



Annual REPORT



2017-2018



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Altogether extraordinary, **OUR PEOPLE – OUR MISSION**

This past year marked growth, change and promise for our university—pivotal and exciting. Our university stakeholders have been wonderfully engaged in our mission of teaching, patient care and research. Transformative learning experiences, in and out of the classroom, continue to produce alumni who expand that mission in cities and towns in every corner of America and beyond.

Our university enterprise convenes hundreds of people every year to build a healthier future for the world. Having completed our first full year as a university, the promise of our mission stays clear, accessible and strong. With naturopathic and classical Chinese medicine as our foundational programs, we continued to refine and strengthen our academic, community education and patient care offerings. Our faculty and staff are the drivers of this steady improvement, despite the vicissitudes of the higher education and healthcare

terrains. This year we again experienced enrollment pressure and rising operational costs. For the 10th straight year, though, we achieved an operational surplus. Balancing our budget year after year ensures that we don't transfer unnecessary burden onto the next fiscal year. Our amazing people at NUNM make that happen, in every corner of the university.

NUNM's conversion rates—converting potential students into enrolled students—were excellent again this year. Our new programs in the School of Graduate Studies and the School of Undergraduate Studies have traction. Our two medical colleges are stable and strong in a difficult recruitment market. Our clinic operations have navigated a tough year with grit, vision and success, offering our students more opportunities for patient engagement. Helfgott Research Institute continued to grow its reputation

That is what NUNM is all about:
action predicated on principles and values.

for top-tier projects, attracting excellent evaluations and approvals for its research proposals. Among its accomplishments this year was the increasing growth of research networks for our natural medicine students and faculty, guiding them in developing the essentials in translational research of natural medicine. This success comes at a time when mainstream medicine reels with cost; tragic crises such as the opioid epidemic; and persistent chronicity levels that threaten the very fabric of American society.

NUNM's Career Services department continued its excellent track record of networking with prospective employers and other partners this year, leading to new, exciting career opportunities for our students. Our Continuing Education department offered 10 stellar months of symposia comprising an astonishing array of health topics, from food as medicine to traditional training in botanicals. And our Partners Program continues to grow, with over 200 companies and agencies supporting NUNM's mission. Our Institutes are thriving too: *Food as Medicine*, *Traditional Roots*, *Women in Balance*, and *Age Wise* are delivering health education to a public hungry for what they provide.

With the creation of a campus-wide program of action committed to diversity and inclusion, NUNM has been busily laying the groundwork for ongoing training across the entire university,

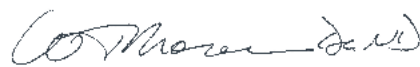
including a review of our hiring and recruitment policies and practices to encourage a diverse campus population. All people are entitled to safe, sustained access to what NUNM offers. We know they will, in turn, go back into their communities to practice inclusive values and philosophies.

Our campus continues to grow and improve. NUNM secured the lower portion of Hooker Street for future development as a permaculture garden and food forest. The old "Service Building" came down to make way for more campus parking and the promise of NUNM's Whole Life Market—with a future goal of drawing hundreds to our campus every weekend from May to October. Our record-breaking Snap Bond is bringing about numerous plant and property enhancements to support our students, patients, teachers and staff.

The Dalai Lama once said, "Choose to be optimistic; it feels better." NUNM chooses to be optimistic because the data show that the "product of our product," the skills of our graduates, are now in greater demand than ever. And just as perpetual optimism needs to be tempered by good planning, it also nourishes the *spirit for action*. That is what NUNM is all about: action predicated on principles and values. Our people working hard on our mission—altogether extraordinary.



David J. Schleich, PhD
President



Willow Moore, DC, ND
Board Chair



Our CAMPUS

Students come to NUNM for its reputation—**S**excellent faculty, learning and clinical experiences, career opportunities and supportive environment. They come eager to learn and grow despite the rough grace of our urban surroundings: the bricks and mortar of our early 19th century Academic Building; the compact footprint of a city campus surrounded on all sides by the rush and swirl of traffic. A closer look, though, and one sees the asphalt beneath our beloved campus vying in close competition with insistent and stubborn shoots of greenery: botanical gardens, newly planted permaculture installations, indoor and outdoor vertical gardens. Like our students, our campus is alive, growing, yearning to fulfill untapped potential.

Students, staff, faculty and patients alike are keenly aware of the continuing evolution of the NUNM campus. Every new development, large and small, is celebrated and appreciated deeply. This year, for example, an undergraduate nutrition capstone project—months in the making—blossomed from



a student fundraising campaign, culminating in a reforestation and beautification effort involving dozens of campus volunteers. Using permaculture principles, NUNM students created high-yield, organic and low-maintenance food systems—right on campus—as well as utilitarian and beautiful benches out of donated, forested lumber. Their designs were at once improvised and inspired, finding spots of barren soil on unused campus property to garden, creating shitake and pearl oyster mushroom logs; and creating permaculture pots filled with cilantro, beans, lettuce, kale, chives and more. This is the kind of vision and innovation that NUNM students take from their classrooms and generate in the world around them—that is the NUNM spirit. That is the NUNM way.

The promise of a new campus aesthetic was also the intent of the demolition this year of the old “Service Building.” The building, a onetime warehouse that had been rehabbed into staff offices, will serve as much needed parking for the growing campus community—



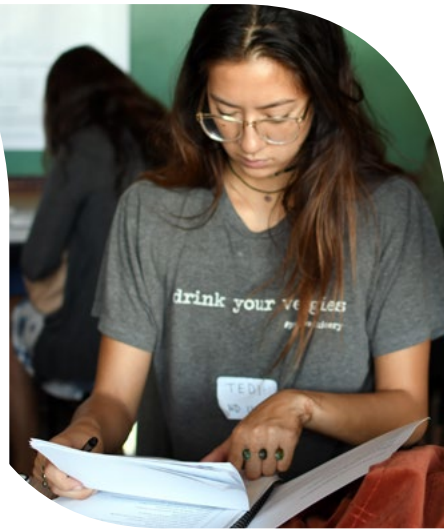
as well as the footprint for the future NUNM Whole Life Market, a campus farmers market and sustainable living emporium open to Portlanders during the warmer months of the year.

This year NUNM continued its steady drumbeat of advocacy for enhancements to the Southwest Corridor Plan, now settling into its final phase of planning and awaiting approvals by the SW Corridor Steering Committee, followed by the Cities of Portland, Tigard, Tualatin and Sherwood. Planners at Metro, the area's regional government in charge of the project, recommended in their draft proposal that the 12-mile

light rail transportation project be aligned along Barbur Boulevard rather than Naito Parkway, the virtual highway that runs parallel along NUNM's west-facing boundary. But they also strongly recommended a project to be constructed adjacent to the Southwest Corridor—the Ross Island Bridgehead Reconfiguration Plan—which would radically re-engineer and re-route the bridge ramps away from NUNM's campus and the Lair Hill neighborhood. Another goal of the Ross Island Reconfiguration Plan is to narrow traffic lanes along Naito Parkway, calming traffic around NUNM with stoplights, trees, and bike and pedestrian walkways—ultimately and finally knitting the Lair Hill neighborhood back together just as it was more than seven decades ago.

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There are many hurdles yet to overcome for this vision to manifest, which are anticipated to occur in stages in the next few years. But the potential for easier and much safer access to campus brings with it the continuing promise and evolution of NUNM's campus footprint.



Our mission and unique approach to education *are in good hands*, setting the stage for NUNM's continued growth and success as the leader in natural medicine.

Academic and **PROGRAM DEVELOPMENT**

NUNM closed out this year with a commencement ceremony milestone: the university's first undergraduate class receiving diplomas in its 62-year history. Including all programs, graduate and undergraduate, it was a record number of graduates—a total of 139 new alumni were ready and eager to step out into new careers or postgraduate studies.

The flip side of large graduating classes is the continuing decline in college and university enrollment seen throughout the country. Demographics tell the tale: an improved job market, close attention to degree ROI, and declining birthrates. Even though NUNM has not been immune to this trend, we are holding steady due to the richness, relevance and diversity of our program offerings, supporting our core programs—naturopathic and classical Chinese medicine—and further positioning NUNM as a comprehensive health sciences and healthcare university.

NUNM received accreditation approval this year for two new programs. The School of Undergraduate Studies will launch a third program, the Bachelor of Science in Integrative Therapeutics: Massage Therapy, a unique degree offering students an academic foundation alongside valuable clinical experience. And the School of Graduate Studies will introduce a master's program in Ayurveda, an ancient whole-body approach to the treatment and prevention of disease—the only Ayurveda program offered by a regionally accredited university in the United States. The School of Graduate

Studies continues to grow, with enhancements to the master's degrees we offer in nutrition, global health and integrative medicine research, which hold particular appeal for NUNM's dual-degree students. At the same time, work is well underway to develop the infrastructure for an online nutrition program.

This fiscal year has also brought personnel changes. Because a number of individuals have recently retired or moved on, NUNM has been actively transitioning with top-notch new hires in key areas of academic responsibility.

Notably, new appointments this year included Glenn C. Smith, EdD, provost, chief academic officer and vice president of Academic Affairs; and Beth Woodward, vice president of Enrollment Management, who together bring decades of senior-level administrative management and academic wisdom. In addition, NUNM also welcomed Shehab El-Hashemy, ND, dean of the College of Naturopathic Medicine; Charles Kunert, PhD, dean of the School of Graduate Studies; and Rachael Allen, MS, dean of students. Collectively, this dedicated team heralds a new, exciting era for NUNM. New people, new programs and the newest edition of our five-year strategic plan have all converged effortlessly this past year. NUNM's mission and unique approach to education are in good hands, setting the stage for NUNM's continued growth and success as the leader in natural medicine.

Our COMMUNITY

The NUNM community is as vast as our imaginations will allow. Our students are as varied and diverse as our growing number of graduate and undergraduate programs. Our community includes a number of Western biomedical research medical schools and other organizations that increasingly participate in our collaborative research projects alongside growing recognition and understanding of our mission and purpose. Our community also includes our clinics, located on campus and in neighborhoods spread from one end of Portland to the other. Clinic patients are an intricate part of our community, from the well-educated to streets kids, from new immigrant families to tech middle managers.

Government agency partners are our community, too. They increasingly invite us to join regional discussions to examine ways of improving access to health care or offer us financial incentives, which had been out of our reach not long ago. An important part of our community is our growing network of alumni whose life work is our life work—improving the lives of patients, clients and integrative partners. Community is also all about the exceptional NUNM Institute workshop and symposia participants who trust us to provide authoritative information on a wide range of natural medicine topics, from SIBO to food as medicine, to growing medicinal herbs in your backyard.

As our community grows, interest in what we are doing and where we are going grows, too. This year, Helfgott Research Institute was listed in the pages of the *Portland*




Business Journal as one of the top Oregon National Institutes of Health grant recipients—a confirmation of NUNM’s serious and sustained scientific contributions. NUNM is also increasingly sought out for the quality of our research at conferences throughout the country. Our students benefit from this critical network and our place in it. For example, Helfgott postdoctoral fellows, faculty and NUNM student researchers were invited to present their abstracts at the prestigious 2018 International Congress on Integrative Medicine & Health in Baltimore, where student Courtney Pickworth was awarded an “*Excellent Young Investigator*” award. Dual-degree student Lita Buttolph was invited to present her research poster on Chinese medicine and qigong at the annual conference of the Consortium of Multiple Sclerosis Centers held in Nashville.

We’re on the radar of the State of Oregon, too. Working closely with our Office of Career Services, the Oregon Health Authority will provide up to \$250,000 in tuition scholarships to a small group of naturopathic medicine students from 2018 through 2020. In return, upon



It is the power of community that carves a path through the complex healthcare terrain of America, *propelling forward the professions we serve.*

These efforts have paid off. Both NUNM's Lair Hill and Beaverton Health Centers are now designated Tier 4 Patient-Centered Primary Care Homes, one of the highest levels of care available. NUNM also launched a niche health program this year: a 12-week, low-cost diabetes prevention program for at-risk patients who are motivated to implement lifestyle changes by working with a naturopathic physician to achieve improved health outcomes. We are working in partnership with the Centers for Disease Control and Prevention to bring this evidence-based, results-oriented program to the Portland area.



graduation those students will provide healthcare services to Medicaid patients in designated underserved areas of the state. The program, *"Scholars for a Healthy Oregon—Naturopathic Physician Opportunities,"* enables students to repay their scholarship loan through service mostly in rural counties of Oregon.

NUNM also launched an educational partnership with Saint Luke's Hospital in Kansas City, Missouri—the Food as Medicine Institute (FAMI) Alliance. The FAMI Alliance will help establish the growth of the NUNM Food as Medicine Everyday community workshops at Saint Luke's Hospital. The workshop series is led by NUNM nutrition graduate Lucas Schubert.

Our Health Centers completed a difficult year in a rapidly changing market, with both fiscal and operational successes. Revenues finished \$400,000 ahead of 2016-2017 and \$200,000 above budget. Highlights included the launch of resident-only shifts; new nutrition and behavioral health shifts; and a new clinic shift model of healthcare delivery that enhances both student education and patient care. The Health Centers also implemented ways to further strengthen the coordinated care of patients, while improving on clinical quality measures. These changes augment our participation as a Medicaid Coordinated Care organization and in the Meaningful Use program.

The community clinics team also has been strengthening existing relationships with well-established partners like Asian Health & Service Center, which will provide space for NUNM shifts in its larger new facility in Southeast Portland. And Clackamas County Health Department this year invited NUNM Chinese medicine shifts to move from its Beavercreek pain management clinic to its Sunnyside location. Our Chinese medicine shifts enjoy an effective referral of patients from Clackamas County medical practitioners, resulting in consistently full shifts for our practitioners and student interns.

Once upon a time we were just a tiny cohort of naturopathic students learning medicine in a Southeast Portland storefront. Today we are a university, continuously transforming, evolving and growing. Our teachers, clinicians, students and volunteers touch countless lives year after year. It is the power of community that carves a path through the complex healthcare terrain of America, propelling forward the professions we serve. Together we accomplish so much every year, grabbing each opportunity as it manifests. The collective force of our community is bringing the incredible potential of natural medicine to a wider and wider world community.



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to a wider and wider world community.

Financial STATEMENTS

STATEMENT OF ACTIVITIES

Year Ended June 30, 2018 (with comparative totals for 2017)

REVENUES & OTHER SUPPORT	2018	2017
Tuition and fees	\$16,019,677	\$17,205,997
Private gifts and contracts	535,506	1,243,341
Government grants and contracts	1,868,151	767,756
Sales and services – clinics	2,663,699	2,470,429
The Store	189,350	254,431
Other revenue and gains	511,541	498,899
Loss on abandonment of construction project	(594,205)	–
Total revenues and other support	\$21,193,719	\$22,440,853
EXPENSES		
Program services		
Instruction	\$9,644,276	\$10,131,730
Research	875,439	768,229
Academic support	1,487,735	1,255,531
Student services	1,701,599	2,176,402
Clinics	3,672,520	3,664,027
The Store	215,096	271,322
Total program services	\$17,596,665	\$18,267,241
Supporting services		
Institutional support	3,079,206	3,599,614
Fundraising	423,877	442,648
Total expenses	\$21,099,748	\$22,309,503
Increase in net assets	93,971	131,350
Net assets, beginning of year	12,829,362	12,698,012
Net assets, end of year	\$12,923,333	\$12,829,362

The financial statements are excerpts from the independent auditor's report. For the full financial report, please contact NUNM's chief financial officer.

GROSS ASSETS

\$27,038,605

NET ASSETS

\$12,923,333

STATEMENT OF FINANCIAL POSITION

Year Ended June 30, 2018 (with comparative totals for 2017)

ASSETS	2018	2017
Cash and cash equivalents	\$5,286,454	\$5,614,962
Certificates of deposit	1,002,268	–
Accounts receivable – net	381,184	296,599
Inventory	107,181	107,662
Prepaid expenses	118,590	138,987
Land held for investment	73,220	72,655
Financial investments	2,584,060	2,164,194
Note receivable	163,074	166,690
Restricted cash – construction	1,134,760	1,536,814
Property and equipment – net	16,187,814	16,906,629
Total assets	\$27,038,605	\$27,005,192
LIABILITIES & NET ASSETS		
Liabilities		
Accounts payable and accrued expenses	\$685,630	\$450,249
Accrued payroll	1,318,110	1,283,436
Deferred revenue	9,875	44,539
Student deposits	88,043	87,915
Long-term debt	12,013,614	12,309,691
Total liabilities	\$14,115,272	\$14,175,830
Net assets		
Unrestricted	9,835,778	\$10,060,916
Temporarily restricted	1,748,412	1,429,793
Permanently restricted	1,339,143	1,338,653
Total net assets	\$12,923,333	\$12,829,362
Total liabilities and net assets	\$27,038,605	\$27,005,192



National University of Natural Medicine celebrates its Partners Program and the power of community.

We are exceedingly grateful to our partner companies and organizations that share NUNM's vision and passion for natural medicine, research and outreach. Partners are integrated into NUNM's community, connecting students, alumni, clinic patients and the public to unique resources that enhance success outcomes.



Partners PROGRAM

\$10,000+

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\$5,000–9,999

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"I love the idea that it doesn't take one person only to achieve your potential. **It takes a village, it takes a community, a street, a teacher, a mother.**"

—MIRA NAIR

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National University of Natural Medicine gratefully acknowledges the following individual donors and companies for their generous gifts through June 30, 2018.

NUNM deeply appreciates every contribution.

With the help of our donors, NUNM continues to lead the way to a future of unparalleled excellence in research, education and patient care.

To put your gift to work, or if you have questions concerning estate planning or creating a bequest to NUNM, please call the Office of Development at 503.552.1540. You can also contribute online at nunm.edu/donate.

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**Help us continue to advance the practice
and profession of natural medicine.**

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“There are many problems, but I think
there is a solution to all these problems;
it’s just one, and it’s education.”

—MALALA YOUSAFZAI



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