



Bridge TO A New Era

2008–2009 Annual Report





Photo by Cheryl Miller
Cover photo by Nancy Wastcoat Garbett

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From the Chair



The year 2008-09 brought growth, challenges, changes, successes and celebrations, and, not surprisingly, given the economic state of the world, some disappointments.

An important aspect of the year has been the implementation of a firm foundation that creates a bridge to the future not only for NCNM, but also for the profession of natural medicine in this country. We've celebrated and released the past as our teacher, and held fast to all we've learned, with gratitude. We're now moving toward a certain future—a future in which NCNM is the acclaimed leader in natural medicine education.

In his second full year as president, Dr. David Schleich and his remarkably talented team solidified the infrastructure required to operate the complex business of educating natural health care providers and researchers. The board's role in building that infrastructure was to create an Alignment Model, a platform for our goals and actions based on our purpose and values, with valuable input from our community. The board totally reinvented NCNM's operational policies into a set of comprehensive Key Progress Indicators to guide our strategies and tactics toward the accomplishment of our vision. We established Strategic Pathways and Master Planning Board committees to guide our strategic vision. We're actively developing a Board of Regents to extend our reach and

reputation into the community, both locally and nationally. The Source, NCNM's core planning document, was created to ensure consistency, clarity and open communication throughout our community. We have implemented a board orientation process to help our new members jump fully and rapidly into their roles serving our community.

Our student population is growing in number and diversity. We now serve 520 students in the naturopathic (ND), classical Chinese medicine (CCM), dual track and new Master of Acupuncture (MAc) programs. Our staff, faculty and administration are becoming ever more resilient and flexible in a fast-paced environment as the national shortage of health care providers looms.

In a far-reaching strategic decision, last October we bought a full city block of property adjacent to our Academic building, nearly doubling the size of our Portland campus. This strategic acquisition allows us to keep our footprint within Portland's educational and health care triangle of higher educational institutions, and become a collaborative partner in providing health care, health education and research activities.

Under the leadership of our director of Facilities, within less than nine months, an industrial warehouse was gutted and will soon be magically rebirthed as a community-designed clinic,

housing naturopathic and classical Chinese medical operations, along with a full-service medicinal and retail space within a spacious state-of-the-art facility. Designed with Feng Shui expertise and filled with natural lighting throughout, our new clinic will be welcoming, warm and functional. Future acquisitions and build-outs will allow us to create a fully-integrated campus that addresses all our needs.

Financially, we're in good shape, in spite of the economy, and look to become even healthier as we devote time and effort to expanding development and fund-raising activities. Sadly, we lost several beloved staff members in our need to balance the budget and bring the ever-escalating cost of doing business under control.

It was a good year, all in all, and we look forward to continued sustainable growth in all areas affecting people, programs, facilities and funding. We are grateful to the many who have taken us this far, for their compassion and passion, their insights and intellect, their dedication and vision.

A handwritten signature in black ink, appearing to read 'Nancy Wastcoat Garbett'.

Nancy Wastcoat Garbett, MEd
Chair, Board of Directors, NCNM

From the President



The second decade of our new century is almost upon us. This past year we have been getting ready to cross to the new decade, building a bridge to a very different NCNM. Even though the devastating impact of America's painful liquidity crisis lasted throughout the past year, we were busy looking ahead, eyes on the path just before us. The past year was about transformation. The larger NCNM community joined forces to get the plans right. They saw far. They believed. That kind of clarity is the stuff of action. As a powerfully collective force, we converted our beliefs into action in 2008-09. We knew a major transition lay before us.

Given that 2008-09 saw the U.S. economy face its most serious economic downturn in seven decades, it was a challenging year to monitor cash flow, maintain our enrollments, grow our relationships locally, regionally, nationally and internationally. There were many interwoven journeys taken that together created great momentum for our growth this past year, but the one that sets the tone for next year is property improvement: our library expansion, new classrooms and labs and a major facelift in the Great Hall. We also worked hard to prepare for NCNM's new clinic, which will be open by summer's end. That property acquisition, accomplished in late October 2008, will be the touchstone for NCNM's campus. It will shine like a crown jewel by the end of summer 2009.

Property improvements and physical campus expansion are one thing; changes in the human landscape are more vital. We launched the first stage of a faculty sabbatical program, and that investment bore immediate fruit. There were so many proud moments that you'll see inside this report. These stories from the past year accumulate, building momentum and enthusiasm.

NCNM is growing. There is an energy afoot here, a precious gift of trust and confidence built upon the hard work of our people who have endured rattling times in recent years. It's an affirming belief that NCNM can achieve its goals and dreams. Such dreams have a life of their own. They have magnetized talented new faculty to our CCM and ND programs. They drew the first January cohorts into the Master of Science of Oriental Medicine (MSOM) and Naturopathic Doctor (ND) programs. We completed our planning to prioritize new program offerings to take shape as the new decade unfolds. We reengineered our clinic operations, creating the foundation for a new approach to community clinics.

Our new Marketing and Communications team went into action like a proverbial train in full throttle, reshaping the image and reach of NCNM with such sorely needed improvements as a newly designed logo, Web site, catalog, viewbook, annual report and campus signage. Their efforts to spread the NCNM reputation far and wide with branding and promotion is already paying off in new student applications, community awareness and deep interest in our programs and in natural medicine.

The Admissions team ramped up its strategies, reaching farther, wider, deeper, to find the best students for our cohort targets. Faculty continued their amazing work, sending off into professional life one of NCNM's largest graduating classes. Students made us proud not only with powerful accomplishments such as the first-place Scripps Center prize for the Ashwagandha research project, but also by scooping first prize at the American Association of Naturopathic Physicians' (AANP's) first annual ZRT Cup event in August 2008. Helfgott not only coached our Scripps Center winners, but championed its fourth SPARC conference.

Our new interim provost and her team have embraced program development and curriculum reform with a palpable alacrity. This team now includes a new department of Professional Formation, the first such department of its kind in any naturopathic college. It is making huge strides in preparing our students and alumni with residencies and business opportunities, helping send them forward to an exceptional future.

The newly formed Advancement team brought our fundraising totals past the \$2 million mark, despite the rocky terrain of falling markets. They reengineered our Continuing Education operation and continued growing our alumni outreach campaign. Working to strengthen our foundation, the team will help us bridge the gap from the past to the future.

Our board has been growing and changing too. We're very lucky to have such special volunteers, so completely devoted to the school, to the professions we serve, and to a vision for health care in America, which is inclusive and doable. In testament to the commitment of these remarkable men and women, this past year marked the 10th anniversary of board membership for Michael Manes and Dr. John Campbell. Our board chair, Nancy Garbett, is serving her third term. This board believes in us. At the end of this fiscal year, NCNM welcomes to the board two new members, Dr. Willow Moore and Dr. Donna Beck.

We are crossing a bridge to a new decade, despite the clouds of a tough economy and an institutional memory that grimaces about years of bumpy times. We are reshaping the possibilities for NCNM. The responsibilities we all carry are sacred and so very worthwhile. The new decade is only a few months away as the 2008-09 fiscal year winds down. NCNM is ready.

A handwritten signature in black ink that reads "David John Schleich". The signature is written in a cursive, flowing style with a long horizontal line extending to the right.

David J. Schleich, PhD
President, NCNM

. . . a study this year by the National Institutes of Health showed that nearly 40 percent of the American public are now turning to complementary and alternative medicine to address health concerns.

New Vistas, New Horizons

HIGHLIGHTS, NEW INITIATIVES



Our Campus

The winds of change continued to blow strong and steadily across our campus, across our city, across our nation. The words “health care,” ubiquitous this year in daily discourse, have become synonymous with change. At the same time, a study this year by the National Institutes of Health showed that nearly 40 percent of the American public are now turning to complementary and alternative medicine to address health concerns. At the same time that the Oregon legislature passed a bill in June 2009 expanding the prescribing authority of naturopathic doctors, NCNM was already nearly doubling the size of its Portland campus, crossing the divide from dream to reality.

Building on the seeds planted in 2007-08, NCNM began a series of projects that have already begun transforming our campus. Starting in summer 2008, we began a number of capital improvements within the Academic building: new classrooms and restrooms, a new anatomy lab, renovations to enhance our library and an expanded bookstore. The construction activity was a precursor for what lay just ahead.

In fall 2008, NCNM finalized a property acquisition for the purchase of three buildings on 1.5 acres of land adjacent to the NCNM campus, along with a quarter-acre lot across from the property—all on prime Portland real estate near the bustling South Waterfront area already earmarked for development. One of the buildings will be demolished by summer’s end to make room for gardens and more campus enhancements; another still stands empty, but is full of promise for the future and has already generated many ideas for use as our campus unfolds.

Just minutes from classrooms across the street, the third building, 18,000 square feet of industrial office space, will be transformed in mere months, integrating our naturopathic and classical Chinese medicine clinical operations under one roof—soon to become Portland’s largest natural health clinic. Patient care—the foundation of all that NCNM does—will finally take its rightful place, front and center, on the college’s campus.

Once the agreement was signed and the due diligence period was completed, architectural firm Henneberry & Eddy was retained, holding community charrettes to help plan a clinic design according to student and faculty specifications. The dour economic climate of this past year proved to be in NCNM’s favor, as the decreasing price of materials allowed the school to self-finance the project at significant cost savings. After an extensive bid process, R&H Construction was hired in April 2009, bringing work crews and painters to quickly and expertly finish the project on time and on budget.

While the remodel was in process, open houses were held at both the Pettygrove Clinic and Natural Health Center to inform patients and help prepare them for the transitional months ahead. Pettygrove Clinic’s lease terminated in June, requiring both clinic operations to be housed temporarily within the cramped confines of the Natural Health Center. Construction of the new clinic facility is expected to be completed in early August 2009, with a move-in date of mid-August for clinic staff. Plans are under way to celebrate the grand opening of NCNM Clinic in late September 2009. Its location at the west end of the Ross Island Bridge is ideal.



Every classroom holds the key to the future for generations of NCNM students.

Our Teaching Centers of Excellence

In 2008-09, NCNM continued navigating a course to a new era, while keeping strong links with the traditions that long ago secured its reputation as the nation's preeminent leader in natural medicine education, research and patient care. In a year filled with upsets on the national stage, including urgent, long overdue calls for health care reform, NCNM faculty, students and alumni continue transforming public awareness about medicine under the leadership of its new interim provost,

Andrea Smith, a longtime NCNM educational leader with a deep institutional memory and also a highly respected understanding of its programs and operations. The new provost stepped decisively into her new role to help NCNM build on its reputation as the natural medicine educator of choice. NCNM's integrated educational approach of research, classroom studies and clinical training is positioning its graduates to be confident players in the changing future of health care.

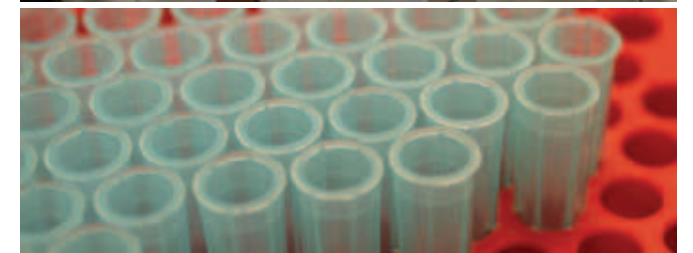
Research

NCNM's Helfgott Research Institute, the leader in the field of natural medicine research, made headlines and presented groundbreaking research at national and international conferences again this year. In August 2007, Helfgott was awarded a grant from the National Institutes of Health to incorporate more evidence-based medicine content into the college curricula. NCNM, in partnership with Oregon Health & Science University (OHSU), created the innovative Research in Complementary and Alternative Medicine Program to expand faculty and student research skills and help to increase the quality and quantity of research content in classes.

The quality of NCNM student research made worldwide news as student researchers Jeremy Mikolai, Andrew Erlandsen and Andrew Murison presented their rigorous research on the immunological effects of an Ayurvedic herb, Ashwagandha, used for centuries in India. The research, now in its second year, won the "Best Student Research Award" at the AANP's annual conference, a first place prize at the sixth annual Scripps Center for Integrative Medicine conference, and publication in the *Journal of Alternative and Complementary Medicine*.

Helfgott Research Institute has embarked on several projects to capture and evaluate the rich source of information in the clinical encounters between patients and doctors through its Center for Clinical Informatics in natural medicine. First, a student group, ND Partner, is surveying colleagues in the naturopathic profession about their use of health information technology and the use of electronic health records to chart cases. Second, the research institute is developing a Web site to collect anonymous patient case reports to analyze them for outcomes associated with different clinical practices. Finally, a variety of different software platforms for the performance of Web-facilitated clinical trials, case studies and comparative effectiveness studies with a national reach are under study. Helfgott senior investigator Carlo Calabrese, ND, MPH, is playing a prominent role in the initiation of a practice-based research network (PBRN) among naturopathic research centers and has begun developing a PBRN for Chinese medicine.

The research institute was strongly represented by investigator and clinician presentations at two important conferences this year: the annual Symposium for Portland Area Research on Complementary & Alternative Medicine (SPARC), and the North American Research Conference on Complementary & Integrative Medicine. The SPARC conference has grown into a major event for the CAM Portland community, and featured keynote speaker, Dr. Josephine Briggs, director of the National Center for Complementary & Alternative Medicine at the National Institutes of Health.



NCNM's Helfgott Research Institute made headlines and presented groundbreaking research at national and international conferences again this year.

Education

Excellence in classroom and clinical education, research skills development and patient care comprise the foundation upon which NCNM's reputation rests as the leading natural medicine educational institution. In the 2008-09 fiscal year, as the college rapidly developed plans for a new teaching clinic

and an expanded campus to support its students well into the future, plans were also in progress to ensure that the academic programs continued to build innovative new programs and plan other improvements to ensure NCNM's future at the forefront of natural medicine.

School of Naturopathic Medicine

The 2008-09 curriculum review process resulted in the implementation of several program revisions, including physical medicine, biomedical sciences, philosophy, psychology and business courses. Last year's addition of two full-time faculty positions to the physical medicine program, along with the addition of two physical medicine clinic shifts, generated good responses from student evaluators. All curriculum revisions are working well and will continue to be assessed.

Additional clinic shifts were added to accommodate the need for the larger group of primary students in summer 2009. More clinical educational changes are planned following the move to the new clinic in summer 2009.

The successful debut of NCNM's sabbatical program, launched at the beginning of 2008-09 fiscal year, has led to an educational textbook, "Functional Gastroenterology," by Dr. Steven Sandberg-Lewis, due to be released in early fall 2009. Dr. Michelle Salob used her sabbatical to earn Master of Public Health degree from Yale; she completed the degree program in May 2009.

School of Classical Chinese Medicine

The CCM program continues to grow its reputation at home and abroad, and even as it meets the growing demands of increasing numbers of students interested in pursuing a degree at NCNM. Primary to this goal were the appointments of a number of full-time and adjunct faculty.

As part of the 2008-09 curriculum review and development process, the "Bridging Heaven and Earth: Ways of Knowing I and II" series was introduced to give students a solid foundation in critical thinking, reflective learning and evidence-based medicine. A new elective series in development for the 2009-10 academic year is drawing much student interest: Dr. Heiner Fruehauf, the acclaimed founder of NCNM's CCM program will present his cutting-edge research in his innovative "Advanced Cosmology and Symbolism" class.

Capacity planning is under way for the development of additional tracks for the classical Chinese medicine program, including shiatsu, summer institute in CCM, and second-degree MSOM and MAc programs. The School of CCM also is in the process of developing an articulation agreement with Guangxi College of Traditional Chinese Medicine to develop a month-long internship at that school anticipated to begin in July 2010, pending approval by the Northwest Commission on Colleges and Universities.

At a site visit in April, the Accreditation Commission for Acupuncture and Oriental Medicine (ACAOM) evaluated NCNM's CCM program and determined that both the MSOM and MAc degree programs are in compliance on all 14 standards. NCNM was awarded the maximum reaccreditation term of seven years. The evaluation report also included suggestions for improvement, which are being incorporated into the department's strategic plan. This vote of approval is hard-won and welcomed.



Dr. Heiner Fruehauf continues to be recognized and honored throughout the world for his substantial contribution to Chinese medicine. (See p. 16-17, "Our People.") In 2008, he was awarded the first and only non-Chinese professorship in a medical school in mainland China at Guangxi College of Traditional Chinese Medicine.

Patient Care

Teaching Clinics & Community Clinics

Much of NCNM's attention and energy in 2008-09 focused on the renovation of the new NCNM Clinic, located on a full-city block adjacent to NCNM's Academic building. Purchased in October 2008 (see p. 7), issues related to the new clinic required the involvement and cooperation of nearly all college departments.

At the center of this relentless activity was the newly appointed interim Clinical Operations Director, Dr. Jill Stanard, who skillfully led organizational and logistical planning for this complex transition. Not only is a new clinic under construction, but two distinct and separate medical approaches—one naturopathic and one Chinese medicine, each with its own staffing operation—will need to be integrated into one cohesive operation that can seamlessly continue attending to the health care needs of all our patients.

Just before the Pettygrove Clinic lease expired at the end of June, 2009, its staff and clinicians temporarily moved into the restricted confines of the Natural Health Center on First Avenue until the new on-campus NCNM Clinic is completed in mid-August.

The excitement about the new NCNM Clinic is infectious, and is changing the future in ways small and large. NCNM student winners of the AANP ZRT Cup used their \$10,000 prize money to help fund the opening of Wallace Medical Concern, a part of the Portland Coalition of Community Health Clinics, opening later in summer 2009. Wallace Clinic provides health care services and assistance to Portland-area residents who face barriers to care. Wallace clinic focusus on geriatric care.

Despite the downturn in the economy, NCNM saw an increase of donors and program partners, a remarkable sign of confidence in our school and administration.

The Changing Face of NCNM

WHAT'S NEW



Dr. Schleich joins students and faculty to discuss plans for the future NCNM Clinic.

Our Administration

NCNM's administrative teams keep the operational wheels moving to propel the college forward. Here are just some of the highlights from the 2008-09 year.

Advancement, Continuing Education & Alumni Affairs

Advancement

NCNM developed a Capital Campaign aptly entitled Right Place, Right Time with a goal of a revitalized, multi-building campus to support NCNM's evolution into the nation's preeminent natural medicine university. The campaign has a target of \$25 million to be raised by 2015. In addition to revitalizing and purchasing buildings on the campus, the campaign will support additional classrooms, the new campus teaching clinic, student cafeteria facilities, a teaching kitchen, a student life center, new library and research center. A generous gift to install and maintain a healing herb garden on campus has already helped spur the campaign. The garden, featuring strolling paths, water features, a labyrinth, and ornate fences, will be named after honored elder, Min Zidell, a grateful patient of an NCNM alumnus. Still in its silent phase, the campaign's public launch is anticipated for January 2010.

Despite the downturn in the economy, NCNM saw an increase of donors and program partners, a remarkable sign of confidence in our school and administration. At year end, the NCNM Partners Program attracted 48 companies, a 140% increase over last year, with \$3 million pledged over a five-year period. The partnerships offer companies the unique opportunity to brand their businesses while sustaining the growth of NCNM.

NCNM's ability to raise money, as well as the profile of the college, will be aided by the newly established NCNM Board of Regents, an advisory board of alumni, former NCNM Board members, and community and business leaders. NCNM Board of Directors took a leadership role in attracting and welcoming a group of 23 Regents members at a successful inaugural meeting in October 2008; NCNM anticipates that the Board of Regents will grow to include more than 100 leaders and supporters.

NCNM's annual donor campaign, "1,000 Friends of NCNM," kicked off in November 2008. This year's online campaign focused support for the new NCNM Clinic; 60 donors contributed more than \$30,000. Their names will grace a new donor wall being planned for the new clinic.

Continuing Education and Alumni Affairs

Continuing Medical Education at NCNM launched its professional offerings with classes tailored to meet the need of naturopathic doctors and classical Chinese medicine practitioners. Outreach to medical professionals, focusing on improving patient-centered care, is stirring additional interest in CE offerings. The annual Health Biz Expo garners much interest and the Sweetheart Medicine Ball, sponsored by Sabre Sciences, captivated 300 alumni, faculty and NCNM students who celebrated 100 years of naturopathic medicine in Oregon with the Oregon Association of Naturopathic Physicians.

Marketing & Communications

The rebranding of NCNM began in earnest in 2008-09: A new logo began to appear on all publications as they systematically take on a professional crispness. A well-defined and recognizable design was for the first time consistently

applied to all NCNM publications: course catalog, college viewbook, annual report, newsletters, flyers and more. NCNM's Web site underwent a radical rebuild, creating a more appealing online resource for students, faculty and the public. The department also created Facebook and Twitter pages to engage an even wider audience.

Advertising dollars weren't plentiful, but were spent thoughtfully; NCNM wanted to enroll more students, and students want to live a life that matters. Thus was born the "Do Something About It" student recruitment campaign, with ads appearing locally and in 22 university and college newspapers throughout the country.

A public relations professional came on board shortly after the start of the 2008-09 year, and wasted no time in crafting a PR campaign which quickly yielded positive results. The year saw stories about NCNM in the Wall Street Journal, ABC News online, Portland Business Journal, The Oregonian and local TV news segments, in addition to other local and national publications. Calls began coming in requesting event speakers. The 16th Annual Portland Women's Show in October 2008 drew 15,000 attendees, and NCNM's director of Professional Formation appeared on the stage before many of them talking about natural medicine. The Oregon Health Forum featured Dr. David Schleich on its panel of experts...a first for natural medicine in front of this respected group of medical professionals.

NCNM's presence at health fairs and other public events increased as well, with booths staffed by students eager to talk about their school. In May, Mayor Sam Adams declared Natural Health Week at Portland's City Hall where NCNM's faculty talked about natural health options.



NCNM's Admissions team pore over student applications.

Admissions

While enrollments fell precipitously at colleges throughout the nation, NCNM's admissions team managed to keep enrollment figures for the coming 2009-10 academic year on par with 2007-08 despite the harsh economic climate. Developing new strategies for expanding recruitment reach, the team took advantage of the public's increased interest in natural medicine to attract students with the "Do Something About It" campaign, always targeting the "best of the best." To make a challenging recruitment year even more so, Admissions was responsible for building a new cohort for NCNM's first mid-year matriculation in addition to the regular September class. Results were successful, with a first ever January cohort totaling 17 students.

The Admissions team also refined some recruitment tactics. A weekly dashboard analysis of each stage in the recruitment process enabled the team to more accurately measure progress in bringing new students to NCNM. With the college's budget projections linked so closely to meeting enrollment goals, the ability to track results throughout the recruitment cycle will be critical. NCNM "information sessions" held at Oregon and SW Washington colleges and universities enhanced local recruitment efforts. Team members also updated "Exploration Day," an on-campus experience for prospective students held once a month. Changes to this program were well received and resulted in applications from more than 50% of those who attended.

Professional Formation

An innovative and new department, the first of its kind in natural medicine, was launched in spring 2009 with the mission of assisting students and alumni in career development and placement by identifying, developing and implementing professional opportunities for students and alumni. It also coordinates student and alumni referrals, contacts and resources, and supports professional networking and professional association affiliation. Another exciting and necessary service that the new department provides is practice management training and support for students and alumni.

Some of the department's accomplishments this year included:

- creating a student resource center with state-by-state information about licensures and career opportunities
- public education opportunities for large and small organizations, and interviews with local TV news media
- developing presentation templates and sample lectures to help students prepare for public speaking opportunities
- helping develop a clinical practice skills users guide
- investigating how to increase residency opportunities



▲ Students, staff and faculty rating recipes at the "DC FLI Capitol Cook-Off" fund-raising event

▼ President Emeritus William Keppler and Dr. Gerald Farnsworth preparing to receive honorary degrees from NCNM for their dedicated service



Student Services

Student Services brought the successful "Medicine on the Move" orientation event to the 2008-09 first year students for a second year through the sponsorship of The CHP Group, an NCNM Program Partner that provides high-quality complementary and alternative medicine products, programs, and administrative support for seamless access to appropriate care.

The "DC FLI Capitol Campaign Cook-off" event, a student-run affair to raise money to help NCNM students attend the annual AANP DC Federal Legislative Involvement initiative that helps naturopathic students learn the importance of legislative lobbying in support of the profession. Proceeds from the cook-off sent seven NCNM students, who attended the May, 2009 event with nearly 50 others from Oregon. The AANP arranged meetings for the 131 participants with 170 House and Senate leaders from 39 states.

NCNM's Student Government Association (SGA) brought several speakers to campus, including the legendary Patch Adams, who appeared before a packed house, drawing laughter with poignant stories about the importance of compassion in medical care. The SGA presented its "Making a Difference" Awards to honor peer-selected staff, faculty, alumni and students in its annual banquet.

The 2008-09 Commencement ceremony honored two of NCNM's own cherished leaders: One of NCNM's founding board members and longtime teachers, Dr. Gerald Farnsworth, and President Emeritus William Keppler both received honorary doctorate degrees.

Our People

Our rigorous natural medicine curriculum and excellence in research attract the best and brightest, making it no surprise that NCNM consistently appears in peer-reviewed journals and other notable publications. Our faculty is comprised of talented physicians, practitioners and scientists with a

considerable breadth of experience, nationally and internationally-recognized experts in their fields. Our students learn from some of the finest natural medicine educators in the world. And as the saying goes, “The apple never falls far from the tree.”

Student and Faculty Honors

- Student **Mark Davis** (ND5) was accepted by the American Medical Student Association (AMSA) to attend AMSA Institute, the first ND ever to be accepted to the “Training Tomorrow’s Teachers Today,” a five-day intensive seminar on academic medicine
- Students **Tineke Malus** and **Drew Litchey** received scholarships to attend the North American Research Conference on Complementary & Integrative Medicine (NARCCIM) Conference from the Academic Consortium of CAM Health Centers
- NCNM students took first place in the first annual ZRT Cup Competition at the 2008 Association of American Naturopathic Physicians Conference (see p. 11)
- For their research on Ashwagandha, students **Jeremy Mikolai**, **Andrew Erlandsen** and **Andrew Murison** won the “Best Student Research Award” at the AANP conference, a first place prize at the sixth annual Scripps Center for Integrative Medicine conference, and publication in the *Journal of Alternative and Complementary Medicine* (see p. 9)
- In October 2008, **Dr. Heiner Fruehauf** was honored for his contributions to Chinese medicine when he was presented with the prestigious “Building Bridges of Integration” award at the nation’s largest annual Chinese medicine conference held by the Traditional Chinese Medicine World Foundation
- German nurse-psychologist Renate Tewes consulted many inspiration leaders for her new book, *Leadership Skills Can Be Learned: Practical Knowledge for Executives in Health Care Professions* (Springer, 2008). An entire chapter was devoted to **Dr. Heather Zwickey**, dean of NCNM’s Helfgott Research Institute.

Selected Helfgott Publications

- **Bowman GL, Dodge H, Calabrese C, Oken BS, Frei B, Kaye JA, Quinn JF.** *Ascorbic Acid and Rates of Cognitive Decline in Alzheimer’s Disease.* Journal of Alzheimer’s Disease, 2009
- **Brantley P, Appel L, Hollis J, Stevens V, Ard J, Champagne C, Elmer P, Harsha D, Myers V, Proschan M, William V, Svetkey L.** *Design considerations and rationale of a multi-center trial to sustain weight loss: the Weight Loss Maintenance Trial.* Clin Trials. 2008;5(5):546-56. PubMed PMID: 18827047
- **Chen L, Appel LJ, Loria C, Lin PH, Champagne CM, Elmer PJ, Ard JD, Mitchell D, Batch BC, Svetkey LP, Caballero B.** *Reduction in consumption of sugar-sweetened beverages is associated with weight loss: the PREMIER trial.* Am J Clin Nutr. 2009 May;89(5):1299-306. Epub 2009 Apr 1. PubMed PMID: 19339405; PubMed Central PMCID: PMC2676995
- **Chinnock JA, Zwickey H, Connelly E, Gregory W.** *Cortisol Patterns and DHEA Levels of Patients with Obesity, Prediabetes, and Type 2 Diabetes: A Chart Review in a Naturopathic Primary Care Clinic.* International Journal of Naturopathic Medicine, 2009
- **Colbert AP, Cleaver J, Brown KA, Harling N, Hwang Y, Schiffke HC, Brons J, Qin Y.** *Magnets Applied to Acupuncture Points as Therapy: a Literature Review.* Acupuncture in Medicine, 2008
- **Colbert AP, Markov MS, Souder J.** *Static Magnetic Field Therapy: Methodological Challenges to Conducting Clinical Trials.* The Environmentalist, 2009
- **Colbert AP, Wahbeh H, Harling N, Connelly E, Schiffke HC, Forsten C, Gregory WL, Markov MS, Souder JJ, Elmer P, King V.** *Static Magnetic Field Therapy: A Critical Review of Treatment Parameters.* Evid Based Complement Alternat Med. 2007 Oct 4. [Epub ahead of print] PubMed PMID: 18955243

- **Colbert AP, Yun J, Larsen A, Edinger T, Gregory WL, Thong T.** *Skin impedance measurements for acupuncture research: development of a continuous recording system.* Evid Based Complement Alternat Med. 2008 Dec;5(4):443-50. Epub 2007 Jun 15. PubMed PMID: 18955218; PubMed Central PMCID: PMC2586308
- **Mikolai J, Erlandsen A, Murison A, Brown K, Gregory, W, Raman-Caplan P, Zwickey, H.** *In vivo Effects of Ashwagandha (Withania somnifera) Extract on the Activation of Lymphocytes.* Journal of Alternative and Complementary Medicine, 2009
- **Tippens K, Marsman K, Zwickey H.** *Is Prayer CAM?* Journal of Alternative and Complementary Medicine, 2009.
- **Tippens K, Pine B, Connelly E, Gregory W, Zwickey H.** *Effects of Soy Infant Formula on the Development of Adult Soy Allergies.* International Journal of Naturopathic Medicine, 2009
- **Wahbeh H, Haywood A, Kaufman K, Harling N, Zwickey H.** *Mind Body Medicine and Immune System Outcomes: A Systematic Review.* The Open Complementary Medicine Journal, 2009
- **Young DR, Vollmer WM, King AC, Brown AJ, Stevens VJ, Elmer PJ, Craddick S, Sturtevant DL, Harsha DW, Appel LJ.** *Can individuals meet multiple physical activity and dietary behavior goals?* Am J Health Behav. 2009 May-Jun;33(3):277-86. PubMed PMID: 19063649

Presentations

- In May 2008, **Dr. David Schleich** joined **Dr. Heiner Fruehauf** at the 40th Annual Traditional Chinese Medicine Congress in Rothenberg, Germany, the world’s largest European Chinese medicine conference. Dr. Schleich delivered a plenary talk entitled “A Groundbreaking Educational Model for Integrating the Natural Health Sciences.”
- **Dr. Fruehauf** has been much in demand as a keynote speaker at major conferences in the U.S. (Brown University, San Francisco State University), Denmark and Britain.
- **Dr. Zwickey** represented NCNM at the May 2009 North American Research Conference on Complementary & Integrative Medicine (NARCCIM). The conference, sponsored by the Consortium of Academic Health Centers for Integrative Medicine, included 42 leading academic medical centers from across North America. NCNM was well represented at this event:

Giving presentations were:

- **Pat Elmer**, PhD, MS, RD, FAHA on the Anti-Inflammatory Diet; and **Erin Connelly**, MA, on the R-CAMP Research Education Project.
- Presenting posters were: **Kim Tippens**, ND, LAC; **Heather Schiffke**, MATCM; **Agatha Colbert**, MD; **Liz Sutherland**, ND; Ashwagandha project (students **Andrew Erlandsen**, **Andrew Murison**, and **Jeremy Mikolai**); Vitamin A project (student **Carolyn Lacullo**); and Fertility Project (student **Summer Swanick**). Workshop session presenters/leaders were: **Heather Zwickey** (four workshops) and **Carlo Calabrese** (one workshop).
- **Dr. Zwickey** also represented NCNM at a conference at St. Olaf College in Minneapolis.

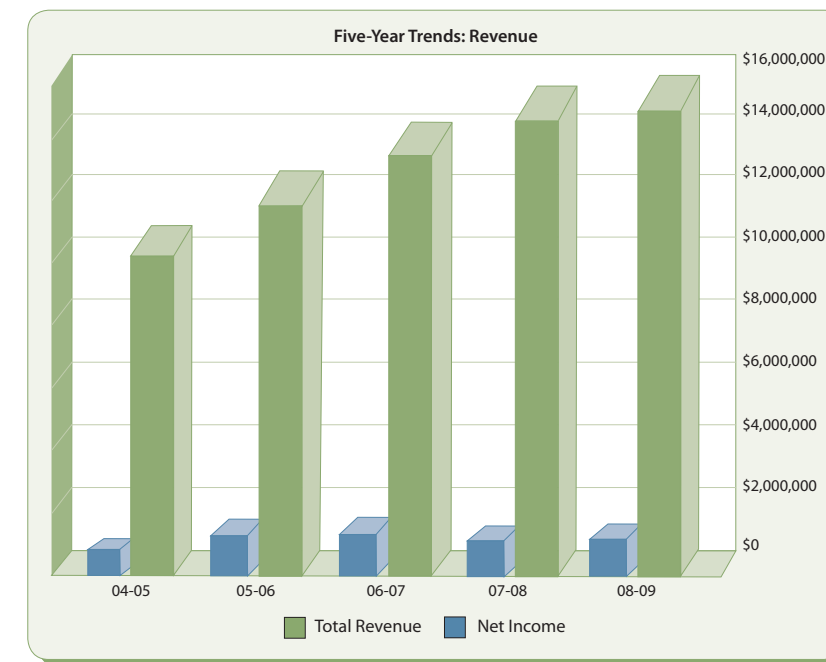
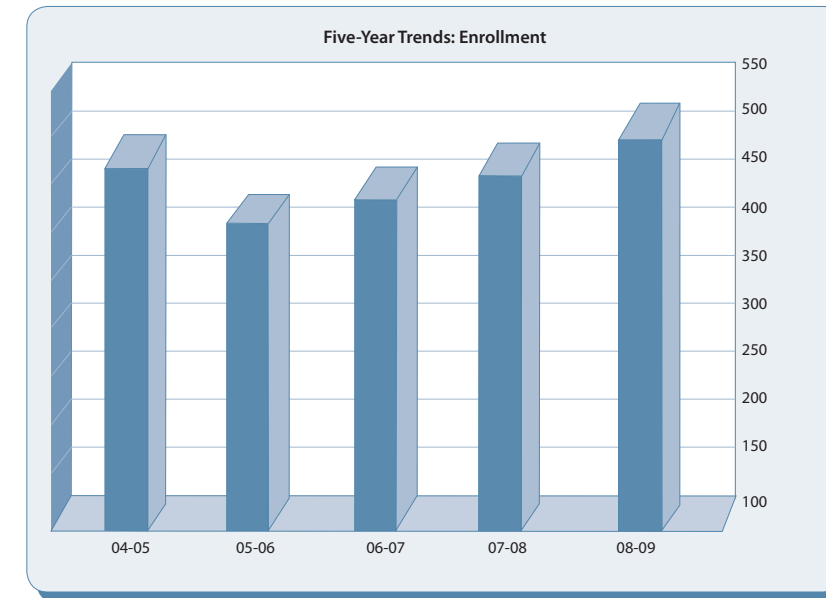
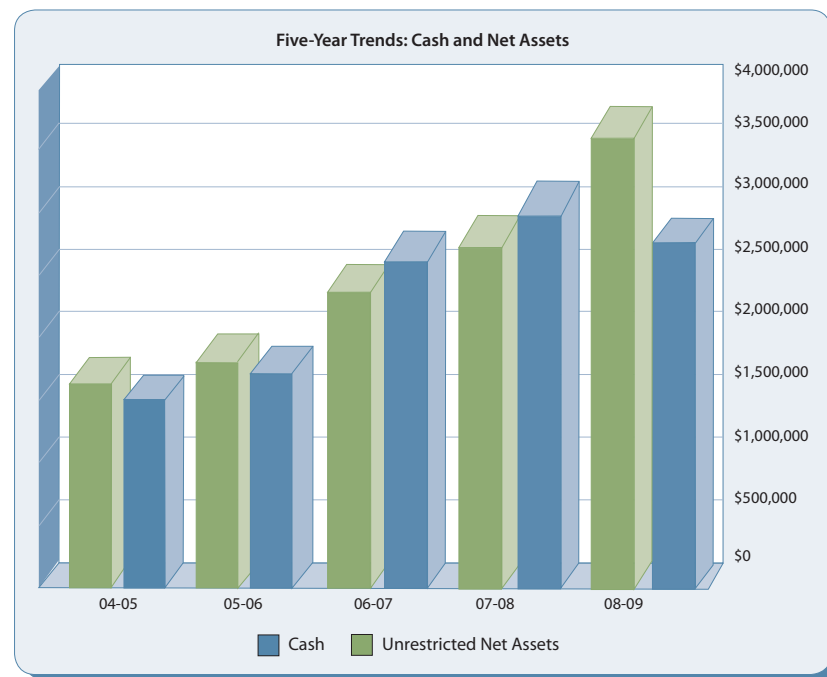
Management Discussion & Analysis

In the 2008-09 academic year, NCNM continued to strengthen its balance sheet showing an overall surplus of \$524,929. Unrestricted assets increased during the same time period: As of June 30, 2008, the college reported \$2,748,781 in unrestricted net assets; by June 30 2009 that figure was \$3,618,584—an increase of \$869,803 (21%). NCNM's total assets increased by \$5,665,451—to a total of \$18,923,750.

With the acquisition of property immediately south of the Academic building on the corner of Corbett Avenue, NCNM added \$6,075,114 in the form of property, equipment and improvements: the \$4,500,000 sale price of the new Corbett Avenue property; an additional \$270,178 purchase of an investment property on Water Street; and \$1,304,936 to remodel the new clinic and to make substantial improvements to the Academic building. New debt was incurred for the property purchase; costs for remodel and improvements were funded from operations and cash reserves.

Being tuition dependent, NCNM has continuously monitored enrollment numbers. Fall matriculation figures have climbed only marginally over the past two years and the college launched a mid-year matriculation in January 2009 to supplement this revenue stream. Original estimates for the first mid-year intake were for 5–8 new students; actual numbers totaled 17. These figures not only exceeded expectations, but indicated that the January start had significant growth potential for future years.

The college also recognized and addressed significant challenges which were identified during the 2008-09 fiscal year. At the national level, President Obama is a strong advocate of the federal direct-lending program vs. the federal family education loan (FFEL) program through which NCNM students currently borrow



around \$20 million. Following the president's lead, it appears that Congress will mandate an end to the FFEL, directing all eligible students into the federal direct-lending program. If and when this takes place, NCNM's Financial Aid department will need to make the transition quickly. Implications for the college and our students are unclear at this time.

Another trend that requires careful monitoring is the increasing number of students choosing part-time schedules each term. Revenue projections based on enrollment figures are less accurate as the percentage of full-time students declines. NCNM does not currently have a formal part-time program, but plans are under way to launch this option in the coming year.

The U.S. economic environment continued to influence NCNM budgeting and fund-raising strategies. Contingency reserves will need to be increased for 2009-10 to absorb a possible tuition shortfall as more students take reduced loads. Clinic-based revenue will also require contingency reserves; the two off-campus teaching clinics will be consolidated into the newly remodeled building on campus in 2009-10, with a likely temporary drop in patient visits as well as in lab and medicinary operations during the transition. NCNM's Capital Campaign, previously scheduled to launch in 2008-09, was postponed when contributed income declined due to the economic downturn, and as senior administration finalized a "case statement" focused on establishing a permanent, multi-building campus. The Capital Campaign's target launch has been moved to early spring 2010 in anticipation of predicted improvements in the 2009-10 economy.

Finally, asset acquisition in 2008-09 shifted NCNM's ratio of liabilities to assets to 73% vs. 65% in June 2008. Overall, however, the college is still above the critical composite ratio threshold required by the Department of Education and should improve with the sale of the First Avenue property.

The financial statements that follow are excerpts from the independent auditors' report. For access to the full report, please contact the NCNM Finance Office.

Financial Statements

STATEMENT OF FINANCIAL POSITION

June 30, 2009 (With Comparative Amounts for 2008)	2009	2008
ASSETS		
Cash and cash equivalents	\$ 2,592,606	\$ 3,046,559
Accounts receivable - net	302,306	136,333
Agency funds receivable	74,253	119,431
Inventory	182,683	212,099
Prepaid expenses	24,175	24,696
Investments	132,225	119,130
Note receivable	60,000	80,000
Contribution receivable	181,250	206,250
Property and equipment - net	15,258,885	9,183,771
Loan fees - net	115,367	130,030
Total assets	\$ 18,923,750	13,258,299
LIABILITIES & NET ASSETS		
Liabilities:		
Accounts payable	\$ 721,967	538,231
Accrued interest	5,584	4,535
Accrued payroll	570,857	484,143
Retirement plan payable	-	11,746
Unearned Tuition	542,575	-
Student deposits	68,668	27,200
Capital lease obligation	12,540	36,229
Lease security deposit	1,830	1,830
Long-term debt	7,322,973	7,502,558
Note Payable	4,500,000	-
Total liabilities	13,746,994	8,606,472
Net assets:		
Unrestricted	3,618,584	2,748,781
Temporarily restricted	1,200,567	1,548,703
Permanently restricted	357,605	354,343
Total net assets	5,176,756	4,651,827
Total liabilities and net assets	\$ 18,923,750	\$ 13,258,299

STATEMENT OF ACTIVITIES

Year Ended June 30, 2009 (With Comparative Totals for 2008)	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	
				2009	2008
REVENUES & OTHER SUPPORT					
Tuition and fees	\$ 11,043,683	\$ -	\$ -	\$ 11,043,683	\$ 9,323,927
Private gifts and contracts	202,134	363,527	3,262	568,923	576,845
Government grants and contracts	199,864	568,425	-	768,289	757,188
Sales and service - clinics	2,399,380	-	-	2,399,380	2,629,608
Bookstore	576,166	-	-	576,166	543,258
Change in value of interest rate swap	-	-	-	-	(86,605)
Event revenue	-	1,008	-	1,008	6,243
Lending fees	-	392	-	392	790,124
Other revenue	289,956	31,368	-	321,324	360,289
Loss on disposal of equipment	(3,576)	-	-	(3,576)	-
Net assets released from restrictions	1,312,856	(1,312,856)	-	-	-
Total revenues and other support	16,020,463	(348,136)	3,262	15,675,589	14,900,877
EXPENSES					
Instruction	4,945,823	-	-	4,945,823	4,939,121
Research	1,055,631	-	-	1,055,631	1,009,194
Academic support	603,548	-	-	603,548	549,879
Student services	1,817,821	-	-	1,817,821	1,416,145
Institutional support	2,843,214	-	-	2,843,214	2,701,410
Fundraising	376,648	-	-	376,648	291,300
Clinics	2,955,603	-	-	2,955,603	2,795,441
Bookstore	552,372	-	-	552,372	602,017
Total expenses	15,150,660	-	-	15,150,660	15,150,660
Increase in net assets	869,803	(348,136)	3,262	869,803	524,929
Net assets, beginning of year	2,748,781	1,548,703	354,343	4,651,827	4,055,457
Net assets, end of year	\$ 3,618,584	\$ 1,200,567	\$ 357,605	\$ 5,176,756	\$ 4,651,827

Financial Statements Continued

STATEMENT OF CASH FLOWS

Year Ended June 30, 2009 (With Comparative Totals for 2008)	2009	2008
CASH FLOWS FROM OPERATING ACTIVITIES		
Increase in net assets	\$ 524,929	\$ 596,370
Adjustments to reconcile increase in net assets to net cash provided by operating activities:		
Depreciation and amortization	348,862	339,209
Realized and unrealized gain on investments	(13,095)	(30,828)
Donation of investments	-	(30,929)
Forgiveness of note receivable	20,000	20,000
Permanently restricted contributions	(3,262)	(60,090)
Donated equipment	-	(12,546)
Loss on disposal of equipment	3,576	-
Change in value of interest rate swap	-	86,605
(Increase) decrease in:		
Accounts receivable	(165,973)	101,656
Agency funds receivable	45,178	(35,883)
Inventory	29,416	(24,815)
Prepaid expenses	521	3,283
Contribution receivable	25,000	(206,250)
Increase (decrease) in:		
Accounts payable	183,736	(163,291)
Accrued interest	1,049	(6,980)
Accrued payroll	86,714	13,349
Retirement plan payable	(11,746)	11,746
Unearned tuition	542,575	-
Student deposits	41,468	(3,200)
Lease security deposit	-	1,830
Net cash provided by operating activities	1,658,948	599,236
Cash flows from investing activities:		
Proceeds from sale of equipment	6,300	-
Proceeds from sale of investments	-	127,419
Purchases of property and equipment	(1,919,189)	(281,308)
Net cash used by investing activities	(1,912,889)	(153,889)
Carried forward	(253,941)	445,347

STATEMENT OF CASH FLOWS – CONTINUED

Year Ended June 30, 2009 (With Comparative Totals for 2008)	2009	2008
Brought forward	(\$ 253,941)	\$ 445,347
CASH FLOWS FROM FINANCING ACTIVITIES		
Capitalized loan fees	-	(129,362)
Permanently restricted contributions	3,262	60,090
Settlement of interest rate swap	-	(162,263)
Payments on capital lease obligation	(23,689)	(21,950)
Proceeds from long-term debt	-	277,349
Payments on long-term debt	(179,585)	(65,882)
Net cash provided (used) by financing activities	(200,012)	(42,018)
Net increase in cash and cash equivalents	(453,953)	403,329
Cash and cash equivalents, beginning of year	3,046,559	2,643,230
Cash and cash equivalents, end of year	\$ 2,592,606	3,046,559
Supplemental disclosure of cash flow information:		
Cash paid during the year for interest	\$ 576,946	\$ 342,132
Supplemental disclosures of noncash information:		
Land and building acquired in exchange for long-term debt	-	\$ 4,650,000
Long-term debt refinanced	-	1,116,423
Acquired equipment in exchange for capital lease obligation	-	-
Property required in exchange for note payable	4,500,000	-

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