



## **Dean of the College of Veterinary Medicine Opportunity and Challenge Profile**

*Washington State University  
Pullman, Washington*

Washington State University (WSU), a distinguished public research university on a remarkable trajectory, seeks an entrepreneurial academic leader and builder to serve as the Dean of the College of Veterinary Medicine (CVM). The successful candidate will have an unparalleled opportunity to lead this multi-campus enterprise to new heights of academic excellence and research innovation.

Founded in 1890 in Pullman, WSU is Washington's land-grant university. The university seeks to improve the quality of life on a local, national, and global scale, and WSU is committed to innovation and excellence in research and scholarship. The university enrolls nearly 31,500 students, employs more than 7,000 full- and part-time faculty and staff statewide, and offers several highly ranked academic programs on its five physical campuses (Pullman, Spokane, Tri-Cities, Vancouver, and Everett) and online through the Global Campus. WSU Extension has offices located in each of the state's 39 counties, and the university operates Research and Extension Centers in key agricultural areas. WSU offers 96 academic majors for undergraduates, 80 master's degree programs, and 64 doctoral degree programs, as well as professional degree programs in medicine, nursing, veterinary medicine, and pharmacy and pharmaceutical sciences.

This is an exciting time to join WSU under the strategic and forward-looking leadership of President Kirk Schulz, who became the university's 11th president in June 2016. Shortly after his arrival, President Schulz announced the Drive to 25, which calls for WSU to become one of the nation's top 25 public research universities, preeminent in research and discovery, teaching, and engagement by 2030. President Schulz is also leading the development of WSU's new medical school, founded in 2015 to expand access to health care in underserved areas of the state and to provide additional opportunities for Washingtonians to gain a medical degree in-state.

The College of Veterinary Medicine is well positioned for continued growth and innovation in the next decade. Established in 1899, the College has long been a national and international leader in veterinary education and research. The College is currently ranked #1 among all colleges/schools of veterinary medicine in CDC, NSF, and USDA research funding and is the largest recipient of philanthropic funding through the Bill & Melinda Gates Foundation and Paul G. Allen. WSU is also #1 in graduate education among all U.S. colleges of veterinary medicine with NIH graduate and post-doctoral training programs in biotechnology, immunology, and infectious diseases and undergraduate programs in biochemistry, genetics and cell biology, microbiology, and neuroscience. The CVM has significant impact across the state of Washington, regionally, nationally, and globally, with great potential to expand its reach and increase its presence. The College is dedicated to improving the lives of animals and people through enhancing health and well-being.



To be successful, the Dean will address a set of key opportunities and challenges:

- Develop a comprehensive and compelling narrative to increase the College’s visibility, impact, and reach;
- Lead resource generation and management efforts for the College;
- Develop, recruit, and retain excellent clinical, research, and teaching faculty and staff;
- Foster, coordinate, and provide leadership to research initiatives that solve important societal problems and advance science and care; and
- Foster the continued development of innovative veterinary medical education and nationally recognized undergraduate and graduate programs in biomedical science.

A list of the desired qualifications and characteristics of the Dean of the College of Veterinary Medicine can be found at the conclusion of this document, which was prepared by the search advisory committee with the assistance of Isaacson, Miller, a national executive search firm, to provide background information and detail the key opportunities and challenges related to the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

### **About Washington State University**

Founded as the people’s university, WSU embraces its land-grant heritage, seeking to transform lives through education, research, and community outreach and service. The university has been delivering life-changing knowledge and discoveries to the state, region, nation, and the world for nearly 129 years. WSU enjoys productive partnerships with major industries in the state, including agribusiness, aerospace, health care, software, and construction.

The university places a high value on diversity, equity, and inclusion in all facets of the institution. Some 30 percent of the undergraduate student body statewide is ethnically diverse, and first-generation students represent nearly 35 percent of the total enrollment. About 15 percent of WSU students hail from outside the state of Washington and about 7 percent are international students. Enrollment reached an all-time high in fall 2018, with 31,478 students enrolled system-wide.

The WSU community is deeply committed to providing the resources and support students need to become global citizens and informed leaders who thrive in their professional and personal lives. The university annually awards more than \$390 million in scholarships and other financial aid to about 17,000 undergraduate students. The WSU Foundation consistently raises in excess of \$100 million annually from private donors—funds used to support student scholarships and academic, research, and service initiatives.

A comprehensive institution, the university is organized into 10 degree-granting academic colleges as well as the Honors College, Graduate School, WSU Libraries, and WSU Extension:

- Agricultural, Human, and Natural Resource Sciences
- Arts and Sciences
- Carson College of Business
- Edward R. Murrow College of Communication
- Education
- Voiland College of Engineering and Architecture
- Elson S. Floyd College of Medicine
- Nursing
- Pharmacy and Pharmaceutical Sciences
- Veterinary Medicine

The university operates as an integrated university system, with all campuses adhering to the same set of goals, practices, and policies – known as **One WSU**. For example, degree requirements are similar across campuses; all instructors and researchers, regardless of their location, are considered part of one faculty; and the offices of student affairs and finance and administration are regarded as distinct but highly integrated components of the same divisions. WSU has been redefining its administrative and operational structures to ensure delivery of an integrated set of services while allowing each campus autonomy via the leadership of the chancellor and a clearly defined identity. The university provides excellent opportunities for academic studies, offering 96 academic majors for undergraduates, graduate study in 80 master’s degree programs and 64 doctoral degree programs, and four professional degree programs within the system’s five campuses located in Pullman, Everett, Spokane, Tri-Cities, Vancouver, as well as through WSU’s Global Campus. More information about the WSU campuses and the history of the university is available in Appendix I at the conclusion of this document.

The WSU campuses are home to a wide array of organizations and activities, including the arts, music, and theater; student-run media (including public radio, daily printed newspaper, and television stations); fraternities and sororities; recreational sports; an active student government, and others. The university offers access to more than 600 study abroad programs in more than 48 countries around the world, and the system has pledged to increase the number of students from all of the WSU campuses studying abroad annually to 1,000 by 2019.

Intercollegiate athletics play an important role at WSU, and “Cougar Pride” is evident throughout the state of Washington. More than 500 student athletes compete at the NCAA Division I level as members of the Pac-12 Conference, nicknamed the “Conference of Champions.” Eight of the twelve conference schools are members of the Association of American Universities (AAU) and all of the institutions are highly ranked by various groups, including the Academic Ranking of World Universities (ARWU) and the Times Higher Education World University Rankings (Times). WSU’s football team has competed in post-season bowl games for four consecutive years and was ranked No. 10 nationally in the final Associated Press poll following the 2018 season.

In summer of 2018, the Northwest Commission on Colleges and Universities (NWCCU) reaffirmed the regional accreditation of WSU through 2025. *U.S. News & World Report’s* 2018 “America’s Best Colleges” rankings place WSU 68th on the list of public national universities. WSU is ranked as a “Highest Research Activity” institution by the Carnegie Foundation and in 2015 was ranked 44th among public research universities in the U.S. by the National Science Foundation. Also, the Carnegie Foundation for the Advancement of Teaching recognized WSU for its engagement activities with its Community Engagement Classification. Campus Pride Index recently recognized WSU as one of the top 25 universities nationally with respect to LGBTQ-friendly policies, programs, and practices.

The university’s total annual operating budget tops \$1 billion. Grants and contracts, combined with tuition and fees, account for about 50 percent of revenues. After years of declining state support, the Washington legislature began reinvesting in higher education in recent years. The legislature appropriated \$113 million for capital projects at WSU during its last session, and state operating appropriations represent about 20 percent of university revenues. WSU’s total endowment assets are valued at more than \$900 million. The University’s research and development expenditures surpassed \$356 million last year, a new record. WSU led the list of U.S. Department of Agriculture research and development expenditures in the 2016 fiscal year, according to the National Science Foundation’s Higher Education Research and Development Survey. WSU researchers expended \$42.8 million in USDA funding that year, first among 350 universities nationwide.

## **Leadership at WSU**

A nationally respected leader in higher education, Dr. Kirk H. Schulz became the 11th president of WSU and a tenured professor in the Gene and Linda Voiland School of Chemical Engineering and Bioengineering on June 13, 2016. He previously served seven years as president of Kansas State University, where he guided KSU to significant achievements in research, enrollment, and fundraising. President Schulz is married to Noel Nunnally Schulz, a nationally known expert in power systems engineering and also a professor in the Voiland College.

Under President Schulz's leadership, WSU has achieved several significant milestones including:

- Statewide enrollment totaled a record-breaking 31,478 students for the fall 2018 semester;
- WSU Everett, the university's newest campus, has expanded its academic offerings and opened a state-of-the-art facility in downtown Everett;
- WSU strengthened its partnership with the state wine industry, which is the second largest producer of premium wine in the country. One vibrant example of this partnership is the new Ste. Michelle Wine Estates WSU Wine Science Center located on the campus of WSU Tri-Cities;
- Enrollment at WSU Vancouver has topped 3,500 students, and now more than one-third of WSU students enroll at a campus other than Pullman;
- At WSU Spokane, the home of the university's health sciences enterprise, grant and contract funding reached \$32.5 million in Fiscal Year 2018, more than triple the amount in 2010 when the campus was initially designated as the university's health sciences campus;
- The Global Campus continues to expand academic offerings to meet student demand, adding four new degree programs to its offerings in the past year.

President Schulz is guiding WSU's Drive to 25, a system-wide effort launched in the fall of 2016 to achieve recognized status as one of the nation's top 25 public research universities by 2030. The initiative is the university's highest strategic priority, identifying objectives which guide decisions about institutional goals, priorities, and financial investments affecting WSU's teaching, research, and service mission. The university's senior leadership team and deans have identified eleven metrics by which to measure progress. For more information, please see the Drive to 25 at <https://wsu.edu/drive-to-25/>.

The Drive to 25 builds on the cornerstones of the university's Strategic Plan and its two primary goals: offering a transformative educational experience to undergraduate and graduate students, and accelerating the development of a preeminent research portfolio. The university is in the initial phases of creating its next five-year Strategic Plan, which is expected to be finalized in 2020. For more information, please see the strategic plan website at <https://strategicplan.wsu.edu/>.

On August 1, 2019, Dr. Mitzi M. Montoya assumed the position of Provost and Executive Vice President for WSU. Most recently, she served as the Sara Hart Kimball Dean of the College of Business at Oregon State University. She was also executive dean of the business and engineering division, the senior administrator for OSU's Portland operations, and a professor in the College of Business. Prior to joining OSU in 2015, Montoya held multiple leadership positions at Arizona State University and North Carolina State University. Her roles have spanned college-, campus-, regional-, and institutional-level responsibilities.

Montoya's field of research, teaching and industry expertise is innovation process and strategy. She has published more than 35 papers with over 11,000 citations and served on the boards of dozens of civic, economic development and university organizations. She has served as an advisor and consultant to a wide variety of industries around the world. An international scholar, Montoya has taught courses on innovation and marketing strategy at the undergraduate, graduate and executive levels around the world. She has received research funding from numerous organizations, including the National Science Foundation, the U.S. Department of Defense, the U.S. Department of Education, USAID, and many private and corporate foundations.

### **About the College of Veterinary Medicine**

Washington State University's College of Veterinary Medicine is dedicated to improving the lives of animals and people through enhancing health and well-being. WSU has one of the nation's top veterinary and biomedical colleges, and distinguished faculty members recognized as leaders in the field. Students work side-by-side with accomplished researchers in highly ranked programs for scientific investigation, clinical specialties, and diagnostic capabilities. Graduates from the college go on to be leading clinicians, diagnosticians, scientists, and educators across the globe.

The College of Veterinary Medicine's mission is to provide exceptional:

- Professional veterinary medical education;
- Undergraduate, graduate, and resident education in the health sciences;
- Basic and clinical biomedical research; and
- Public service through primary and referral clinical veterinary care, diagnostic services, continuing education, and outreach.

Established in 1899, the Washington State University College of Veterinary Medicine is proud of its distinguished past as one of the oldest veterinary colleges in the United States. The college is fully accredited by four key national accrediting agencies: the American Veterinary Medical Association Council on Education (AVMA-COE), the Association for Assessment and Accreditation of Laboratory Animal Care (AAALAC), the American Association of Veterinary Laboratory Diagnosticians (AAVLD), and the American Animal Hospital Association (AAHA). The college is also ranked among the top U.S. veterinary colleges in extramural research support.

The College of Veterinary Medicine is unrelenting in its commitment and dedication to world-class education, research, and veterinary patient service. WSU is nationally recognized for biomedical research and for its innovative educational curriculum. Faculty members in the college's three departments, the Department of Veterinary Clinical Sciences (VCS), the Department of Integrative Physiology and Neuroscience (IPN), and the Department of Veterinary Microbiology and Pathology (VMP) and the two clinical service units, the Veterinary Teaching Hospital (VTH) and the Washington Animal Disease Diagnostic Laboratory (WADDL)—are accomplished educators, researchers, and leaders in their fields, including clinical practice, veterinary surgery, internal medicine, oncology, neurology, immunology and infectious diseases, physiology, pharmacology, neurobiology, diagnostic pathology, and diagnostic clinical microbiology.

The Paul G. Allen School for Global Animal Health (Allen School) brings together top scientists, making the college a leader in solving global health challenges. Established in 2010 with two large gifts from the Bill & Melinda Gates Foundation and Paul G. Allen, the Allen School has quickly become a world leader in providing innovative solutions to global health challenges through research, education, global outreach, and application of disease control at the animal-human interface.

The School of Molecular Biosciences (SMB) moved to the college in 2010 to create a larger group of biomedical research scientists. Established in 1999, SMB houses biochemistry, genetics and cell biology, and microbiology. The move strengthened existing collaborative research by SMB and CVM faculty and our students are benefitting from those collaborations with expanded opportunities.

In addition to the Doctor of Veterinary Medicine (DVM) degree, the College of Veterinary Medicine's three academic departments and two schools offer Master of Science (M.S.) and Doctor of Philosophy (Ph.D.) degrees. The college also offers a Bachelor of Science (B.S.) in neuroscience, biochemistry, genetics and cell biology, and microbiology. Working alongside skilled researchers and scientists, WSU students receive the highest quality biomedical and veterinary medical education and in turn take that knowledge to practices and research programs around the globe.

Significant public and private investment in facilities serving the College of Veterinary Medicine has occurred in the last decade. In 2009, the Biotechnology and Life Sciences Building was completed and provided 128,000 square feet of laboratory and administrative space for the School of Molecular Biosciences and the Center for Reproductive Biology. In 2012, the Paul G. Allen Center for Global Animal Health (Allen Center), a 62,000-square-foot research building, was dedicated. Phase II of the Allen Center for Global Animal Health is currently under construction. A third research building, the Veterinary and Biomedical Research Building, was completed in 2013. Finally, the new Washington Animal Disease Diagnostic Laboratory (WADDL) is currently under construction and will be completed in 2021.

More information about the College of Veterinary Medicine can be found in Appendix II at the conclusion of this document or by visiting: <https://vetmed.wsu.edu/>.

### **Role of the Dean of the College of Veterinary Medicine**

Reporting to the Provost and Executive Vice President, the Dean serves as the principal administrative officer for the College of Veterinary Medicine. S/he will provide overall strategic leadership for the College and will be responsible for building the College's reach across the State and beyond. S/he will oversee a budget of \$100 million and a talented academic team. The Dean also manages a dedicated administrative staff including senior directors of development and alumni relations, public relations and communications, admissions, and administrative services.

### **Key Opportunities and Challenges for the Dean**

To ensure the College's continued growth, vitality, and distinction, the next dean will be expected to address several key opportunities and specific challenges:

#### ***Develop a comprehensive and compelling narrative to increase the College's visibility, impact, and reach***

The new Dean has a distinct opportunity to lead and inspire a large, diverse, and complex college at one of the nation's leading land-grant institutions. While the College's diverse breadth of educational programs, clinical services, and program offerings allow it to have a broad and deep impact across the state, region, and nation, that scope poses a challenge when trying to define and communicate CVM's identity. The Dean will be responsible for working with the College's myriad stakeholders, listening to and learning from them, and then crafting a compelling and comprehensive identity, vision, and plan for CVM that takes into account all the College is and does. The Dean must clearly and persuasively tell this story across the campus, region, and nation. By providing this clarity of mission and purpose, the Dean will help CVM accrue opportunities to improve the student experience, pursue more innovative research, enhance clinical service and reputation offerings, and attract new resources.

***Lead resource generation and management efforts for the College***

The Dean will be responsible for creating a sustainable funding model for the College that includes fundraising, research funding, fees from clinical services, and identifying additional revenue streams such as collaborative partnerships. It is imperative that the Dean possesses a solid understanding of managing large and complex units, such as the Veterinary Teaching Hospital, and have the ability to optimize and modernize operating systems.

The Dean will also be an energetic, enthusiastic, and persuasive advocate for the College internally (by representing the College, its priorities, and its needs to central administration) and externally (with alumni, industry, clients, other donors, and potential donors) to broaden and deepen the College's fundraising efforts. Working closely with the Washington State University Foundation, the Dean will identify and articulate ways in which financial support will help ensure the College's future success in research, teaching, and clinical practice. The Dean will tell the story of the College's exciting future in a way that engages and inspires a diverse range of audiences.

***Develop, recruit, and retain excellent clinical, research, and teaching faculty and staff***

The Dean will lead the CVM in actively recruiting outstanding research, teaching, and clinical faculty and staff and will be committed to their development and retention. The new Dean must foster a culture that supports excellent clinical service, research, and teaching, ensures that junior faculty are well mentored, and actively supports all faculty and staff. The Dean will understand the research, teaching, and service demands facing faculty members and the need for them to relate to the students they educate and the partnerships they serve. S/he will have experience in making thoughtful and fair decisions and will work with the faculty through established guidelines to ensure the integrity of the processes for recruitment, start-up packages, developing faculty, promoting diversity and inclusion, and maintaining the highest standards of quality. Additionally, the Dean will foster a sense of community among the many stakeholder groups that comprise the College, recognizing and valuing the unique contributions each make to the success of the CVM.

***Foster, coordinate, and provide leadership to research initiatives that solve important societal problems and advance science and care***

The WSU College of Veterinary Medicine is currently ranked first among all colleges/schools of veterinary medicine in CDC, NSF, and USDA research funding and is the largest recipient of philanthropic funding through the Bill & Melinda Gates Foundation and Paul G. Allen. Research expenditures will exceed \$40 million in 2019 and have grown over 50% since 2016. The dean must lead efforts to build upon these recent successes, work with the faculty to identify new research opportunities and funding sources, and identify partnership opportunities beyond the College as well. The Dean will build relationships with campus and system leadership and will creatively and effectively leverage the intellectual assets and resources that exist at WSU to increase research and scholarship and attract external funding.

***Foster the continued development of innovative professional veterinary medical education and nationally recognized undergraduate and graduate programs in biomedical science***

The CVM recently completed its AVMA accreditation and is fully accredited through 2024. The CVM provides DVM education across the western United States through successful partnerships with three other states through the WIMU (Washington-Idaho-Montana-Utah) regional program. The DVM program is supported by the nation's first veterinary medical Teaching Academy and the first accredited simulation-based veterinary medical education program and has taken a leadership role in the establishment of the Consortium of West Region Colleges of Veterinary Medicine. This consortium, now comprising six colleges of veterinary medicine, represents significant untapped potential for inter-institutional collaboration in scholarship and education. Its first major project, a Regional Teaching Academy, has accomplished several important initiatives and has served as the role model for the development of other Regional Teaching Academies in the U.S.

CVM is currently ranked #1 in graduate education among all U.S. colleges of veterinary medicine with NIH graduate and post-doctoral training programs in biotechnology, immunology, and infectious diseases and undergraduate programs, including degree programs in biochemistry, genetics and cell biology, microbiology, and neuroscience. As the academic leader for the College, the Dean will improve access, increase enrollment, and create new academic programs to leverage the College's strengths to ensure that students are receiving a comprehensive and contemporary education, and that they are being adequately prepared to be leaders in the workforce.

### **Qualifications and Characteristics**

The successful candidate will meet most, if not all, of the following criteria:

- An earned doctorate in veterinary medicine, and a strong record of academic accomplishment commensurate with appointment as a tenured full professor at Washington State University;
- Ability to provide energetic and visionary leadership to a complex, multi-campus academic entity;
- The ability to recruit, motivate, inspire, and retain talented and diverse faculty, and to provide strong support for their progress through promotion and tenure with processes that ensure clarity and integrity;
- An appreciation for and support of creativity across the instructional curriculum, including effective teaching, innovative methods of curricular delivery, and faculty engagement with undergraduate, graduate, and professional students;
- An understanding of and appreciation for the need to provide exemplary veterinary patient care and clinical training to DVM students, interns, and residents, and what it takes to build clinical reputation to be recognized leaders in clinical specialties;
- An understanding of and appreciation for the value of basic biomedical and clinical research across the diverse range of disciplines represented within the CVM;
- Strong budget management capability and a demonstrated track record of fiscal discipline;
- Strong and persuasive communication skills and the understanding of how to interact in writing and orally to varied audiences;
- Strong interpersonal skills and the ability to lead, empower, and delegate to a leadership team;
- A demonstrated commitment to the value of diversity in students, faculty, and staff; cultural awareness and an aptitude for navigating cultural differences;
- Strong administrative and financial management acumen;
- Demonstrated experience in developing strong partnerships;
- Proven success in leadership in the context of shared governance models, and a genuine appreciation of and commitment to collaborative decision-making; and
- A demonstrated track record of program building and development experience;

### **Location**

This position is located in Pullman, Washington, a close-knit, family-friendly town of more than 33,000 people located in southeastern Washington, 75 miles south of Spokane. Pullman offers the stimulation of a research university combined with a small-town living environment. Pullman is close to mountain ranges, scenic lakes, and rivers in an area that offers excellent outdoor activities. Spokane is the largest metropolitan area (with a population of over 484,000 in Spokane County) between Seattle and Minneapolis and is the state's second largest city. Moscow, Idaho, home of the University of Idaho, Idaho's land-grant university, is eight miles from Pullman, making the area rich in university-based activities. For more information, see <http://www.pullman-wa.gov/>.

Dean of the College of Veterinary Medicine  
Washington State University

### **Applications, Inquiries, and Nominations**

Screening of complete applications will begin immediately and continue until the completion of the search process. Inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: [www.imsearch.com/7112](http://www.imsearch.com/7112). Electronic submission of materials is strongly encouraged.



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*Washington State University is an Equal Opportunity/Affirmative Action educator and employer. Members of ethnic minorities, women, disabled veterans, veterans of the Vietnam-era, recently-separated veterans, and other protected veterans, persons of disability, and/or persons age 40 and over are encouraged to apply. WSU employs only U.S. citizens and lawfully authorized non-U.S. citizens. All new employees must show employment eligibility.*

## Appendix I: More about Washington State University

### WSU STATEWIDE NETWORK & REACH



Established by the Legislature in 1890, shortly after Washington achieved statehood, the Agricultural College, Experiment Station and School of Science of the State of Washington opened its doors to 47 students in January 1892. As President Enoch Bryan told the regents in 1894, the land-grant college must provide “collegiate work that is advanced scientific and technical work, and a liberal education.” Since then, that small college has expanded to become Washington State University, an internationally respected university system serving over 30,000 students on five campuses in Pullman, Spokane, Tri-Cities, Vancouver, and Everett, along with a Global Campus and WSU Extension offices in each of Washington’s 39 counties, providing research-based educational programs and services to individuals, businesses, and communities. Further, WSU has established Research and Extension centers in Lind, Long Beach, Mount Vernon, Othello, Prosser, Pullman, Puyallup, and Wenatchee.

- **WSU Pullman:** The flagship campus for the university, the 1742-acre Pullman campus serves as home to about 20,000 students, as well as the university administration. WSU Pullman is a hub for most of the university’s student organizations, including its athletic teams, as well as galleries, performance venues, and museums dedicated to art, anthropology, zoology, and other topics. The Pullman campus is largely residential; 46 percent of students live in residence halls, university-owned apartments, or fraternity and sorority houses. (<https://wsu.edu/>)
- **WSU Spokane:** Located about 75 miles north of Pullman, WSU Spokane is known as WSU’s urban health sciences campus, which prepares the state’s future generations of physicians, nurses, pharmacists, and other health professionals. In addition to the health sciences, WSU Spokane provides primarily graduate and professional programs focused on education and social and policy sciences. The Spokane campus is home to several new facilities, such as the recently constructed Pharmaceutical and Biomedical Sciences building, which houses the latest in health science laboratories and classroom technology. (<https://spokane.wsu.edu/>)
- **WSU Tri-Cities:** The WSU Tri-Cities campus is located on 200 acres along the banks of the Columbia River, and serves more than 1,800 students through over 50 undergraduate and graduate degree programs. It provides a wide range of services to the Southeast Washington community; the campus is home to the Ste. Michelle Wine Estates WSU Wine Science Center; and the Bioproducts,

Sciences, and Engineering Laboratory, built in partnership with Pacific Northwest National Laboratory. (<http://tricitites.wsu.edu/>)

- **WSU Vancouver:** Situated on 351-scenic acres in Southwest Washington with stunning views of Mount St. Helens and Mount Hood, WSU Vancouver offers 22 bachelor's, eight master's, and three doctoral degrees. The university's state-of-the-art facilities support signature programs including creative media and digital culture, environmental science, mechanical engineering, psychology, and public affairs. WSU Vancouver is well-known in its community for the award-winning Business Growth Mentor and Analysis Program, a student-run consultancy in the Carson College of Business. As a commuter campus, more than 3,500 students attend WSU Vancouver and engage with the university through a variety of clubs, organizations, events, and recreational opportunities. WSU Vancouver is part of the Portland metro area, and 95% of graduates stay in the region. (<https://www.vancouver.wsu.edu/>)
- **WSU Everett:** WSU Everett is charged with greatly expanding access to high-quality baccalaureate and graduate degree programs in the region and the state. With a focus on science, technology, engineering, and mathematics, the growth of WSU Everett within the Seattle metro area will align with the economic development and vitality of the region and the state of Washington to prepare graduates for leadership in a rapidly changing and globally connected world. (<https://everett.wsu.edu/>)
- **WSU Global Campus (online):** Beyond serving students on its campuses, the university also reaches out to the residents of Washington and beyond through the WSU Global Campus which is responsible for delivering degrees online, and Professional Education (PE), which includes a range of non-credit continuing education programs, such as seminars, workshops, conferences, trade expositions, and online certificates. Several of these programs have earned national acclaim. The WSU Global Campus serves nearly 3,000 students through its online offerings. With programs in fields including Accounting, Management and Operation, Management Information Systems, Economics, Data Analytics, Criminal Justice, Human Development, Humanities, Social Sciences, Integrated Strategic Communications, and Psychology, students around the world have access to WSU's world-class faculty regardless of geography. (<https://online.wsu.edu/>)

## Appendix II: More about the College of Veterinary Medicine

The *Department of Veterinary Clinical Sciences (VCS)* is the largest department in WSU's College of Veterinary Medicine. The department, which also includes the Veterinary Teaching Hospital, is organized into these divisions:

- Small animal: a community practice and specialty areas in cardiology, oncology, soft tissue surgery, orthopedics, internal medicine, emergency and critical care, dentistry, ophthalmology, wellness and rehabilitation, theriogenology, and neurology
- Exotics service: specializing in raptors, reptiles, small mammals, and wildlife
- Equine: specialty areas in internal medicine, orthopedic and soft tissue surgery, pain management, and lameness evaluation
- Agricultural animal: specialty areas in individual and population medicine, epidemiology, and theriogenology
- Clinical support services: specialty areas in radiology, anesthesiology, and clinical pathology
- Veterinary Medicine Extension and Continuing Veterinary Medical Education

VCS has an extraordinary record of service in the diagnosis, treatment, and management of clinical problems, including cancer and using the most sophisticated diagnostic and therapeutic technology. Faculty members in the department also teach clinical subjects in medicine, surgery, radiology, anesthesiology, epidemiology, animal reproduction, and clinical pathology.

Through outstanding applied research, VCS faculty members have made significant advances in the diagnosis and treatment of brain tumors and neurological problems in dogs, cancer disease, animal pain management, non-invasive surgical techniques, population medicine, theriogenology, and equine exercise physiology. WSU is a leader in advanced medical imaging, especially for horses. Faculty also investigate field diseases affecting herds and flocks, which is vital for food safety and limiting the spread of disease in animals and humans. The department is also tasked with outreach through the Veterinary Medicine Extension program, devoted to agricultural animal owners and practitioners, as well as the Continuing Veterinary Medical Education Program, providing online programming and conferences to practitioners and technicians. Veterinary students have the opportunity to work alongside leading faculty conducting groundbreaking research with regional, national, and international importance.

The *Veterinary Teaching Hospital (VTH)*, part of the Department of Veterinary Clinical Sciences, is one of the best-equipped teaching hospitals in the world and offers a wide range of specialty services in oncology, cardiology, orthopedic and soft tissue surgery, internal medicine, dentistry, and neurology. Faculty and students have access to the most advanced medical imaging devices used in veterinary medicine including magnetic resonance imaging (MRI), computerized tomography (CT scan), and nuclear scintigraphy for both large and small animals. Faculty and students at the VTH also use other sophisticated diagnostic and treatment technologies such as ultrasound, endoscopy, arthroscopy, and radiation therapy to ensure all animals get the best possible care.

The teaching hospital provides around-the-clock, fee-based veterinary services to the public, giving residents of Pullman and the surrounding communities access to some of the best veterinary care in the country. The hospital is also a veterinary referral center for practitioners in the Pacific Northwest and western Canadian provinces. People from the Northwest and all over the nation bring their animals to the WSU teaching hospital to receive unmatched specialized care, including advanced cancer treatments, using the latest medical technologies.

Faculty members in the *Department of Integrative Physiology and Neuroscience (IPN)* are working to answer some of the most fundamental questions in basic biomedical sciences. They are also dedicated to teaching veterinary students and providing undergraduate, graduate, and post-doctoral education in

neuroscience and veterinary sciences. In the DVM curriculum, IPN faculty are responsible for instruction in gross and microscopic anatomy, physiology, neuroscience, pharmacology, and toxicology.

Research efforts integrate biomedical knowledge from the molecular and cellular level up to an explanation of animal behavior. World renowned WSU neuroscientists and physiologists use advanced instrumentation to better understand the function of proteins, genes, and synapses in brain and cardiac tissue. What happens at the cellular level can inform us about control of muscle contraction, sleep, emotions, vision, or behaviors such as addiction and feeding. Veterinary and undergraduate students, working alongside faculty, have the opportunity to participate in groundbreaking research. Faculty and students use well-equipped laboratories with sophisticated technologies in the state-of-the-art Veterinary and Biomedical Research Building completed in 2013.

Research programs in IPN have made important advances in understanding fundamental functions of the nervous system and cardiac muscle. The enhanced knowledge of animal and human physiology may one day lead to improved therapeutic treatment of both animals and humans.

The department is also home to the Northern Rocky Mountain Chapter of the Society for Neuroscience and houses WSU's graduate and undergraduate programs in neuroscience.

The ***Department of Veterinary Microbiology and Pathology (VMP)*** faculty and scientists and those in collaborating units—including the Allen School, the Washington Animal Disease Diagnostic Laboratory (WADDL), the WSU Field Disease Investigation Unit (FDIU), the U.S. Department of Agriculture's Agricultural Research Service–Animal Disease Research Unit, and research entities worldwide—conduct research programs to understand and control infectious diseases. Major programs of research include vector-borne diseases, viral entry and host response, food and waterborne diseases, insect borne diseases, diseases of wild sheep and elk, fish diseases that affect our food supply, and others. The faculty is a strong interdisciplinary group of investigators dedicated to understanding and controlling globally important diseases, especially in livestock.

Faculty members also provide core instruction in the veterinary curriculum, specifically in bacteriology, immunology, parasitology, pathology, public health, and virology. Veterinary students work alongside faculty conducting groundbreaking research on some of the most important infectious disease issues that affect animal and human health. The department maintains a rigorous graduate education program with emphasis on research training for the doctoral degree. The graduate training program in immunology and infectious diseases is widely recognized by its peers as one of the premier programs in the world. The department's veterinary pathology graduate training program, conducted in association with WADDL, is internationally recognized for its quality, its graduates, and its long-standing excellence.

The ***Washington Animal Disease Diagnostic Laboratory (WADDL)***, one of the top diagnostic labs in the nation, conducts critical surveillance programs for diseases such as avian influenza, West Nile virus, Bovine Spongiform Encephalopathy (BSE), and foot-and-mouth disease. The laboratory also helps keep our nation's food supply safe through monitoring and diagnostic services that can prevent the spread of disease such as *Escherichia coli* O157 and BSE.

WADDL, which opened in 1974, is one of the twelve original members of the federal National Animal Health Laboratory Network and is a living laboratory for veterinary students training in diagnostics and clinical service. Integral to supporting animal and public health, the laboratory provides services to the Pacific Northwest and the WSU community including the WSU Veterinary Teaching Hospital, WSU herds and flocks, WSU laboratory animal programs, and FDIU. WADDL faculty members also instruct students in the DVM and graduate programs in the College of Veterinary Medicine.

The brand new WADDL facility is currently under construction and will be completed and ready to occupy in 2021.

USDA scientists in the ***Animal Disease Research Unit (ADRU)*** collaborate with the College of Veterinary Medicine faculty to discover research-based solutions for infectious diseases that have an economic impact on livestock and international trade. In a combined effort with the college, scientists from ADRU work with the Department of Veterinary Microbiology and Pathology (VMP), the Paul G. Allen School of Global Animal Health, and the Washington Animal Disease Diagnostic Laboratory (WADDL) to control infectious diseases such as Babesiosis, a tick-borne infection in cattle and horses that causes severe anemia, and malignant catarrhal fever, a contagious viral disease that can decimate bison and cattle herds.

At the ***Paul G. Allen School for Global Animal Health (Allen School)***, our faculty, based in Pullman, Guatemala, Kenya, and Tanzania, recognize the importance of addressing local problems that can become global issues. Building on multidisciplinary strengths across the university and with partners worldwide, scientists in the Allen School are developing innovative strategies for the treatment and control of infectious diseases that directly affect human health and economic development, making WSU a leader in solving the global health challenge.

The Allen School's mission is to provide innovative solutions to global health challenges through research, education, global outreach, and application of disease control at the animal-human-environmental interfaces. Scientists are working to solve public health and global poverty challenges on three fronts:

- Detection of emerging pathogens and diseases. Global commerce and international travel help emerging disease spread quickly. Our researchers are currently identifying emerging pathogens that will allow early intervention by global healthcare organizations—before there is a widespread outbreak.
- Control disease transmission from animals to humans. Infectious diseases transmitted from animals to humans strike hardest in less developed countries. Our scientists are pursuing innovative solutions for the prevention of zoonotic disease—diseases transmitted from animals to animals and humans—through strategic interventions that reduce pathogen levels in animal populations. We target major infectious animal diseases, such as rabies, that directly affect human health and economic development.
- Preserving the effectiveness of antibiotics. The emergence and spread of antibiotic resistant bacteria is a global health crisis that threatens the medical progress of the past century. Faculty within the Allen School are leading global programs in east Africa and Central America, in collaboration with the CDC, to identify the drivers of antibiotic use and development of resistance and implement public health measures to reduce antibiotic use and the spread of resistant bacteria.

The ***School of Molecular Biosciences (SMB)***, established in 1999, houses biochemistry, genetics and cell biology, and microbiology and offers programs leading to bachelor's of science, master's of science, and doctoral degrees.

In 2010 SMB moved to the CVM to create a larger group of biomedical research scientists and scientific resources. The merger strengthened existing collaborative research by SMB and CVM faculty and we expect to foster even more of these collaborative efforts.

The state-of-the-art Biotechnology–Life Sciences building that houses SMB has exceptional laboratory facilities for scientists and students to conduct research and enhance learning. The recently completed Veterinary and Biomedical Research Building adjoins the Biotechnology–Life Sciences building, creating one of the best concentrations of biomedical laboratory facilities on the WSU campus.