

## Curriculum Vitae

**Name:** David Edward Lee, D.V.M, M.B.A.

**Address:** 2175 Agard Rd, Trumansburg, NY 14886

**Phone:** (651) 323-7452

### Present Positions:

Associate Dean for External Programs, Cornell University, 2020 – present

Clinical Professor, Population Medicine and Diagnostic Sciences, Cornell University, 2020 - present

### Education:

Cornell University, Ithaca, NY      Bachelor of Science, Animal Science, 1988

Cornell University, Ithaca, NY      Doctor of Veterinary Medicine, 1994

Cornell University, Ithaca, NY      Masters of Business Administration, 1999

### Academic Appointments:

Professor of Practice, Cornell University, 2020 – present

Associate Professor, University of Minnesota, 2006 - present

Assistant Professor, tenure-track, Colorado State University, 2003 – 2006

Instructor, Cornell University, 1996 - 2003

### Administrative Experience:

#### Associate Dean for External Programs, Cornell University, 2020 – present

- Provide leadership and vision for externally facing programs of the College of Veterinary Medicine and college business opportunities.
- Serve as the primary administrative leader for the Center for Veterinary Business and Entrepreneurship. This is a unique interdisciplinary initiative between the College of Veterinary Medicine and SC Johnson College of Business that advances the business of veterinary medicine through education, research and outreach.
  - CVBE Business Certificate Program implemented 2022 (J Colón)
  - Popular monthly webinar series CVBE Spark Talks implemented 2022
  - CVBE People Summit in collaboration with ILR, November 2022
  - Annual Animal Health Hackathon
- Launched Cornell Canine Health Center in 2022 with a goal to provide outreach to dog owners and build an external community of engaged enthusiasts interested in supporting canine health-related research at the college through internal grants. A proposal to the Richard P Riney Family Foundation resulted in a \$30M gift to endow three strategic faculty hires, nearly \$1M in research funding per year, and support for infrastructure and operations for the Cornell Richard P Riney Canine Health Center.

- Developed a model to build on the college's history as a leader in the field of animal behavior. A proposal to the David and Cheryl Duffield Foundation resulted in a \$12M gift to create the Cornell Duffield Institute for Animal Behavior, with endowment for two faculty positions in the discipline, as well as resident trainees and support staff. The Institute will be a world-leader in understanding how companion animals learn, particularly in regards to the skills needed to be successful service and working dogs.
- Evaluate and develop new business initiatives and partnerships to diversify our revenue sources, support teaching and research and increase outreach to the public.
- Create an effective partnership between the College of Veterinary Medicine with the SC Johnson College of Business and Cornell's Charles H. Dyson School of Applied Economics and Management.

**Interim Department Chair**, Veterinary Clinical Sciences, Univ. of Minnesota, 12/16-1/18

- Provided academic and administrative leadership for a department of 49 faculty
- Directed faculty and curriculum development
- Recruited and retained veterinary researchers, scholars, and clinicians in support of the college's three-part mission
- Identified opportunities for increased synergy between academic departments, colleges of the Academic Health Center, and other institutions and industry

**Hospital Director**, Veterinary Medical Center, University of Minnesota, 2006 – 2020

- Provided strategic oversight of one of the nation's largest veterinary medical centers. The VMC serves two thriving metropolitan areas and admits over 40,000 cases per year in multiple sites in the Twin Cities.
- Developed and implemented creative and effective marketing and communication strategies to highlight key programs and drive growth in support of the hospital's three-part mission of teaching, service, and research.
- Responsible for an annual budget of \$39M and a staff of over 300 individuals.
- Implemented sweeping organizational and operational process improvements to ensure quality while increasing throughput and efficiency in support of the hospital's strategic plan.
- Developed balanced scorecard to drive hospital priorities and measure and communicate progress of key performance indicators through use of an online dashboard system.
- Used extensive financial modeling of hospital operations to help in decision-making amidst an uncertain economic environment affecting demand for specialty veterinary care.
- Developed and implemented first academic model for a wellness program for pets owned by University employees (UPet). Later negotiated and coordinated plan to be available through payroll deduction. Plan ensures robust primary caseload for teaching, in support of the college's strategic plan. UPet Plans have grown at 50% per year for the last three years, with 60% annual growth in feline memberships. The wellness plans have helped make our Primary Care Service self-supporting and generate an additional \$500K+ across other hospital services.

- First faculty member from College of Veterinary Medicine inducted into the UMN Academic Health Center's Academy for Excellence for Health Care Practice for the successful design and implementation of pet wellness plans in a teaching hospital setting, 2018
- Planned and implemented construction of self-funded \$3.2 M Primary/Urgent Care Center to better support teaching mission and accommodate growth of hospital's UPet Wellness Plans for UMN employees.
- Successfully implemented a financially viable Urgent Care Service to offer extended hours for an under-served population of patients and provide a unique clinical teaching model for senior veterinary students.
- Planned, negotiated, and opened satellite specialty referral center in South Metro in collaboration with established locally-owned emergency clinic, 2016

**Director, Career Services,** College of Veterinary Medicine, University of Minnesota, 2008 – 2020

- Coordinated and teach college's practice management curriculum
- Assisted students with career development, including resumes, job searches, negotiations, and employment contracts.

**Hospital Director,** Veterinary Medical Center, Colorado State University, 2003 – 2006

- Provided leadership for large veterinary teaching hospital in support of the college's three-part mission of teaching, research, and service. The hospital serves over 25,000 patients per year in thirteen different specialties, staffed by 65 faculty clinicians, 180 staff members, and 270 veterinary students.
- Balanced a \$10M budget in the wake of drastic reductions in state funding, increased competition from regional specialty services, and an imposed margin limitation of 1.5%.
- Made operational changes that realized over \$600K in reduced expenses in first year.
- Promoted vision dedicated to improved customer service that helped grow marketshare in most services of the hospital.
- Initiated major rebranding campaign to highlight hospital's leadership position as a world-class veterinary medical center.
- Made decisions regarding capital investments and space allocation based on needs and projected returns on investment.
- Worked with college and university accountants to improve cost accounting system for the hospital, generating real-time financial reports that greatly facilitate decisionmaking processes.

**Executive Director,** External Affairs and Marketing, College of Veterinary Medicine, Cornell University, 2001 – 2003

- Led a newly formed team responsible for facilitating communication and interaction between the college and external stakeholders, including veterinarians, alumni, and industry.

- Helped establish communication policies for the college and facilitate interactions between media, the University, and the college.
- Oversaw college's Office of Continuing Education. Improvements in marketing, programming, cost reduction, and customer service in the first year created a 20% increase in attendance, high satisfaction ratings, and sustainable growth in a competitive market.
- As liaison for the college in interactions with industry, helped develop partnerships that were mutually beneficial and sustainable.
- Supervised college's Quality Assurance Unit, which provides GLP, GCP, and ISO compliant oversight for studies performed under contract with industry.
- Assisted in providing vision and strategy for additional sections of the Office of Public Affairs, including Alumni Affairs and Development, and Communications. Led each unit through balanced scorecard process to help define goals and metrics consistent with the group's mission of building meaningful relationships that support the college.
- As a member of the college's Executive Staff, provided guidance for long-term initiatives at the college level.

**Executive Director**, Strategic Planning and Business Development, College of Veterinary Medicine, Cornell University, 1999 – 2001

- Analyzed the current market for veterinary education, services, and research and identified new potential niches for growth suitable for a leading veterinary college.
- Made recommendations for an improved informational technology structure to facilitate web-based programs and services.
- Developed and implemented balanced scorecards that provide meaningful metrics and goals consistent with the college mission and strategy for various administrative units throughout the college.
- Led a cross-functional project team charged with identifying opportunities in ecommerce for services of the college. Of particular interest were those associated with distance learning for veterinarians, animal health technicians, and pet owners.
- Organized and direct a quality assurance unit responsible for achieving GLP and ISO compliance for participating clinical laboratories college-wide. Achieving such standards will greatly improve the university's ability to compete for government grants and contract work performed for FDA/EPA approval.

**Assistant Director**, Endocrinology Section, Diagnostic Laboratory, College of Veterinary Medicine, Cornell University, 1996 – 1999

- Compiled and evaluated measurements of laboratory productivity and quality assurance
- Expedited negotiations for volume discounts with over-night courier services and promoted their usage, resulting in a 25% increase in sample submissions in their first year of use.

- Guided marketing study for Diagnostic Laboratory that included focus groups, written surveys, and production of promotional materials

**Non-Academic Positions:**

Associate Veterinarian, Gray-New Gloucester Animal Hospital, Gray, ME, 1995-1996

Associate Veterinarian, North Deering Veterinary Hospital, Portland, ME, 1994 – 1995

Research Assistant, Endocrinology Section, Diagnostic Laboratory, College of Veterinary Medicine, Cornell University, 1988 - 1990

**Professional and Scientific Organizations and Societies:**

- Veterinary Management Group – VMG-30, 2015 - present
- American Veterinary Medical Association, Member
- Minnesota Veterinary Medical Association, Member

## Major Committee Assignments:

### University

- Dean's Council, Cornell CVM, 2020 – present
- Admissions Committee, Reviewer, Cornell CVM, 2020 – present
- Diversity, Equity, and Inclusion Committee, Cornell CVM, 2020 - present
- Centers & Institutes Steering Committee, Cornell, 2021-present
- Enterprise Engagement Steering Committee, Cornell, 2021 - present
- OACA Associate Deans for Clinical Affairs, 2019 – 2020
- AHC Finance and Planning Committee, University of Minnesota, Member, 2008 – 2018
- VMC Hospital Leadership Committee, University of Minnesota, Chair, 2006 – 2020
- CVM Administrative Council, University of Minnesota, Member, 2006 – 2020
- VMC Hospital Management Committee (formerly Clinical Management Committee), University of Minnesota, Chair, 2006 - 2020
- Veterinary Teaching Hospital Board, Colorado State University, Chair, 2003 - 2006
- VTH Development Committee, Colorado State University, Chair, 2003 - 2006
- External Advisory Board, Veterinary Diagnostic Laboratory, Colorado State University, Member, 2003 - 2006
- South Campus Biosecurity Committee, College of Veterinary Medicine & Biomedical Sciences, Colorado State University, Member, 2003 - 2006
- Curriculum Development Committee, College of Veterinary Medicine & Biomedical Sciences, Colorado State University, Member, 2003 - 2006
- College Executive Committee, College of Veterinary Medicine & Biomedical Sciences, Colorado State University, Member, 2003 – 2006

### State and National

- College Liaison, NYS Veterinary Medical Society, 2020 – present
  - Member, Diversity, Equity, and Inclusion Committee
- Board Member, Minnesota Veterinary Medical Association, 2019
  - Chair, Opioid Crisis Taskforce, 2019
- Academic Liaison, Minnesota Veterinary Medical Association, 2014 - 2020
- VTH Benchmarking Task Force, National Commission on Veterinary Economic Issues – Member, 2007-2009
- Commission on Education, Colorado Veterinary Medical Association, Cochair, 2005 – 2006
- Committee on Animals and the Law, CVMA, 2003 - 2005

### Reviewer For:

Journal of the American Veterinary Medical Association, economics and practice management, 2006 - present

**Advisor For:**

BR Consulting, Cornell, 2021 - present

Veterinary Business Management Association, University of Minnesota Student Chapter, 2007 - 2020

**Teaching Experience:**

2022 Spring Cornell University, College of Veterinary Medicine  
VTMED 6896\_012 Practice Ownership and Management (1cr)

2022 Spring Cornell University, College of Veterinary Medicine  
VTMED 6896 Professional Competencies (2cr)

2022 Summer Cornell University, College of Veterinary Medicine  
OIAE CVM Dean's Leaders Summer Program (3cr)

2021 Spring Cornell University, College of Veterinary Medicine  
VTMED 6896\_012 Practice Ownership and Management (1cr)

2021 Spring Cornell University, College of Veterinary Medicine  
VTMED 6896 Professional Competencies (2cr)

2020 Spring University of Minnesota – College of Continuing Education  
ABUS 4705, Leadership and Management for the Professional Practice (3cr)

2019 Spring University of Minnesota – College of Continuing Education  
ABUS 4707, Financial Management for the Professional Practice (3cr)

University of Minnesota – College of Continuing Education  
ABUS 4707, Financial Management for the Professional Practice, Chinese Pilot  
(noncredit)

2018 Fall University of Minnesota, College of Veterinary Medicine  
CVM 6042, Law, Ethics, and Career Development, Coordinator and lecturer (3cr)

University of Minnesota – College of Continuing Education  
ABUS 4705, Leadership and Management for the Professional Practice (3cr)

2018 Spring University of Minnesota – College of Continuing Education  
ABUS 4707, Financial Management for the Professional Practice (3cr)

2017 Fall University of Minnesota, College of Veterinary Medicine  
CVM 6042, Law, Ethics, and Career Development, Coordinator and lecturer (3cr)

University of Minnesota – College of Continuing Education  
ABUS 4705, Leadership and Management for the Professional Practice (3cr)

2017 Spring University of Minnesota – College of Continuing Education  
ABUS 4707, Financial Management for the Professional Practice (3cr)

2016 Fall University of Minnesota, College of Veterinary Medicine  
CVM 6042, Law, Ethics, and Career Development, Coordinator and lecturer (3cr)

University of Minnesota – College of Continuing Education  
ABUS 4705, Leadership and Management for the Professional Practice (3cr)

2016 Spring University of Minnesota – College of Continuing Education  
ABUS 4707, Financial Management for the Professional Practice (3cr)

2016 Fall University of Minnesota, College of Veterinary Medicine  
CVM 6042, Law, Ethics, and Career Development, Coordinator and lecturer (3cr)



- 2015 Summer University of Minnesota – College of Continuing Education  
 ABUS 4705, Leadership and Management for the Professional Practice (3cr)  
 ABUS 4707, Financial Management for the Professional Practice (3cr)
- 2014 Fall University of Minnesota, College of Veterinary Medicine  
 CVM 6042, Law, Ethics, and Career Development, Coordinator and lecturer (3cr)
- 2014 Summer University of Minnesota – College of Continuing Education  
 ABUS 4705, Leadership and Management for the Professional Practice (3cr)  
 ABUS 4707, Financial Management for the Professional Practice (3cr)
- 2013 Fall University of Minnesota, College of Veterinary Medicine  
 CVM 6042, Law, Ethics, and Career Development, Coordinator and lecturer (3cr)
- 2013 Summer University of Minnesota – College of Continuing Education  
 ABUS 4705, Leadership and Management for the Professional Practice (3cr)  
 ABUS 4707, Financial Management for the Professional Practice (3cr)
- 2012 Summer University of Minnesota – College of Continuing Education  
 ABUS 4705, Leadership and Management for the Professional Practice (3cr)  
 ABUS 4707, Financial Management for the Professional Practice (3cr)
- 2011 Summer University of Minnesota – College of Continuing Education  
 ABUS 4705, Leadership and Management for the Professional Practice (3cr)  
 ABUS 4707, Financial Management for the Professional Practice (3cr)
- 2010 Summer University of Minnesota – College of Continuing Education  
 ABUS 4707, Financial Management for the Professional Practice (3cr)
- 2006 Spring Colorado State University  
 VM712, Practice Mgmt and Prof Development, Coordinator and lecturer (4cr)
- 2005 Fall Colorado State University  
 VM705, Veterinary Jurisprudence, Coordinator and lecturer (3cr)  
 VM796, Small Animal Diagnostic Problems, Facilitator (1cr)
- 2005 Spring Colorado State University  
 VM712, Practice Mgmt and Prof Development, Coordinator and lecturer (4cr)
- 2004 Fall Colorado State University  
 VM705, Veterinary Jurisprudence, Lecturer (3cr)  
 VM796, Small Animal Diagnostic Problems, Facilitator (1cr)
- 2004 Spring Colorado State University  
 VM712, Practice Mgmt and Prof Development, Coordinator and lecturer (4cr)

2003 Spring Cornell University, College of Veterinary Medicine  
VTMED 668, Practice Mgmt, Hospital Administration, and Professional Development, Lecturer (2cr)

2002 Fall Cornell University, College of Veterinary Medicine  
VTMED 642, Mgmt of Fluid and Electrolyte Disorders, Lecturer (3cr)  
VTMED 510, The Animal Body, Small Group Facilitator (3cr)

2002 Spring Cornell University, College of Veterinary Medicine  
VTMED 668, Practice Mgmt, Hospital Administration, and Professional Development, Lecturer (2cr)

2001 Fall Cornell University, College of Veterinary Medicine  
VTMED 642, Mgmt of Fluid and Electrolyte Disorders, Lecturer (3cr)  
VTMED 510, The Animal Body, Small Group Facilitator (3cr)

2001 Spring Cornell University, College of Veterinary Medicine  
VTMED 668, Practice Mgmt, Hospital Administration, and Professional Development, Lecturer (2cr)  
VTMED 635, Introduction to the Professional Literature, Lecturer (1cr)

2000 Fall Cornell University, College of Veterinary Medicine  
VTMED 642, Mgmt of Fluid and Electrolyte Disorders, Lecturer (3cr)  
VTMED 510, The Animal Body, Small Group Facilitator (3cr)

2000 Spring Cornell University, College of Veterinary Medicine  
VTMED 668, Practice Mgmt, Hospital Administration, and Professional Development, Lecturer (2cr)  
VTMED 635, Introduction to the Professional Literature, Lecturer (1cr)

1999 Fall Cornell University, College of Veterinary Medicine  
VTMED 642, Mgmt of Fluid and Electrolyte Disorders, Lecturer (3cr)  
VTMED 510, The Animal Body, Small Group Facilitator (3cr)

1999 Spring Cornell University, College of Veterinary Medicine  
VTMED 668, Practice Mgmt, Hospital Administration, and Professional Development, Lecturer (2cr)  
VTMED 635, Introduction to the Professional Literature, Lecturer (1cr)

1998 Fall Cornell University, College of Veterinary Medicine  
VTMED 642, Mgmt of Fluid and Electrolyte Disorders, Lecturer (3cr)  
VTMED 510, The Animal Body, Small Group Facilitator (3cr)

1998 Spring Cornell University, College of Veterinary Medicine  
VTMED 668, Practice Mgmt, Hospital Administration, and Professional

Development, Lecturer (2cr)

VTMED 635, Introduction to the Professional Literature, Lecturer (1cr)

1997 Fall Cornell University, College of Veterinary Medicine  
VTMED 642, Mgmt of Fluid and Electrolyte Disorders, Lecturer (3cr)  
VTMED 510, The Animal Body, Small Group Facilitator (3cr)

1996 Fall Cornell University, College of Veterinary Medicine  
VTMED 642, Mgmt of Fluid and Electrolyte Disorders, Lecturer (3cr)  
VTMED 510, The Animal Body, Small Group Facilitator (3cr)

### **Publications:**

#### Books and Monographs

Veterinary Clinics of North America – Small Animal Practice, Practice Management, March 2006, **Lee DE**, Guest Editor

#### Refereed Manuscripts

Lim CC, Schulhofer-Wohl SS, Root-Kustritz MV, Molgaard LK, **Lee, DE**. JAVMA, July 15, 2015  
Financial expectations of first-year veterinary students

Stockton KA, Morley PS, Hyatt DR, Burgess BA, Patterson G, Dunowska M, **Lee DE**. JAVMA,  
Dec 1, 2005 Effects of Footwear Hygiene Protocols on Non-Specific Bacterial Contamination of  
Floor Surfaces in an Equine Hospital

Patterson G, Morley PS, Blehm KD, **Lee DE**. Efficacy of directed misting application of a  
peroxygen disinfectant for environmental decontamination of a veterinary hospital. JAVMA 2005  
Aug; 227(4): 597-602

**Lee DE**, Lamb SV, Reimers TJ. Effects of hyperlipemia on radioimmunoassays for progesterone,  
testosterone, thyroxine, and cortisol in serum and plasma samples from dogs. Am J Vet Res. 1991  
Sep; 52(9):1489-91.

#### Non-Refereed-Chapters

**Lee DE**. Marketing Veterinary Services, Vet Clin of NA, March 2006.

#### Poster Presentations

**Lee, D.**, S. Lamb, and T. Reimers *Validation of chemiluminescent immunoassays for canine  
serum thyroxine, and free-thyroxine*, August 1999, Annual Conference of the American  
Association of Clinical Chemistry, Chicago, IL

### **Invited Lectures and Papers Presented:**

- 2018 “Using Key Performance Indicators and Metrics to Drive your Strategic Plan”, 3<sup>rd</sup> International Forum of Directors of Veterinary Teaching Hospitals, Beijing, China
- 2012 “Strategic Planning for Veterinarians”, Fall Conference, Veterinary Hospitals Association, Minneapolis, MN
- 2007 “The Veterinary Teaching Hospital as a Profit Center”, College of Veterinary Medicine, Virginia – Maryland Regional College of Veterinary Medicine, Blacksburg, VA
- 2006 “The Veterinary Teaching Hospital as a Profit Center”, American Association of Veterinary Medical Colleges, Kansas City, MO
- 2005 “Serving Indigent Clients”, Colorado Veterinary Medical Association, Spring Leadership Forum, Beaver Creek, CO – 4 hours
- 2004 “Referral Patterns and Practice”, Colorado Veterinary Medical Association, Fall Leadership Forum, Keystone, CO – 4 hours
- 2004 “Marketing Veterinary Services”, Colorado Veterinary Medical Association, Annual Conference, Steamboat Springs, CO – 3 hours
- 2002 “The Balanced Practice – Defining your mission and strategy”, 94<sup>th</sup> Annual Conference for Veterinarians, Cornell University, Ithaca, NY – 1 hour
- 2002 “The Balanced Practice – Developing a scorecard for success”, 94<sup>th</sup> Annual Conference for Veterinarians, Cornell University, Ithaca, NY – 1 hour
- 2002 “Practice performance and the associate’s role”, 94<sup>th</sup> Annual Conference for Veterinarians, Cornell University, Ithaca, NY – 1 hour
- 2001 “New concepts in veterinary practice management – lessons from other industries”, 93<sup>rd</sup> Annual Conference for Veterinarians, Cornell University, Ithaca, NY – 1 hour
- 1997 “Diagnostic Testing for Veterinarians”, Long Island Veterinary Medical Society, New York, NY – 1 hour
- 1996 “Current Topics in Endocrine Testing”, Central New York Veterinary Medical Society, Syracuse, NY – 1 hour
- 1996 “Current Topics in Endocrine Testing”, Westchester - Rockland Veterinary Medical Society, Westchester, NY – 1 hour

**Veterinary Licensure:**

1994 – Present New York

1994 – 1997 Maine