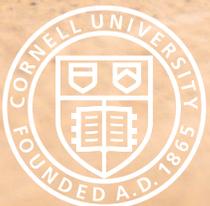


Strategic Plan

2018/2022

Solving the World's Most Pressing Health Challenges



Cornell University
College of Veterinary Medicine

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Cover: Draught oxen in the Kavango Zambezi region of Southern Africa pull a wooden sled, providing a useful means of transport of water, wood and grain.

(Photo: Mark Atkinson)

Inside: Students and faculty enjoy the College's new atrium.



Our Mission

We are dedicated to the creation, dissemination, and implementation of scientific knowledge to improve the health and well-being of animals and people.

As a New York land-grant college, we achieve regional and global impact through:

Education: Employing innovative, evidence-based, learner-centered education to prepare students, veterinarians, and scientists to assume vital roles in clinical, population, and diagnostic veterinary medicine; scientific inquiry; local and global public health; and public policy

Discovery: Producing a continuous stream of scientific breakthroughs at the interface of basic research and clinical application

Care: Examining and anticipating the rapidly evolving needs of New York and global veterinary healthcare with the redefinition and promotion of excellent multi-disciplinary clinical and diagnostic services and exemplary animal care

Our Vision

To lead, enable, and inspire others to attain a healthier world for animals and people



Lorin D. Warnick, DVM, PhD '94
Austin O. Hooey Dean of Veterinary Medicine

Message from the Dean

Today, veterinary medicine is poised to help the world respond to some of its most pressing challenges.

Climate change, globalization, the loss of biodiversity, and the growing need for food production and safety have enormous implications for public health, animal health, and the health of our planet as a whole. Developing nations are seeing exponential growth in companion animal populations, with pets increasingly viewed as family members in both developing and developed countries. These trends have important implications for the demand and quality of both veterinary care and education.

In North America, the veterinary profession is rapidly changing, with accelerated consolidation of practices into corporate structures, increasing demands for specialty and emergency care, rapidly developing technology, and widening inequities in access to veterinary care. Despite high demand for services and extraordinary advancements in knowledge and skills, starting salaries continue to remain low relative to educational costs, leading to high levels of debt for many graduates.

These global and professional challenges require innovative, timely, and bold approaches to advance animal and human health, and to ensure a thriving veterinary medical profession. Our strategic plan offers such a vision.

Cornell University's College of Veterinary Medicine's reputation is built upon over a century of ground-breaking research, state-of-the-art clinical services, and exceptional training of over 5,000 veterinarians and scientists – many are leaders in their fields.

In identifying new focus areas and plans, we recognize that existing, successful programs will need continued support.

Our commitment is to preserve excellence while at the same time addressing new opportunities. Our innovative faculty, students, alumni, and staff are poised to discover, design, build, and improve solutions in six strategic areas of impact that will guide the College's efforts and resources for the next five years.

1. **Educational Innovation and Career Readiness**
2. **Business and Entrepreneurship**
3. **Transformative Research**
4. **Advances in Animal, Human, and Ecosystem Health**
5. **Health Begins Here: Creating a Diverse, Engaged, and Continuously Learning Community**
6. **Strengthening Our Foundation**

Lori D. Warnick

INITIATIVE 1: EDUCATIONAL INNOVATION AND CAREER READINESS

Our College is regarded as a global leader in education, with well-established programs for veterinarians and biomedical scientists. We are committed to building upon this rich legacy of excellence by developing new educational degrees, such as a Master of Public Health, that strengthen and extend the impact of our College. Our forward-looking programs address the needs of a rapidly-changing world and help to prepare future leaders to solve global health challenges.

Active Learning for Career Success

Graduate career success begins with identifying and admitting well-qualified students whose goals and abilities are the right match for our programs. While we are fortunate to have strong interest in our education programs, we aim to broaden our communication and connection with applicants whose interests span the breadth of veterinary, biomedical science, and public health careers and who will bring greater diversity to our community.

The College will build on a tradition of academic innovation by implementing curricular changes that further optimize student learning experiences. Course material will be integrated to help students bridge the basic and clinical sciences. Active learning methods will be used to build clinical reasoning and evidence-based medicine decision-making skills.

Over the next 5 years, new models for structuring clinical rotations will be developed to maximize learning from both primary care and referral caseloads on the Ithaca campus and satellite hospitals. Threaded across the curriculum will be frequent opportunities for deliberate practice, constructive feedback, and self-reflection, instilling the joy of continual learning that will propel our graduates through long, productive careers.

A student competency dashboard will be implemented to assist in the design, delivery, and tracking of a competency-based curriculum. Students will develop both clinical and professional competencies in a well-coordinated and progressive manner.

Learning analytics, stakeholder feedback, and other external benchmarking will be used to monitor the curriculum and inform data-driven decisions to continuously improve student learning experiences.

Faculty Support for Exceptional Teaching

The College will build on a tradition of academic distinction by providing an environment in which faculty can thrive as educators. New internal grant programs will catalyze innovations in teaching and learning. In addition, increased pedagogical training and instructional design support will facilitate expansion of high-impact, student-centered teaching methods throughout the curriculum.

Technologies will augment student learning, creating adaptive learning experiences that allow students to reach their full potential. College-level support will grow to include onsite medical illustrations/animations, audio-video production, computer application development, and learning management system support and collaborations will be established with the University's new Center for Teaching Innovation.

In addition to student evaluations, peer evaluation of teaching programs used by some departments will be expanded College-wide to provide multi-source feedback to faculty.



First-year veterinary students examine a horse.

(Photo: Mike Carroll)



CORNELL UNIVERSITY
HOSPITAL FOR ANIMALS

Cornell University
Hospital for Animals

ONCOLOGY

INITIATIVE 1: EDUCATIONAL INNOVATION AND CAREER READINESS

Clinical and Diagnostic Resources for Responsive Learning and Service

We will focus on an adaptive structure for clinical and diagnostic teaching and learning at our hospitals and diagnostic center that can be rapidly aligned with changing demands in the marketplace. Our redesigned clinical rotations will better match educational needs of the DVM students and post-graduate trainees with clinical and diagnostic resources.

This will balance our emphasis on primary care medicine for both companion and farm animals with the need to remain at the forefront of developments in specialized diagnostics and clinical care. Our diagnostic laboratory and hospitals in Ithaca will fill the core education, research, and service needs.

Excellent diagnostic and therapeutic programs will be complemented by innovative communication, and client and referring veterinarian service models to give our students and house officers experience with tools and applications that will be used in future private and academic clinical settings.

We will introduce additional DVM and post-graduate education and clinical research opportunities at our satellite small animal and equine specialty hospitals in Connecticut and on Long Island.

Launch Advanced Degree Programs to Meet National and Global Needs in Public Health, Diagnostic Sciences, and Clinical Services

The College is leading Cornell's MPH degree program in partnership with faculty from other colleges and centers across campus. The program utilizes a Planetary Health/One Health approach based on core principles of sustainability and equity. Its inaugural class of 15 students is divided into two concentration areas (Food Systems for Health and Infectious Disease Epidemiology).

After pursuing accreditation on the fastest possible timeline, the program plans to add more concentrations by 2021, building on Cornell's and the College's many strengths in public health. One of these additional concentrations will be "Health, Well-Being, and the Environment," and will include research and service related to both the built environment and the tremendous physical and mental health benefits that natural ecosystems and companion animals provide us.

These are realized in programs such as "Nature Rx" and Cornell Companions. The MPH program will seek both to expand enrollment to admit 20 full-time residential students each year in each concentration area, and to develop online and blended learning materials that will enable DVM, MD, PhD, and other students to obtain joint degrees along with the MPH, in addition to supporting continuing education of public health and affiliated practitioners.

Additional Masters-level training will be developed in the diagnostic sciences to meet national and global needs in veterinary diagnostic disciplines. We will pursue additional international collaborations, specifically seeking foundation funding to support education of international students from developing countries through the MPH and MPS degrees. International training partnerships will strengthen clinical, diagnostic, and scientific capacity in developing nations.

This will help meet increasing global demands for veterinary training and services by providing local education as well as program examples that can be replicated in other settings. International experiences for students and faculty will also enrich our educational and research programs on campus.



Drs. Kelly Hume and Vincent Baldanza examine a canine oncology patient. (Photo: Mike Carroll)

INITIATIVE 2: BUSINESS AND ENTREPRENEURSHIP

A comprehensive program to build business, innovation, and financial skills and opportunities for our students and faculty will be launched. These skills have become increasingly important and provide critical preparation for success in clinical practice management and expanding leadership opportunities in industry, international development, and global public health.

Establish the Cornell Center for Veterinary Entrepreneurship and Innovation

The Center will be dedicated to teaching the skills for professional success at all career stages in multiple veterinary business areas. Faculty will be hired who are jointly appointed in the Cornell SC Johnson College of Business with a research and teaching focus on veterinary economics, business, and technology.

The Center will incorporate business and management training programs and utilize a “living lab” approach in our diverse hospital organizations and with external partners. In addition, it will develop an agile approach for timely entrepreneurship through hackathons and other forums that facilitate creative problem-solving, development of business acumen, and experience working in multi-disciplinary teams.

Support Faculty Entrepreneurship

Faculty will be supported in the creation and development of intellectual property to pursue ideas that move discovery to real world impact, benefiting animal and human health, and helping generate economic growth.

Pre-seed and business development workshops with the Center for Technology Licensing and the Kevin M. McGovern Family Center for Venture Development in the Life Sciences will educate faculty on best practices for commercializing their science and will facilitate engagement with the private sector, potentially opening important new sources of funding.

Panel discussions featuring our existing faculty entrepreneurs will help inform other faculty and staff about the realities of translating technologies, and department chairs and faculty will receive consistent messaging that patents and entrepreneurial activities are important ways for our science to have impact.

Reduce Student Debt and Enable Graduate Financial Independence

Curricular and co-curricular offerings will be increased to provide a stronger foundation in financial literacy and professional/life skills. Career services and advising in areas such as financial management, debt reduction, and career planning will be expanded to help students develop effective plans to finance their education and to prepare them for financially and professionally rewarding careers.

Student preparedness for practice ownership will be strengthened through business education and fostering greater connections with alumni and other mentors in veterinary practice.

We will launch a campaign over 5 years to increase support for veterinary students with a minimum of \$10 million dollars in additional endowed scholarship funds. Through these and other programs, the College aims to reduce the debt-to-starting salary ratio for our graduates to 1.4:1 by the DVM Class of 2028.



Cornell student Ari Boltax, DVM '18 presents at the 2017 Animal Health Hackathon. (Photo: Mike Carroll)

ANIMAL HEALTH

HACKATHON



petpar



INITIATIVE 3: TRANSFORMATIVE RESEARCH

The goals of our research programs are to improve animal and human health through scientific discovery, translation of cutting-edge scientific findings into real-world applications, and academic excellence and leadership. We build on existing strengths that connect basic biomedical discoveries to applications in population dynamics of disease and solutions in clinical settings. We are engaged in both fundamental and clinical studies which push the frontiers of understanding cellular and genetic mechanisms in animals and people. We foster research which is responsive to current and emerging issues in animal and human health, ranging from diseases of wildlife to sustainable food production, and from public health to companion animal practice.

Building on College Research Strengths and Cornell University's "Radical Collaboration" Initiatives

In new hiring and supporting new and existing collaborative research initiatives, we will prioritize core research areas in infectious disease, genomics, cancer biology, reproductive biology, stem cell biology and regenerative medicine, dairy production and food systems, and applied clinical research.

The College will actively engage in Cornell's "Radical Collaboration," which is a major University initiative to pave the way for discovery and to enhance faculty hiring. Our College will align its efforts in four areas of "Radical Collaboration."

The first two (infection biology and genome biology) naturally overlap with existing core strengths at the College. The second two (sustainability and data sciences) are areas in which the College has ongoing initiatives in fields such as public health, dairy and food production, and wildlife health.

We will target the establishment of endowed professorships in order to recruit additional exceptional faculty with established research programs related to College and University priorities.

Continue to Build New Links Across Cornell and Beyond

Multidisciplinary, collaborative research is a key part of addressing the most challenging animal and human health problems regionally and worldwide. We will actively seek opportunities to work with other Cornell colleges and external institutions by providing support for collaborative and multidisciplinary initiatives and exchange of faculty and graduate students.

The College will work with the University as a whole to decrease administrative barriers for collaborative funding models and by implementing cross-campus and multi-institutional research systems.

In coordination with the Provost's initiatives, we will expand our research programs with Weill Cornell Medicine in cancer biology, genomics, reproductive sciences, and infectious disease, including antimicrobial resistance. We will use a One Health approach to advance scientific discoveries beneficial to animals and people.



Dr. Margaret Bynoe discusses results with a post-doctoral fellow, Dr. Jeffrey Mills.
(Photo: University Photography)



INITIATIVE 3: TRANSFORMATIVE RESEARCH

Increase Research Capacity Through Diversification of Funding Sources and Investment in Future Scientists

Impactful research and discovery depend on success in obtaining extramural funds and in strategic use of internal grants programs.

We will increase administrative support and College investment to help facilitate faculty success in obtaining multi-investigator, multi-center, technology, training, and foundation grants. Departmental-level pre-review of funding proposals will be expanded College-wide and incentivized by the College.

A formal bridge funding program will be explored to increase success in extramural funding in newly developing research areas. In addition to funding efforts for basic and clinical research, we will form international partnerships and seek foundation and federal funding to support research, education, and clinical capacity building in developing countries.

Connecting Foundational and Clinical Research Programs

The College has outstanding and highly impactful researchers. In a competitive environment, College faculty maintain world-class research programs in basic biomedical sciences and clinical disciplines.

Our research programs are embedded in a leading research University with exceptional core resources and centers. Through our animal hospitals, diagnostic laboratory, dairy and food production, shelter medicine and wildlife health programs, we conduct applied research that is directly connected to real-world veterinary questions and clinical disease.

Our human health research is growing through collaborations with Weill Cornell Medicine and through our MPH program. The College is in a unique position to advance science through a comparative medicine approach. The Baker Institute for Animal Health offers a unique internal grants program through the Feline Health Center. With all of these resources, the College is uniquely positioned to bridge basic research and clinical applications and offer solutions for current and emerging challenges in animal and human health.

The College will promote programs and faculty initiatives using state-of-the-art technology for clinical applications, emphasizing research with dual benefit for basic and clinical concepts, and applying veterinary disease models to basic problem solving.

In addition, we will prioritize space to support clinical research in our facilities planning, grow our initial investment in staff support for clinical research, and establish a program which will be a focal point for organizing research to improve the health and well-being of dogs. Our new program and facility in primary care small animal medicine will include a research emphasis to expand the knowledge base for evidence-based approaches in companion and farm animal primary care practice.



Dr. Gerlinde Van de Walle pipettes a sample in the lab. (Photo: Jason Koski)



INITIATIVE 4: ADVANCES IN ANIMAL, HUMAN, AND ECOSYSTEM HEALTH

We strive to develop proactive, science-based approaches for sustaining a healthier world. By improving knowledge, understanding, and capacity at the interface of domestic animal health, wildlife health, and human health and livelihoods, environmental stewardship can be enhanced today and for the future.

Individual Animal and Herd Health

Through its hospitals and on-farm ambulatory services, the College delivers innovative and exemplary primary and specialty care for 90,000 domestic animals annually in a cost-conscious manner.

Our value to animal-owning and veterinary communities is strengthened by our responsive and supportive hospital environments, culture of excellence, compassion, and focus on patient, client, student, and employee experiences. Implementation of continuous improvement processes will maximize clinician and student time spent on high-touch patient and client care, learning, and clinical research through reductions in time spent on administrative and record-keeping responsibilities.

This will be accomplished through agile implementation of current technologies that improve efficiency and align teaching, service, and research needs with personnel strengths. Continuous efforts to maintain cutting-edge specialty medicine offerings will be promoted via upgrades of diagnostic and therapeutic equipment and the expansion of small animal subspecialty service offerings.

Balancing of primary and specialty training and clinical offerings will be augmented by the opening of a standalone Community Practice Service facility in Ithaca, NY in 2018. Integration of the small animal primary care service, teaching, and outreach activities such as the Southside Community Clinic which provides veterinary care to underserved communities, and the Maddie's Shelter Medicine program, will be facilitated through co-location of programs in this new facility.

Our Animal Health Diagnostic Center is committed to maintaining healthy animal populations through continued enhancement of its diagnostic services to address expanding diseases like Salmonella Dublin infection in the dairy industry, support efforts to reduce antimicrobial usage for bovine mastitis, and prevent high-impact disease in poultry and other animal populations.

The Center will maintain state-of-the-art procedures and methodologies in its anatomic and clinical pathology units and national and global leadership in its endocrinology and comparative coagulation laboratories. Cutting-edge diagnostic tests and strategies to respond to challenges like climate change-related emerging diseases that put the health and productivity of livestock, and the health of wildlife, pets, and people at risk will be further developed and deployed.



Dr. Jessica McArt, DVM '07, PhD '13 and a fellow member of the Cornell ambulatory service chat with a client. (Photo: Jason Koski)





Cornell DVM '18 student Julian Rivera treats a wild peccary during an Expanding Horizons program trip.

INITIATIVE 4: ADVANCES IN ANIMAL, HUMAN, AND ECOSYSTEM HEALTH

International Programs and Partnerships

The College will strengthen its international institutional relationships, including with its existing major partners in China, India, and Japan. Our ability to help build international capacity will be expanded by hiring additional faculty members with international experience in both research and practice. Recent faculty hires who work on the forefront of improving international agriculture and wildlife conservation efforts will help turn science into policy and impact, helping promote human health, livelihoods, and food security, while securing a future for biodiversity.

The College will solidify its role as a global leader in the provision of international veterinary training by working with diverse partner organizations, including governments, non-governmental organizations, and private sector companies. Moreover, we will seek to expand international opportunities for our veterinary and public health students through the existing and highly successful Expanding Horizons, FarVets, and Engaged Cornell programs, and pursue additional programs, practicum, and externship opportunities.

Establish Wildlife Health Cornell

This new Center of Excellence will bring together Cornell's wildlife health expertise, with programs across New York and around the world, raising the profile of Cornell as a global leader in wildlife health. It will tie together the strengths of Cornell's various wildlife health-related programs, student groups, and a wide range of individual research laboratories.

This Center, together with the new MPH training program, will continue to leverage our role in planetary health. Wildlife Health Cornell will extend and enhance our diagnostic and population health services, further strengthen our curriculum, raise visibility for wildlife-related careers, and promote the translation of research into real-world change.



Elephants and a giraffe gather in the Kavango

Zambezi Transfrontier Conservation Area.

(Photo: Mark Atkinson)



INITIATIVE 5: HEALTH BEGINS HERE: CREATING A DIVERSE, ENGAGED, AND CONTINUOUSLY LEARNING COMMUNITY

The core strength of our organization is our people. We are committed to empowering and strengthening our community of faculty, students, and staff through programs dedicated to wellness, diversity, and professional development.

Supporting the Mental and Physical Well-Being of All Members of the College

We will take a proactive and preventive approach to identify factors impacting the health and well-being of faculty, students, and staff.

Our aim is to provide the CVM community with training and resources to develop resilience and skills to thrive in the work environments typical for veterinarians and biomedical scientists. To achieve this, the College will ensure access to professional counselors and quality mental health services by partnering with Cornell University's consultation, crisis, and referral services.

Regular workshops and seminars will increase awareness and provide techniques to minimize burnout and compassion fatigue. In addition, we will provide sessions on communication skills and conflict resolution techniques to reinforce a mutually supportive environment.

The College's wellness committees will evaluate and promote access to on-site classes and training. Increased visibility of offerings will be promoted by a new wellness webpage dedicated to mental, physical, and emotional health, and linked to University resources, seminars, and events.

Strengthening Our Culture of Diversity and Respect

Our College is committed to extending its legacy of recruiting diverse faculty, students, and staff; fostering a climate that openly celebrates each person's uniqueness; and providing rich opportunities to learn from those differences. An assessment of our existing diversity and inclusion efforts will be conducted, and findings will inform a plan to address opportunities to further strengthen our efforts.

A monthly diversity and inclusion dialogue series, "Many Voices, One College" will be launched. Hosted by the Dean and other senior leaders, it will engage College faculty, students, and staff in discussions that focus on issues related to diversity, inclusion, and wellness in our community. Topics published in the University HR Diversity Council brief, in the AAVMC news, or proposed by faculty, students, and staff will be used to drive open and informal lunch sessions.

The College will continue to monitor practices and policies to ensure equity and access in decisions related to hires, promotions, transfers, terminations, and compensation. The College will create systems to connect with post-graduate training program leaders to identify candidates for future faculty recruitment efforts.

We will also continue to support and provide a broad variety of activities, including seminars on diversity, inclusivity, and cultural competence to foster a culture that engenders a genuine sense of belonging for everyone within their own group, unit, department, and the College as a whole.



DVM Students prepare to use their team-building skills at the Hoffman Challenge Course.





INITIATIVE 5: HEALTH BEGINS HERE: CREATING A DIVERSE, ENGAGED, AND CONTINUOUSLY LEARNING COMMUNITY

Professional Development of Faculty and Staff

Human Resources will partner with administrative leaders to meet the needs of employees through effective onboarding, opportunities for building community and professional networks, and providing timely and regular performance feedback.

Avenues for faculty and staff representation and input on College decisions and governance will be clearly defined and strengthened. Broad input on the current use of faculty titles will be gathered and College policies revised, as appropriate.

Our goal will be to better match the use of titles with program needs providing for professional growth and clear communication about expectations and opportunities in positions. A fund for faculty to attend University or discipline-specific programming for personal, professional, and leadership development will be established and creative solutions will be implemented to address barriers to accessing workshops, seminars, or continuing education opportunities.

Faculty and staff awareness will be raised about ongoing education opportunities, onsite demonstrations of career management toolkits, and professional development seminars.



College community members discuss topics during a Town Hall Meeting.

INITIATIVE 6: STRENGTHENING OUR FOUNDATION

Achieving our strategic goals depends on strong infrastructure, relationships, and financial resources. We are committed to improve in the following key areas:

Data and IT Infrastructure

The College will develop a coherent strategy for organizing, governing, analyzing, utilizing, and rapidly evolving its information assets. Strategic IT and personnel investments will be made to: increase the ability to analyze clinical, research, and business data; build the training, support models, and structure to facilitate accelerated adoption of new technologies; and expand usage of comparative effectiveness methods.

Facilities

Investments will be made to ensure facilities are modernized to improve both energy and operational efficiency, while giving our scientific and clinical faculty and staff the means to pursue the highest levels of discovery, teach effectively, and provide exemplary care. To support this effort, a comprehensive space utilization analysis and facility assessment will be conducted. Early priorities for modernization include Schurman Hall, selected areas in the teaching hospital, and our Equine Park facilities.

Sustainability

Every member of the College community is a steward of our resources. As custodians of our natural environment, we will continue to identify and implement sustainability initiatives that have impacts within the College and the broader world, such as our significant new contributions to biofuel production and projects that reduce our energy needs.

Communication and Engagement

Relationships with clients, referring veterinarians, prospective students, donors, partners, and government agencies within Ithaca, New York State and globally will be strengthened. Integral to this will be a focus on two-way communication through outreach activities, events, and the adoption of more advanced databases and digital platforms.

Internal communication will focus on helping employees identify opportunities for collaboration, which will be achieved through improvements in digital-based communication, interactive events, and the creation of a centralized resource for accessing and sharing information about initiatives.

Lifelong relationships with alumni, students, and friends will be fostered by expanding opportunities to engage them meaningfully in the life of the College through enhanced volunteer options. As we seek to grow philanthropic support, we will focus on initiatives for which financial support has the greatest potential for impact including Annual Giving, student aid, faculty positions, transformative research, and business and entrepreneurship initiatives.



Entrance to the College of Veterinary Medicine.
(Photo: Stephan Wagner)



Our Values

Excellence: Holding ourselves to the highest standards, and continually improving in everything we do

Collaboration: Building multidisciplinary and mutually beneficial partnerships within the College, across the University, and with other academic and non-academic organizations

Compassion: Demonstrating compassionate and humane care in the treatment of all animals and people

Equity: Promoting practices of health and well-being that are consistent across different populations, and ensuring equitable access to our education, training, and services

Stewardship: Responsibly managing and conserving environmental and financial resources, and acting with transparency

Innovation: Possessing insatiable intellectual curiosity and passion to challenge convention to achieve breakthroughs with lasting impact

Respect: Creating an environment of inclusion and empathy for all, where our differences and diversity are embraced and considered the foundation of our strength

Communication: Actively engaging in two-way discourse to build understanding and relationships to achieve positive change



College veterinary students celebrate at their White Coat ceremony.

CORNELL
VETERINARY
MEDICINE



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