



VMAE | Fall Conference 2025

*Beyond the Status Quo:  
A New Lens for Veterinary Leadership*

October 16-18, 2025

Humaniti Hotel Montréal  
Montréal, Canada



VETERINARY  
MEDICAL  
ASSOCIATION  
EXECUTIVES

# SCHEDULE

## THURSDAY, OCTOBER 16

5:30 - 7:00 pm	Welcome Reception Room: Hémisphère 3, 8th floor
7:30 - 9:30 pm	Optional Small Group Dinners

## FRIDAY, OCTOBER 17

8:15 - 8:45 am	Continental Breakfast Room: Hémisphère 1 & 2, 8th floor
8:45 am - Noon	CE Program Room: Hémisphère 1 & 2, 8th floor
Noon - 1:00 pm	Lunch Room: Hémisphère 3, 8th floor
1:00 - 2:45 pm	CE Program Room: Hémisphère 1 & 2, 8th floor
3:00 - 4:00 pm	Breakout Session A Room: Hémisphère 1 & 2, 8th floor
3:00 - 4:00 pm	Breakout Session B Room: Hémisphère 3, 8th floor
4:00 - 6:00 pm	Wellness/Free Time
6:00 - 9:00 pm	Group Dinner Gibby's Restaurant

## SATURDAY, OCTOBER 18

8:00 - 9:00 am	Breakfast Room: Hémisphère 3, 8th floor
9:00 - Noon	CE Program Room: Hémisphère 1 & 2, 8th floor
1:00 - 4:00 pm	Montréal Tour
6:00 - 8:00 pm	Optional Small Group Dinners

# PROGRAM

## BEYOND THE STATUS QUO: A NEW LENS FOR VETERINARY LEADERSHIP

The 2025 VMAE Fall Conference is shaping up to be a special event. Not only do we venture outside the U.S. for the first time, but we have an impactful, content-rich program to offer to you. The conference begins with a unique workshop designed to help us examine our associations in a different way, suggesting a new lens for leadership, with clear, actionable ideas.

The program agenda includes exploration of special areas of interest to VMAs, including managing foundations and offering career services as a key member benefit. We discuss emerging trends and issues that provide veterinary associations with unique opportunities to serve our members while shaping the profession's future. Topics include harnessing AI, turning climate consciousness into association action, and breaking license mobility barriers.

We also have a new dynamic MemberShare format and as usual, times and places where we can catch up with colleagues or meet new ones in a relaxed setting.

## FRIDAY PROGRAM

### What Got Us Here Won't Get Us There: A Guide to Reinventing your Association Strategy

8:45 am - Noon | 1:15 - 2:45 pm

Are the strategies that defined your past the right ones to secure your future? In today's rapidly evolving association landscape, what got you here won't get you there. Alanna Tievsky McKee and Julia Riordan from Scarlet Oak Consulting get us started with a dynamic, full-day workshop designed to challenge the status quo and empower you with a new lens for leadership. This interactive session begins by grounding us in today's association operating environment—where outdated business and governance models, rapidly evolving member needs, and a volatile world demand bold change. From there, we'll explore the power of alignment—ensuring your organization has the right processes and practices to drive operational efficiency, and act with speed, agility, and focus in this unfamiliar landscape. Finally, we'll explore how to build and sustain a culture of innovation within your association. We'll equip you with the tools and confidence to ignite a culture of innovation, disrupt your own models, and reimagine what's possible.

This is more than a session; it's a strategic reset, giving you a clear, actionable playbook to help lead your association into the future.

### Breakout Panel Sessions

3:00 - 4:00 pm

#### ➤ Session A: Veterinary Foundations

Learn how veterinary foundations are effectively supporting their organizations and their missions. Dan Tjornehoj, Executive Director of the American Holistic Veterinary Medical Foundation, moderates a panel discussion including Danielle Johnson (AVMA), Leah Ann Tibbitts (Texas VMF), Keith Kleine (AAEP), and Erin Truax (Minnesota VMF).

#### ➤ Session B: Elevate your Membership Value with Career Services

Association executives participate in a panel discussion moderated by Dr. Kevin Dajka, AVMA Director of Veterinary Career Services, on the importance of providing career services to each vital segment of the veterinary profession. We explore current career resources available, opportunities for additional services, and participating in the Veterinary Career Community through the lens of fellow association colleagues.

# PROGRAM

## SATURDAY PROGRAM

### Shaping Tomorrow: Empowering Associations to Lead Veterinary Medicine's Next Era

This morning's sessions are moderated by Catherine Haskins, of Bridge Club fame. We delve into several areas of interest to organized veterinary medicine, all serving as opportunities for us to shape future outcomes and the pace and direction of change, with each topic part of a larger movement in the profession.

➤ **From Insight to Action: Harnessing AI to Elevate Your Association**

9:00 - 9:45 am

Dr. Mike Mossop, Chief Veterinary Officer of CoVet, leads us in a discussion of practical applications of artificial intelligence to strengthen member engagement, streamline operations, and anticipate future needs in veterinary medicine. This session connects the tech trends to tangible association strategies.

➤ **Sustaining Our Profession: Turning Climate Consciousness into Association Action**

9:45 - 10:30 am

Building on "Sustainability September," this session is designed to equip association leaders with realistic, high-impact ways to inspire sustainable practices among members and lead by example at the national, state, and local levels. Dr. Meaghan Gilhooly, Vice President Veterinary Affairs, Banfield Pet Hospital, and Lauren Koch, Sustainability Sr. Program Manager, Mars Veterinary Health, share with us their perspectives and practical guidance.

➤ **Breaking Barriers: Advancing Veterinary License Mobility for a Stronger Profession**

10:45 - 11:15 am

A panel comprised of various stakeholders takes a deep dive into the evolving conversation around license mobility or portability, its benefits for workforce access and patient care, and how associations can be the voice pushing this transformation forward. The panel includes Jim Penrod (AAVSB), Chris Henney (Ohio VMA), Madeline Brezin (AVMA) and Katie Jarl (Animal Policy Group).

### Association Executive Think Tank

11:15 am - Noon

Tim Atkinson (NYSVMS) and Heather O'Steen (Feline VMA) facilitate a new MemberShare format where attendees collaborate in a dynamic environment, exchanging ideas and best practices. The facilitators ask participants several predetermined questions for all of us to get a pulse of what others are doing. Meeting participants will have an opportunity to suggest questions prior to the conference.



# PRESENTERS

## **Alanna Tievsky McKee MSW, Founder & CEO, Scarlet Oak Consulting**



Alanna McKee isn't just a strategy consultant; she's a mission-driven architect, helping associations build stronger foundations to realize their full impact. With a career spanning organizational leadership, facilitation, and consulting, Alanna partners with associations to translate complex opportunities into actionable strategies. A social worker by trade, she understands the human side of organizational change and has helped her clients navigate everything from strategic planning to governance overhauls. Alanna believes there is value in disagreement. She brings exemplary facilitatory skills that support divergent perspectives and civil discourse to arrive at consensus.

A fourth-generation Washingtonian and nature enthusiast, Alanna named her company after the official tree of Washington, DC, the Scarlet Oak. When she's not knee deep in association strategy, you'll likely find her enjoying the delightful chaos of raising two "wild and wonderful" kids with her husband, Benjamin. Alanna holds an undergraduate degree from the University of Rochester and a Master's Degree from the University of Pennsylvania, and she's ready to bring her unique blend of expertise and enthusiasm to your mission.

## **Julia Riordan M.A., Senior Consultant, Scarlet Oak Consulting**



Driven by a commitment to social impact, Julia Riordan empowers mission-driven organizations to achieve sustainable growth through strategic, data-informed decision-making. Her foundation, built upon a Master's degree from the University of Chicago, provides a robust framework for leveraging data analytics and implementation science to prepare organizations to thrive amidst uncertain operating environments.

Julia recognizes that a strong business model is not merely a financial necessity, but a critical tool for amplifying mission impact. By refining business and dues models through rigorous analysis, she helps organizations optimize revenue streams to ensure their long-term viability. While some may perceive business growth as at odds with non-profit values, Julia believes it is a critical foundation for lasting social change. Beyond her work with numbers, Julia is an active committee volunteer with Chicago's Association Forum. Based in Chicago, she enjoys exploring new cuisines, restaurants, and cafes.

## **Catherine Haskins, Founder & CEO, The Bridge Club**



For over 25 years, Catherine Haskins has been a key figure in the veterinary industry, providing strategic counsel on crucial issues and developing solutions to ongoing industry challenges. She is the founder of The Bridge Club, an organization dedicated to advancing veterinary medicine through recognition and meaningful conversations. Her work has revitalized networking within the veterinary industry. A communicator at heart, Catherine began her career in public relations, leading global outreach for animal health at top firms Edelman and Fleishman Hillard. She continues to share her insights by working with both large and small companies build their brands. She is a sought-after speaker at conferences on networking, brand building, and more.

Catherine's accolades include numerous honors for her advocacy and consulting work. She is also a proud published children's book author and writes a monthly column in Animal Health News & Views. Catherine is also the co-founder of Project Sticker, a nonprofit dedicated to supporting veterinary professionals before they reach a mental health crisis point. Catherine lives outside Chicago with her husband of 25 years and their daughter, Emma, a recent University of Mississippi graduate, who is now pursuing her doctorate in physical therapy.

# NETWORKING

## Montréal Unveiled: Culture, History, and Mount Royal Views

Experience the highlights of Montréal in just three hours aboard a comfortable motor coach with a professional local guide. Departing from the Humaniti Hotel, we will begin by exploring downtown landmarks such as Dorchester Square and the historic Golden Square Mile, once the address of Montréal's wealthiest residents and still lined with grand 19th-century architecture.

From there, ride up to Mount-Royal Park, the city's beloved green space designed by Frederick Law Olmsted. Here, we will enjoy about an hour to take in the stunning views from Belvedere Kondiaronk, stroll to the tranquil Beaver Lake, and pause for photos. This stop offers a perfect mix of scenic beauty, fresh air, and iconic Montréal vistas.

Back aboard the bus we will continue the journey through the colorful Plateau-Mont-Royal, where murals, boutiques, and coffee shops give the neighborhood its vibrant character. We will make a final stop at the picturesque Square Saint-Louis, framed by brightly painted Victorian homes, and discover a hidden green alley tucked away nearby.

The return route takes us through the lively Quartier des spectacles, Montréal's cultural heartbeat, before arriving back at the Humaniti Hotel. Throughout the tour, our guide will share engaging stories, history, and local insight, giving us a richer appreciation of this dynamic city.

**The tour is included in your registration fee. The fee for guests is \$40 per person and includes boxed lunch, transportation, and the tour.**



## More Networking Opportunities

### Welcome Reception - Thursday

Kick off the conference by reconnecting with colleagues and meeting new faces at our Welcome Reception. This relaxed gathering sets the tone for the days ahead, giving you the chance to build connections, share ideas, and enjoy light refreshments in a warm and inviting atmosphere. The reception is included in your registration, guest tickets are \$30.

### Group Dinner - Friday

Please join your colleagues for a relaxed evening at Gibby's, a landmark restaurant in Old Montréal known for its historic stone walls, warm ambiance, and exceptional cuisine. It's the perfect setting to continue your conversations over a memorable dinner. Your meal is included with your registration, guest tickets are \$90.

### Optional Small Group Dinners - Thursday and Saturday

Come out and enjoy good food and conversation on Thursday and/or Saturday evening. VMAE will make small group dinner reservations at various restaurants in Montréal and will send out a sign-up closer to the event so you can select the restaurant you are interested in. Please note, this optional dinner is not included in the conference fee; each participant is responsible for the costs of their dinner.

# HOTEL & SCHOLARSHIPS

## Humaniti Hotel Montréal

Humaniti Hotel Montréal blends striking design with a welcoming, human-centered approach right in the heart of downtown. As part of Marriott’s Autograph Collection, the hotel offers 193 rooms and suites with floor-to-ceiling windows, eco-friendly amenities, and a warm, modern aesthetic. From the moment you arrive, the space feels more like a contemporary gallery than a traditional hotel, with artistic details, comfortable gathering areas, and an atmosphere that’s both stylish and inviting.

Just a short walk from the cobblestone streets of Old Montréal, the hotel puts you steps away from landmarks like Notre-Dame Basilica and the Old Port, where history and culture come alive. After a day of exploring, guests can enjoy dinner or cocktails at h3 Restaurant and Lounge, unwind at Spa Humaniti, or take in the city views from one of the thoughtfully designed common spaces. Humaniti makes it easy to balance the energy of the city with moments of relaxation and connection, all from an unbeatable location.

### HOTEL RESERVATION DEADLINE

September 24, 2025

### ROOM RATES (SINGLE/DOUBLE)

\$339/night CAD (approx. \$244 USD)

To obtain the special VMAE room rate, you can make your reservations online [here](#) or contact the hotel at (514) 657-2595 and reference VMAE Fall Conference.



## Scholarships

Thanks to the support provided by VMAE Strategic Initiative Partners, VMAE can offer four scholarships for VMAE | Fall Conference 2025. Two scholarships are available to VMAE members who would not otherwise be able to participate due to the association’s limited operating budget. Two additional scholarships are available for new professionals – members who are new to VMAE and/or new to the veterinary medical association setting. Each scholarship waives the meeting registration fee and provides a reimbursement up to \$750 for travel and lodging costs.

To be considered for a scholarship, please write a brief (1-2 paragraph) explanation of your desire to participate in VMAE | Fall Conference 2025 (and your financial need, except in the case of new professionals). Email your information to Tesha Hoff at [teshahoff@vmae.org](mailto:teshahoff@vmae.org) by close of business on Friday, September 5, 2025. Scholarship applicants will be notified promptly thereafter.

# Thank you to our Strategic Initiative Partners

Their contributions allow VMAE to deliver world-class education and resources that help VMA executives create thriving organizations and provide effective leadership within the veterinary profession.

## TITANIUM



## PLATINUM



## GOLD



## SILVER



## BRONZE



# REGISTRATION

Name: \_\_\_\_\_ Position: \_\_\_\_\_

Association: \_\_\_\_\_

Email: \_\_\_\_\_ Cell Phone: \_\_\_\_\_

Dietary Restrictions: \_\_\_\_\_

Special Accommodations: \_\_\_\_\_

## PLEASE CHECK ALL EVENTS YOU PLAN TO ATTEND

- ☐ Welcome Reception - Thursday
- ☐ CE Session - Friday
- ☐ Group Dinner - Friday
- ☐ Breakfast - Saturday
- ☐ CE Session - Saturday
- ☐ Montréal Tour - Saturday

## REGISTRATION FEES

REGISTRATION FEES INCREASE \$200 AFTER SEPTEMBER 26

- ☐ VMAE Member \$325
- ☐ VMA Staff (non-member) \$425
- ☐ VMAE Strategic Initiative Partner

## GUEST TICKETS

	QTY	COST	TOTAL
Reception - Guest	_____	\$30	\$_____
Group Dinner - Guest	_____	\$90	\$_____
Montreal Tour - Guest	_____	\$40	\$_____
Guest Package (Reception, Dinner, & Tour)	_____	\$130	\$_____

GRAND TOTAL: \$\_\_\_\_\_

## PAYMENT INFORMATION

- ☐ Visa ☐ MasterCard ☐ American Express

Credit card #: \_\_\_\_\_ Expiration date: \_\_\_\_\_

Cardholder's name printed: \_\_\_\_\_ Security Code: \_\_\_\_\_

Cardholder's signature: \_\_\_\_\_

Billing address: \_\_\_\_\_

City, State/Province, Zip Code: \_\_\_\_\_

Register online at [www.vmae.org](http://www.vmae.org) or by fax at 866-628-4856

Cancellations received before September 26 will receive a full refund less a \$50 administrative fee.

No refunds will be issued for cancellations after September 26 or for no shows.

**Register before September 26 and save \$200**



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VMAE exists to help VMA executives create thriving organizations and provide effective leadership within the veterinary profession.