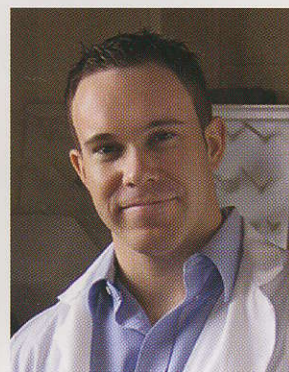
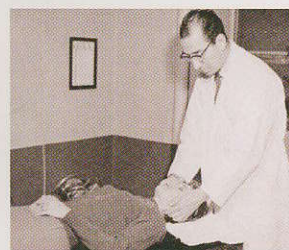
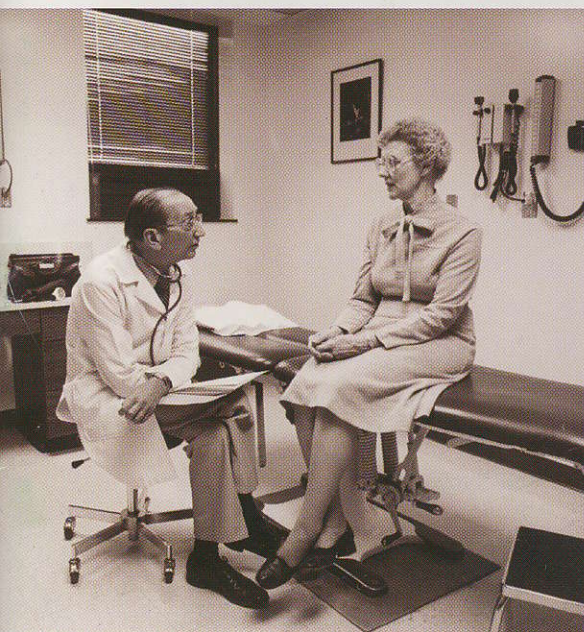
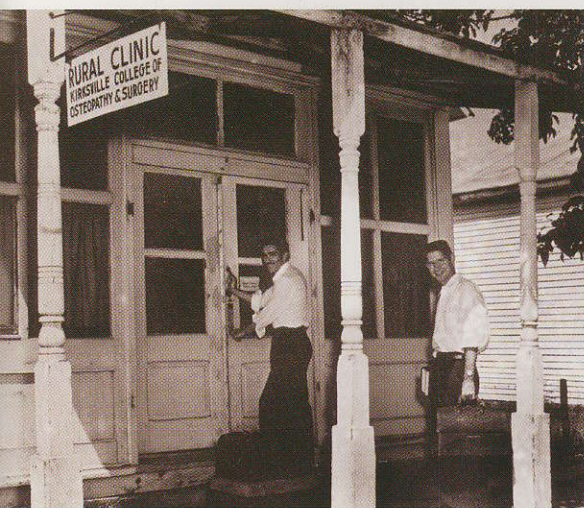


# Annual Report 2004

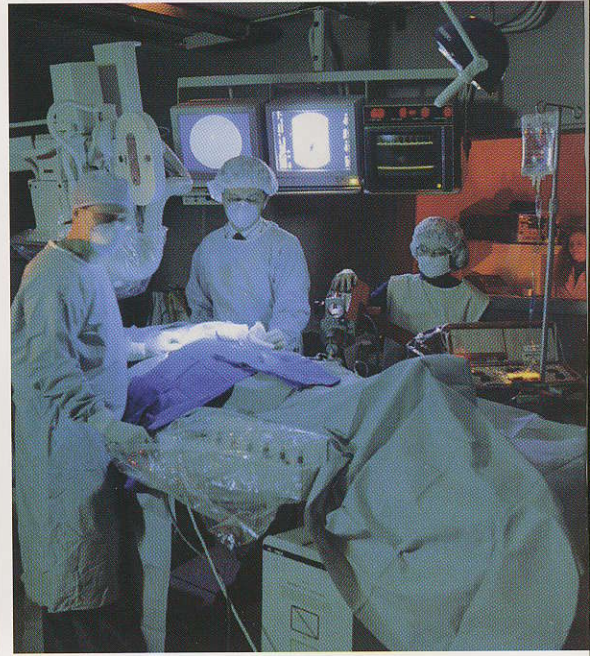
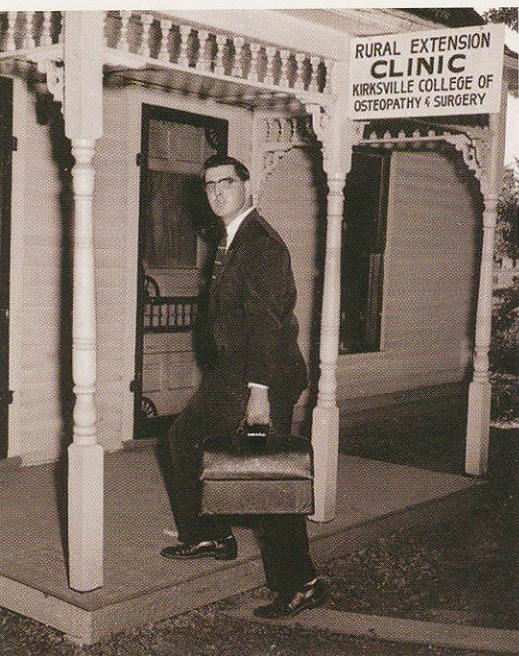
## What is Osteopathic Medicine Today?

The past, present, and future of caring for the mind, body, and spirit



A.T. STILL UNIVERSITY OF HEALTH SCIENCES





# A.T. Still University of Health Sciences

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## Annual Report 2004

# What is Osteopathic Medicine Today?

The past, present, and future of caring for the mind, body, and spirit

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# Message from Marian Osterweis, Ph.D.

## Board of Trustees Chairperson

In many ways and by many measures, this has been an extraordinary year for A.T. Still University of Health Sciences. Having transformed our four schools into an integrated university structure last year, this year we developed a new mission statement. This statement urges us to advance osteopathic principles and philosophy while educating students to develop compassion, integrity, and the ability to help patients comprehensively. A regional (NCA) accreditation visit this past year was very complimentary about our goals and the work of our administrators and faculty in securing these goals.

Several months ago, we broke ground for a dental clinic on the Mesa campus and continue to develop that campus into a health and research park that will assist in the education and training of our students while also serving the health needs of the surrounding community. More recently, we broke ground for the Connell Information Technologies Center on the Kirksville campus.



Student morale is at an all-time high as reflected in high retention rates in all our schools and programs thanks to our faculty and deans. Our new deans at the Kirksville College of Osteopathic Medicine and Arizona School of Health Sciences, Philip Slocum, D.O., FCCP, FACOI, FCCM, '76, and Randy Daniels, Ph.D., respectively, are both doing a wonderful job. This year, Kent Mulford, D.O., M.B.A., dean of the School of Health Management, has matched revenue and expenditures as planned, and Jack Dillenberg, D.D.S., M.P.H., dean of the new Arizona School of Dentistry & Oral Health, reports that the number of applicants increased from about 1,000 in the first year to almost 2,000 this past year. Moreover, his students took the dental board exam during their first year (instead of the traditional second year) and compared favorably with the national pass rate, thus attesting to the high quality and rigor of our dental school.

Students in all schools receive instruction on the principles and philosophy of osteopathy and how these principles explain the interactions among the mind, body, and spirit. As we spread osteopathic concepts to other health care professions, we can truly say that the advancement of osteopathic principles and philosophy is an integral part of this university. These and many other accomplishments would not have been possible without the hard work and steadfast commitment of administrators, faculty, staff, and trustees. At no time was this dedication more in evidence than in the aftermath of the tragic plane crash near the Kirksville airport that killed several of our regional deans and staff last year. The ATSU community rallied to comfort one another and to fill in as needed to continue to educate our students. I would like to thank all of these people for helping ATSU grow and thrive. We believe that this university, with your continuing help, will make a powerful contribution to the health care professions and to the well-being of our population.

Sincerely,

A handwritten signature in dark ink that reads "Marian Osterweis". The signature is written in a cursive, flowing style.

Marian Osterweis, Ph.D.  
Chair, Board of Trustees



# Message from James J. McGovern, Ph.D.

President

Thanks to an excellent Board of Trustees, generous alumni, and dedicated faculty and staff, we have had another wonderful year at A. T. Still University of Health Sciences.

Our mission statement is unique among schools because it requires us to work toward “advancing osteopathic principles and philosophy” besides preparing students for their health care careers. The theme of this year’s annual report is to indicate the further use and development of those principles. For my part, my wife, Rene McGovern, Ph.D., associate professor, neurobehavioral sciences, and I have discussed osteopathic principles at a number of conventions in the United States and Europe, including at Heidelberg University in Germany.

We used staff research from the National Center of Osteopathic History here in Kirksville to uncover some key sources of inspiration for A. T. Still’s principles and how they relate to the classical four causes (perspectives) of reality. Specifically, we found that Still captured essential insights of some of the greatest minds of the 19th century, including Virchow, Pasture, and Darwin. We also noticed that his principles corresponded to the four dimensions of causality as abstracted by Aristotle.

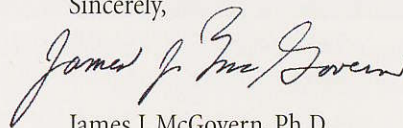
At multiple meetings, we explained how these principles could be applied to health care situations not only **within** but also **across** the mind, body, and spirit – forming an extraordinarily comprehensive diagnostic approach. We used examples from our book, “Your Healer Within®,” which has been translated into German, to demonstrate (1) interactive unity, (2) structure-function interdependency, (3) self-healing mechanisms, and (4) a newly articulated principle corresponding to the fourth cause of Aristotle. These clarifications of our osteopathic principles were greeted enthusiastically everywhere!

On the occasion of this annual report, I want to thank you for your assistance in the past and ask for your help during the next year as we try to complete funding for the Connell Information Technologies Center in Kirksville and the dental clinic in Mesa.

Last year, we raised more than \$4 million, largely due to alumni supporting their school. As you read these pages, please continue to remember the source of your general training and assist us in advancing osteopathic principles. These principles are proving to be highly comprehensive in helping people.

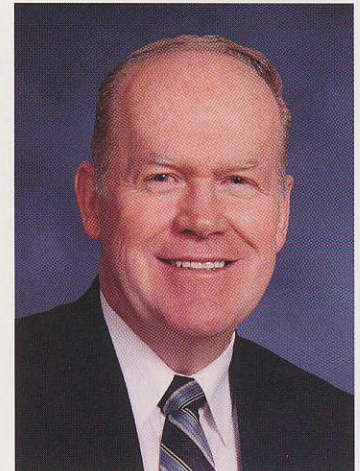
Best wishes to you and your work — our own best source of inspiration.

Sincerely,



James J. McGovern, Ph.D.

President



\* Available at [barnesandnoble.com](http://barnesandnoble.com)



# KCOM & Hollister: A partnership for the future

## New fellowship lays the groundwork for increased research opportunities

Two years ago, when the Kirksville College of Osteopathic Medicine and Hollister Incorporated first began contemplating a possible collaboration, the two organizations were unclear of what their discussions would yield. As major employers in the Kirksville area, both with a focus on the geriatric population, it made sense to build upon their strengths and to forge a relationship that would benefit both parties, as well as the city of Kirksville.

The result of those talks is the Hollister-KCOM Clinical Research Fellowship, a unique opportunity for a KCOM student to focus on the process of medical product development and testing from the standpoint of the manufacturer. Involved in everything from material selection to final prototype design, the student also will earn a master of science degree in biomedical sciences from KCOM and present a paper at a national or international science meeting in 2006.

*"The list of possible successes is almost completely endless, limited more by our dreams than by our resources."*

*— Philip Slocum, D.O., KCOM dean*


"It seemed like an obvious win-win situation," says Richard Murahata, Ph.D., director of global clinical research for Hollister Incorporated. "The student would get an opportunity to see what research is like in an industrial atmosphere and get formal training in actually doing clinical research, which is not something that you would typically get during four years of medical school training. For us, it was building a close relationship with KCOM and thereby getting access to their investigators and patient populations, a lot of whom are customers and oftentimes a bit difficult to approach in terms of being able to test new concepts and modifications of new devices."

Besides bridging the gap with clinical research and a master's program, the fellowship benefits KCOM and students simply because "it gets one of our students into a great research training opportunity," says Bill Sexton, Ph.D., chair of the graduate program committee. "It's good for the profession, it's good for the student, and it's good for KCOM. For the student, it's an opportunity to take a year out, expand on some of their interests, work with patients, and work with protocols and experimental design even to the point of beginning to engineer a product."



Molloy is supported by Hollister staff Dr. Richard Murahata, left, and Philip Shelley, vice president global research and development, global quality management, global information technology.





Finding just the right student would be the key to the fellowship's success, and second-year student Seth Molloy was just who they were looking for.

"Seth was an outstanding candidate in many regards," Dr. Sexton says. "He is academically successful and is highly motivated. Seth is a very straightforward, look-you-in-the-eye kind of guy, and he's got a passion for what he's doing. He puts himself completely into his work, and it was clear he impressed all of the people from Hollister." In fact, after Hollister conducted their interviews, "They were blown away," he says. "I think they expected to find good candidates, but not this good."

## Setting the bar

"We could not have picked a better student to start the fellowship than Seth Molloy," says Philip Slocum, D.O., '76, vice president for medical affairs and dean. "He has set standards of work ethic and professionalism that other students will have to struggle to meet."

Molloy, 24, modestly downplays such compliments. "I am grateful to have had this opportunity to cultivate my personal interest in biomedical and clinical research," he says. "What drives my interest is my curiosity, and my curiosity becomes my passion for making sure the work I get involved with is done to the best of my abilities."

And he is certain those who follow him will succeed. "I would love to see other students follow my path," he says, "because this opportunity is unsurpassed. The quality of clinical research training is second to none. I think other students would certainly benefit from an experience like this."

*"What drives my interest is my curiosity, and my curiosity becomes my passion for making sure the work I get involved with is done to the best of my abilities."  
— Seth Molloy*

Still, Drs. Sexton and Murahata are confident they found something special in Molloy. "Seth is a dynamic, bright, very motivated individual, and he has more than carried his weight," Dr. Murahata says. "We're very pleased with where the project has gone and with the collaboration. The bumps in the road have been few and small."

An advisory committee follows and guides Molloy's progress and consists of Dr. Slocum, Dr. Sexton, and Donald Noll, D.O., FACOI, '87, chair, internal medicine, from KCOM; and Seamus Kavanagh, global marketing director continence care, Dr. Murahata, and Thom Nichols, senior clinical research statistician, from Hollister.

Hollister's contribution to the fellowship involves not only education, which includes an intensive, six-week training course at the Hollister Incorporated headquarters in Libertyville, Ill., but also financial support and an office at Hollister. Hollister also pays for all expenses related to travel and research, including such things as materials, testing, and honoraria, as well as a 12-month stipend. KCOM provides a one-year tuition waiver when the fellow moves into medical training.

Not knowing much about Hollister when he first heard of the fellowship, Molloy soon began researching the company and liked what he read. "One thing that really grabbed my attention was the fact that they really care about their customers," he says. "They continually tailor toward the needs of their end-user, and that's good to see. As

osteopathic students, we learn to continuously listen and respond to our patients' needs. Because Hollister's customers are our patients, it's comforting to see how well their philosophy coincides with ours."

According to Dr. Sexton, it's obvious the experience has had a positive impact on Molloy, and he's impressed by how much he has learned. "When he came back in mid-September after spending six weeks at Hollister, I was astounded by the amount he had absorbed and put into his way of thinking," he says. "His vernacular and verbiage had all adapted to good lab practice and protocol development and an understanding that was clearly beyond where he was six weeks before."

Dr. Sexton is so impressed by the way the fellowship has gone, he says he can't help but wonder if lightning will strike twice.

"One thing that is always in the back of my mind is the hope that future students will match up and wondering: 'Does this fellowship have a shelf life? Will we be able to find the right student?' I think we're going to have to rely on the fact that on an annual basis, we have good students here and that several are going to be interested in taking a year out and doing this clinical research."

## Paving the way for the future

As a medical student, clinical research opportunities are few, and fellowships are rare,



Involved in research since his undergraduate training, Molloy is thankful for the opportunity to further explore that interest. "This opportunity is unsurpassed," he says. "I think other students would certainly benefit from an experience like this."

especially for osteopathic students. When Molloy learned of the Hollister-KCOM fellowship, he wasn't about to pass it up.

"When I found out the fellowship was focused on medical device development, it wasn't hard to convince me," he says. "I've looked far and wide and haven't found any other undergraduate research opportunities quite this rewarding."

Although medical schools increasingly are partnering with the business community, Hollister is unique in that it's a cutting-edge industry in a field not routinely looked at by medical schools, which traditionally focus more on pharmacology, or in the case of osteopathic institutions, manipulation.

"Currently, students don't have a lot of options," Dr. Sexton says. "They could take a leave from their training and education and actually take a year out to do a master's degree, and certainly that's a possibility, but it's not one often exercised or seriously considered."

In an effort to expand research opportunities, Dr. Sexton used the Hollister-KCOM fellow-

ship as an outline for the basis of the new KCOM Clinical Research Fellowship. Not connected with Hollister, this second fellowship would foster a student conducting clinically based research on the KCOM campus during their third or fourth year. It again would be tied into the master's program.

"One of the main points of this – and it goes for the master's program as well as the clinical fellowships – is that osteopathy as a practice has been focused on the general practice, small-town doc who does everything, and research has not traditionally been a heavily focused component of osteopathic medicine. Certainly, that's changing, and operations such as the master's program and clinical fellowships are ways to address that by providing additional education and research experience to doctors in training.

"We're attempting to demystify the process of research and trying to make some of these people who will end up being D.O.s more comfortable," he says. "We're also hoping to foster the beginnings of a new generation of D.O.s who see research as an important component of their medical practice."

He adds, "There are people who decide that their career goal is to go into research on a different scale and use their medical training to facilitate research as opposed to practicing medicine. It gives people another opportunity. Not only that, but from an academic perspective, wouldn't it be great to have a graduate D.O. who got hooked on research early on and who came back to the academic environment as a physician and academic researcher and became the seed from which this all grew?"

"I know it sounds pretty Pollyannish, but that's where it starts. You have to have a few people who get turned on, who come back into the academic environment, whether it's here or at another school, and do research – research from an osteopathic slant."

## Building on success

Molloy, who earned his undergraduate degree in chemistry at The University of Tennessee at Chattanooga, began the fellowship in August 2004 and will complete his work July 31, 2005. He has plans to graduate in 2007 and says his experience so far has only increased his passion for research.

"This fellowship allows you time to collect your thoughts and unravel any hidden interests," he says. "It gives you the freedom to tap into your creativity and unleash opportunities for innovation. Another benefit is that it teaches you how to solve problems using research methodology, and this is a great skill to have in today's emerging world of evidence-based medicine."

While Molloy wraps up his research, KCOM and Hollister are encouraged by the fellowship's success and are soliciting for the next fellow.



"It's one of those things that came together, and it required some thought but never a hard sell because everybody was on the same page from the very beginning," Dr. Sexton says. "We realized what the opportunities were, and it's come together in a way that would have been hard to predict."

"The list of possible successes," says Dr. Slocum, "is almost completely endless, limited more by our dreams than by our resources. I think we're positioned extremely well and are lucky to have this relationship with Hollister."

"I think with Seth's hard work, excellence, and professionalism we might even be able to talk in the future of expanding this relationship further. Several of Hollister's people are adjunct faculty, and we would be willing to expand that, particularly as we expand our new evolving curriculum, which will open up more and more opportunities for people in industry to come and help facilitate the educational process."

Molloy says he would be comfortable in a mentoring role, encouraging others to consider research. "I think future students who take on this fellowship would be heavily rewarded, especially as students of osteopathy," he says. "The osteopathic community as a whole needs to develop a systematic process to train more students in clinical research so that they one day ascend into a mentoring role. Once a foundation is established with these fresh and highly trained osteopathic clinical scientists, the process can repeat. I believe that such a process will strengthen and unify the osteopathic research community. What excites me is that I can see that that very process has already begun."

## Research Update

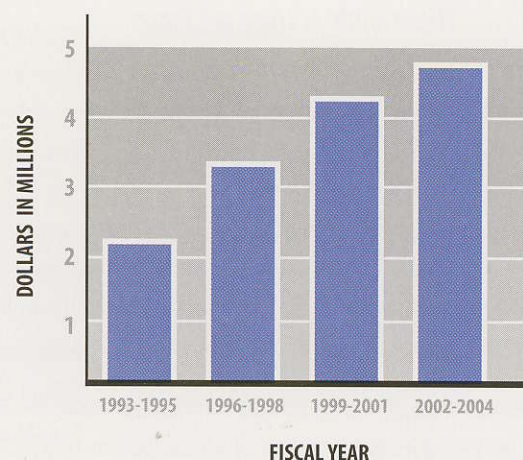
The Division of Research, Grants, and Information Systems (RGIS) continues to expand the influence and productivity of the A.T. Still Research Institute (SRI). The current SRI External Board of Scientific Counselors, which serves as an external source of scientific direction, recently has been extended to include international representation.

University researchers supported by SRI have made significant discoveries in multiple areas of research important to the osteopathic profession. These include the generation of measurable outcomes regarding the relationship between manipulation and circulating blood-borne markers involved with pain reduction; standardizing manipulative procedures in order to determine inter-examiner, or inter-provider, reliability; advancements in the study of somatic dysfunction and bone metabolism; and a groundbreaking multi-center trial involving manipulation in the elderly with pneumonia.

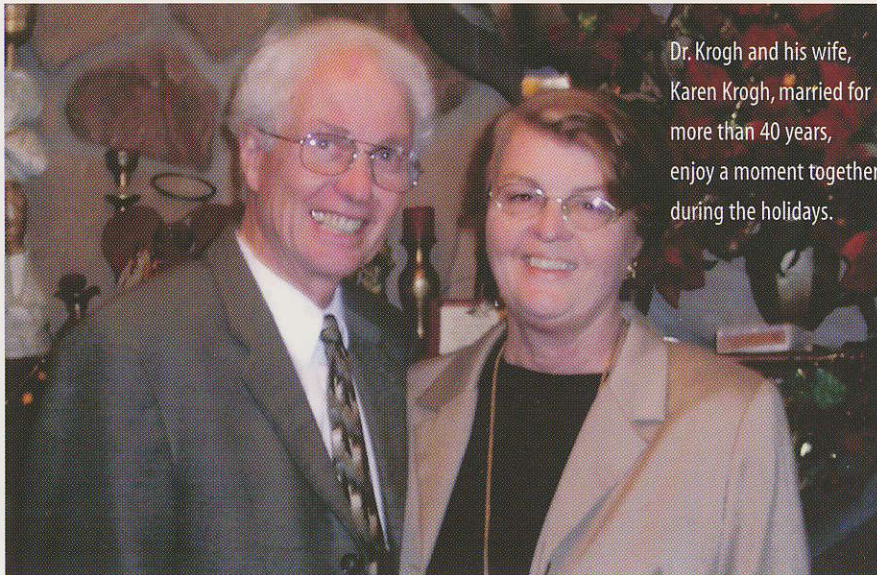
SRI's researchers have been on the cutting edge of a new awakening of interest in research within the profession. Many of these projects are directly in line with a recent report from the NIH National Center for Complementary and Alternative Medicine entitled "Manipulative and Body-Based Practices: An Overview." The RGIS division also supports the developmental research efforts of the Arizona campus through the provision of seed money to support promising research projects.

RGIS is intimately involved in supporting the University's educational and outreach activities through the development of national award-winning grant programs aimed at supporting the schools' various initiatives. For example, the success of the division's Grants and Program Development team in obtaining funding via the Health and Resources and Services Administration's Title VII program alone has brought in more than \$4 million in grant funding during the last four years.

As depicted in the accompanying bar chart, the division continues to advance the University's priority areas by securing growing and significant amounts of grant dollars annually.







Dr. Krogh and his wife, Karen Krogh, married for more than 40 years, enjoy a moment together during the holidays.

## Remembering Flight 5966

### The media calls him a walking miracle.

But since surviving the October plane crash that claimed the lives of 13 people traveling to Kirksville for a daylong workshop as a component of the Kirksville College of Osteopathic Medicine's compassionate care initiative, John Krogh, Ph.D., isn't so sure.

It's the personal relationships with his wife, Karen Krogh, six children and 25 grandchildren, as well as those fostered over a career spanning nearly 30 years that Dr. Krogh sees as the true miracles in his life.

*"These kinds of trials we have in life are part of life and what we have to endure."*

*— John Krogh, Ph.D.*

#### **"Nothing out of the ordinary"**

As Flight 5966 approached the Kirksville airport, passengers were having a good time, he says, looking forward to seeing their friends and loved ones. The dark, rainy night wasn't worrisome, and according to Dr. Krogh, 69, the approach to the airport was "nothing out of the ordinary."

"We had no advanced warning," he says. "We didn't know we were in trouble until we actually hit the first tree. Then there was a succession of terrific jolts. The only thing I can remember thinking is, 'Is this really happening? Is this real?' The next thing I remember is looking up, so I must have blacked out. The plane was in great disarray. It was dark but there was light

coming in the windows on the opposite side, which was the fire. Luggage and papers were just strewn everywhere, and the headliner and wires were hanging down."


After regaining consciousness, he headed for a jagged hole on the opposite side of the plane, in spite of his broken hip. "I don't remember feeling any great pain at that time," he says.

He made it to the hole and jumped to the ground eight feet below, landing on his head and arms and breaking his back and several ribs. Looking back, he saw another figure coming out of the plane, which was becoming engulfed in flames. That figure was 44-year-old Wendy Bonham, the only other survivor. Bonham, a mother of five and the rotation site coordinator in Utah, had begun her position only five months earlier and was traveling to Kirksville for the first time.

As Bonham made her way to an open field, Dr. Krogh began burrowing his way into a wild rose bush to shield himself from the heat. His hip began to hurt. Then, "There were fireballs way up in the sky that would rain down drops of molten plastic all over the ground," he says. "I didn't know the extent of my injuries then but I felt really lucky and that I would probably survive. I felt pretty good about that, but then I thought of the people on the plane."

As the fire died down and no one was coming, he began to feel the cold of the night and starting shivering. The shivering turned into crying, and still no one came. Worried no one would know how to find him, he eventually heard sirens in the distance. Then voices. One of those voices belonged to Bonham, calling for help. Still tangled in the bushes, Dr. Krogh couldn't yell because of his broken ribs.





Finally, they were found. "The fire and rescue people were really wonderful," he says. "They just did everything they could and were so gentle." After he told them his name, one of his rescuers said he used to be on the high school wrestling team with his son. Another said Dr. Krogh had done therapy on his grandmother. "All of a sudden, there were people there who knew me, and that was very comforting," he says.

The situation was much the same at the emergency room. "Immediately, there were people in my face who were old friends," he says. One of his former anatomy students was his operating room physician, and he recognized many others as well. Ironically, two passengers on board the plane, Drs. Clark Ator and Mark Varidin, also were former students.

### Finding purpose

A month later, Dr. Krogh was back in Utah, back to the home he had built after retiring to Utah in 1998 after teaching anatomy at KCOM for more than 20 years. Two months later, he returned to his role as regional assistant dean for the Utah region, a position he accepted in 1999, and also to teaching his evening anatomy class at Provo College. Still, sleeping is difficult, and recovery is slow. But his stamina is slowly returning, and he is working out five days a week to build muscle mass.

He's also finding more satisfaction, appreciation, and comfort in his family. While in the hospital in Kirksville, his family flew in to be with him. "I had little grandkids in my room," he says. "They'd climb up on the bed and lay their heads on my chest. I kind of felt their healing influence from having them there."

He feels the same influence from his wife of more than 40 years. "She was not only a nurse but a comfort to me in many ways," he says. "It's not the duty of a nurse to climb in bed to

## Goodbye, Friends

Clark Ator, D.O. – Assistant Regional Dean, KCOM Utah Region

Judith Diffenderfer, D.O. – Director of Student Medical Education, Michigan Region

Kathleen Gebard, M.A., B.S. – Ohio CORE

Toni Sarantino – Coordinator, KCOM Ohio Region

Mark Varidin, D.O., B.S., FACOF – Assistant Regional Dean, KCOM Florida Region

M. Bridget Wagner, D.O. – Assistant Regional Dean, KCOM Ohio Region

keep you warm, but that's what I had." Going through the accident "helped me to realize a lot of things," he says. "I'm a lot closer to my wife – and my children. I just appreciate them all so much more. I've also been overwhelmed by letters from people who knew me a long time ago but who heard about this. It makes me realize that friendships will endure in spite of the fact that you don't do much to nourish the bond. When you get into a situation where you need to call on that friendship, they're there."

He says his teaching perspective has changed as well, helping him to better see patients' viewpoints, something he is trying to instill in his students.

Getting back to work helps the healing process, he says, and gives him purpose and a greater dedication to mankind. "These kinds of trials we have in life are part of life and what we have to endure," he says. "If we endure it well, it will make us a better person if we are strong in our faith and endurance."

Bonham, too, has added perspective since the crash. "I hurt for the families who lost their loved ones," she says. "I experience the joy in life much differently now. Often, when I'm enjoying the company of my husband, I think about them and it makes me appreciate every minute I have together with my kids and family. Since the crash, my daughter got married, my son left for a mission for our church, and I was able to be here for that."

Bonham plans to return to work soon but is still undergoing surgeries on her badly broken arm, as well as physical therapy. She expects to have plastic surgery on her head, which suffered burns, in the spring. She's continuing to heal, she says, thanks to the Kirksville hospital staff, as well as staff and students from KCOM. "They really had such a huge impact on my life, and I really appreciate them," she says. "I'm still continuing to heal because of their great care and love toward me."

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## Flight 5966 to be honored in new ITC

A room in the Connell Information Technologies Center will honor those who perished in the October plane crash of Flight 5966. The Flight 5966 Fund already has raised about \$15,000 and was established by the Faculty Senate "to show our expression of sympathy and support for those who perished and who dedicated their lives to education," says Randy Rogers, acting vice president for institutional advancement, who administers the fund.

Those wishing to donate to the Flight 5966 Fund may send a gift to the ATSU Gift Income Office, c/o Flight 5966 Fund, 800 West Jefferson, Kirksville, MO 63501. For more information, please call 866.626.2878, ext. 2180.



## Student Spotlight

# Choosing osteopathic medicine

*"To reach my goal of being a doctor who genuinely cares for people, KCOM is definitely the right choice."*

*— Gretchen Cole*

Unlike many medical students, Gretchen Cole, MSI, didn't grow up dreaming of becoming a physician. In fact, she never even considered a career in medicine, much less planned for one, until she was in her late 20s.

Nevertheless, once she made her decision she faced another question as she began looking into medical schools: What kind of physician do I want to be? Her answer: Caring. Genuine. Osteopathic.

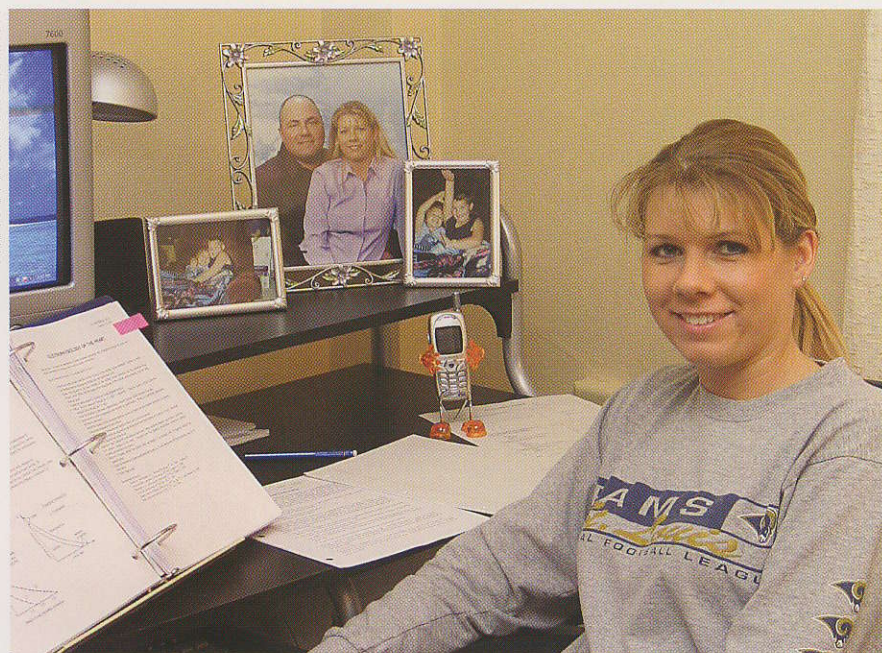
Her journey to a medical career begins where she hopes it one day will end – in southern Missouri where she spent much of her childhood. After graduating from College Heights Christian School in Joplin, she began college at Missouri Southern State University studying business management, quitting after two years when she realized business "wasn't for me."

She then found a job as a secretary for an underground storage facility, met her husband, Bryan, and had two children, Tyler, 8, and Kylie, 7. Her family life was satisfying, but her job was not. It was then she began work at the Jasper County Health Department, where she says she first saw the practical side of medicine as a Spanish translator serving a large Hispanic population. She also began to consider a career in medicine and quit her job to go back to school at age 28.

After looking into physical therapy, she began to think about being a doctor, which she had always considered unrealistic.

"I wasn't thinking about being a doctor at the time because I didn't think I had it in me," she says. "It seemed an insurmountable goal as a mom."

But after volunteering at the Joplin Community Clinic, "I absolutely fell in love with the whole thing," she says. "I really enjoyed following the D.O.s around because of the way they handled their patients and the way they seemed more genuine in listening to the patient's problem and getting them help. There was an apparent difference between the M.D.s and D.O.s. Not that the way they treated was different, it's just that they listened more and showed more empathy. They were more in



Family is never far from first-year medical student Gretchen Cole's thoughts. Photos and mementos of her husband and two children, who live in Carthage, Mo., fill her apartment.

PHOTO BY BRANDON GRONHOFF



tune with their patients. I just picked up on that and felt like as a patient, they were the kind of doctor I would like to go to."

Her mind made up, she changed her major to biology, completed a summer internship in the neonatal intensive care unit at a hospital in Joplin, and began thinking of how to turn an unrealistic goal into reality.

She first had to make important, personal decisions before taking the next step to medical school. Would her family move to Kirksville? Was it wise for her husband to quit a good job to replace the one he's had for 11 years? Would her children be happier in Kirksville or at home near their friends and grandparents? Who would watch the children if they moved? Would her son, enrolled in childhood development programs since age 3, take a step back if they moved? Could they sell their old farmhouse in Carthage? How would they pay for school?

The answers were still unclear as she and Bryan traveled the five hours to the Kirksville College of Osteopathic Medicine for her interview. One thing was for certain: "Kirksville was the obvious choice," she says. "The other interview I went to was at an allopathic university, and there was a day-and-night difference. The difficult part was deciding to go now or wait another year."

She decided not to wait – and that it was in her family's best interest for them to stay in Carthage. "It really is working well for the kids," she says. "Actually, it couldn't be going any better." Her husband, mom, and mother-in-law all pitch in to make a consistent, caring routine for her children.

Still, it's not easy balancing a family with life in medical school, and the Coles

haven't ruled out moving to Kirksville so that they can all be together. "It's really not easy for us to be separated," she says. "It's difficult to leave home, and it's getting harder and harder."

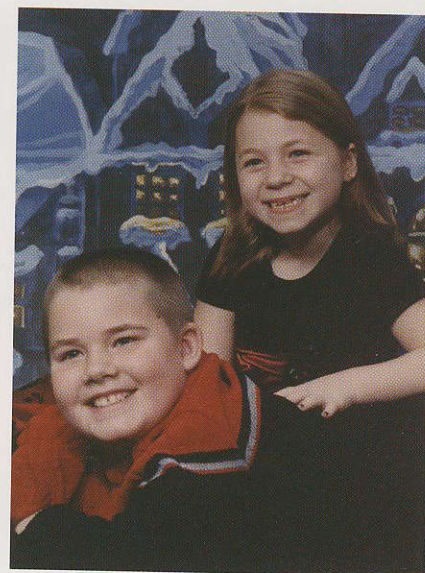
The first day of class, her daughter called crying. "It just broke my heart that I couldn't be there for her," she says. "I had to call a dentist to get her an appointment and missed my first lecture."

It was also that day, she says, that she met up with Philip Slocum, D.O., '76, vice president for medical affairs and dean. "I must have had a look on my face, because he asked what was going on, and I just broke down," she says. "I told him the story, and he said he understood that I'm a mom who wants to be there for these things but that my daughter understands and appreciates what I'm doing. That was confirmation that KCOM stands out above the rest."

Choosing an osteopathic medical school not only is teaching her practical skills, but she says it also is helping her become a compassionate physician. "To reach my goal of being a doctor who genuinely cares for people, KCOM is definitely the right choice," she says, adding that The Complete DOctor Program is a good example.

"They basically train you and almost insist that you have a sympathetic ear and that you're listening to the patient and not writing something down in the chart. That you make eye contact and justify their problem. That you don't just treat them as a disease but rather a person who is ill. The school and the program really teach that, and they walk the walk."

Seeing and working through the challenges to health care that Hispanics faced in



Being mom to Tyler and Kylie will help her be a better doctor, Cole says. Still, it's difficult to be separated from her children while she completes her medical training.

Carthage have influenced her views toward medicine in a similar way. She says pregnant women had to visit nearby Joplin for obstetrics services and that transportation was often a problem. "It was frustrating that we couldn't take care of pregnant women in our own town," she says. "I definitely had and still have a place in my heart for Hispanics in particular and anyone else who doesn't have the ability to get care."

After she establishes her practice in Carthage – she's considering obstetrics/gynecology and pediatrics – she says she would like to coordinate a Spanish course for those working in the medical field.

"I definitely want to be known as a doctor who truly cares about you and your health," she says. "That's how I want to be known – as someone who cares about you as a person, not as a number, an illness, or someone who is making me money."





# Raising Arizona

Dr. Craig Phelps, provost of ATSU's Arizona School of Health Sciences and the Arizona School of Dentistry & Oral Health, talks about ASHS' 10-year history and the role osteopathic medicine plays in training students to be compassionate, community-minded leaders of tomorrow.



PHOTO BY RICHARD J. SIMONSEN, D.D.S., M.S., ASSOCIATE DEAN AND PROFESSOR OF RESTORATIVE DENTISTRY, ASDOH

It should come as no surprise that Craig Phelps, D.O., '84, provost, who has practiced sports medicine for more than 20 years and serves as physician to many high-profile athletes, defines his leadership style and credits his success in terms of team effort.

"I really believe putting together great teams, whether it's in health care, education, or in the community, creates a lot of power and success," he says. "I believe the leader of an organization is really a servant and other team members are the ones who deserve the praise and accolades and are the reasons for success. If a leader understands they're only as good as their team, then I think that's a critical belief we need to teach our students and the world."

One of the Mesa campus' original visionaries, Dr. Phelps, as well as O.T. Wendel, Ph.D., associate provost, was instrumental in the creation of the Arizona campus, which Dr. Phelps originally envisioned as a school for physical therapy, a first in Phoenix. The two initially began discussing the idea of creating a health care institution more than 15 years ago, when Dr. Phelps was a recent KCOM graduate and Dr. Wendel, a former KCOM professor, was

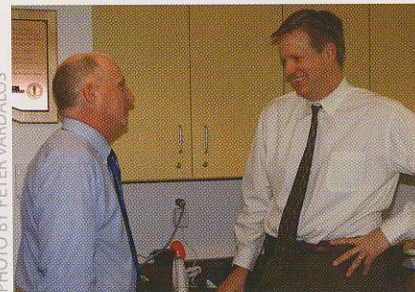


PHOTO BY PETER VARDALOS

Dr. Ted Wendel, left, and Dr. Phelps first began talk of creating a health care institution when Phelps was a recent KCOM graduate and Dr. Wendel a chancellor at Western University. More than 15 years later, Dr. Phelps says the Arizona schools have exceeded all expectations.

chancellor at Western University. The school they helped create today is far different than what they had envisioned.

"Back then, we didn't know about a lot of the technology that would be available to our faculty, staff, and students today," Dr. Phelps says. "It really has exceeded some of the ideas and dreams we had. We still have a lot to do."

One of the things on Dr. Phelps' to-do list, aside from continuing to develop the programs of the Arizona School of Health Sciences, is to complete a new dental clinic for the Arizona School of Dentistry & Oral Health. "In the old days, students would spend most of their third and fourth years in the clinic," Dr. Phelps says. "We're hoping to get them out in the community to do at least 50 percent of their clinical rotations with local dentists. That's a whole different concept. A smaller, more efficient clinic is part of the concept of the dental school of the future. More importantly is the way we've organized resources, the educational community, faculty, staff, and facilities to re-engineer dental education into an effective, efficient program.

"We hope that, in addition to offering a phenomenal training program for our students, we're allowing the community to access a clinic at an affordable price for their dental needs," he adds. "Currently, many people in



*"A.T. Still's legacy of how medicine should be practiced is continuing to be carried forward."*  
- Dr. Craig Phelps

the Southwest go to Mexico because they have difficulty affording dental care in their communities."

Developing community-minded health care professionals is one of the goals of ASDOH, as well as ASHS, which soon will be celebrating 10 years of providing health education and contributing about 5,000 health care providers to the nation's work force.

"Our Arizona presence is built on the foundation of KCOM D.O. students and the excellent work our ASHS chairs, faculty, and staff have done to build programs of excellence in audiology, medical informatics, occupational therapy, physical therapy, physician assistant studies, and sports health care," Dr. Phelps says.

"The first 10 years were dedicated rightly so to beginning programs, developing the best ways for our students to learn, recruiting excellent faculty and staff, and finding and building our own campus. The next 10 years will be assessing how well we're doing and being more involved in our local, regional, and national communities. Always a challenge is staying on the forefront of developing new models of integrating technology into the educational process."

Aside from technology, what sets the schools apart, he says, is dedicated faculty and staff, a personalized approach to education, and the osteopathic philosophy.

"Our dental school is the only school that has oral health in its title, which hopefully lets our students and community know that we believe dentists need to look beyond the mouth to take great care of their patients," he says. "A.T. Still's legacy of how medicine should be practiced is continuing to be carried forward. In each of our programs, we try to teach our students not just to think of patients' medical problems, but also to get the patient to a healthy state – in mind, body, and spirit – so the body can heal faster and more efficiently."

"Osteopathic principles are germane across disciplines," Dr. Wendel adds. "Looking to care for a person as a whole individual is really important. For a philosophical foundation, it's the heart of osteopathic medicine. A lot of the foundation and philosophy is important not just to osteopathic medical students but also to audiologists, physical therapists, and others. We see that as a great advantage. We trade on it."

## Provost Craig Phelps Up close and personal

### Family

Wife Stacy, married six years

### Hobbies

Fitness, reading, travel, and writing

### Accomplishments

- Served as president of the American Osteopathic Academy of Sports Medicine
- Named in *Phoenix Magazine's* "Top Doc" list
- Recognized as one of Azusa Pacific University's Top 100 Alumni of the Millennium
- Graduated from the Kirksville College of Osteopathic Medicine in 1984

### Positions Held

In addition to serving as provost for ATSU's Arizona campus, Dr. Phelps serves as:

- Medical director for the Student Health Center at Grand Canyon University
- Primary care team physician for the NBA's Phoenix Suns, WNBA's Phoenix Mercury, Grand Canyon University, Sunnyslope High School, and Scottsdale Community College
- Consulting physician to the Phoenix Coyotes, Arena Football's Arizona Rattlers, and Ballet Arizona

## Planning for the future

### ASDOH dental clinic set to open Spring 2005

The Arizona Health & Technology Park, along with ATSU and its Arizona School of Dentistry & Oral Health, celebrated a site dedication and groundbreaking ceremony in April for a new building that will house the school's dental clinic.

Construction of the dental clinic began in Summer 2004 with a projected completion date of Spring 2005. Additional clinical and research services, along with oral and dental health professionals, will join ASDOH in providing services in the new facility. ASDOH's 81-chair dental clinic will support clinical education for ASDOH dental students working under the supervision of doctors of dentistry while offering the Arizona dental community a resource to help the state's most fragile populations, including underserved and uninsured children and seniors who need dental and oral health care. For the latest clinic construction photos, please visit [www.asdoh.atsu.edu](http://www.asdoh.atsu.edu).





# ATSU News Highlights

## New mission statements unveiled

The A.T. Still University of Health Sciences Board of Trustees met October 16-17, 2004, in Kirksville and approved mission statements for the Kirksville College of Osteopathic Medicine, School of Health Management, Arizona School of Health Sciences and Arizona School of Dentistry & Oral Health.

### A.T. Still University of Health Sciences

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*Consistent with the University's heritage as the founding school of osteopathic medicine, the mission of A.T. Still University of Health Sciences is to educate students to become competent health care professionals who continuously develop and demonstrate compassion, integrity, and ability, while advancing osteopathic principles and philosophy. The institution is committed to scholarly inquiry that anticipates and addresses society's health care needs. The University encourages its constituencies to become leaders in improving community health and wellness with a comprehensive appreciation of the interaction of mind, body, and spirit.*

### Kirksville College of Osteopathic Medicine

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*The mission of the Kirksville College of Osteopathic Medicine is to educate students, who have developed their mind, body, and spirit to be best prepared to enter the next phase of their career, with the experience, sound judgment, dedication to service, and appreciation of the science upholding the practice of osteopathic medicine and the biomedical professions.*

### School of Health Management

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*The School of Health Management educates and prepares current and future health professionals for management positions in a variety of health care settings. Our goal is to provide comprehensive and relevant health management instruction through high quality, innovative, online education. In support of this goal and the University, SHM strives to:*

- *Provide comprehensive and relevant health management instruction through high quality, innovative, online education;*
- *Encompass compassion, integrity, and ability through our curricular offerings to promote health management students as they develop professionally;*

- *Encourage health management students to serve and strive to improve the health care of individuals and their communities;*
- *Provide encouragement to health management students as they engage in scholarly activities that both anticipate and address the health management needs of a diverse society.*

### Arizona School of Dentistry & Oral Health

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- *To educate caring, technologically adept dentists to become community and educational leaders serving those in need*
- *To be the leader in the lifelong education of community-responsive general dentists*
- *To prepare graduates with a strong foundation of critical inquiry, evidence-based practice, research, cultural competency, and interdisciplinary health care experiences*
- *To promote the delivery of optimal patient care and for the transfer of newly acquired knowledge, skills, and technology to the profession and to the community*

### Arizona School of Health Sciences

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*The Arizona School of Health Sciences is dedicated to providing quality graduate education of health care professionals embracing a philosophy of interdisciplinary collaboration, patient-centered care, and a commitment to meeting the needs of a diverse nation. The school's programs embrace the osteopathic principles of wholeness, the interdependency of function and structure, and the self-healing mechanism of body, mind, and spirit. ASHS promotes faculty and student scholarship through innovation, critical inquiry, and decision-making skills, emphasizing the use of information technology. The school also recognizes its role as a community leader by actively supporting health and wellness within the community.*



# Kirkville College of Osteopathic Medicine

## Groundbreaking held for high-tech center



The Connell Information Technologies Center is a state-of-the-art center designed to attract and retain exemplary students and faculty and provide the latest scientific information and teaching facilities. The 52,000-square-foot educational facility will create an enhanced learning environment that will take students out of the classroom and place them directly into active learning scenarios.

It will host a new library containing the latest in computer technology, as well as a new osteopathic manipulative medicine laboratory, multimedia center, and student study complex. A high-tech computer classroom will set the stage for implementation of the latest in learning technology. A patient simulation center with six human patient simulators will epitomize an active learning and compassionate care emphasis. Construction is scheduled to begin in early 2005 with an expected completion date of Summer 2006.

## Dr. Snider honored by Governor's Award for Excellence in Teaching

Karen Snider, D.O., C-NMM/OMM, assistant professor, osteopathic manipulative medicine, was honored at the 2004 Governor's Conference on Higher Education in December as a recipient of the 2004 Governor's Award for Excellence in Teaching. The awards were presented to those individuals and groups that have endeavored to improve the quality of education in Missouri's institutions.

Dr. Snider was accompanied at the awards luncheon by Michael Lockwood, D.O., FCA, C-SPOMM, '81, chair/professor, osteopathic manipulative medicine. Dr. Lockwood said Dr. Snider excelled in all aspects of teaching and that the combination of several key elements made her a perfect candidate to receive the Governor's Award.

"Dr. Snider has a great personality and is well-respected by her students," he said. "She has excellent technical skills and an effective and proven method to present information, both in the classroom and the laboratory."



Pictured above, from left: Drs. Lockwood and Snider, and former Missouri Governor Bob Holden.

## KCOM recognized by U.S. News and World Report

KCOM received outstanding national recognition in the *U.S. News and World Report* 2005 edition of Best Graduate Schools.

KCOM ranked 10 in rural medicine for the second year in a row and ranked 22 in family medicine. These specialty rankings are based on ratings by medical school deans and senior faculty at peer schools, identifying the schools offering the best programs in the specialties of AIDS, drug/alcohol abuse, family medicine, geriatrics, internal medicine, pediatrics, rural medicine, and women's health.

## Faculty recognized for excellence in teaching

Debra Buckler, D.O., associate professor, internal medicine-academic, received the Max T. Gutensohn Award from the class of 2006 for going above and beyond to make her class fair, understandable, and a great preparation for boards and medical practice.

Lex Towns, Ph.D., chairperson, anatomy, received the Max T. Gutensohn Award from the class of 2007 for his ability to relate to students and his enthusiasm about the classes he teaches. The award serves to recognize outstanding teaching and service to the osteopathic profession. In addition, the recipient is chosen because he/she embodies the character, dedication, and teaching of Max T. Gutensohn, D.O., a 1941 KCOM graduate.

## Slocum named dean

Philip Slocum, D.O., has been appointed vice president for medical affairs and dean of KCOM. Dr. Slocum was a graduate of Truman State University, as well as a 1976 graduate of KCOM.





## Arizona School of Health Sciences

### Danielsen appointed dean

Randy Danielsen, Ph.D., PA-C, was appointed dean of the Arizona School of Health Sciences on July 1, 2004. Dr. Danielsen is responsible for six health care education programs at the school. Since 1998, Dr. Danielsen has served as chair of the ASHS physician assistant studies department, and prior to that was the department's academic coordinator. He is a founding faculty member of the school, which started in 1995.



### Hillman named Educator of the Year

Sue Hillman, M.S., M.A., ATC, PT, director of anatomy, received the Rocky Mountain Athletic Trainers Association's prestigious Educator of the Year award at the group's 20th annual clinical symposium held in Broomfield, Colo.



### Assoc. Professor Kingma receives Athletic Trainer Service Award

Jackie Kingma, M.S., ATC, PA-C, PT, sports health care associate professor, was awarded the Athletic Trainer Service Award by the National Athletic Trainers' Association at the association's 55th Annual Meeting & Clinical Symposia.



### Doctor of Audiology white coat ceremony

Members of the ASHS Audiology Class of 2007 gather with faculty members and the keynote speaker after the white coat ceremony held on the Mesa campus on October 2. Pictured in the front row (left to right) are: Georgine Ray, Au.D., Tabitha Parent-Buck, Au.D., Rebekah Fallis Cunningham, Ph.D., Kara Headington, Allison LaCalle, Kirsten Vesey, and Brooke Jacobs. Back row left to right are: Henry Trahan, Au.D., Amber Arthur, Brad Murphree, Heather Larson, Dena Riso, and Masoud Vazirnezami.



### Occupational therapy faculty honored with awards

ArizOTA Occupational Therapy honored all four ASHS Occupational Therapy faculty members for their professional service and dedication to the occupational therapy profession. Rachel Diamant, M.S., OTR/L, BCP, associate professor; Cindy Hahn, MOT, OTR/L, associate professor; Mary Greer, M.S., OTR/L, assistant professor; and Christina Griffin, M.A.Ed., OTR/L, FAOTA, acting chair, all were recognized and honored with awards in 2004.

### PAs provide health care in Belize

During a period of four weeks that began on March 15, 2004, approximately 2,000 Belizean adults and children received free medical examinations and medication from a group of medical professionals and ASHS second-year physician assistant students. The trip was a collaborative effort between Peacework Medical Projects and ASHS, with two groups traveling to Belize.

### Doctor of Physical Therapy students study hippotherapy

As part of the pediatrics physical therapy class, second-year PT students attended an off-campus lab at the Therapy Zone in Mesa. The main emphasis of the class visit was to learn about hippotherapy, which literally means "treatment with the help of a horse."

"Studying hippotherapy is a wonderful opportunity for our PT students to see how physical therapy can expand beyond the walls of a traditional clinic and use motivating and fun avenues for children to achieve their therapy goals," said Deanne Fay, M.S., PT, PCS, assistant professor. "Every year the students come away from this lab with a renewed excitement about their chosen profession."

### MI student receives scholarship

The Arizona Healthcare Information and Management Systems Society awarded its second annual Student Excellence Award to Douglas Merrell, a first-year medical informatics student at ASHS. Merrell, of Stansbury, Utah, is the recipient of a \$2,000 scholarship.



## KCOM's Arizona Region

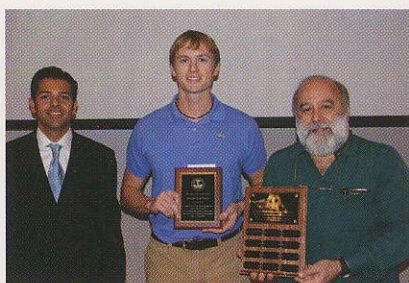
### Students introduced to Pocket Medicine

Pocket Medicine is an exciting and innovative educational tool offered to students in KCOM's Arizona region. The program enables students with a handheld device to enhance their clinical assessment and differential diagnosis of patients at the bedside.

Software includes diseases, symptoms, pharmaceuticals, and much more. In addition, Pocket Medicine allows for literature and database searches while offering the capability of frequent updates and downloads with the latest in medical, research, and treatment options. Robert Ligorsky, D.O., FACOI, FAHA, associate dean for KCOM's Arizona region, leads Arizona region KCOM faculty and students. On a related note, Dr. Ligorsky received an appointment to the Medical Devices Advisory Committee of the Federal Drug Administration and serves as a consultant to the Hematology and Pathology Devices Panel. His service to the committee began October 3.

## Arizona School of Dentistry & Oral Health

### Kottemann first student honored with Award of Excellence



Pictured above are (left to right) Dr. Tony Hashemian, Kraig Kottemann, and Jack Dillenberg, D.D.S., M.P.H., dean.

ASDOH second-year student Kraig Kottemann, class of 2007, recently received recognition for achieving the highest score on Part I of the National Board of Dental Examination given in July. He is the first recipient of a new award given by local practitioner Tony Hashemian, D.D.S. The Dr. Tony Hashemian Award of Excellence is given to ASDOH students who obtain the highest score on Part I and Part II of the national examination.

### Chintella receives Award of Excellence



ASDOH student Angela Chintella, class of 2007, of Chehalis, Wash., was awarded the 2004 Award of Excellence by the American Student Dental Association. The annual award recognizes students for their superior levels of leadership in service to their peers, schools, or communities. Chintella received the award for advocacy of organized dentistry at the student level at both the undergraduate level and at ASDOH.

## School of Health Management

### SHM turns five and looks forward to continued growth

"We have grown consistently during the last five years," said D. Kent Mulford, D.O., M.B.A., '73, dean, SHM, "which we attribute to our focused curricula in health management.

"SHM realized early in its operation that other schools, colleges, and universities could benefit from the courses we offer, and partnership programs have led to articulation agreements with several of these schools. SHM provides a turnkey course, complete with faculty, course goals and objectives, and a vehicle of delivery that is convenient and affordable by utilizing the Internet. SHM benefits by increasing its student enrollment and experiencing a more diverse student population.

"For most of the past five years, SHM has operated with a small, but dedicated permanent administrative staff, and only recently has experienced growth, with the addition of personnel. SHM has grown because of the dedication of its faculty and staff, but mostly because of the commitment and perseverance of our students who have seen us grow and improve."





## How she sees it:

Osteopathy through the eyes of KCOM's resident M.D.

By Maria Evans, M.D.

*"A.T. struck me as a guy who ... saw the world of healing in widescreen format, living in a world where most physicians saw healing on a 13-inch TV screen."*

*- Maria Evans, M.D.*

**O**k, I admit it. At first glance, I don't look like the kind of person anyone would choose to define osteopathy. After all, one look at those initials after my name implies I'm from the "dark side of the force" (sound of Darth Vader hissing in the background.) But throughout my career, by virtue of being a fifth generation native northeast Missourian, I somehow end up being a de facto public relations agent for osteopathy. If allopaths unfamiliar to the D.O. flavor of medicine catch wind of the fact I grew up near Kirksville, they almost invariably ask me some question about the history or philosophy of osteopathy.

I must tell you, I really never gave it much thought until I got to medical school. My family doctor, Rex Maddox, was a D.O. The surgeon who took out my tonsils as a child was an M.D. In my little northeast Missouri childhood brain, they just all fell into the category of "Doctors." I knew a D.O. could give you a "treatment," and an M.D. couldn't, and that was about it. It didn't even cross my mind when I started looking at going to medical school; I must confess that my personal choice in medical schools was driven solely by two factors — the cost of tuition and the lure of the possibility to get Mizzou season basketball tickets in the height of the Norm Stewart era. So much for philosophy.

Then a funny thing happened along my road to "doctorhood." Because I was from northeast Missouri, people started asking me questions about osteopathy — some philosophical, some technical, and some just plain funny. I didn't even know the philosophy of allopathy and folks wanted me to tell them what osteopathy was or

why osteopaths are osteopaths! So, I had to start thinking about it, and to start, I thought about my own beloved Dr. Rex.

Dr. Rex seemed to know all about his patients — where they worked, where they used to work, what they did, who they were. He worked with you to get through your health issues and tried to shape your way of looking at how to avoid disease or learn to manage the disease you had. In short, he did all those things we are now told are part of being "the modern physician of the 21st century." He just did them 40 years too early, and he did them in northeast Missouri, where no one in the outside world ever notices anything.

Then I started reading about old A.T. Still himself, both other views of him and his own views. A.T. struck me as a guy who, again, is a lot like folks I know today right here in Kirksville — a bright fellow who saw the world of healing in widescreen format, living in a world where most physicians saw healing on a 13-inch TV screen. Old



A.T. was a practical man with a big vision, and he was probably too much “country philosopher” for so called “serious” men of medicine of that day. It’s that “It’s happening in Kirksville so it must not be important” problem again. Not only that, he took women and minorities as students, so the medical establishment of the 1890s figured he wasn’t “for real” or else he’d have enough white males to fill his classes, right?

Then I thought about osteopathy in terms of its birthplace. If you’re a real “Kirkatoid,” you not only know where everything is, but also where it used to be. Try getting directions from a local person. “You go up to the old Hy Vee and turn left and go till you get to where they tore Campus Coin Laundry down. ...”

Therein lies “my” definition of osteopathy. I see osteopathy as a philosophy to medicine that does not limit itself to the medical problem at the actual temporal moment that it presents itself in the doctor’s office. It is a synergistic approach that links the patient’s past, present, and future. Health, by the osteopathic view, has many contributors and more than one approach for maintenance. I know that “Mind, Body, Spirit” thing sounds trite, but it’s for real, too, and only in the last 30 years has my end of medicine caught on to what you’ve known for more than 100 – that “health” is not merely a matter of “Disease A = Treatment B.”

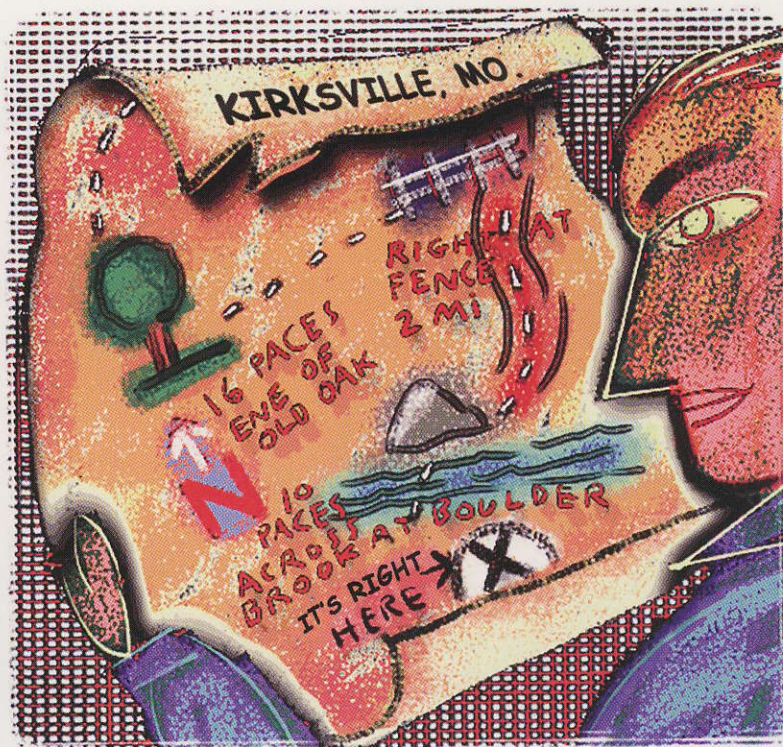
This, of course, brings us back full circle to why you are reading this in the first place.

You are one of the financial and spiritual supporters of ATSU, and I want to illustrate how important your contributions are to this school. I interview prospective KCOM students as part of my faculty duties. One of the toughest things for me as an interviewer is when I have a great student on the line and I can’t set the hook, because if the student is of modest means and gets an acceptance to their state school, you can bet that the economics of a medical education trumps the philosophy of one almost every time. It’s just a fact of life that state schools are cheaper than private ones. Your donations can help

provide financial assistance that can ease the “sticker shock” of an ATSU education and give prospective students the ability to have the freedom to choose this school based on factors other than finances.

I may not have graduated from ATSU, but I certainly believe in the young men and women that this school turns out as doctors. I am proud to be a part of their educational experience, and I am proud of you for supporting their dreams.

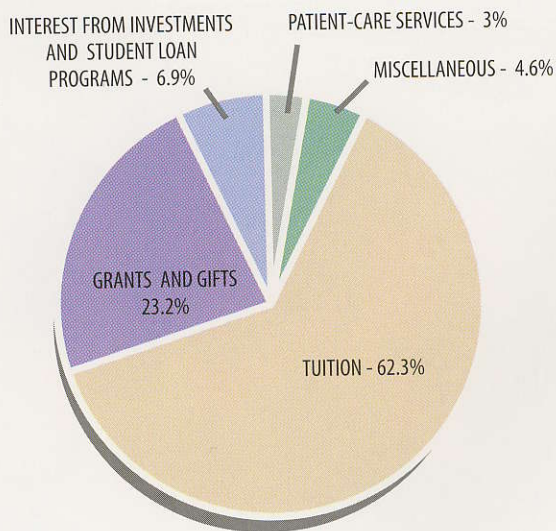
Now, about that basketball ticket problem ...



*“If you’re a real “Kirkatoid,” you not only know where everything is, but also where it used to be. Try getting directions from a local person.”*

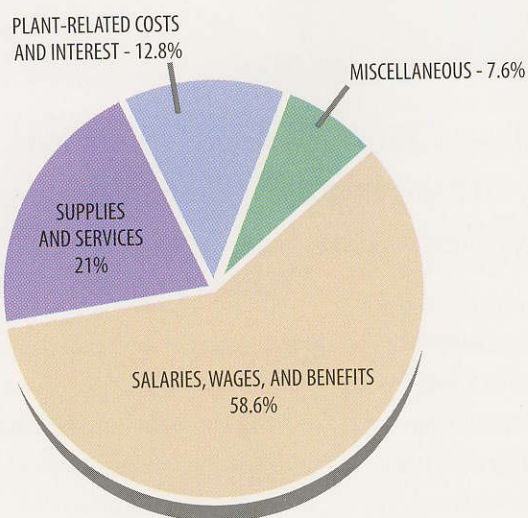


# Financial Report 2003-2004



## Income

Tuition .....	62.3%
Grants and gifts to the University .....	23.2%
Interest from investments and student loan programs .....	6.9%
Patient-care services from Gutensohn Osteopathic Health & Wellness Clinic .....	3.0%
Miscellaneous .....	4.6%



## Expenditures

Salaries, wages, and benefits .....	58.6%
Supplies and services .....	21.0%
Plant-related costs and interest .....	12.8%
Miscellaneous costs .....	7.6%
(travel, scholarships, postage, telephone, and advertising)	

Educational expenditures accounted for 89.9 percent of total expenditures, while development and auxiliary expenditures accounted for 8.9 percent and 1.2 percent respectively.

As the University enters its 113th year of osteopathic medical education, the following is a summary of major capital improvements and growth in endowments during the past decade. It does not include deferred gifts, such as unitrusts, life annuities, life insurance policies, or long-term leases.

Increase in property, plant, and equipment .....	\$40,900,000
Increase in endowments, including quasi-endowments .....	\$22,700,000
10-year total .....	\$63,600,000





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