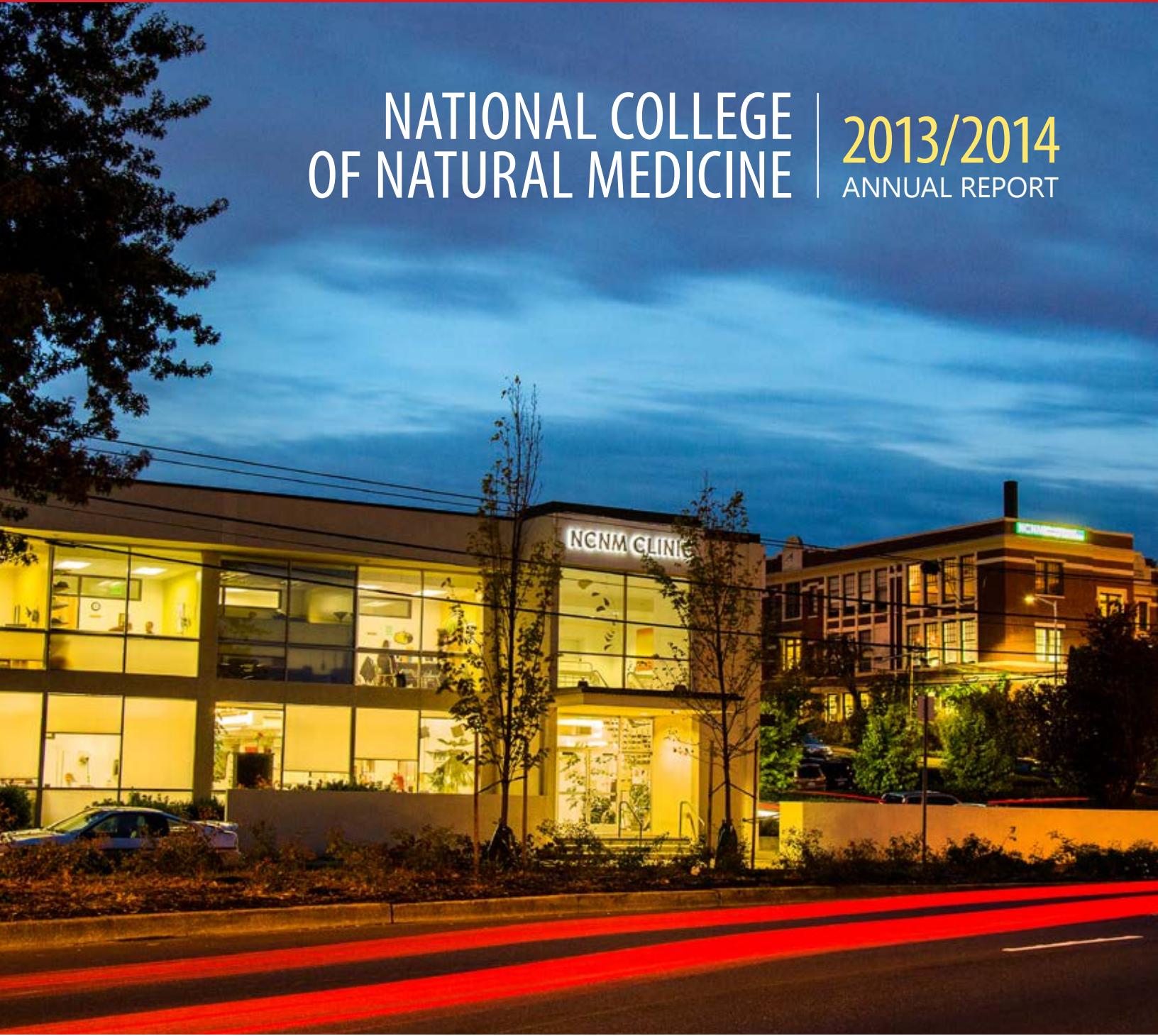


# NATIONAL COLLEGE OF NATURAL MEDICINE

2013/2014  
ANNUAL REPORT



*Our mission is to educate and train physicians,  
practitioners and pre-professionals in the art,  
science and research of natural medicine.*





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## Letter from the

# President & Board Chair

Someday, let's just say 58 years in the future, health-care historians may accurately assess the year just completed as a watershed year for natural medicine. It was definitely that and more for NCNM. Fifty-eight years ago, our founders figuratively stuck a staff flying the banner of naturopathic education into rich Portland soil and declared, despite all evidence to the contrary, that the profession would live on. If only they could see us now!

**The needle definitely jumped this year for the natural medicine profession.** Who could predict, in 1956 that the U.S. Senate would pass a resolution this year declaring national Naturopathic Medicine Week and encouraging Americans to learn more about a different approach to health care? Major healthcare insurers took first steps toward credentialing naturopathic doctors (NDs) in accordance with the Affordable Care Act. This was also the year that the governor of Maryland signed a bill to license NDs in that state, while the state of Vermont expanded prescriptive rights for NDs.

**Barriers came down for natural medicine as our alumni made important** advances in integrative medicine and research from Oregon Health & Science University in Portland, to Cancer Treatment Centers of America in Phoenix, and from private practice to integrative medical clinics throughout the country. Our graduates' achievements have not gone unnoticed in the community. *Portland Monthly* magazine's much anticipated annual "Top Docs" issue included a significant percentage of NCNM NDs and Chinese medicine alumni and faculty in its ranks of the city's top medical practitioners for the first time this year.

**It was an extraordinary year for NCNM.** In 2013-2014, the college added a third academic school to its educational line-up. The Schools of Naturopathic Medicine and Classical Chinese Medicine were joined by the School of Research & Graduate Studies (RGS), offering students a variety of degree programs in integrative medicine research, nutrition and global health. NCNM's School of Naturopathic Medicine began re-designing its curriculum to address the dynamic learning styles of new generations of students, and the School of Classical Chinese Medicine (CCM) developed NCNM's first Chinese medicine residencies. As well, CCM began an intensive process designing its first professional doctorate program.

**NCNM widened its capacity beyond its academic walls by continuing to bring health education to the Portland metro community.** Building on the success last year of NCNM's Women in Balance Institute and Traditional Roots Institute, this year we established the Food as Medicine Institute to bring nutritional information and whole-foods cooking to a community of neighbors who are eager to learn.

Looking back over this amazing year, the prophetic words of Bob Dylan come to mind: "The times, they are a-changing." The profession of natural medicine is rapidly moving toward full integration within the American healthcare system—and NCNM is proudly helping to lead the way.



David J. Schleich, PhD  
President, NCNM



Ellen Goldsmith, MSOM  
Board Chair, NCNM



# Our Campus



The unique character of NCNM's ever-evolving city campus sets it apart. As an urban campus confined to a five-plus acre footprint and surrounded by major traffic arterials on all sides, the safety of our community has long been of concern. In 2013-2014, after several years of planning, the Oregon Department of Transportation implemented traffic management improvements which successfully addressed many of these issues.

**More campus history took place this year as the college held two dedication ceremonies to honor the contributions of prominent NCNM naturopathic graduates.** In June 2014, NCNM's Annex, a 5,428 square-foot conference hall, was renamed Radelet Hall after Betty Radelet, ND ('68), a pioneer in naturopathic medicine who became NCNM's first female graduate. Dr. Radelet earned the distinction of being Oregon's longest practicing naturopathic physician when she retired in 2010 at the age of 89.

**Earlier in the year, the college also honored another revered graduate** by renaming NCNM's Great Hall as Mitchell Hall, after the late physician, educator, orator and co-founder of Bastyr University, Bill Mitchell, ND ('76). Plaques hanging in Mitchell Hall are emblazoned with tributes to Dr. Mitchell by his students and colleagues.



*Bottom left: Always looking forward, President Schleich reviews potential campus plans with architects.*

*Pictured at right: Dr. Betty Radelet (seated) surrounded by family and friends as they prepare to cut the ribbon for the grand opening of Radelet Hall.*

# NCNM Radelet Hall





*This year we also celebrated the 10th anniversary of NCNM's Helfgott Research Institute, which enjoys rising acclaim across the country and is the recipient of grants from the National Institutes of Health, among others. Helfgott Research Institute is home to the college's new School of Research & Graduate Studies, which is quickly attracting growing numbers of students all across the country.*

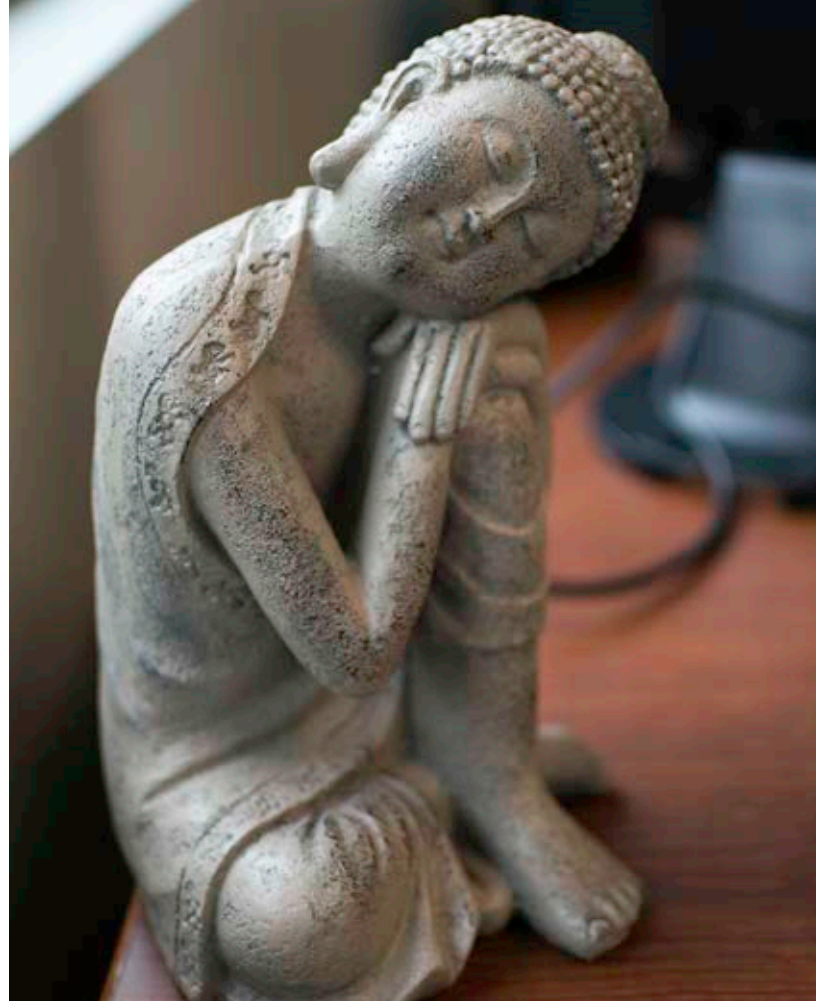
*Late in this fiscal year, the NCNM footprint expanded well beyond its South Portland location for the first time as the college opened a new teaching clinic in Beaverton, a suburb eight miles southwest of downtown Portland. The NCNM Beaverton Clinic provides naturopathic medicine and will offer Chinese medicine in 2015. The new facility replaces a temporary clinic space in Beaverton's Elsie Stuhr Center, where NCNM had offered low-cost healthcare services for uninsured and underserved patients. The transition to the new Beaverton Clinic allows the college's bilingual staff and licensed medical practitioners to see patients in a fully appointed medical facility while extending an invitation to others in the Beaverton community the opportunity to experience natural medicine.*

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*From top left: The NCNM campus continues to transform, including the newly named (Dr. Bill) Mitchell Hall; an RGS student; Don Helfgott speaking at the 10th anniversary of the Helfgott Research Institute.*

*Pictured at right: Celebrating the "soft opening" of NCNM's Beaverton Clinic on the last day of the fiscal year.*





# Program Development



The growing number of students entering NCNM each year are drawn by the college's increasing reputation as a leader in natural medicine education. Just as the campus grows to meet the needs of students, our deans, faculty and administrators are committed to implementing program developments that will ensure NCNM's continuing reputation for academic excellence. Their collective goal is to provide the very best tools and training for generations of natural medicine practitioners and researchers, as well as experts in nutrition and global health.

*There were several such academic developments in 2013-2014.* NCNM's keen interest to keep curricula fresh and energizing, and to accommodate new generations of students with different learning styles picked up momentum this year with the hiring of Denise Dallmann, ND ('03), director of Curriculum and Faculty Development. Work is well underway, beginning with NCNM's naturopathic curriculum.

*At the end of 2013-2014, the School of Classical Chinese Medicine* was completing work on the design of NCNM's first Chinese medicine residencies, assisted by funding from Bema Botanicals. NCNM will launch its first residency program in Chinese medicine in fall 2014. CCM is also working on the design of its first professional doctorate, Doctor of Science in Oriental Medicine, pending accreditation approval upon submission.



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*From top left: Denise Dallmann, ND, director of Curriculum and Faculty Development; classical Chinese medicine scholar Sabine Wilms, PhD, chats with her students.*

*Pictured at right: An NCNM student checks herbs in the Min Zidell Healing Garden greenhouse.*



*The art of healing comes from nature,  
not from the physician. Therefore, the physician  
must come from nature, with an open mind.*

PARACELSUS



*Other notable accomplishments this year include the expansion of the School of Research & Graduate Studies, which is quickly expanding its degree offerings. In addition to its Master of Science in Integrative Medicine Research, introduced in 2011, the RGS launched two new degrees: a one-year Master of Science in Nutrition, which focuses on diets based on whole, unprocessed foods; and a nine-month Master of Science in Global Health, which offers students a whole-systems approach to global health, rooted in integrative medicine and requiring invaluable experiential fieldwork to countries such as Tanzania.*



*NCNM also introduced developments in clinical education in 2013-2014. Regina Dehen, ND ('96), LAC, was appointed NCNM's chief medical officer. She oversees our clinical faculty and medical operations at NCNM Clinic, the new Beaverton Clinic and NCNM's 15 community clinics. As NCNM's leading medical authority, she is dedicated to continual improvements in clinical outcomes for patients and will ensure the school's clinical compliance with all state and federal regulations, and clinical performance standards and requirements issued by national and regional accrediting bodies.*

*With the launch of NCNM Clinic's SIBO Center, a center for digestive health, the college is achieving acclaim for research and treatment of small intestine bacterial overgrowth and associated gastrointestinal disorders. Also this year, NCNM, in collaboration with Portland's Center for Natural Medicine, established its Center for Excellence in Naturopathic Cardiovascular Medicine, a medical center dedicated to patient care and clinical education focused on cardiovascular and pulmonary medicine.*



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*From top left: ND and global health students explore Tanzania; new Chief Medical Officer Regina Dehen, ND, LAC; NCNM's SIBO Center's Drs. Steven Sandberg-Lewis and Allison Siebecker.*

*Pictured at right: NCNM nutrition students at Zenger Farm.*



# Community Engagement



**N**CNM received significant financial support from a community of friends near and far this year. Through the efforts of an alumna, NCNM received the largest bequest in its 58-year history, a gift of \$1.06 million from the estate of Adrienne and Percy Frazier. The Fraziers were grateful patients of graduate Christine White, ND ('01), a naturopathic physician practicing in Montana. Their generous bequest has allowed NCNM to establish the Frazier Endowed Scholarship fund, a needs-based program for both naturopathic and Chinese medicine students.

*In addition, one of the world's leading manufacturers of homeopathic medicine*, Hevert Pharmaceuticals, joined NCNM's community as a program partner when it awarded the college \$495,000 with a five-year pledge. The Hevert funding helps support naturopathic residencies and curriculum, and the NCNM Press publication of the *Hevert Collection: In Their Own Words*. This important 12-volume series, the painstaking scholarship of the college's Rare Book Room Curator, naturopathic historian Sussanna Czeranko, ND, restores the writings of Benedict Lust, the foremost pioneer of naturopathy in the U.S., and others who practiced at the turn of the 20th century.

*NCNM's campus community is active, vital and engaged.* Whether we celebrate national Naturopathic Medicine Week or AOM Day (Acupuncture and Oriental Medicine), Chinese New Year or the Wintergreen Arts & Crafts Fair, we want to share our knowledge, pride and goodwill with others.

*We understand the importance of marking the rites of passage*—from clap-in to clap-out, our campus community shares its joy. Nowhere is this more visible than during NCNM's annual commencement activities.



*From top left: Drs. Courtney Jackson and Julie Briley with Bob Moore, of Bob's Red Mill; President David J. Schleich, Wolf Aulenbacher of Hevert, and Dr. Sussanna Czeranko celebrate the publication of the latest book from the Hevert Collection.*

*Pictured at right: Children from Saturday Academy learn about herbs during a visit to NCNM's Min Zidell Healing Garden.*







This year, joining the ranks of our 2014 graduating class was Bob Moore of Bob's Red Mill Natural Foods, who received an honorary Doctor of Laws degree for his lifetime of work advancing nutrition and good health. NCNM graduates, including Betty Radelet, ND ('68), were thrilled by the powerful keynote address of beloved poet and NPR commentator Andrei Codrescu. Mr. Codrescu also graced this year's Garden Gala as featured speaker, joining us as we honored local companies and organizations that have made significant sustainable environmental contributions.

***NCNM continues to build on its reputation as an educational leader*** through numerous community education endeavors. Community education appeals to all ages and levels of understanding. School children from Portland's Saturday Academy or NCNM's Mini-Med come to campus to discover herbs and natural medicine. Families are eager to learn about nutrition and cooking at Food is Medicine Everyday (FAME) classes in Charlee's Kitchen. NCNM continually creates a foundation for our community to experience natural medicine in a variety of ways.

***Frequently, community education takes place outside NCNM's campus.*** This year Food as Medicine Institute co-founder Julie Briley, ND ('11), was the featured nutrition expert for the "Food for Life" healthy cooking events hosted at the Oregon Museum of Science and Industry (OMSI) in collaboration with *Portland Monthly* magazine and Regence (parent of the regional Blue Cross Blue Shield plans). As well, Professor Heiner Fruehauf, PhD, founder of the School of Classical Chinese Medicine, helped launch NCNM's monthly educational presentations at Portland's beautiful Lan Su Chinese Garden. The annual kick-off traditionally begins with Chinese New Year, as NCNM presents the first in the series of CCM presentations.

***NCNM's growing number of conferences hold appeal to healthcare professionals and the public.*** This year's ambitious roster of healthcare conferences included symposia presented by NCNM's SIBO Center, Women in Balance Institute, Traditional Roots Institute and Food as Medicine Institute. In addition, the college's Continuing Education office presented a wide range of seminars, workshops, presentations and other educational events for NCNM graduates and others.



*Pictured at left: Children perform at NCNM for Chinese New Year.*

*Pictured at right: FAME classes; NCNM students enjoy the annual Min Zidell Garden Gala; Dr. Heiner Fruehauf at Portland's Lan Su Chinese Garden.*





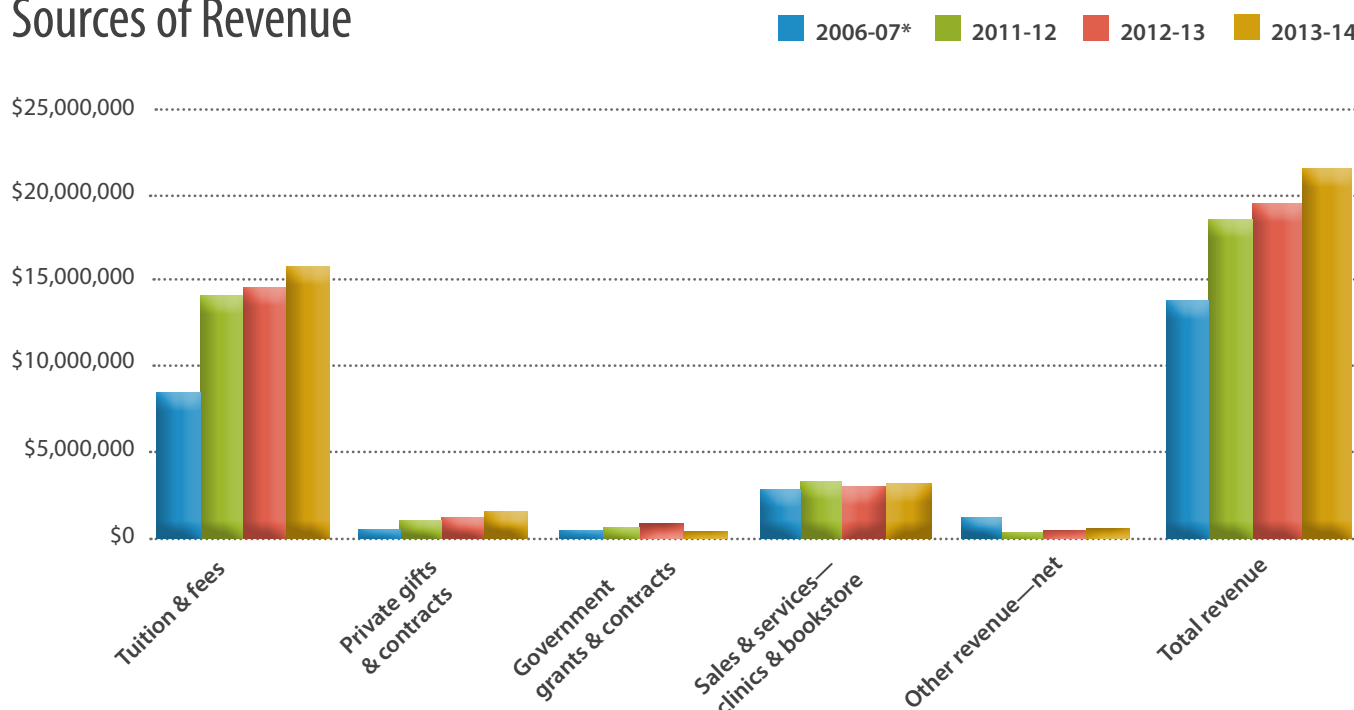
# Financial Statements & Graphs

NCNM's performance in several critical areas is summarized in the pages that follow. The financial statements are excerpts from the independent auditors' report. For access to the full report, please contact the NCNM Finance Office.

## 2013-14 Quick Facts

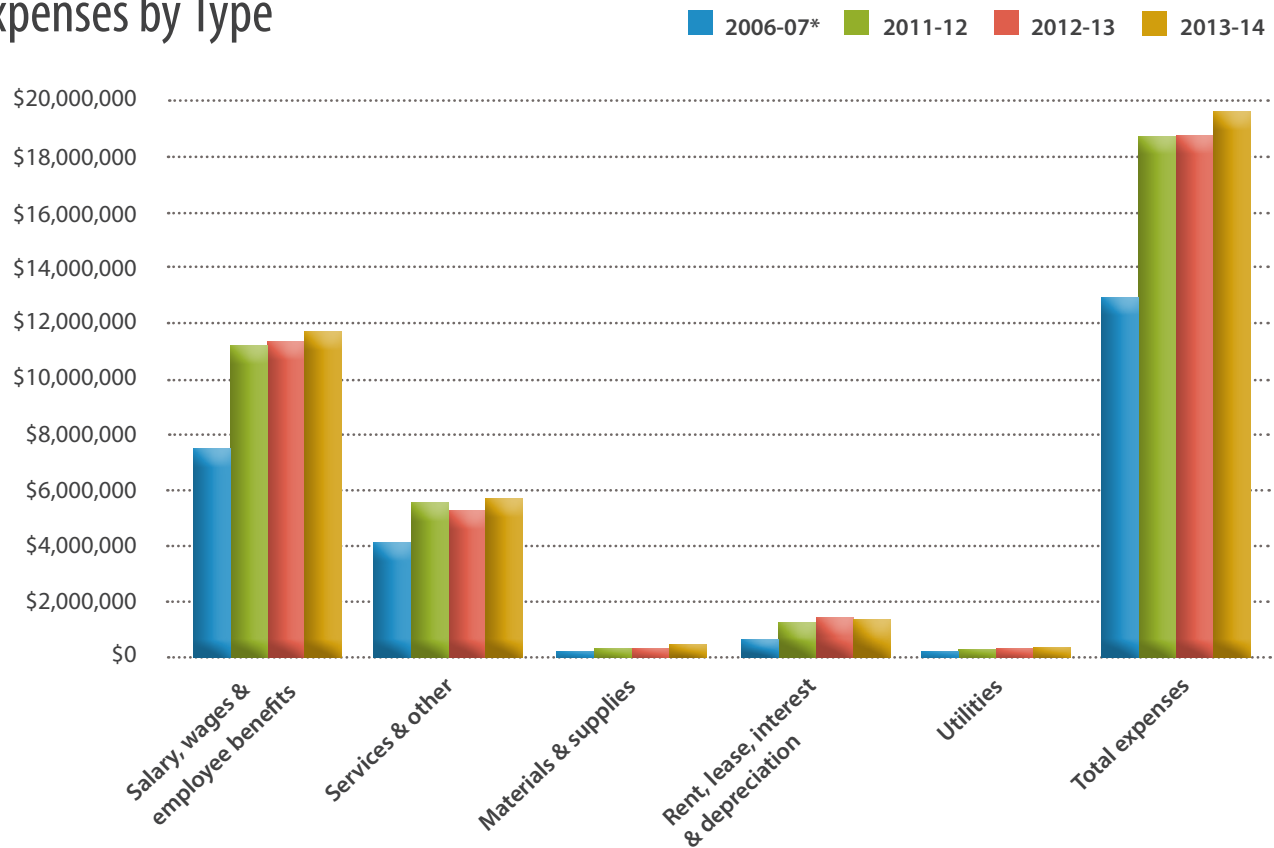
- NCNM's DOE (Department of Education) ratio was 2.4%, well within acceptable limits.
- Student loan default rate remained at 0%, continuing an eight-year trend.
- Revenue from tuition and fees increased 7.8% due to higher enrollment and retention rates. Tuition rate increase was a modest 2% for the 2013-14 academic year.
- NCNM's endowment more than doubled in value with a \$959,000 bequest from the estate of Adrienne and Percy Frazier of Missoula, Montana.

## Sources of Revenue

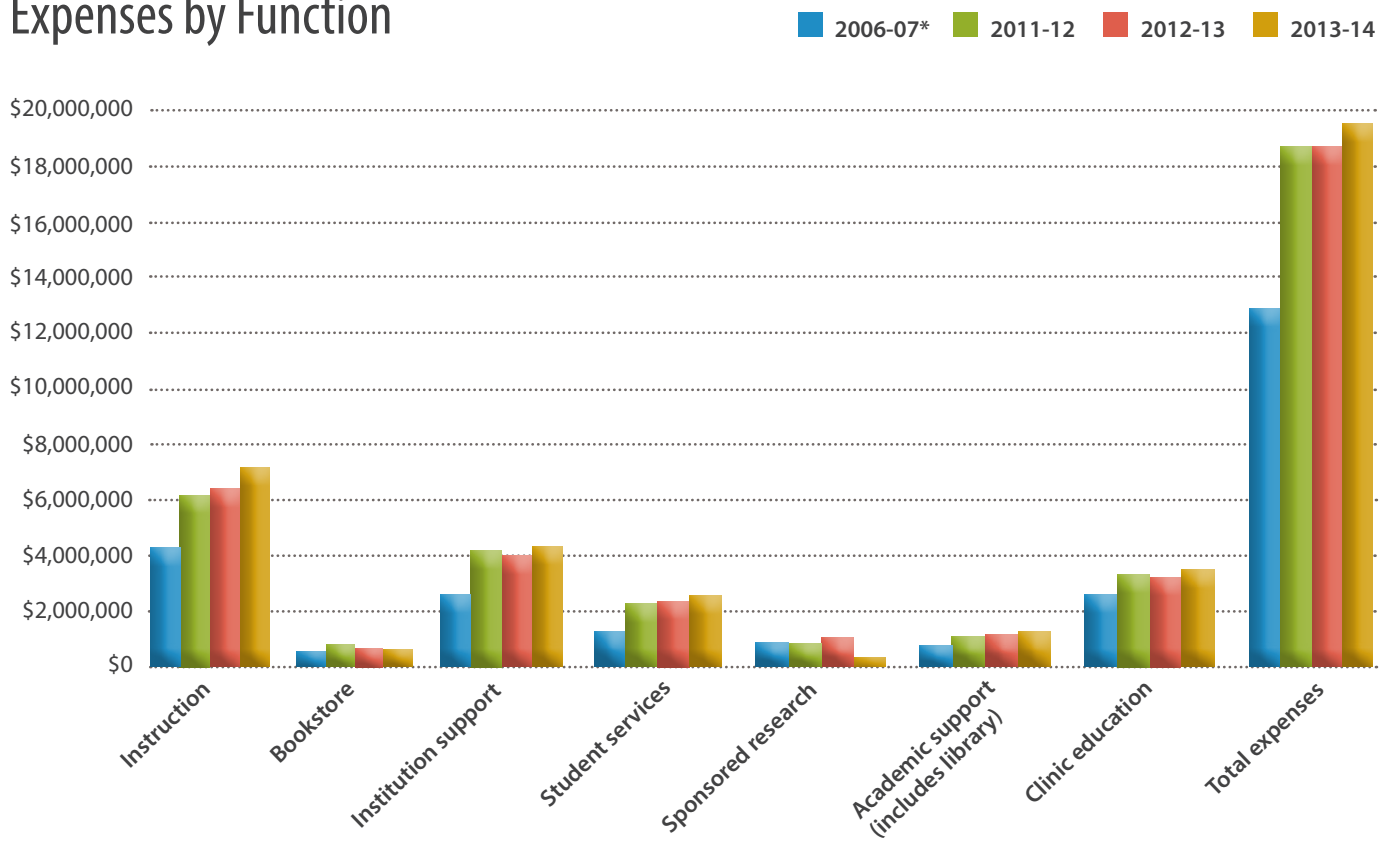


\*Dr. David J. Schleich was named NCNM president in April 2007. Data from that fiscal year are used here to establish a baseline for comparison with figures from more recent years.

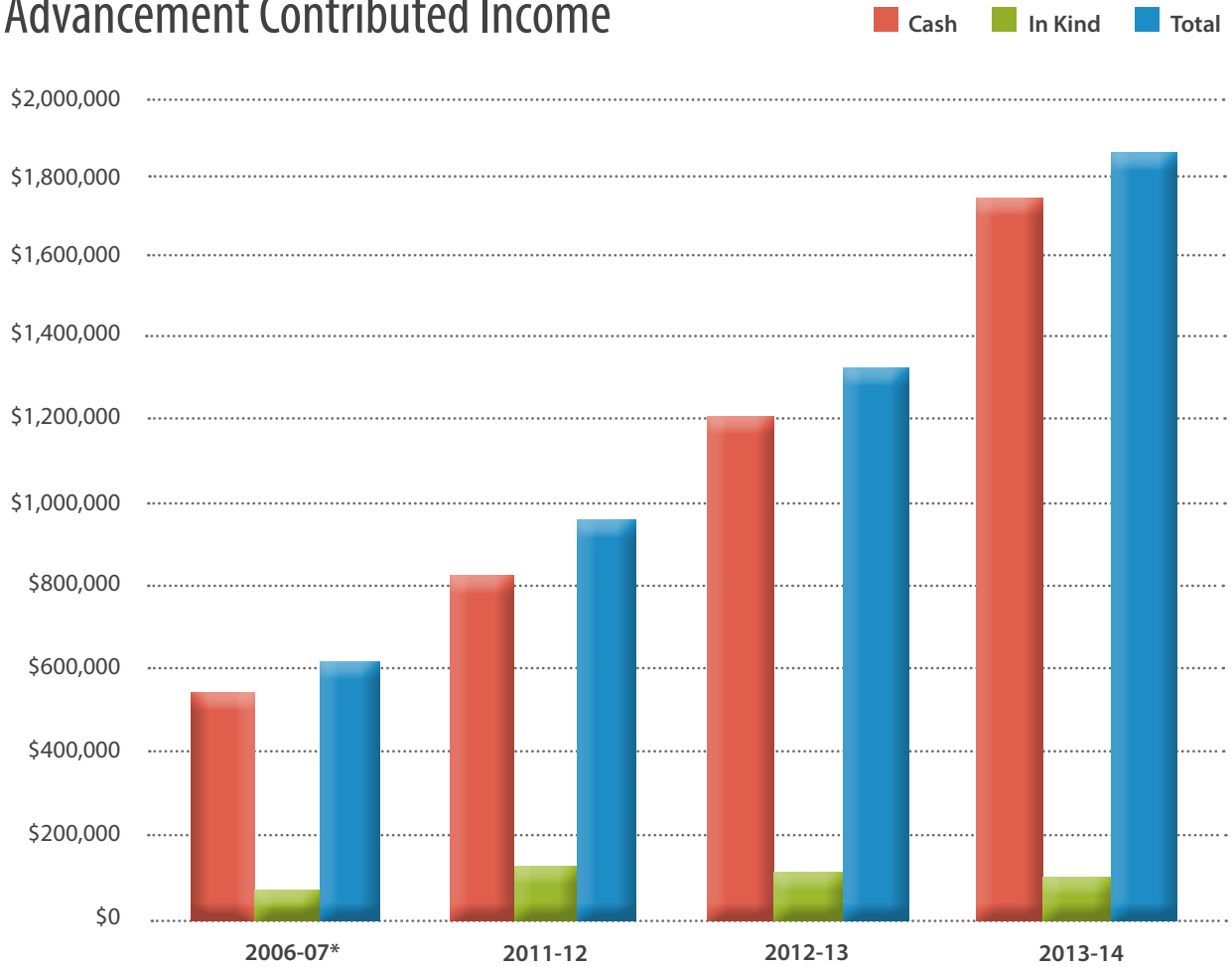
## Expenses by Type



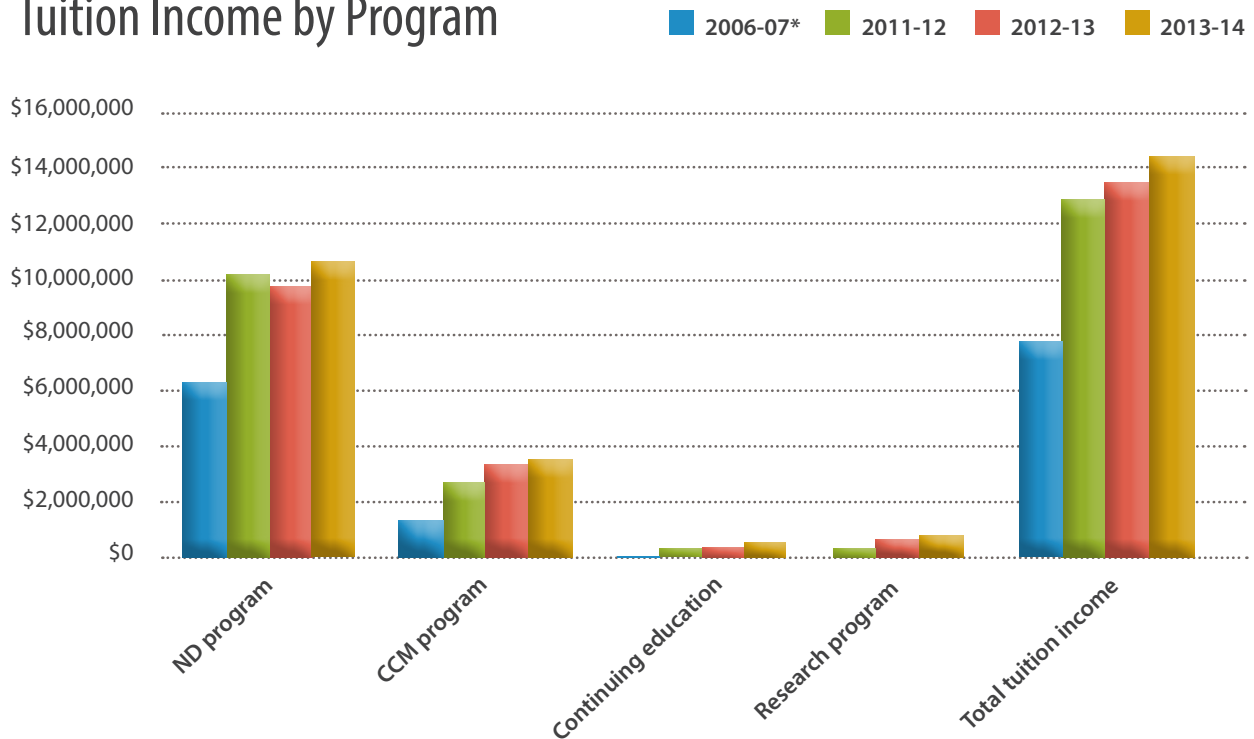
## Expenses by Function



## Advancement Contributed Income

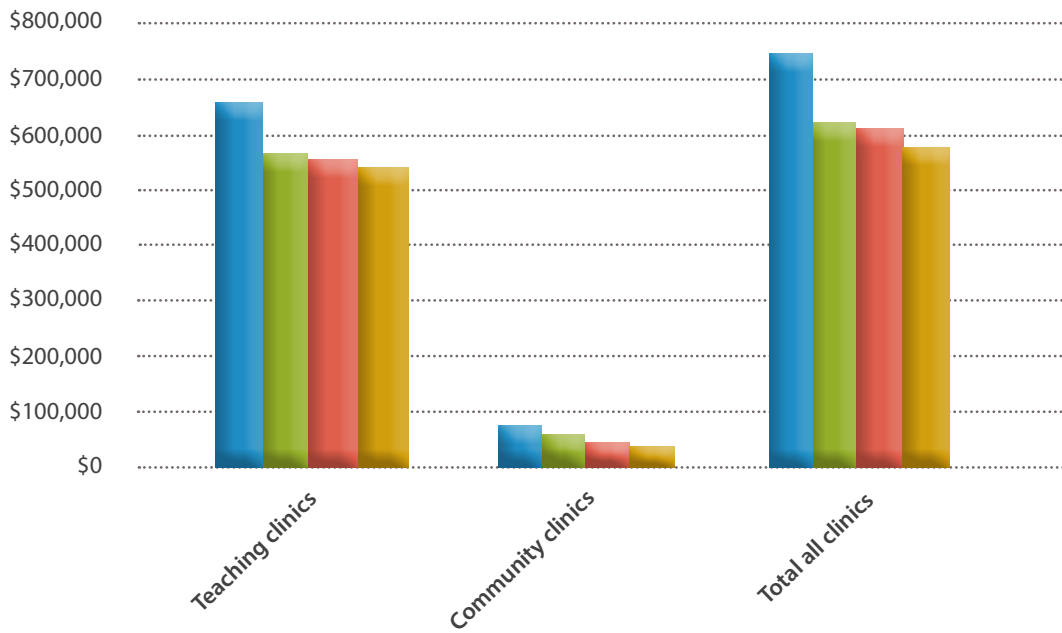


## Tuition Income by Program

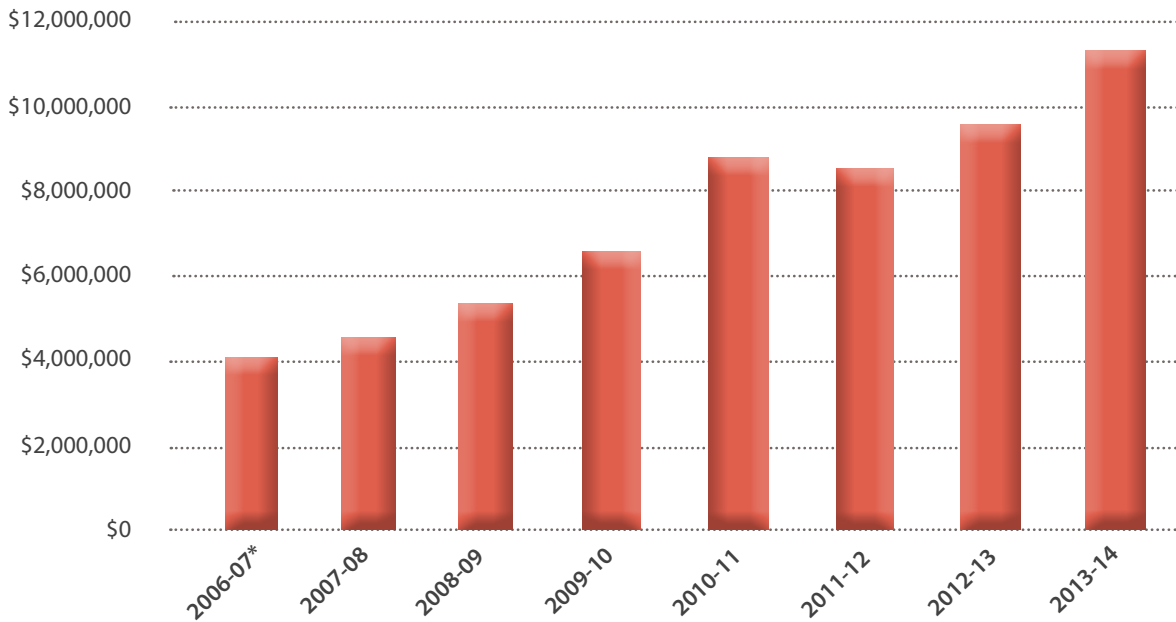


# Clinic Income

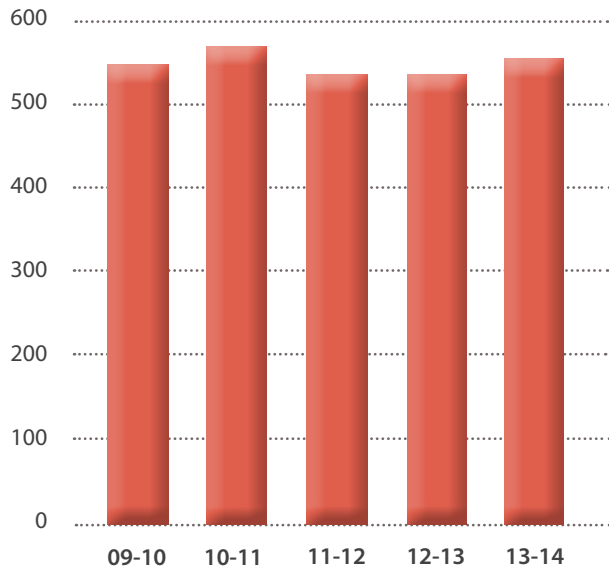
2006-07\* 2011-12 2012-13 2013-14



# Net Assets

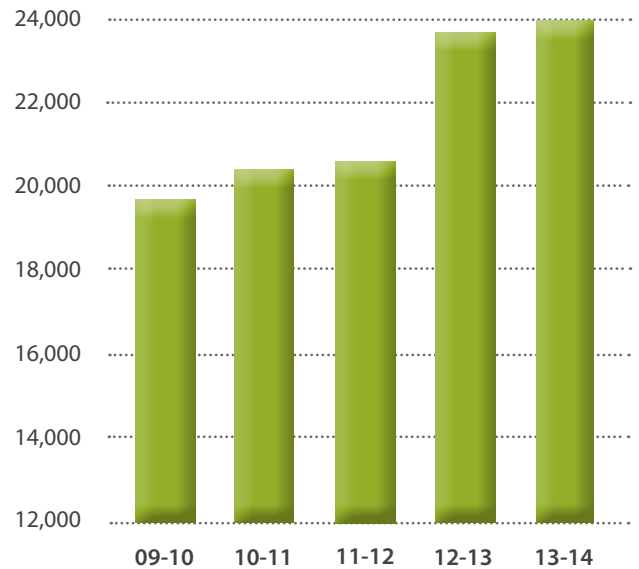


## Five-Year Trend: Enrollment

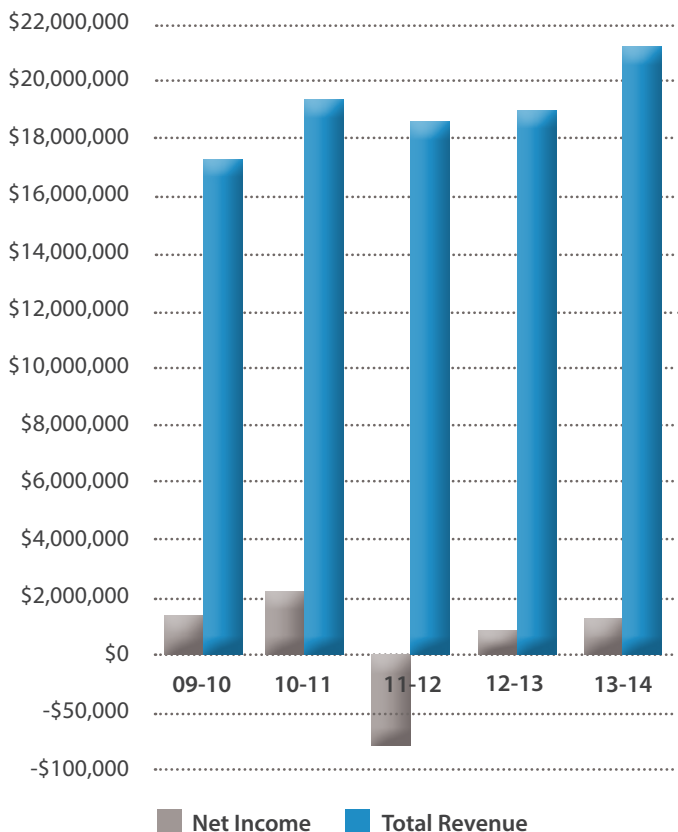


## Five-Year Trend: Patient Counts

(NCNM Clinic)

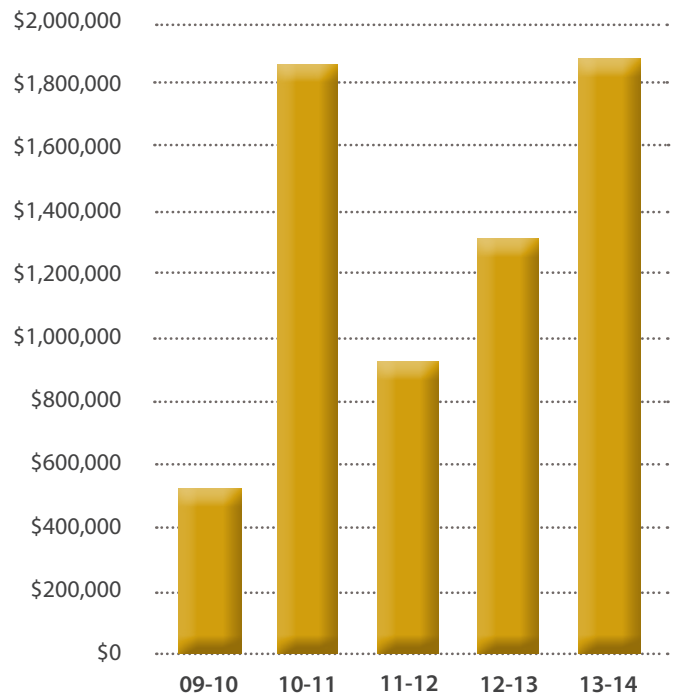


## Five-Year Trend: Revenue



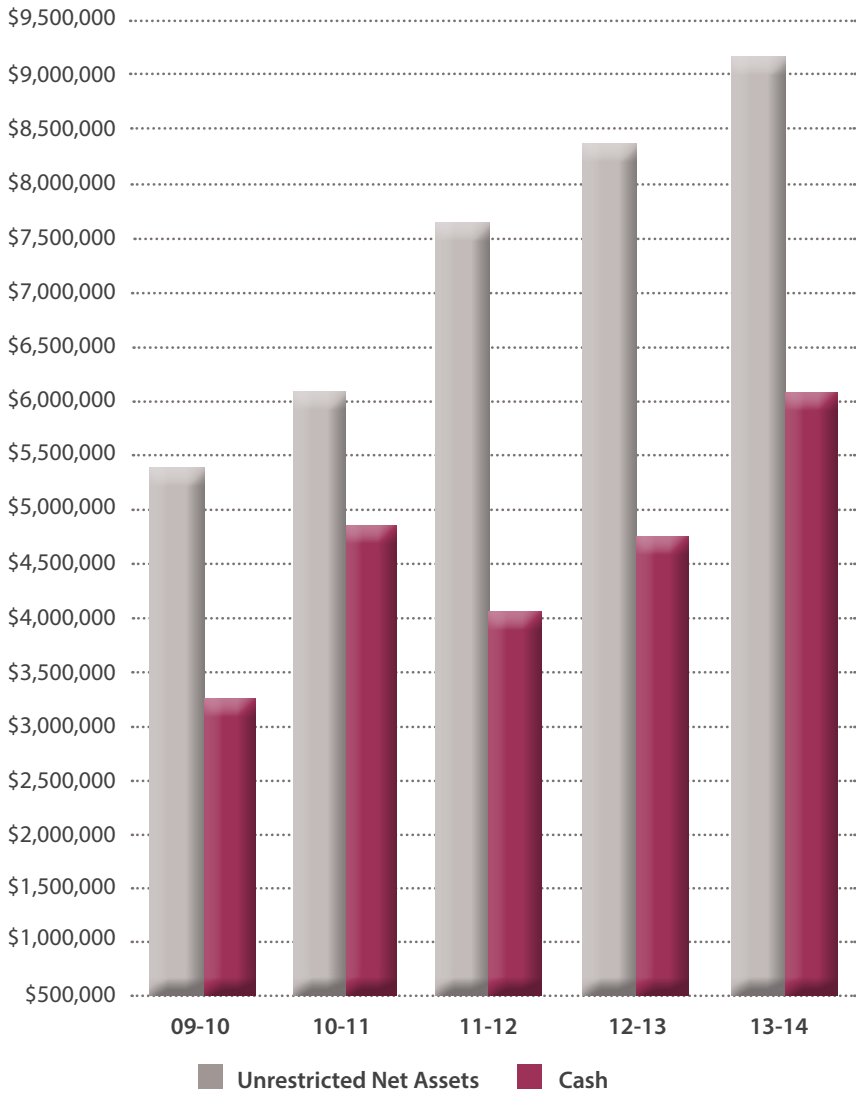
## Five-Year Trend: Contributed Income

(Private Gifts & Contracts)





## Five-Year Trend: Cash & Net Assets



*The concept of total wellness recognizes that our every thought, word, and behavior affects our greater health and well-being. And we, in turn, are affected not only emotionally but also physically and spiritually.*

GREG ANDERSON  
FOUNDER, THE AMERICAN WELLNESS PROJECT



## Statement of Financial Position

| Year Ended June 30, 2014 <i>(With Comparative Totals for 2013)</i> | 2014                | 2013                |
|--|---------------------|---------------------|
| <b>ASSETS</b>  |                     |                     |
| Cash and cash equivalents  | \$3,425,128         | \$4,346,104         |
| Certificates of deposit  | 2,639,946           | 405,646             |
| Accounts receivable – net  | 118,630             | 90,338              |
| Contribution receivable  | -                   | 155,000             |
| Inventory  | 192,156             | 200,317             |
| Prepaid expenses   | 108,732             | 72,402              |
| Investments  | 79,520              | 87,645              |
| Note receivable  | 176,712             | -                   |
| Property and equipment – net                                       | 17,433,742          | 17,358,376          |
| Loan fees – net  | 84,571              | 105,479             |
| <b>Total assets</b>  | <b>\$24,259,137</b> | <b>\$22,821,307</b> |
|  |                     |                     |
| <b>LIABILITIES &amp; NET ASSETS</b>                                |                     |                     |
| <b>Liabilities:</b>  |                     |                     |
| Accounts payable   | \$572,403           | \$578,041           |
| Accrued interest   | 6,130               | 22,419              |
| Accrued payroll  | 891,680             | 729,561             |
| Agency funds payable   | 27,838              | 18,578              |
| Student body funds payable   | 33,187              | 19,015              |
| Retirement plan payable  | 24,999              | 21,871              |
| Deferred revenue   | 39,643              | 87,028              |
| Student deposits   | 89,600              | 58,900              |
| Long-term debt   | 6,764,596           | 7,198,482           |
| Note payable   | 4,500,000           | 4,500,000           |
| <b>Total liabilities</b>   | <b>\$12,950,076</b> | <b>\$13,233,895</b> |
| <b>Net assets:</b>   |                     |                     |
| Unrestricted:  |                     |                     |
| Board designated – building fund                                   | \$1,456,961         | \$1,300,637         |
| Undesignated   | 7,697,922           | 7,132,472           |
| Total unrestricted   | 9,154,883           | 8,433,109           |
| Temporarily restricted   | 788,932             | 747,589             |
| Permanently restricted   | 1,365,246           | 406,714             |
| <b>Total net assets</b>  | <b>\$11,309,061</b> | <b>\$9,587,412</b>  |
| <b>Total liabilities and net assets</b>                            | <b>\$24,259,137</b> | <b>\$22,821,307</b> |

## Statement of Activities

| Year Ended June 30, 2014<br>(With Comparative Totals for 2013) |                     |                        |                        | Total               |                     |
|--|---------------------|------------------------|------------------------|---------------------|---------------------|
|  | Unrestricted        | Temporarily Restricted | Permanently Restricted | 2014                | 2013                |
| <b>REVENUES &amp; OTHER SUPPORT</b>                            |                     |                        |                        |                     |                     |
| Tuition and fees   | \$15,813,527        | -                      | -                      | \$15,813,527        | \$14,665,937        |
| Private gifts and contracts                                    | 219,469             | 713,048                | 958,532                | 1,891,049           | 1,310,517           |
| Government grants and contracts                                | 192,660             | 232,853                | -                      | 425,513             | 396,248             |
| Sales and services – clinics                                   | 2,629,927           | -                      | -                      | 2,629,927           | 2,468,539           |
| Bookstore  | 423,088             | -                      | -                      | 423,088             | 448,877             |
| Other revenue  | 227,161             | 186,905                | -                      | 414,066             | 371,047             |
| Net assets released from restrictions                          | 1,091,463           | (1,091,463)            | -                      | -                   | -                   |
| <b>Total revenues and other support</b>                        | <b>\$20,597,295</b> | <b>\$41,343</b>        | <b>\$958,532</b>       | <b>\$21,597,170</b> | <b>\$19,661,165</b> |
|  |                     |                        |                        |                     |                     |
| <b>EXPENSES</b>  |                     |                        |                        |                     |                     |
| <b>Program services:</b>                                       |                     |                        |                        |                     |                     |
| Instruction  | \$7,149,117         | -                      | -                      | \$7,149,117         | \$6,359,549         |
| Research   | 309,593             | -                      | -                      | 309,593             | 982,448             |
| Academic support   | 1,463,076           | -                      | -                      | 1,463,076           | 1,348,996           |
| Student services   | 2,572,001           | -                      | -                      | 2,572,001           | 2,112,120           |
| Clinics  | 3,577,344           | -                      | -                      | 3,577,344           | 3,357,739           |
| Bookstore  | 570,316             | -                      | -                      | 570,316             | 605,167             |
| <b>Total program services</b>                                  | <b>\$15,641,447</b> | <b>-</b>               | <b>-</b>               | <b>\$15,641,447</b> | <b>\$14,766,019</b> |
| <b>Supporting services:</b>                                    |                     |                        |                        |                     |                     |
| Institutional support  | \$3,450,067         | -                      | -                      | \$3,450,067         | \$3,303,730         |
| Fundraising  | \$784,007           | -                      | -                      | \$784,007           | \$699,678           |
| <b>Total expenses</b>  | <b>\$19,875,521</b> | <b>-</b>               | <b>-</b>               | <b>\$19,875,521</b> | <b>\$18,769,427</b> |
| <b>Increase (decrease) in net assets</b>                       | <b>721,774</b>      | <b>41,343</b>          | <b>958,532</b>         | <b>1,721,649</b>    | <b>891,738</b>      |
| Net assets, beginning of year                                  | 8,433,109           | 747,589                | 406,714                | 9,587,412           | 8,695,674           |
| <b>Net assets, end of year</b>                                 | <b>\$9,154,883</b>  | <b>\$788,932</b>       | <b>\$1,365,246</b>     | <b>\$11,309,061</b> | <b>\$9,587,412</b>  |

## Statement of Cash Flows

| Year Ended June 30, 2014 <i>(With Comparative Totals for 2013)</i>                                       | 2014                 | 2013             |
|--|----------------------|------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>  |                      |                  |
| Increase (decrease) in net assets  | \$1,721,649          | \$891,738        |
| Adjustments to reconcile increase (decrease) in net assets to net cash provided by operating activities: |                      |                  |
| Depreciation and amortization  | 668,297              | 666,689          |
| Unrealized loss on investments   | 8,125                | 10,835           |
| Contributions to permanent endowment   | (958,532)            | (425)            |
| (Increase) decrease in:  |                      |                  |
| Accounts receivable  | (28,292)             | 11,848           |
| Contribution receivable  | 155,000              | (155,000)        |
| Inventory  | 8,161                | 62,183           |
| Prepaid expenses   | (36,330)             | (25,966)         |
| Increase (decrease) in:  |                      |                  |
| Accounts payable   | (5,638)              | (384,390)        |
| Accrued interest   | (16,289)             | 22,419           |
| Accrued payroll  | 162,119              | 56,300           |
| Agency funds payable   | 9,260                | 5,163            |
| Student body funds payable   | 14,172               | (18,703)         |
| Retirement plan payable  | 3,128                | (510)            |
| Deferred revenue   | (47,385)             | (170,638)        |
| Student deposits   | 30,700               | (3,000)          |
| <b>Net cash provided by operating activities</b>   | <b>\$1,688,145</b>   | <b>\$968,543</b> |
| <b>Cash flows from investing activities:</b>   |                      |                  |
| Purchases of certificates of deposit   | \$(2,639,946)        | \$(754,687)      |
| Proceeds from redemption of certificates of deposit  | 405,646              | 1,254,483        |
| Purchases of property and equipment  | (722,755)            | (253,653)        |
| Payments on note receivable  | 1,538                | -                |
| <b>Net cash used by investing activities</b>   | <b>\$(2,955,517)</b> | <b>\$246,143</b> |
| Carried forward  | \$(1,267,372)        | \$1,214,686      |

## Statement of Cash Flows

| Year Ended June 30, 2014<br>(With Comparative Totals for 2013) | 2014             | 2013             |
|--|------------------|------------------|
| Brought Forward  | \$(1,267,372)    | \$1,214,686      |
| <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                    |                  |                  |
| Capitalized loan fees  | -                | \$(35,892)       |
| Contributions to permanent endowment                           | 780,282          | 425              |
| Proceeds from long-term debt                                   | -                | 250,000          |
| Payments on long-term debt                                     | (433,886)        | (178,857)        |
| <b>Net cash provided (used) by financing activities</b>        | <b>346,396</b>   | <b>35,676</b>    |
| <b>Net increase (decrease) in cash and cash equivalents</b>    | <b>(920,976)</b> | <b>1,250,362</b> |
| Cash and cash equivalents, beginning of year                   | 4,346,104        | 3,095,742        |
| Cash and cash equivalents, end of year                         | \$3,425,128      | \$4,346,104      |
| <b>Supplemental disclosure of cash flow information:</b>       |                  |                  |
| Cash paid during the year for interest                         | \$611,488        | \$649,559        |

# Donors & Partners



The National College of Natural Medicine gratefully acknowledges the following individual donors and companies for their generous gifts through June 30, 2014. NCNM deeply appreciates every contribution. With your help, NCNM continues to lead the way to a future of unparalleled excellence in research, education and patient care.

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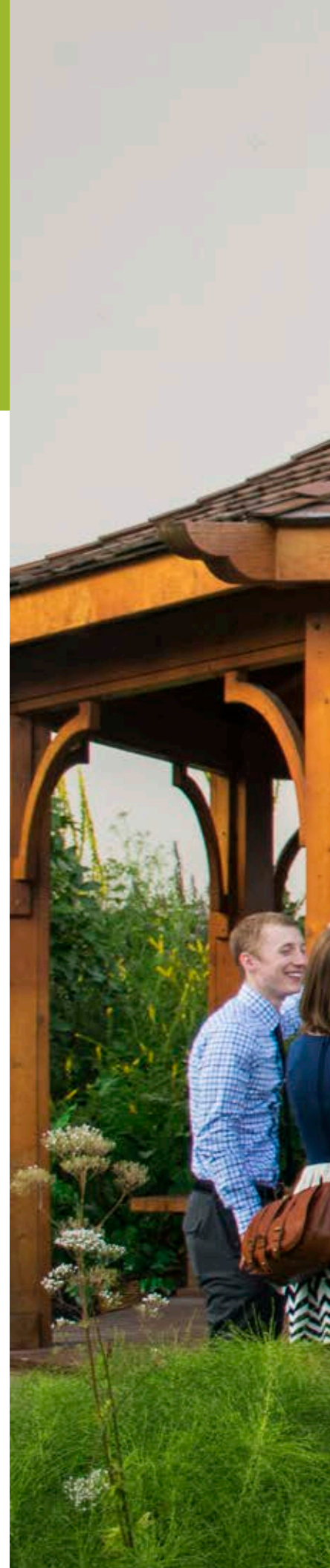
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