the Deans and Department Heads for these faculty members. Finally, there are obvious research collaborations that could be mutually beneficial, for example comparative medical studies that benefit both human and animal health.
In summary, I believe that the College of Veterinary Medicine will strengthen the University and help us further the mission of the University of Arizona in service to our citizens.

Sincerely,

Guy Reed, MD, MS
Dean, College of Medicine - Phoenix
September 28, 2018

David Besselsen, DVM, PhD
Interim Dean, College of Veterinary Medicine
P.O. Box 210101
1127 East Lowell St.
besselsd@email.arizona.edu

RE: College of Veterinary Medicine Academic Unit Approval

Dear Dave:

I am happy to provide this letter of support for the approval of the new College of Veterinary Medicine (CVM). The creation of this unit provides several benefits to the University, Arizona communities and the field of veterinary medical education.

This college will fill a major gap in veterinary educational opportunities, meet the demand for general practitioners in rural areas, and provide an innovative approach to graduating highly competent veterinarians. The CVM will help increase diversity on campus as well as among veterinary professionals and has been designed to provide every student with a wide range of clinical experiences in university, private and public settings. It is anticipated that graduates of the CVM's Doctor of Veterinary Medicine program will be better prepared veterinarians, more likely to stay in Arizona, burdened by lower student debt and better able to afford to practice in rural, suburban and urban areas in Arizona.

The approval of the CVM also presents exciting opportunities for cross collaboration between colleges, programs and the community. I foresee that the College of Pharmacy could partner with the CVM to work on projects to develop new veterinary pharmaceuticals or better understand the pharmacology of existing veterinary drugs. In addition, there may be opportunities to jointly fund faculty who could teach pharmacology or toxicology in both the COP and CVM curriculum, with participation mutually agreed upon by the Deans and Department Heads for the faculty member. One COP faculty member, Walter Klimecki, DVM, PhD, has already expressed interest in teaching and other activities within the CVM at up to 0.5 FTE, with the understanding that funding for these activities would be provided by the CVM.

I believe that the College of Veterinary Medicine will strengthen the University and help us further the goals of our great land grant institution.

Sincerely,

Rick G. Schnellmann, Ph.D.
Dean Endowed Chair
Howard J. Schaeffer Endowed Chair
Professor of Pharmacology and Toxicology
schnitt@pharmacy.arizona.edu
October 8, 2018

David Besselsen, DVM, PhD
Interim Dean, College of Veterinary Medicine
P.O. Box 210101
1127 East Lowell St.

RE: College of Veterinary Medicine Academic Unit Approval

Dear Dave,

I am happy to provide this letter of support for the approval of the new College of Veterinary Medicine (CVM). The creation of this unit provides several benefits to the University, Arizona communities and the field of veterinary medical education.

This college will fill a major gap in veterinary educational opportunities, meet the demand for general practitioners in rural areas, and provide an innovative approach to graduating highly competent veterinarians. The CVM will help increase diversity on campus as well as among veterinary professionals and has been designed to provide every student with a wide range of clinical experiences in university, private and public settings. It is anticipated that graduates of the CVM’s Doctor of Veterinary Medicine program, will be better prepared veterinarians, more likely to stay in Arizona, burdened by lower student debt and better able to afford to practice in rural, suburban and urban areas in Arizona.

The approval of the CVM also presents exciting opportunities for cross collaboration between colleges, programs and the community. I foresee that the College of Fine Arts will be able to potentially partner with the CVM in the areas of standardized client interactions, veterinary/medical animations, the impact of music on animal enrichment, and other areas of mutual interest.

I believe that the College of Veterinary Medicine will strengthen the mission of the University and help us achieve the goals of land grant institutions.

Sincerely,

Andrew Schulz, Ph.D.
Dean, College of Fine Arts
October 2, 2018

David Besselsen, DVM, PhD  
Interim Dean, College of Veterinary Medicine  
P.O. Box 210101  
1127 East Lowell St.  
besselsd@email.arizona.edu

RE: College of Veterinary Medicine Academic Unit Approval

Dear Dave,

I am happy to provide this letter of support for the approval of the new College of Veterinary Medicine (CVM). The creation of this unit provides several benefits to the University, Arizona communities and the field of veterinary medical education.

This college will fill a major gap in veterinary educational opportunities, meet the demand for general practitioners in rural areas, and provide an innovative approach to graduating highly competent veterinarians. The CVM will help increase diversity on campus as well as among veterinary professionals and has been designed to provide every student with a wide range of clinical experiences in university, private and public settings. It is anticipated that graduates of the CVM’s Doctor of Veterinary Medicine program, will be better prepared veterinarians, more likely to stay in Arizona, burdened by lower student debt and better able to afford to practice in rural, suburban and urban areas in Arizona.

The approval of the CVM also presents exciting opportunities for cross collaboration between colleges, programs and the community. I foresee that the UA Libraries will be able to partner with the CVM to ensure access to current veterinary related journals and texts, support faculty research pursuits, support student academic efforts, and provide access to the vast array of expertise with the UA Libraries system.

I believe that the College of Veterinary Medicine will strengthen the mission of the University of Arizona and help us fulfill our goals as a land grant institution.

Sincerely,

Shan Sutton, M.A., M.H.  
Dean, University Libraries
October 25, 2018

David Besselsen, DVM, PhD
Interim Dean, College of Veterinary Medicine
P.O. Box 210101
1127 East Lowell St.
Tucson, AZ 85721

Dear Dr. Besselsen,

This letter serves to share my enthusiastic support for the approval of the new College of Veterinary Medicine (CVM). The creation of this unit provides many benefits to the University, prospective students, Arizona communities and the field of veterinary medical education.

This college will fill a major gap in veterinary educational opportunities in Arizona while meeting the demand for general practitioners in rural areas, and provide an innovative approach to graduating highly competent veterinarians. The CVM will contribute to increased diversity on campus as well as among veterinary professionals and has been designed to provide every student with a wide range of clinical experiences in university, private and public settings.

From an enrollment perspective, we are confident that the pipeline of interested students in veterinary medicine is strong and the establishment of a CVM would strengthen their decisions to attend the UA as undergraduates. For fall 2019, we have 2,233 prospective students in our system that have indicated an interest in the College of Agriculture & Life Sciences. To date, we have 269 applicants that have applied for the Veterinary Science major for 2019. From a national perspective, PSAT takers have shown a 23% increased interest in Animal Sciences from 2010 to 2016 indicating prospective student interest will continue to grow in the veterinary sciences.

The approval of the CVM also presents exciting opportunities for cross collaboration between colleges, programs and the community. I hope partnerships can develop between Enrollment Management and the Honors College to establish an early admissions program to CVM. These potential partnerships will help us recruit the top students from Arizona High Schools.

I believe that the College of Veterinary Medicine will strengthen the mission of the University and continue to help us excel in meeting our land grant mission.

Sincerely,

Kasey Urquidez, Ed.D.
Vice President, Enrollment Management
Dean, Undergraduate Admissions
<table>
<thead>
<tr>
<th>METRICS</th>
<th>1st Year</th>
<th>2nd Year</th>
<th>3rd Year</th>
<th>4th Year</th>
<th>5th Year</th>
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</thead>
<tbody>
<tr>
<td>Net increase in annual college enrollment UG</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net increase in college SCH UG</td>
<td>-</td>
<td>-</td>
<td>112</td>
<td>109</td>
<td>106</td>
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<tr>
<td>Net increase in annual college enrollment Grad (Professional)</td>
<td>-</td>
<td>-</td>
<td>3,024</td>
<td>2,943</td>
<td>2,862</td>
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<tr>
<td>Number of enrollments being charged a Program Fee (CVM tuition rate)</td>
<td>-</td>
<td>-</td>
<td>112</td>
<td>221</td>
<td>327</td>
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<tr>
<td>New Sponsored Activity (MTDC)</td>
<td>-</td>
<td>137,000</td>
<td>34,768</td>
<td>1,565,098</td>
<td>31,997</td>
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<td>Number of Faculty FTE</td>
<td>-</td>
<td>14</td>
<td>34</td>
<td>54</td>
<td>66</td>
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**FUNDING SOURCES**

**One-time Sources**

<table>
<thead>
<tr>
<th>Name of Proposed Program or Unit: College of Veterinary Medicine</th>
<th>Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>UG RCM Revenue (net of cost allocation)</td>
<td>-</td>
</tr>
<tr>
<td>Grad RCM Revenue (net of cost allocation)</td>
<td>-</td>
</tr>
<tr>
<td>Program Fee RCM Revenue (net of cost allocation) = CVM tuition</td>
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<tr>
<td>F and A Revenues (net of cost allocations)</td>
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<tr>
<td>UA Online Revenues</td>
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<td>Distance Learning Revenues</td>
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<tr>
<td>Reallocation from existing College funds (current RCM for Oro Valley bldg)</td>
<td>-</td>
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<tr>
<td>Reallocation from existing College funds (AZ VDL state funds)</td>
<td>-</td>
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<tr>
<td>Other Items- Sponsored Research (projected)</td>
<td>-</td>
</tr>
<tr>
<td>Other Items- Sales and Services (AZ VDL service revenues)</td>
<td>-</td>
</tr>
<tr>
<td>Other Items- Endowment (Marley Foundation Scholarship Endowment proceeds)</td>
<td>-</td>
</tr>
<tr>
<td>Other Items- Ross Univ Student Clinical Rotations (16 students FY24; 25 students/year)</td>
<td>-</td>
</tr>
<tr>
<td>Total One-time</td>
<td>$ 9,250,000</td>
</tr>
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**TOTAL SOURCES**

<table>
<thead>
<tr>
<th>Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>$ 9,250,000</td>
</tr>
</tbody>
</table>

**EXPENDITURE ITEMS**

**One-time Expenditures**

<table>
<thead>
<tr>
<th>Name of Proposed Program or Unit: College of Veterinary Medicine</th>
<th>Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>487,886</td>
</tr>
<tr>
<td>Other Personnel</td>
<td>112,832</td>
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<td>Employee Related Expense</td>
<td>272,418</td>
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<tr>
<td>Graduate Assistantships</td>
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<tr>
<td>Other Graduate Aid (financial Aid for DVM students)</td>
<td>-</td>
</tr>
<tr>
<td>Operations (materials, supplies, phones, etc.)</td>
<td>-</td>
</tr>
<tr>
<td>Additional Space Cost</td>
<td>-</td>
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<tr>
<td>Other Items- Administrative RCM Support = 15% of tuition and F&amp;A</td>
<td>-</td>
</tr>
<tr>
<td>Total One-time</td>
<td>$ 873,136</td>
</tr>
</tbody>
</table>

**TOTAL EXPENDITURES**

<table>
<thead>
<tr>
<th>Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>$ 9,273,136</td>
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</tbody>
</table>

**Net Projected Fiscal Effect**

<table>
<thead>
<tr>
<th>Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td>$ (23,136)</td>
</tr>
</tbody>
</table>
### METRICS

<table>
<thead>
<tr>
<th></th>
<th>6th Year 2023-2024</th>
<th>7th Year 2024-2025</th>
<th>8th Year 2025-2026</th>
<th>9th Year 2026-2027</th>
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</thead>
<tbody>
<tr>
<td>Net increase in annual college enrollment UG</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net increase in college SCH UG</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net increase in annual college enrollment Grad (Professional)</td>
<td>16</td>
<td>8</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net increase in college SCH Grad (Professional)</td>
<td>432</td>
<td>216</td>
<td>-</td>
<td>-</td>
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<tr>
<td>Number of enrollments being charged a Program Fee (CVM tuition rate)</td>
<td>343</td>
<td>351</td>
<td>351</td>
<td>351</td>
</tr>
<tr>
<td>New Sponsored Activity (MTDC)</td>
<td>32,638</td>
<td>33,290</td>
<td>33,955</td>
<td>34,635</td>
</tr>
<tr>
<td>Number of Faculty FTE</td>
<td>66</td>
<td>66</td>
<td>68</td>
<td>68</td>
</tr>
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</table>

### FUNDING SOURCES

#### Continuing Sources

<table>
<thead>
<tr>
<th>Source</th>
<th>6th Year 2023-2024</th>
<th>7th Year 2024-2025</th>
<th>8th Year 2025-2026</th>
<th>9th Year 2026-2027</th>
</tr>
</thead>
<tbody>
<tr>
<td>UG RCM Revenue (net of cost allocation)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Grad RCM Revenue (net of cost allocation)</td>
<td>22,030,678</td>
<td>23,028,744</td>
<td>24,057,921</td>
<td>25,119,053</td>
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<tr>
<td>F and A Revenues (net of cost allocations)</td>
<td>180,150</td>
<td>183,479</td>
<td>186,875</td>
<td>190,338</td>
</tr>
<tr>
<td>Distance Learning Revenues</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Reallocation from existing College funds (current RCM for Oro Valley bldg)</td>
<td>750,000</td>
<td>750,000</td>
<td>750,000</td>
<td>750,000</td>
</tr>
<tr>
<td>Reallocation from existing College funds (AZ VDL state funds)</td>
<td>1,241,915</td>
<td>1,241,915</td>
<td>1,241,915</td>
<td>1,241,915</td>
</tr>
<tr>
<td>Other Items- Sponsored Research (projected)</td>
<td>1,801,501</td>
<td>1,834,791</td>
<td>1,868,746</td>
<td>1,903,381</td>
</tr>
<tr>
<td>Other Items- Sales and Services (AZ VDL service revenues)</td>
<td>663,255</td>
<td>676,520</td>
<td>690,051</td>
<td>703,852</td>
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<td>Other Items- Endowment (Marley Foundation Scholarship Endowment proceeds)</td>
<td>128,520</td>
<td>160,520</td>
<td>224,000</td>
<td>224,000</td>
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<tr>
<td>Other Items- Ross Univ Student Clinical Rotations (16 students FY24; 25 students/year)</td>
<td>764,070</td>
<td>1,217,736</td>
<td>1,242,091</td>
<td>1,266,933</td>
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<tr>
<td><strong>Total Continuing</strong></td>
<td>$27,560,089</td>
<td>$29,093,705</td>
<td>$30,261,599</td>
<td>$31,399,472</td>
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#### One-time Sources

<table>
<thead>
<tr>
<th>Source</th>
<th>6th Year 2023-2024</th>
<th>7th Year 2024-2025</th>
<th>8th Year 2025-2026</th>
<th>9th Year 2026-2027</th>
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<tbody>
<tr>
<td>College fund balances</td>
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<tr>
<td>State Funding</td>
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<td>-</td>
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<td>-</td>
</tr>
<tr>
<td>Institutional Strategic Investment</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Gift Funding (FY20 includes those received to date; estimated for future years)</td>
<td>1,000,000</td>
<td>1,000,000</td>
<td>1,000,000</td>
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<tr>
<td>Other Items</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total One-time</strong></td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
</tr>
</tbody>
</table>

**TOTAL SOURCES**

<table>
<thead>
<tr>
<th></th>
<th>6th Year 2023-2024</th>
<th>7th Year 2024-2025</th>
<th>8th Year 2025-2026</th>
<th>9th Year 2026-2027</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$28,560,089</td>
<td>$30,093,705</td>
<td>$31,261,599</td>
<td>$32,399,472</td>
</tr>
</tbody>
</table>

### EXPENDITURE ITEMS

#### Continuing Expenditures

<table>
<thead>
<tr>
<th>Category</th>
<th>6th Year 2023-2024</th>
<th>7th Year 2024-2025</th>
<th>8th Year 2025-2026</th>
<th>9th Year 2026-2027</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>8,656,594</td>
<td>8,829,726</td>
<td>9,006,321</td>
<td>9,505,640</td>
</tr>
<tr>
<td>Other Personnel</td>
<td>2,306,350</td>
<td>2,352,477</td>
<td>2,399,526</td>
<td>2,447,517</td>
</tr>
<tr>
<td>Employee Related Expense</td>
<td>4,971,568</td>
<td>5,070,999</td>
<td>5,172,419</td>
<td>5,420,618</td>
</tr>
<tr>
<td>Graduate Assistantships</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Graduate Aid (Financial Aid for DVM students)</td>
<td>677,880</td>
<td>723,320</td>
<td>800,240</td>
<td>813,680</td>
</tr>
<tr>
<td>Operations (materials, supplies, phones, etc.)</td>
<td>4,589,029</td>
<td>4,635,828</td>
<td>4,635,830</td>
<td>4,677,430</td>
</tr>
<tr>
<td>Additional Space Cost</td>
<td>2,074,375</td>
<td>2,074,375</td>
<td>2,074,375</td>
<td>2,074,375</td>
</tr>
<tr>
<td>Other Items- Administrative RCM Support = 15% of tuition and F&amp;A</td>
<td>3,331,624</td>
<td>3,481,833</td>
<td>3,636,719</td>
<td>3,796,409</td>
</tr>
<tr>
<td><strong>Total Continuing</strong></td>
<td>$26,607,420</td>
<td>$27,168,559</td>
<td>$27,725,431</td>
<td>$28,735,668</td>
</tr>
</tbody>
</table>

#### One-time Expenditures

<table>
<thead>
<tr>
<th>Category</th>
<th>6th Year 2023-2024</th>
<th>7th Year 2024-2025</th>
<th>8th Year 2025-2026</th>
<th>9th Year 2026-2027</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction or Renovation</td>
<td>800,000</td>
<td>1,000,000</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Start-up Equipment</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Replace Equipment (depreciation/replacement is included in operations)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Library Resources</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Items (attach description)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total One-time</strong></td>
<td>$800,000</td>
<td>$1,000,000</td>
<td>$-</td>
<td>$-</td>
</tr>
</tbody>
</table>

**TOTAL EXPENDITURES**

<table>
<thead>
<tr>
<th></th>
<th>6th Year 2023-2024</th>
<th>7th Year 2024-2025</th>
<th>8th Year 2025-2026</th>
<th>9th Year 2026-2027</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$27,407,420</td>
<td>$28,168,559</td>
<td>$27,725,431</td>
<td>$28,735,668</td>
</tr>
</tbody>
</table>

**Net Projected Fiscal Effect**

<table>
<thead>
<tr>
<th></th>
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<th>7th Year 2024-2025</th>
<th>8th Year 2025-2026</th>
<th>9th Year 2026-2027</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$1,152,668</td>
<td>$1,925,145</td>
<td>$3,536,169</td>
<td>$3,663,804</td>
</tr>
</tbody>
</table>