

# 2016-17

## ANNUAL REPORT

### University mission

A.T. Still University of Health Sciences serves as a learning-centered university dedicated to preparing highly competent professionals through innovative academic programs with a commitment to continue its osteopathic heritage and focus on whole person healthcare, scholarship, community health, interprofessional education, diversity, and underserved populations.

### Contents

- p. 2..... Leadership message
- p. 3..... Board of Trustees
- p. 4..... 2016-17 focus areas
- p. 10..... Year in review
- p. 18..... 2017-18 preview
- p. 19..... Student enrollment
- p. 20..... Financials

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## Dear friends and colleagues,

A.T. Still University (ATSU) continues to stand at the forefront of graduate-level health professions education and advance its 125-year legacy for educating future healthcare leaders. From its beginning as the first school of osteopathic medicine and now, a leading health sciences university, ATSU's success is a direct result of the extraordinary commitment and collaborative work demonstrated by its administration, faculty, staff, students, alumni, and University partners.

During 2016-17, ATSU focused on University-wide initiatives to strengthen its learning and working environment, provide faculty and staff with professional development opportunities, and encourage life-work balance among faculty, staff, and students. ATSU also announced plans to undergo a University-wide cultural proficiency climate study and received national recognition for its innovative diversity marketing campaign.

It was a year filled with anticipation, planning, and excitement as University constituents and partners prepared to recognize and celebrate ATSU's 125th anniversary and ATSU's Missouri School of Dentistry & Oral Health (ATSU-MOSDOH) held its inaugural commencement ceremony. New leaders emerged as ATSU announced the election of new Board of Trustees members and appointed new officers, and ATSU-MOSDOH and the Arizona School of Dentistry & Oral Health (ATSU-ASDOH) each welcomed the leadership of a new dean.

The University continues to uphold its rich heritage while charting a course for continued success in graduate healthcare education, developing an inclusive climate for all, and investing in our most valuable resources – our faculty, staff, and students.

Please continue to learn more about ATSU's recent accomplishments within this 2016-17 Annual Report, and engage with the University through our news and social media channels, as well as University-wide events. Thank you for your continued support of and commitment to ATSU.

Yours in service,

*Craig M. Phelps, DO*

Craig M. Phelps, DO, '84, president

*Ann Thielke, RN, JD*

Ann Thielke, RN, JD, chair, Board of Trustees

## BOARD OF TRUSTEES



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**Bertha Thomas, BPhil**

Kirkville, Missouri



## 2016-2020 STRATEGIC PLAN

Today, more than ever, our University's mission resounds with our country's needs and, in fact, our world's needs for health professions education, and healthcare delivery and service. The University's new strategic plan places ATSU at the forefront of educating tomorrow's healthcare leaders and continues to guide ATSU toward the lofty goal of preeminence.

To learn more about ATSU's 2016-2020 Strategic Plan, visit [atsu.edu/about-atsu#strategic-plan](http://atsu.edu/about-atsu#strategic-plan).

## 2016-17 STRATEGIC FOCUS AREAS

Annually, ATSU identifies strategic focus areas to advance in support of the University's Strategic Plan.

### Cultural proficiency

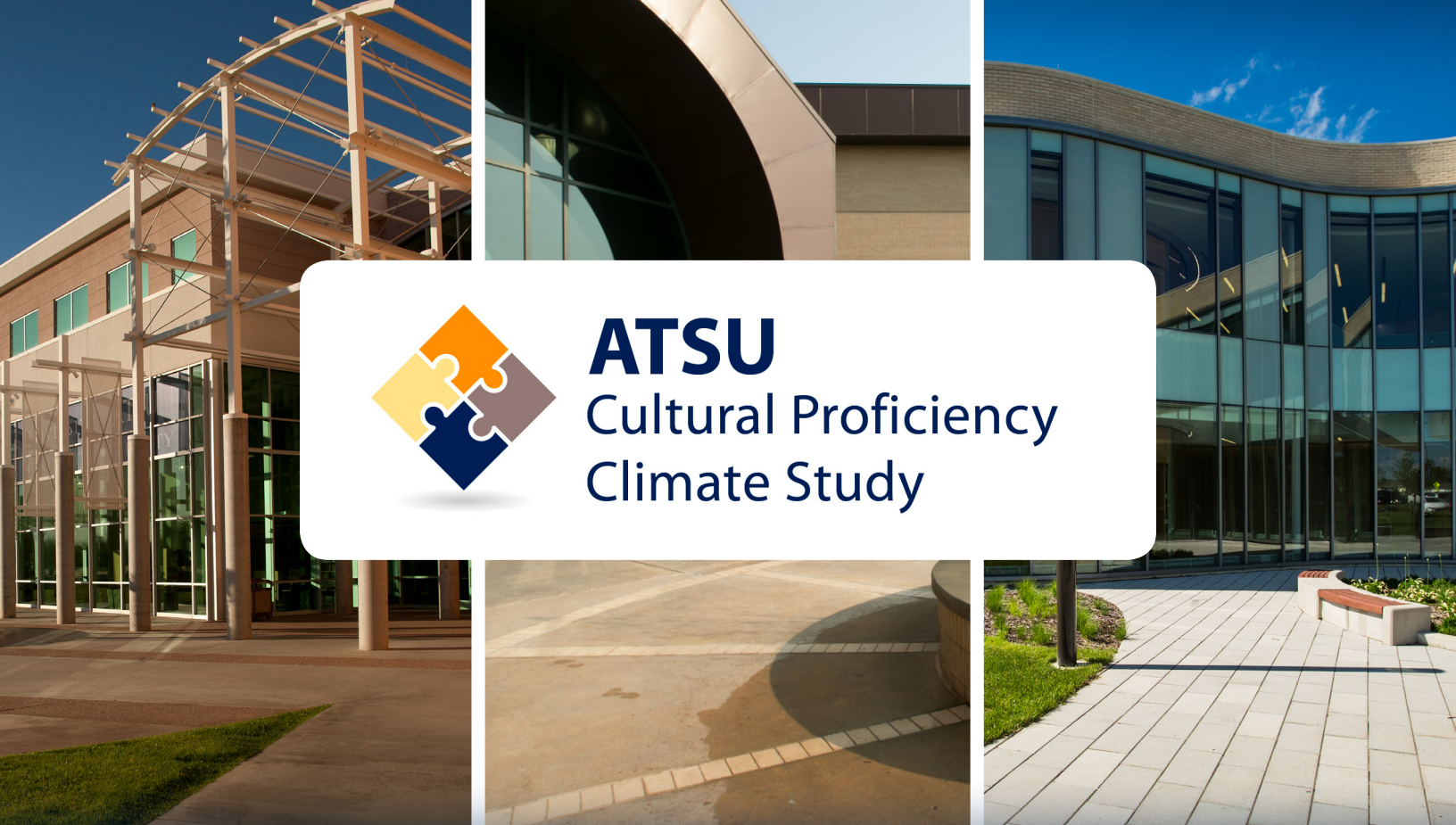
ATSU seeks to create and maintain a learning and working environment characterized by openness, fairness, and equal access for all students, staff, and faculty. A welcoming and inclusive University climate is grounded in mutual respect, nurtured by dialogue, and evidenced by a pattern of civil interaction. It is also one of the foundations of ATSU's educational model. Creating and maintaining a community environment respectful of individual needs, differences, abilities, and potential are critically important to the University.

### Professional development

ATSU is invested in continued growth and development of its faculty and staff. By providing faculty and staff access to educational and training opportunities to enhance their knowledge and skills, ATSU is well-equipped to provide unparalleled support, a strong educational foundation, and innovative learning-centered experiences for all students. Over the past year, ATSU offered professional development opportunities for faculty and staff in areas of leadership, competency-based learning, personnel management, and innovative learning technologies, including virtual and augmented reality.

### Life-work balance 2.0

ATSU's Life-Work Balance Committee formed faculty, staff, and student focus groups and secured suggestions for enhancing life-work balance across the University. Recommendations were reviewed, costs were determined, and initiatives were implemented to advance a healthier life-work balance. Please read [ATSU's Life Balance for Students and Employees white paper](#) to learn more.



## ATSU Cultural Proficiency Climate Study

### 2016-17 STRATEGIC FOCUS AREAS (cont.)

#### Cultural proficiency activities

##### ATSU announces cultural proficiency climate study


ATSU President Craig Phelps, DO, '84, announced plans to undertake a [University-wide cultural proficiency climate study](#) during 2016-17. To ensure transparency and provide a more complete perspective, ATSU contracted with Rankin & Associates Consulting to help lead this effort. The consulting group has conducted more than 170 climate assessment projects over the last 20 years.


Clinton Normore, MBA, associate vice president, diversity & inclusion, and Ann Lee Burch, PT, EdD, MPH, vice dean, ATSU's Arizona School of Health Sciences, were appointed co-chairs of ATSU's climate study. Throughout 2016-17, the co-chairs collaborated with Rankin & Associates Consulting representatives and members of ATSU's Climate Study Work Group to establish ATSU faculty, staff, and student focus groups, conduct focus group meetings, and develop content for the University's Cultural Proficiency Climate Study survey. The survey will be completed by ATSU faculty, staff, and students in July 2017, and Rankin & Associates Consulting will provide a comprehensive climate study report in fall 2017.

Through participation and completion of the study, University constituents will make a difference in ATSU's future, have an opportunity to make positive, lasting changes, and create a more inclusive environment.

**"Cultural proficiency is essential to becoming the very best student, graduate, faculty member, staff member, and healthcare professional."**


– Dr. Craig Phelps



  
 Diversity  
 Means  
 More  
 Than  
 Hue  
 at ATSU

We believe our healthcare workforce should reflect the diversity of America. In fact, we were one of the first to accept women to study medicine in 1892. This tradition of inclusion continues today. In 2012, we graduated the largest cohort of American Indian dentists ever. We understand diversity encompasses not just race, but gender, culture, financial background and sexual orientation. For qualified candidates, the possibilities are endless.

**Help make healthcare more reflective of America.**  
 Share our focus on diversity with your most committed and deserving applicants.



[Learn more atsu.edu/diversity](https://atsu.edu/diversity)

**A.T. STILL UNIVERSITY** | **ATSU**  
FIRST IN WHOLE PERSON HEALTHCARE

## 2016-17 STRATEGIC FOCUS AREAS (cont.)

### ATSU Diversity marketing campaign receives national recognition

ATSU's marketing campaign, "Diversity Means More Than Hue at ATSU," received an honorable mention at the [Cynopsis Media Social Good Awards](#) in New York on March 2, 2017. The campaign is a multichannel initiative integrating print, video, and online platforms to highlight ATSU's commitment to diversity in education, while encouraging students from diverse cultural and ethnic backgrounds to consider a health sciences career. ATSU collaborated with FabCom, a marketing agency based in Scottsdale, Arizona, to develop the initiative.

"This recognition is a testament to the University's commitment to its mission to promote diversity in healthcare education and improve access to healthcare in underserved communities."

– Clinton Normore, MBA, associate vice president, diversity & inclusion



Missouri-based employees who participated in the supervisory certificate series included Katherine Adler, Robert Behnen, Kimberly Blackman, Mary Carter, Melanie Davis, Travis Eagen, Virginia Halterman, Sandi Hays, Stephanie Hettinger, Steven Jordan, David Koenecke, Krista Llewellyn, Corey Louder, Dean Maag, Daniel Martin, Jennifer McNeely, Sondra Sanford, Sarah Schmitzer, Dawn Shaffer, Jean Sidwell, and Terry Wise.



Arizona-based employees who participated in the series included Amanda Barstow, Jan Baum, Mykel Estes, Jim Farris, Tonya Fitch, David Gonzales, Jyothi Gupta, Kimberly Jones, Greg Rubenstein, Kathy Rushlo, Valerie Sheridan, and Angela Vincent.

## 2016-17 STRATEGIC FOCUS AREAS (cont.)

### Professional development activities

#### ATSU offers supervisory certificate series to employees

In fall 2016 and spring 2017, ATSU collaborated with the University of Missouri's Missouri Training Institute to conduct a four-day supervisory certificate series for Missouri and Arizona campus staff members who serve in a supervisory role. The training series covered topics relevant to supervisory roles, including relationship building, legal responsibilities, communication, high-performance team leading, guided conflict resolution, and employee coaching.

At the conclusion of each campus certificate series, ATSU President Craig Phelps, DO, '84, recognized each participating supervisor with a certificate of completion and his appreciation for their leadership. In total, 34 supervisors completed the program. The series offering will continue over the next several years. Forty openings will be available on each campus during the 2017-18 fiscal year.



Anne Boyle, DMD, MA, associate vice president for academic innovation, presents during ATSU Assessment Week 2017.



Dr. Sharon Obadia



Dr. Milton Pong

## 2016-17 STRATEGIC FOCUS AREAS (cont.)

### ATSU's Teaching & Learning Center workshops provide professional development

ATSU's Teaching & Learning Center hosted several workshops on the Arizona and Missouri campuses to provide faculty with quality resources, programs, and activities to promote innovative teaching and learning-centered practices to positively affect student-learning outcomes. Among the various workshops, Sharon Obadia, DO, '97, associate dean for clinical education and services and associate professor at ATSU's School of Osteopathic Medicine in Arizona (ATSU-SOMA), and Milton Pong, PhD, associate professor, basic science education, ATSU-SOMA, presented "Faculty Role Modeling in Health Professions Education." The presentation highlighted the importance of effective role modeling of professional behaviors by basic science and clinical faculty to student clinical preparation.

### Professional development notables

- Two faculty members from each school/college were offered tuition assistance to pursue master of public health degrees from ATSU's College of Graduate Health Studies (ATSU-CGHS).
- Professional development funding for faculty was reviewed, and funding will increase more than \$200,000 during 2017-18, bringing all full-time faculty across programs and locations to parity.
- Assessment and scholarly activity seminars, symposiums, and conferences continued for faculty and staff.
- Lunch & Learns continued to update ATSU faculty and staff regarding innovations, personnel roles and responsibilities, and policies and processes.





David Koenecke, DC, MEd, assistant vice president-admissions, speaks with ATSU-KCOM student Sofiya Azim, OMS I, during Still Wellness Week on the Missouri campus.



Tater Tot, a miniature therapy horse, is a favorite visitor among faculty, staff, and students on the Arizona campus.

## 2016-17 STRATEGIC FOCUS AREAS (cont.)

### Life-work balance activities

Advocating for individual and collective health and well-being for employees and students remains a top priority for ATSU. Faculty, staff, and student focus groups provided leadership with recommendations for initiatives, activities, and events to promote life-work balance across the University. Among those recommendations were initiatives focused on Mental Health First Aid training courses and resources, quarterly Still Healthy and Still-Well Healthy Cooking seminars, stress reduction courses and seminars, various wellness events, and drawings for ergonomic stand-up desks, and financial wellness seminars for employees.



### ATSU Mental Health First Aid training courses were completed by **116 participants** during 2016-17.

Mental health wellness counselors Sarah Thomas, MSW, LCSW, and Arthur Davalos-Matthews, MA, LPC, provided Mental Health First Aid training courses on the Missouri and Arizona campuses.



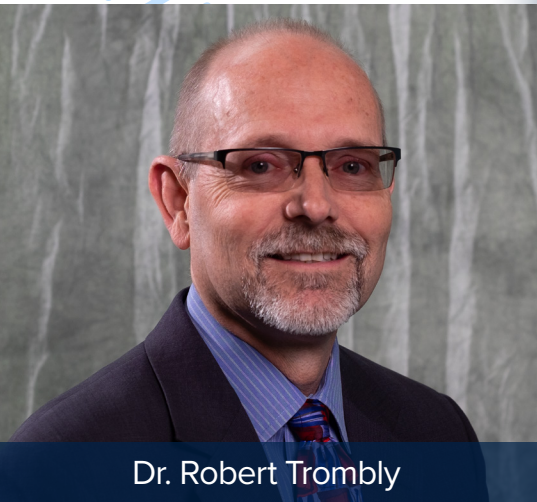
#### Missouri campus - 49 total

- 24 students
- 25 faculty/staff



#### Arizona campus - 67 total

- 39 students
- 28 faculty/staff



Dr. Robert Trombly

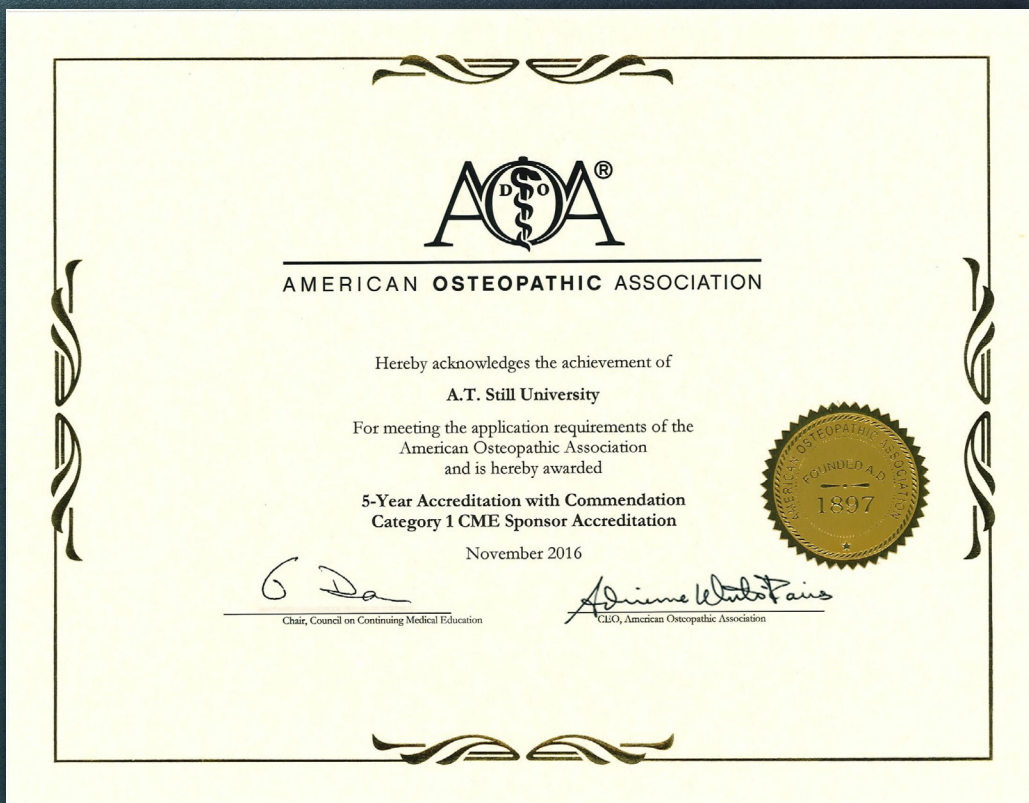
## 2016-17 highlights

Robert M. Trombly, DDS, JD, selected as new ATSU-ASDOH dean  
ATSU-ASDOH announced the appointment of Robert M. Trombly, DDS, JD, as dean, effective July 1, 2017. Dr. Trombly joined the School in 2015 as associate dean of clinical affairs. In this role, he demonstrated a command of current dental education issues, affinity for innovation, and commitment to provide dental care for the underserved.

Dr. Trombly received his dental degree from University of Michigan in 1984 and earned a juris doctorate from University of Denver School of Law in 1991. His career has included leadership roles at University of Colorado School of Dental Medicine, Western University of Health Sciences College of Dental Medicine, and University of Detroit Mercy School of Dentistry. His honors and awards include election to the Pierre Fauchard Academy, as well as fellowships in the International College of Dentists and the American College of Dentists. He has served in leadership roles for the American Dental Education Association and worked as a consultant for the Commission on Dental Accreditation.

“ATSU-ASDOH is a very special place for students, staff, and faculty, and our admissions process identifies and attracts talented students who truly have the passion to be the heart of our profession.”

– ATSU-ASDOH Dean Robert M. Trombly, DDS, JD



## 2016-17 highlights (cont.)

### ATSU Continuing Education receives five-year accreditation

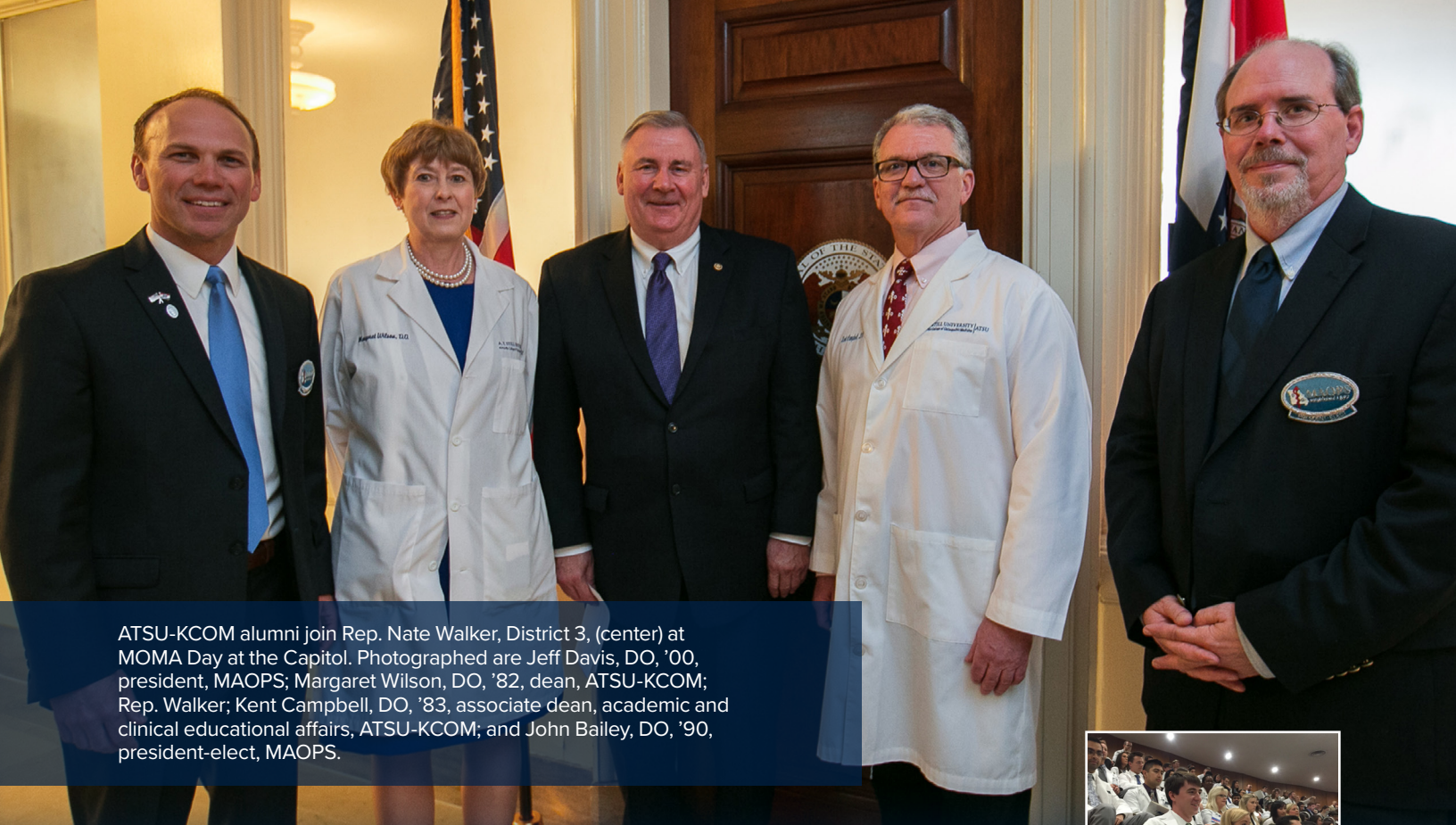
In accordance with the American Osteopathic Association (AOA) accreditation requirements for Category 1-A CME sponsors, the Council on Continuing Medical Education awarded ATSU five-year accreditation with commendation as a Category 1 CME sponsor as evidenced by the certificate pictured above. The award is the highest honor given to American Osteopathic Category 1-A CME sponsors with a perfect score of 100 points.

“Accreditation has been a long, tenuous process that has included in-depth attention to all AOA-required components to achieve this honor.”

– Jan Baum, MA, director, continuing education

### A.T. Still Research Institute establishes new Center for Oral Health Research

ATSU announced the establishment of the A.T. Still Research Institute Center for Oral Health Research (ATSRI COHR) under the direction of Parker Crutchfield, PhD, assistant professor and director of research, ATSU-MOSDOH, and Ann Eshenaur Spolarich, RDH, PhD, professor and director of research, ATSU-ASDOH. ATSRI COHR’s mission promotes whole person health by translating outcomes gained from clinical, behavioral, and exploratory research into advances in dental education and practice. Long-term ATSRI COHR goals include promotion of oral health as an essential component of whole person health, faculty and student skill development leading to research independence, increased breadth and scope of ATSU faculty research, and development, implementation, and dissemination of innovative strategies to improve public oral health, especially among the underserved.



ATSU-KCOM alumni join Rep. Nate Walker, District 3, (center) at MOMA Day at the Capitol. Photographed are Jeff Davis, DO, '00, president, MAOPS; Margaret Wilson, DO, '82, dean, ATSU-KCOM; Rep. Walker; Kent Campbell, DO, '83, associate dean, academic and clinical educational affairs, ATSU-KCOM; and John Bailey, DO, '90, president-elect, MAOPS.



## 2016-17 highlights (cont.)

### ATSU osteopathic medical students fill Arizona and Missouri Capitols for legislative events

In February and April 2017, osteopathic medical students representing ATSU-SOMA and ATSU-Kirkville College of Osteopathic Medicine (ATSU-KCOM) filled Arizona's and Missouri's Capitol to take an up-close look at the legislative process. The events provided students an opportunity to meet key legislators while learning about current issues in healthcare, such as loan repayment programs and graduate medical education funding.

ATSU-SOMA students took part in DO Day at the Legislature, and ATSU-KCOM students participated in Missouri Osteopathic Medicine Awareness (MOMA) Day alongside students from Kansas City University of Medicine and Biosciences and representatives from the Missouri Association of Osteopathic Physicians and Surgeons (MAOPS). Missouri Governor Eric Greitens officially declared April 2017 as MOMA Month in honor of ATSU's 125th anniversary, and resolutions from the Missouri House of Representatives and Senate were read and presented.

“As a future physician and advocate for my patients, making my voice heard is part of what it means to be a doctor.”

– Hillary Park, OMS II, ATSU-SOMA



## 2016-17 highlights (cont.)

### ATSU featured in national documentary on women in medicine

ATSU-KCOM Dean Margaret Wilson, DO, '82, and Museum of Osteopathic Medicine Director Jason Haxton, MA, were featured in [“The Feminine Touch,”](#) a documentary highlighting women in medicine on WEDU Public Media. The documentary showcases women who rose above adversity to become osteopathic physicians in earlier times, and it includes prominent female osteopathic physicians of today who continue the legacy.

A.T. Still, DO, founder of osteopathic medicine, accepted women into the University's first class, pictured above, in 1892. ATSU has advocated for equality in medicine for 125 years.

### Museum of Osteopathic Medicine receives challenge grant

ATSU's Museum of Osteopathic Medicine received a \$150,000 challenge grant from Institute of Museum and Library Services and an additional \$50,000 gift to support obtaining American Alliance of Museums (AAM) accreditation. AAM accreditation increases opportunities for grants and gifts to help preserve the museum's archives. It also increases research capabilities of the world's premiere museum dedicated to osteopathic medicine and the works of A.T. Still, DO.



## 2016-17 highlights (cont.)

### ATSU facilities update

#### Arizona campus

- ATSU purchased three buildings on the Arizona campus for which the University leased the majority of space. Through its purchase of the buildings, ATSU benefited from greater control of the Arizona campus environment, increased University assets, gained additional space, and reduced expenses.
- The city of Mesa, Arizona, approved plans for an additional academic building and parking structure, pending any increase to ATSU enrollment.

#### Missouri campus

- Interior and exterior renovations for ATSU Gutensohn Clinic (pictured above) were completed, and a ribbon-cutting ceremony was held for the public. Renovations included signage; adjustments to flooring, ceiling, windows, walls, patient rooms, and decor; and ADA-compliant restrooms and reception desks.
- Remodeling began on ATSU's Thompson Campus Center to better serve students, faculty, and staff. Improvements included locker room upgrades, a family restroom, enlarged fitness area, and new flooring.
- Dedicated space for scholarly activity in the Interprofessional Education Building began in early 2017.
- Cost estimates were obtained to upgrade the central plant (Boiler Room) and Timken-Burnett Research Building.



## 2016-17 highlights (cont.)

### Grand opening of A.T. Still University Osteopathic Medicine Center Arizona

A.T. Still University Osteopathic Medicine Center Arizona opened on the Arizona campus to provide patients access to osteopathic manipulative treatments and to offer specialized services to children with special needs. Community members, students, faculty, and staff toured the facility and were welcomed by ATSU President Craig Phelps, DO, '84; ATSU-SOMA Dean Jeffrey Morgan, DO, MA, FACOI, CS; and the center's Medical Director David Shoup, DO.

“Services will benefit patients of all ages and foster interprofessional collaboration at the University.”

– Medical Director David Shoup, DO

### Articulation agreement signed between ATSU-CGHS and Langston University

ATSU-CGHS and Langston University signed an articulation agreement to further develop the relationship between the two universities. Through this agreement, full-time employees and current students of Langston University who apply and are accepted into a master's or doctorate program at ATSU-CGHS will be awarded a 20 percent discount off tuition costs.

Applicants who meet the admission requirements of the ATSU-CGHS graduate program will be granted admission to the Master of Public Health, Master of Health Administration, Master of Science in Kinesiology, Doctor of Health Administration, Doctor of Health Sciences, or Doctor of Education in Health Professions program.

“This agreement further binds the solidarity between the two schools to create greater access and opportunity.”

– Clinton Normore, MBA, associate vice president, diversity & inclusion



New ATSU-KCOM graduates Jacquelynn Pratt, DO, '17, and Chauntelle Vidinha, DO, '17, ATSU's first Still Scholar from Chaminade University of Hawaii, celebrate at commencement with their graduate mentors from ATSU-KCOM and undergraduate mentors from Chaminade University of Hawaii. Photographed are Lori Haxton, MA, ATSU vice president of student affairs; Brother Bernard Ploeger, SM, PhD, president, Chaminade University of Honolulu; Dr. Pratt; Chaminade's Patricia Lee-Robinson, MEd, MS, associate provost and director, Office of Health Professions Advising and Undergraduate Research; ATSU-KCOM Dean Margaret Wilson, DO, '82; and Dr. Vidinha. Lee-Robinson also received ATSU's honorary degree, doctor of osteopathic education.

## 2016-17 highlights (cont.)

### ATSU's 125-year heritage celebrated during 2017 commencement ceremonies

ATSU's schools and colleges recognized the University's 125-year anniversary during the 2017 commencement ceremonies. The anniversary held special significance for ATSU-KCOM, being the founding school of osteopathic medicine and birthplace of the osteopathic profession.

ATSU-KCOM celebrated its 181st graduating class and conferred degrees upon 173 ATSU-KCOM graduates. American Osteopathic Association CEO Adrienne White-Faines, MPA, FACHE, served as commencement speaker and received a doctor of laws honorary degree. American Association of Colleges of Osteopathic Medicine President Stephen Shannon, DO, MPH, served as grand marshal for the ceremony.

"ATSU and Chaminade University have enjoyed a rich, important relationship that connects our institutions to expand opportunities for students from diverse and underserved backgrounds to explore opportunities in the healthcare professions. Having similar missions, our two universities have worked together with great success to matriculate students in all of our different programs."

– ATSU-KCOM Dean Margaret Wilson, DO, '82







ATSU-MOSDOH's inaugural class of 2017

## 2016-17 highlights (cont.)

### ATSU-MOSDOH graduates inaugural class

ATSU-MOSDOH held its inaugural commencement ceremony June 10 for the class of 2017 and conferred the doctor of dental medicine degree upon 42 graduates. The new dentists completed four years of rigorous dental education coursework, exams, patient encounters, and community outreach experiences. They became community-minded healthcare professionals who will address oral healthcare disparities and increase access to care for patients across Missouri and the nation.

In addition, the accomplished class received a 100 percent pass rate on its dental licensing examination prior to commencement. Approximately one-third of the graduates announced plans to enter private practice, one-third joined community health centers, and the remaining third enrolled in advanced education and training programs.

“By accepting a seat in the inaugural class of a brand new dental school, we automatically chose to walk along the road less traveled.”

– Kara Gerber, DMD, '17, class president

“Each of you graduates will no longer be the same; you will be leaders in your profession, your communities, and your growing world.”

– Former Missouri Gov. Jeremiah W. “Jay” Nixon, JD, commencement speaker

## 2017-18 preview

### Strategic focus areas

- Higher Learning Commission accreditation visit preparation
- ATSU patient care centers and wellness and prevention opportunities
- Information technology

### ATSU's 125th anniversary

- ATSU colleges and schools complete 125th anniversary community service projects
- Celebrations and Founder's Day
- ATSU-MOSDOH and ATSU-SOMA accreditation updates
- Diversity initiatives and ATSU's cultural proficiency climate study update



# 2016-17 ATSU STUDENT ENROLLMENT

## Arizona School of Health Sciences

Athletic Training 17  
Athletic Training (doctorate online) 80  
Audiology 47  
Audiology (online) 109  
Occupational Therapy 100  
Occupational Therapy (online) 10  
Occupational Therapy (doctorate) 15  
Occupational Therapy (online doctorate) 18  
Physical Therapy 189  
Physical Therapy (online) 162  
Physical Therapy non-degree seeking 16  
Neurologic Physical Therapy Residency 3  
Physician Assistant Studies 143  
Physician Assistant Studies (online) 56  
Orthopaedic Rehabilitation Certificate 1

## Arizona School of Dentistry & Oral Health

Dental Medicine 297  
Orthodontics 14

## School of Osteopathic Medicine in Arizona

Osteopathic Medicine 429

## College of Graduate Health Studies

Fundamentals of Education Certificate 1  
Health Administration (master's) 37  
Health Administration (doctorate) 43  
Health Administration (non-degree seeking) 2  
Health Education 152  
Health Sciences 289  
Health Sciences (non-degree seeking) 2  
Human Movement 1  
Kinesiology 159  
Public Health 168  
Public Health Certificate 112

## Missouri School of Dentistry & Oral Health

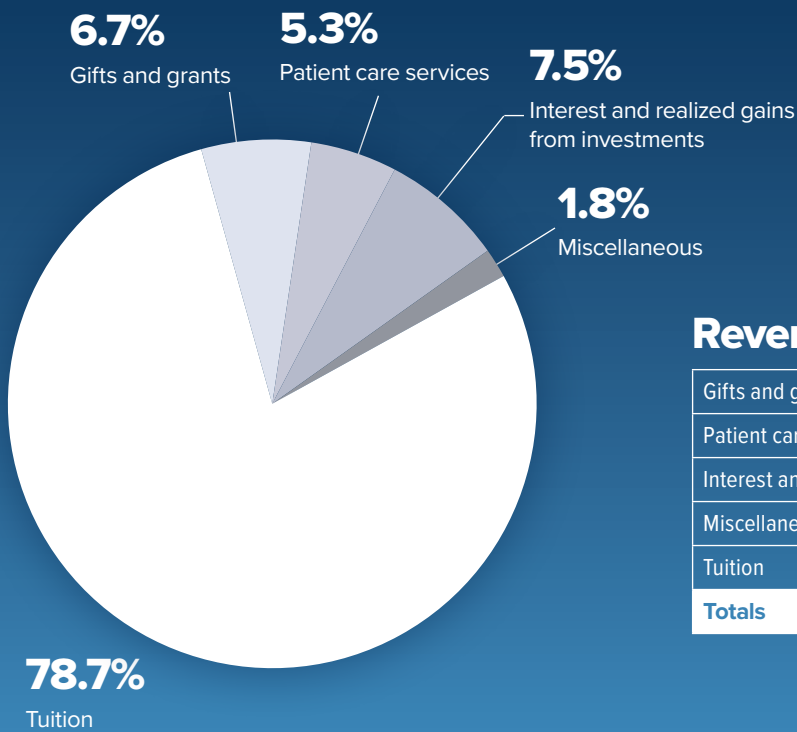
Dental Medicine 168

## Kirksville College of Osteopathic Medicine

Osteopathic Medicine 703  
Biomedical Sciences 26

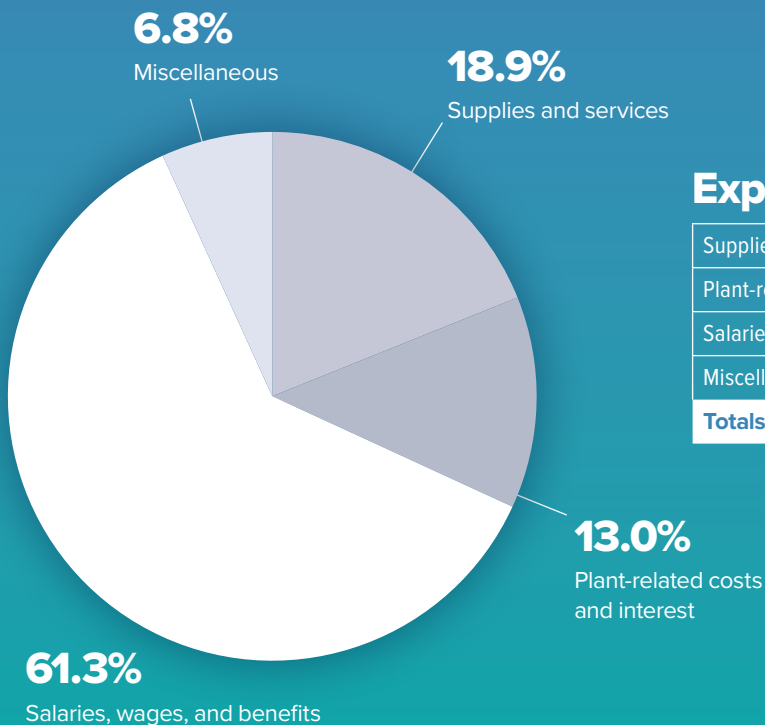
**Total enrollment: 3,569**

# 2016-17 FINANCIALS



## Revenues (in thousands)

Gifts and grants	\$10,762	6.7%
Patient care services	8,510	5.3%
Interest and realized gains from investments	11,984	7.5%
Miscellaneous	2,892	1.8%
Tuition	125,969	78.7%
<b>Totals</b>	<b>\$160,117</b>	<b>100.0%</b>



## Expenditures (in thousands)

Supplies and services	\$26,809	18.9%
Plant-related costs and interest	18,368	13.0%
Salaries, wages, and benefits	86,977	61.3%
Miscellaneous	9,639	6.8%
<b>Totals</b>	<b>\$141,793</b>	<b>100.0%</b>

# 2016-17 FINANCIALS

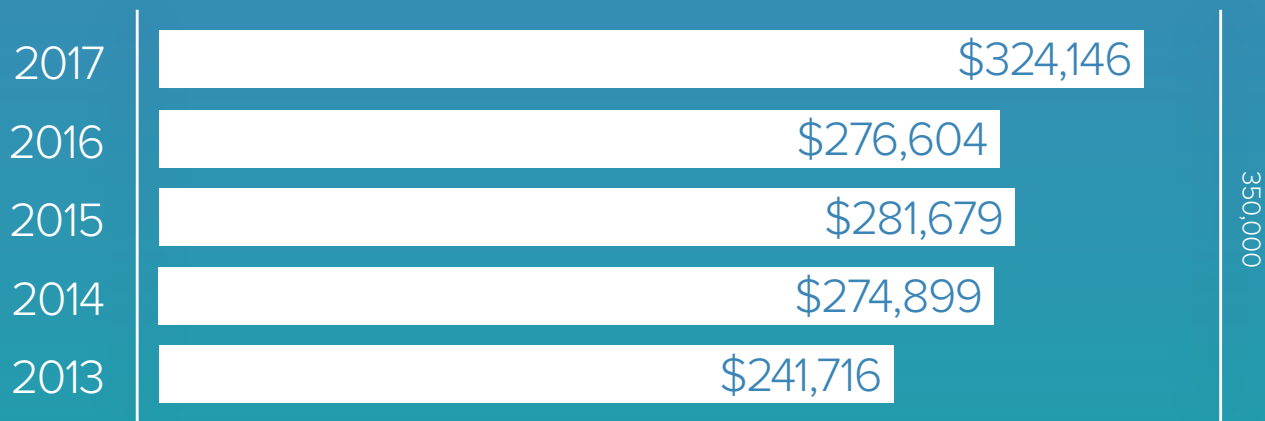
## ENDOWMENT\*

in thousands



## TOTAL ASSETS\*

in thousands



\*As reported on audited financial statement