



**RESIDENCY TRAINING PROGRAM REGISTRATION  
2019-2020  
SMALL ANIMAL INTERNAL MEDICINE**

**Part One**

**New applications for ACVIM Residency Training Programs must be received by the Residency Training Committee (RTC) 90 days prior to any residents beginning training. Before completing this form, please review the general and specific requirements for Small Animal Internal Medicine (SAIM) Residency Training Programs in the ACVIM Certification Manual (CM). The current version of the CM is available on the ACVIM website at [www.ACVIM.org](http://www.ACVIM.org).**

**Prior to making significant changes in a Residency Training Program, approval of the ACVIM and SAIM RTC must be obtained. The Candidate and/or Program Director must notify ACVIM, in writing. Significant changes could include, but are not limited to: changes in Program Director or any advisors, transferring from one program to another, alterations in program duration, locations of secondary site training, switching to a 'dual board' program, or enrolling in an institutional graduate program.**

**Notice:** The data collected in this form is necessary both for the ACVIM to maintain its accreditation as a Registered Veterinary Specialty Organization and also is required for renewal of the residency training program. Some of the data collected is required of every specialty and some is specific to the specialty of Small Animal Internal Medicine.

**For multi-site residency programs:** To ensure uniformity of training and compliance with current CM requirements, training programs which include multiple sites must provide detailed information regarding supervision and facilities available at each specific site(s). Multi-site programs, if any, are listed in Part Two.

Program Director Name: Dr. Kathleen M. Holan

The Program Director must be an active Diplomate of ACVIM in the Specialty of Small Animal Internal Medicine boarded for at least 4 years with 3 years experience training residents

Program Director's Contact Information:

Work Phone:	(517) 355-6570
Mobile Phone:	
E-mail:	<a href="mailto:holankat@cvm.msu.edu">holankat@cvm.msu.edu</a>
Mailing Address:	SA Clinical Sciences, CVM VTH, Small Animal Clinic E. Lansing, MI 48824

1. Location of Sponsoring Institution (Primary Site of Residency Training Program):

Primary Site Location:	Length of Training Program:
<a href="#">Michigan State University</a>	3 year

2. Resident Advisor(s): Must be Diplomate(s) of ACVIM in the Specialty of Small Animal Internal Medicine and boarded for at least 2 years with 1 year experience training residents. **Each Resident Advisor may supervise no more than 2 residents at a time.**

Stephen Carey  
 Kathleen Holan  
 John Kruger  
 Daniel Langlois

3. Supervising Diplomates on-site: Two on-site Diplomates boarded in Small Animal Internal Medicine are required - **2 ACVIM, or 1 ACVIM & 1 ECVIM**. The supervising diplomates must be active in the practice of the specialty and must maintain clinical competency in the field.

Stephen Carey - SAIM  
 Kathleen Holan - SAIM  
 John Kruger - SAIM  
 Daniel Langlois - SAIM

4. List all ACVIM Diplomates onsite responsible for supervision of clinical training who specialize in areas other than SAIM. If off-site, please explain the situation, and the method of providing direct contact with the resident.

Name and Specialty	Comments
N. Bari Olivier - Cardiology Robert Sanders - Cardiology Kathryn Winger - Neurology Paulo Vilar Saavedra - Oncology	

5. List residents currently participating in your training program, along with the beginning date of the program, expected ending date of the program, and designated Resident Advisor.

Resident Name	Start date (mm/dd/yyyy)	End Date (mm/dd/yyyy)	Resident Advisor Name*
Leslie Shelmutt	7/15/16	7/14/19	John Kruger
Amy Oberstadt	7/15/16	7/14/19	Kathleen Holan
Linda Okonkowski	7/15/17	7/14/20	Steve Carey
Alysha Vincent	7/15/17	7/14/20	Steve Carey
Casey Dropkin	7/15/18	7/14/21	John Kruger
Melissa Moya	7/15/18	7/14/21	Daniel Langlois



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Part Two

Part Two of the Small Animal Internal Medicine Residency Training process addresses general features of the program that apply to all current residents. These questions will be used to provide the Residency Training Committee with information needed to judge the structure, quality, scope, and consistency of training provided.

The SAIM Residency Training Committee may require supporting evidence for any statements made below. Per the Certification Manual (CM) section 9.C.2, at the time of annual program renewal, Program Directors may be asked to verify resident activities, including satisfactory clinical training, interaction with consultants, documentation of training in radiology and clinical pathology, documentation of off-site training, and documentation of study and education participation.

Current Date:

Program Director Name:

Must be an active Diplomate of ACVIM in the Specialty of Small Animal Internal Medicine boarded for at least 4 years with 3 years of experience training residents

Name of Sponsoring Institution (Residency Training Program):

1. For multi-site residency programs: To ensure uniformity of training and compliance with current CM requirements, training programs that include multiple sites must provide detailed information regarding supervision and facilities available at each specific site(s). All requirements for both direct and indirect supervision must be met, as well as requirements for rounds and conferences. Refer to Section 9.C.1.e of the CM for definitions of secondary site and off-site experiences.

a) **Secondary Site for multi-site program (if applicable):**  
Please attach specific information regarding the number of weeks scheduled at each site and which rotation requirements shall be met at each site.

b) **Outside Rotations/Other Sites for specialty training (if applicable):**  
All rotations performed at a location other than that of the resident's program must be documented with a signed Residency Training Agreement Form from the specialist(s) providing the outside rotation. Residency Training Agreement Forms from the specialist(s) must also be included with the program renewal form. Please attach signed Residency Training Agreement Forms from all individuals providing off-site training of SAIM residents to this registration form. Residency Training Agreement Forms must be submitted annually with program renewal forms and with each new program request. This program application is not complete without Residency Training Agreement Forms for all outside rotations. If off-site rotations are added after program renewal, please submit necessary residency training agreement forms a minimum of 30 days before the resident departs for that off-site training.

2. Length of Training Program/Advanced degree:

a) Length in Years:

	Yes	No	Optional
b) Advanced Degree: Masters:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
PhD:	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

3. Please list all of the Diplomates of Veterinary Pathology in the areas of clinical or anatomic pathology approved by the American Board of Veterinary Specialties or European Board of Veterinary Specialties associated with residency training. If off-site, please attach signed Residency Training Agreement Forms from all individuals providing off-site training.

Name of Diplomate(s)	Clinical or Gross	Board Certification (e.g. ACVP, ECVCP)	Comments
Julie Stickle Michael Scott Cheryl Swenson Jennifer Thomas	Clinical Clinical Clinical Clinical	ACVP ACVP ACVP ACVP	
Scott Fitzgerald Kurt Williams Jon Patterson Matti Kiupel Dalen Agnew Becky Smedley Victoria Watson	Gross Gross Gross Gross Gross Gross Gross	ACVP ACVP ACVP ACVP ACVP ACVP ACVP	

4. Please list all Diplomates of the American College of Veterinary Radiology or approved American Board of Veterinary Specialties radiology board associated with residency training. If off-site please attach signed Residency Training Agreement Forms from all individuals providing off-site training.

Name of Diplomate(s)	Include Board certification (e.g. ACVR, ECVDI)	Comments
Beth Balageer	ACVR	Dr. Balageer is at our clinic on Wednesdays only

5. Please list the Diplomates available for consultation in the areas of dermatology, surgery, ophthalmology, anesthesiology, emergency/critical care, clinical nutrition, clinical pharmacology, and/or theriogenology. If off-site, please attach signed Residency Training Agreement Forms from all individuals providing off-site training.

Name of Diplomate(s)	Specialty	Board Certification	Comments
Ed Rosser Annette Petersen Paul Bloom	Dermatology Dermatology Dermatology	ACVD ACVD ACVD	Dr. Bloom is an adjunct professor available to us by phone every day.
Bryden Stanley Loic Dejardin Karen Perry Sun Young Kim Kathleen Ham	Surgery Surgery Surgery Surgery Surgery	ACVS ACVS ECVS ACVS ACVS	
Simon Peterson-Jones Andras Komaromy Chris Pirie	Ophthalmology Ophthalmology Ophthalmology	ECVO ECVO, ACVO ACVO	
Deborah Wilson Anthony Claude Bill Horne	Anesthesia Anesthesia Anesthesia	ACVA ACVA ACVA	
Ari Jutkowitz Matt Beal Nyssa Levy	ECCM ECCM ECCM	ACVECC ACVECC ACVECC	
Carla Carlton	Theriogenology	ACT	
Helene Pazak	Nutrition	ACVN	

6. Does your training program consist of a minimum of **36 months**?

Yes      No

<input checked="" type="checkbox"/>	<input type="checkbox"/>
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Comments:

7. Does each resident in your program spend a minimum of 68 weeks on clinical rotations under the direct supervision of at least 2 ACVIM SAIM Diplomates (or at least 1 ACVIM SAIM Diplomate and at least 1 ECVIM Companion Animal Diplomate)?

Yes      No

<input checked="" type="checkbox"/>	<input type="checkbox"/>
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Supervising Diplomate Name(s)	Specialty	Board Certification (e.g. ACVIM, ECVIM)	Comments
Kathleen Holan John Kruger Stephan Carey Daniel Langlois	SAIM SAIM SAIM SAIM	ACVIM ACVIM ACVIM ACVIM	

8. Does each resident in your program spend an additional 16 weeks of clinical training under the **direct supervision** of one or more supervising Diplomate(s) in other specialties such as cardiology, oncology, neurology, critical care, or ophthalmology? These Diplomates may be certified by the ACVIM or ECVIM, or by the American Board of Veterinary Specialties (ABVS) approved specialties or approved European Board of Veterinary Specialization recognized certification entities. A maximum of two secondary training site rotations is allowable for meeting clinical training in other specialties. These formal rotations on a specialty service must be completed in defined training periods of at least two continuous weeks each and the resident must have primary case responsibility. Additional SAIM weeks cannot be used to satisfy this requirement [See CM 9.F.2].

Yes      No

<input checked="" type="checkbox"/>	<input type="checkbox"/>
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Supervising Diplomate Name(s)	Specialty	Board Certification (e.g. ACVIM, ECVIM)	Comments
N. Bari Olivier Rob Sanders	Cardiology Cardiology	ACVIM ACVIM	
Paulo Vilar	Oncology	ACVIM	
Kathryn Winger	Neurology	ACVIM	
Matt Beal Ari Jutkowitz Nyssa Levy	ECCM ECCM ECCM	ACVECC ACVECC ACVECC	

9. Does each resident in your training program spend an additional 36 weeks in training, not necessarily under direct supervision, in either internal medicine or related areas, or in writing, studying, teaching, or obtaining experience with a radiologist, clinical pathologist, or other specialist? (Note that vacation time and time to attend professional meetings is included in this period.)

Yes      No

<input checked="" type="checkbox"/>	<input type="checkbox"/>
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Describe:

10. Does each resident in your training program spend a minimum of 8 hours per month in training with at least two other board-certified specialists (not ACVIM)? These may be specialists in dermatology, theriogenology, surgery, anesthesiology, ophthalmology, emergency/critical care, or clinical pharmacology. The training must be direct consultation, not telephone or E-mail consultation.

Yes	No
<input checked="" type="checkbox"/>	<input type="checkbox"/>

Describe:

11. Does each resident in your training program have a minimum of **80 hours** of direct contact with a board-certified veterinary radiologist? **Forty hours** comprised of interpreting radiographs, learning and evaluating the results of special imaging techniques, and attending radiology rounds or conferences?

Yes	No
<input checked="" type="checkbox"/>	<input type="checkbox"/>

And an additional minimum of **40 hours** spent training in ultrasonography under the supervision of a board-certified veterinary radiologist. This training should emphasize abdominal ultrasonography and must include hands-on performance of abdominal ultrasonography, observation of ultrasound procedures on the resident's own patients, and theoretical training in the principals and application of ultrasonography.

Yes	No
<input checked="" type="checkbox"/>	<input type="checkbox"/>

12. Does each resident in your training program attend weekly conferences?

Yes	No
<input checked="" type="checkbox"/>	<input type="checkbox"/>

Describe:

13. Does each resident have **40 hours** of review sessions per year?

Yes	No
<input checked="" type="checkbox"/>	<input type="checkbox"/>

Describe:

14. Does each resident in your training program have a minimum of **40 hours** direct contact with a board certified veterinary clinical or anatomic pathologist evaluating clinical pathologic findings, reviewing cytologies and biopsies, and attending clinical pathologic conferences or seminars?

Yes	No
<input checked="" type="checkbox"/>	<input type="checkbox"/>

Describe:

15. Patient Management:

a) Does each resident in your program participate in patient management, including patient receiving, diagnostics, case management and decision making, client communication, case follow-up, and communication with referral veterinarians?

Yes	No
<input checked="" type="checkbox"/>	<input type="checkbox"/>

b) Is case management directly supervised and reviewed by a Diplomate of the ACVIM?

Yes	No
<input checked="" type="checkbox"/>	<input type="checkbox"/>

16. Is a complete medical record using the problem oriented veterinary medical record system maintained for each individual patient? (Medical records must be retrievable.)

Yes	No
<input checked="" type="checkbox"/>	<input type="checkbox"/>

17. Clinical Rounds:

a) Does the resident participate in clinical rounds on a daily basis while on clinical rotations?

Yes	No
<input checked="" type="checkbox"/>	<input type="checkbox"/>

b) Is a supervising Diplomate available for the majority of the daily rounds reported in question 17?

Yes	No
<input checked="" type="checkbox"/>	<input type="checkbox"/>

c) If a supervising Diplomate is not available for the majority of rounds, describe how rounds are attended and supervised.

Describe: At least one supervising Diplomate is in attendance at house officer rounds every day.

18. Please indicate the availability of the following facilities or equipment to be used in resident training. Indicate if these are available at the primary training site, or at a different location. (In the Location column, indicate on-site for primary location or the name of the facility where the equipment is located if off-site.) For facilities that are not on-site, please describe the situation, availability, and how the facilities or equipment are used for resident training in the space at the end of this section.

	Available?		Location of equipment?
	Yes	No	(On-site or list site name)
Standard radiological equipment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	on-site
Ultrasonographic equipment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	on-site
Color flow/Doppler equipment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	on-site
Endoscopy equipment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	on-site
Clinical Pathology capabilities: (includes CBC, serum chemistries, blood gases, urinalysis, cytology, parasitology, microbiology, and endocrinology)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	on-site
Blood Pressure Measurement	<input checked="" type="checkbox"/>	<input type="checkbox"/>	on-site
Electromyography	<input checked="" type="checkbox"/>	<input type="checkbox"/>	on-site
Nuclear Medicine	<input checked="" type="checkbox"/>	<input type="checkbox"/>	on-site
Computed Tomography	<input checked="" type="checkbox"/>	<input type="checkbox"/>	on-site
Magnetic Resonance Imaging	<input checked="" type="checkbox"/>	<input type="checkbox"/>	on-site
Computerized Medical Records w/Searching Capabilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	We do not yet have a complete electronic medical record system in place but we do have computerized diagnostic imaging capabilities as well as computerized anatomic and clinical pathology capabilities.
Veterinary Library w/Literature Searching Capabilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	on-site
Intensive Care Facility – 24 hours	<input checked="" type="checkbox"/>	<input type="checkbox"/>	on-site

If any of the above equipment or facilities is available off-site, please explain how the resident can access them for case management, research, or study.

19. Clinical caseload information (this information should reflect the caseload of the prior 12 months)

Total SAIM caseload per year:	1500
Number of endoscopic examinations (respiratory, GI) per year:	212
Number of endoscopic examinations (urinary) per year:	47

20. Didactic Learning Opportunities and Research Requirements: In recognition of the importance of scientific discovery as a critical mission of the ACVIM, all Residency Training Programs shall include an assessment period or instruction and/or participation in creative scholarship which will foster an appreciation of, competency in, and contribution to the knowledge base of their respective

specialty and which will support their development as clinician scientists. This requirement is fulfilled through satisfactory completion of A and one of B [See CM 9.F.4]:

a) Journal Club: Critical review of literature, minimum of eighty (80) hours during the program. Describe how this requirement is met or exceeded.

We have a weekly internal medicine journal club for approximately 9-10 months out of the year. We take a short break during summer after the ACVIM forum. This provides our residents with approximately 36-40 hours of journal club per year.

b) At least 12 weeks over the three-year residency must be allocated for research and scholarly activity ideally in the pursuit of a publication. Successful completion of any one of the options listed below will satisfy the requirements for research by SAIM residents. Describe how this will be fulfilled or exceeded in the individual trainee's specific application.

1. Successful completion of at least six hours of seminars or classes offered at the ACVIM Forum, as on-line courses, or at other facilities and recognized by the ACVIM and covering the following subjects: Critical evaluation of the veterinary medical/biomedical literature, Grant-writing or Study design, and participation in clinical trials
2. Documented (by a letter from the RA) submission of a grant proposal
3. Acceptance and presentation at a scientific meeting of an abstract (either oral or poster) of original work
4. Documented completion (by a letter from the RA) of a prospective research project pertinent to SAIM
5. Documented completion (by a letter from the RA) of a retrospective research project pertinent to SAIM
6. Documented completion (by a letter from the RA) of graduate coursework in biostatistics, research methods, and/or research ethics

Each of our residents must complete a research project as part of the requirement for successful completion of their program at MSU and in order to obtain their residency plaque. Projects may be prospective or retrospective in nature; most complete a prospective project. Most prospective projects involve the writing of a grant, and most projects (both retrospective and prospective) result in the presentation of the project at a scientific meeting (usually the ACVIM forum) as either a poster or oral presentation. Most of our residents fulfill more than one of the requirements listed above as a result of their research project.

21. Is the resident required to give one or more formal presentations at a conference or in an educational setting on a yearly basis? Please provide a description of the conferences, etc., that are provided and the typical schedule.

Yes	No
<input checked="" type="checkbox"/>	<input type="checkbox"/>

Describe: Our residents are required to give two seminars in their first year and one each in their second and third years.

22. How many major veterinary medical or medical meetings is each resident able to or expected to attend during his/her training program?

Program length	One	Two	> Two
3 years	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

23. Does the training program require a research project? Please indicate the number of research projects required.

Program Length	Yes	No	Optional	Number
3 years	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1

24. Are one or more publications required as part of the training program?

Program length	Yes	No	Number
3 years	<input checked="" type="checkbox"/>	<input type="checkbox"/>	1



25. Does each resident in your program meet at least twice yearly with their Resident Advisor to evaluate the resident's performance, review their progress in the program, and assess whether or not their training program is proceeding as described in this document with a dated written summary of this evaluation?

Yes	No
<input checked="" type="checkbox"/>	<input type="checkbox"/>

26. Please provide the structure of the training program to include (but not limited to): the length and number of clinical rotations per year; distribution of time allocated for research, writing, exam preparation, other scholarly activity, and vacation; and distribution of time allocated to out-rotations if this is a multi-site program.

Please refer to the CM (Section 9.F) for specific details. The following table is provided as an example.

**NOTE: a detailed description defining the individual time requirements would be acceptable in addition to the table.**

Example:

	Year 1 # Weeks	Year 2 # Weeks	Year 3 # Weeks	Total # Weeks	Training On Site or Off Site
<b>Internal Medicine, Direct Diplomate Supervised (Diplomates listed in number 9), Minimum of 68 weeks</b>					
Direct Supervision	34	28	26	88	On site
<b>Additional Diplomate Supervised Rotations (Diplomates listed in number 8), Minimum of 16 weeks</b>					
Emergency and Critical Care	2	2		4	On site
Cardiology	2	2	2	6	On site
Neurology	2	2		4	On site
Oncology	2	2	2	6	On site
<b>Additional Direct or Indirectly Supervised Rotations</b>					
Internal Medicine, Indirectly Supervised			8	8	On site
Additional Clinical Rotations: Please specify in comment section	2	2	2	6	On site
Electives*	1	1	1	3	Off site
<b>Diagnostic Imaging</b>					
Radiology		1		1	On site
Ultrasound	1			1	On site
<b>Pathology</b>					
Clinical Pathology		1		1	Off site
Anatomical Pathology					
<b>Additional Rotations</b>					
Research and Scholarly Activity	4	4	4	12	On site
Studying		4	4	8	
Meeting		1	1	2	On/Off site
Vacation	2	2	2	6	Off site
<b>Total</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>156</b>	
<i>* Electives can be 0-3 weeks. If unavailable, will default to directly supervised internal medicine</i>					

Please note that this table is for recording the number of weeks and/or hours that the resident will spend on the rotations/services for each year that will satisfy the CM requirements. The number for each year should add up to 52 weeks. It is understood that each resident's program will differ with regard to which year a given rotation is completed; the table should summarize the rotations in which residents in your program will participate. The CM specifies that the program outlined in this program renewal form becomes the requirements that a resident must fulfill to complete the training program. Please see CM section 4.F.2 "Once a program has been approved, even if its requirements exceed the minimum requirements as published in the CM, the requirements specified in the program description have become the official requirements for completion of the residency. Neither a candidate nor a Program Director may retroactively petition for successful completion of a residency that has met the minimum requirements of the CM if they have left the program but have not completed all requirements of the previously approved program."

**PLEASE CHECK YOUR MATH**

	Year 1 # Weeks	Year 2 # Weeks	Year 3 # Weeks	Total # Weeks	Training On Site or Off Site
<b>Internal Medicine, Direct Diplomate Supervised (Diplomates listed in number 7), Minimum of 68 weeks</b>					
Direct Supervision	31	24	18	73	on site
<b>Additional Diplomate Supervised Rotations (Diplomates listed in number 8), Minimum of 16 weeks [CM 9.F.2]</b>					
Cardiology	2	2	2	6	on or off site
Oncology		3	1	4	on or off site
Neurology	3			3	on site
Critical Care		3		3	on site
<b>Additional Direct or Indirectly Supervised Rotations</b>					
Internal Medicine, Indirectly Supervised	6	1	6	13	on site
Additional Clinical Rotations: Please specify in comment section					
Electives*					
<b>Diagnostic Imaging</b>					
Radiology	1			1	off site
Ultrasound	1			1	on or off site
<b>Pathology</b>					
Clinical Pathology			1	1	on site
Anatomical Pathology					
<b>Additional Rotations</b>					
Scholarly Activity	6	12	15	33	on site
Studying		4	6	10	
Meeting		1	1	2	
Vacation	2	2	2	6	
<b>Total</b>	<b>52</b>	<b>52</b>	<b>52</b>	<b>156</b>	
* Electives can be 0-3 weeks. If unavailable, will default to directly supervised internal medicine					

NOTE: a detailed description defining the individual time requirements would be acceptable here in addition to the table:

Describe:

At this point in time we currently do not have any full time boarded radiologists at our clinic. We are also having a difficult time finding boarded radiologists in private practice who will take on residents for their required training. Our department chair is trying to bring in radiologists for locums for all of the residents in various specialties that need specified training, but so far this year we have been unable to get someone to come. For this reason, it is possible that the needed weeks of training with a radiologist (one each of film reading and ultrasound) may have to occur in year two or three if we cannot get these weeks scheduled during the first year of the residency as indicated above. We would prefer to have these requirements covered in the first year of the residency and will do our best to get this done during the first year of our residents' program, but circumstances may cause us to have to change the above schedule regarding these training weeks.

27. Is there any additional pertinent information that the Residency Training Committee should consider in its evaluation of this Training Program?

Yes      No

    

Describe:

Please note, any Program Director or Candidate that significantly changes or alters this Residency Training Program before completion must notify ACVIM, in writing, before the changes are made to ensure that the proposed changes are approved.

Significant changes could include, but are not limited to:

- transferring from one program to another
- alterations in program duration
- switching to a 'dual board' program
- enrolling in an institutional graduate program
- change of Program Director or Resident Advisor

As Program Director, I verify that the above information is an accurate reflection of this Residency Training Program.

Per the Certification Manual, each year, the Program Director must certify to the RTC/ RTCC and ACVIM, in writing, that they have read the ACVIM Certification Manual and understands their role in residency training.

Checking this box is an indication I have read the ACVIM Certification Manual and understand my role in Residency Training Program.