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The word “inspirational” is sometimes used too lightly, but, in the case of Dr. Freda Lewis-Hall’s keynote address at Commencement 2013, it is the only one that fits. The Pfizer executive vice president and chief medical officer said her parents taught her that legacy is measured by three things: what you leave behind, who you bring behind, and what you’ve learned along the way. “Let me ask that you seek to leave these things behind,” Dr. Lewis-Hall said, “a healthcare system that offers hope, dignity and access to billions and billions more people around the world. You can bring behind a new generation of life sciences innovators, just as yourselves, focused on disruptive thinking and transformational change.”

When Dr. Lewis-Hall spoke of bringing behind a “new generation of life sciences innovators focused on disruptive thinking and transformational change” she deftly summed up the core of KGI’s mission. We are seeking to foster research in the life sciences that has the potential to benefit society and to train life sciences professionals who will become creative and effective project managers, problem solvers and entrepreneurs. This year, with the founding of the KGI School of Pharmacy, we took an important step in fulfilling that mission.

SCHOOL OF PHARMACY

In order to accommodate the pharmacy students who will arrive on campus next year, as well as the overall growing demand for facilities on KGI’s campus, the Board of Trustees approved the purchase of a property at 215 York Place. The property, which the Institute was able to purchase on favorable terms, consists of a 10,069-square-foot, two-story building on one acre of land immediately adjacent to the western edge of the existing campus. The first staff members will move into the building this fall, and in future years KGI will repurpose the building’s cubicles and warehouse space to classrooms, conference rooms, additional offices, and possibly an events venue space.

Speaking of events, this year KGI hosted a truly impressive array of events both on and off campus (pg. 26), including its third annual and largest research symposium to date. “Huntington’s Disease: From Basic Science to Therapy” brought together innovative thinkers from industry and academia with a goal of fast-tracking cutting-edge research into new treatment options for those affected by Huntington’s disease. Also in April, more than 150 Claremont residents and KGI supporters turned out for the unveiling of the “History of Pharmacy” mural at the School of Pharmacy. On March 1, CEOs and top executives from some of the world’s most innovative pharmaceutical and biotech companies spoke at Rare Disease Day at KGI—held in recognition of International Rare Disease Day and the 30th anniversary of the Orphan Drug Act. Events introducing KGI and Founding Dean of the School of Pharmacy, Dr. Kathy Webster, to new constituencies were held at KGI, Southwestern Law School and Allegan’s Irvine headquarters, among other locations. Finally, in July, 40 PhD scientists spent two weeks on campus learning about available career options and the culture and infrastructure of life science companies. The well-received program included MBA-style case-based teaching, career-oriented professional development workshops and an intensive team project.

This year has every indication of being just as “action-packed” as the previous one. We welcome your counsel and look forward to updating you on our progress as we strive to fulfill our mission. We thank you for your support. Without it, we would not have had the privilege of hearing Dr. Lewis-Hall welcome another new class of outstanding graduates into their “life’s work” in the life sciences. “...”
"It absolutely captured my imagination. The idea that we would eventually be able to grow any human body part was incredibly powerful and liberating."

HADIL MIRMALEK-SANI, PPM ’13

Mirmalek-Sani’s passion for the life sciences and tissue engineering continued to grow at both the University of Portsmouth, where he completed his undergraduate studies in cellular and molecular biology with honors, and at the University of Southampton where he earned a PhD conducting early-stage research focused on the characterization and evaluation of human stem and progenitor cells for bone regeneration therapies.

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tile the infamous “ear mouse” created by Charles and Joseph Vacanti back in the 1990’s may have been worrisome or repellant to some, to Hadi Mirmalek-Sani it was an inspiration. As a British teen with an interest in biology, Mirmalek-Sani says it was the ear mouse that cemented his interest in the life sciences in general and in tissue engineering in particular. Although the mouse appeared to have a human ear on its back, the “ear” was in fact a structure that had been grown via seeding cow cartilage cells onto a biodegradable, ear-shaped mold and then implanted under the skin of the mouse, to prove it could work for a patient. “It absolutely captured my imagination,” Mirmalek-Sani explains. “The idea that we would eventually be able to grow any human body part was incredibly powerful and liberating.”

He then went on to spend “what seemed like quite a long time,” as he describes it, as a postdoc. First at the University of Southampton, and then as a lead postdoctoral researcher in the lab of Dr. Anthony Atala at Wake Forest University in Winston-Salem, North Carolina, where he developed and optimized decellularization techniques for porcine organs with the goal of bioengineering whole organs for transplantation.

Fast-forward a few years and Mirmalek-Sani says he found himself thinking about “next steps” in his career. “I knew I wanted to go into industry but not as a bench scientist—on the business/management side,” he explains. “Then, I read about the PPM program. The fact that it was relatively short-term, intense and made specifically for PhD scientists interested in business careers made it seem tailor-made for me.”

Once at KGI, Mirmalek-Sani says he challenged himself to get as much as he could out of the 9-month program, including acting as CEO on the winning team in the 2013 KGI Business Plan Competition.

In the competition, which is part of KGI’s Applied Entrepreneurship (ALS 458) class, student teams create a written business plan, make a 15-minute pitch and field questions from an evaluation panel of venture capitalists, pharmaceutical executives and local entrepreneurs. The Zho Therapeutics team developed a business plan for a proprietary all-in-one kit that delivers tissue-engineered small intestine to patients with Short Bowel Syndrome (SBS).

“This class was exactly the reason I came to KGI,” he adds. “I knew getting experience like this was so important for my future.”

A future, which seems off to a very good start—after completing the PPM program in May, Mirmalek-Sani landed a three-year position as a program manager at the Cell Therapy Catapult in London, England. There, he’s part of a small team that manages a portfolio of multidisciplinary cell therapy commercialization programs. The high-profile position affords him the opportunity to further train in all aspects of cell therapy translation, including marketing, funding, manufacturing, process development and regulatory affairs.

“It’s an excellent opportunity and a natural extension of what I learned in the PPM program,” Mirmalek-Sani notes, adding that the skills he developed preparing the business plan were an interesting discussion point in his interview for the job.

With KGI playing such an important role in launching his career, Mirmalek-Sani says he hopes to help get the word out about the PPM program, and he recently spoke at KGI’s first international recruiting event at Queen Mary, University of London.

“KGI provided a vital stepping stone for me, and I want to do what I can to pay it back.”

KGI ANNUAL REPORT 2012-2013

THE CLASS OF 2013

At Commencement, the Class of 2013 received congratulations and an inspirational call to action from Pfizer Chief Medical Officer and Executive Vice President Dr. Freda Lewis-Hall. Passionate and well prepared, they’re ready to begin their careers in the life sciences. And, even brief conversations with these three representatives from KGI’s major programs is enough to give us confidence that they’ll be able to meet future challenges and exceed our high expectations.

The ‘Engineering’ Entrepreneur:
HADI MIRMALEK-SANI, PPM ’13

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KGI ANNUAL REPORT 2012-2013

An Industry Insider:
PATRICK HARKINS, MBS ’13

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ith a father working in industry, it’s not hard to imagine why Patrick Harkins developed an early interest in science. As an undergraduate at Loyola Marymount University in Los Angeles, he majored in biology and considered med school as the possible “endpoint” in his academic career—either that or a PhD in biological sciences.

To gain some real-world exposure to scientific research after graduation, Harkins interned at Children’s Hospital of Oakland Research Institute. There, he worked on two major studies—one investigating a possible link between adolescent eating disorders and chronic migraines and another examining the side effects of anti-epileptic drugs. The following summer he did an internship in the immunology lab at Bayer’s U.S. Innovation Center (USIC) in the Bay Area, which houses scientists working in the company’s hematology research program.

“The Bayer internship, Harkins says, was the next step in his understanding applied science on a more commercial level (than at Children’s Hospital of Oakland) and it was at that point he began to take the pharmaceutical industry “more seriously.”

“It really allowed me to see how science could be used to solve real problems,” he adds.

Harkins wasn’t exactly sure what to do with this budding interest until a fellow intern at Bayer handed him a KGI business card and told him to check out the school’s website. “The fact that you could learn about the business side of the pharmaceutical industry, the applied curriculum, all made me think it was the perfect program for me,” Harkins says.

During his first semester, Harkins “fell in love” with marketing while working on a project in “Introduction to Market Assessment and Market Strategy” taught by Steve Casper. “We had to evaluate and develop a market valuation and commercialization strategy for five patented products that Dr. Ian Phillips (the director of KGI’s Center for Rare Disease Therapies) had in his lab,” Harkins explains.

“Analyzing a product’s market potential and how it compares to similar products was fascinating to me and something I could definitely see myself doing.”

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KGI and Biocon Address India’s Growing Need for Biotech Workers

F R A N C O P I L L S B U R Y, P P C ’13

Aspiring Astrophysicist

Turned Aspiring Physician

Ian Phillips’ course of the same name as well as what she learned about FDA regulation in Dr. Tim Coté’s class, “Introduction to US Food and Drug Law.” In fact, Pillsbury became so interested in rare diseases after the two courses that she completed the MBS summer internship requirement by working at Coté Orphan Consulting in Washington, D.C., this past summer. Founded by Dr. Coté in March 2012, the private consulting company helps pharmaceutical and biotech companies navigate complex federal regulations in order to bring new drugs for rare diseases to market.

“Franco demonstrated extraordinary discipline, drive and discernment during her internship,” Dr. Coté says. “She had a very positive attitude and was willing to take on the multitude of tasks that need to get done in a small but growing company.”

After completing her MBS degree in the spring of 2014, Pillsbury hopes to move on to medical school and eventually dedicate her career to helping underserved populations. “I don’t know whether it will be working in the rare disease arena or with certain rural or urban communities, but I know that I’ll be working with those who are underserved in some capacity.”

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KGI receives gift from Ingwersen estate

KGI is the recipient of a generous gift from the estate of Ray and Mary Ingwersen, thanks to the institute’s founding President Henry “Hank” Riggs. President Riggs established a philanthropic relationship with the Ingwersens during his years as president of Harvey Mudd College (1988-1997). Recently, the Ingwersens’ trustee notified KGI of a gift from their estate of approximately $225,000. Under the terms of the gift, KGI is receiving 15 percent of the remaining value of the gift for each of 15 years, followed by a final payment of the remaining amount of the gift. The gift is unrestricted for KGI’s annual fund, which supports student fellowships and academic programs.

Kiran Mazumdar-Shaw

KGI and Biocon Address India’s Growing Need for Biotech Workers

KGI will initiate a Bioscience Management certificate program with the Biocon Academy, associated with Biocon, Ltd., India’s largest biotech company and a growing global concern. Due to new market opportunities, Biocon Inc. is in a strong growth phase. However, growth is limited by the number of individuals with industry-specific training, KGI’s specialty.

The full-time certificate program in Bangalore will educate bachelor’s and master’s degree holders in science and engineering for careers in the life sciences.

This program, which expands, KGI’s current bioscience certificate concept to Bangalore, is designed to prepare students with the skills needed to succeed as employees at Biocon and other biotech companies.

The one-semester course offered in Bangalore will use a “flipped” curriculum, with synchronous and asynchronous transmission of courses and instructional material developed and offered by KGI faculty and facilitated by preceptors in Bangalore. The curriculum is being tailored to address specific areas of need at Biocon, and will use the innovative learning technology platform that is being developed by the Minerva Project (see pg. 14) to meet KGI’s specific program needs.

The program will begin in January or fall 2014 with 25-50 students to be recruited largely through Biocon efforts. KGI admissions staff will review all applications.

“Biocon is pleased to partner with KGI at its recently established Biocon Academy in a key training initiative aimed at developing a new cadre of life science professionals. KGI is uniquely qualified, through its outstanding faculty and its state-of-the-art infrastructure that includes the Amgen Bioprocessing Center, to help us with this endeavor,” said Biocon CEO Kiran Mazumdar-Shaw. “Given the growing stature of India’s life sciences industry, both Biocon and the Indian life sciences sector as a whole will benefit greatly from this collaboration.”
A ccording to Susan Bain, DRSc, there are four words a regulatory affairs professional should never say to the CEO of his or her company: “because it’s the law.”

“That may be true, but if you give a one-sentence answer to the CEO of your company that’s not going to fly,” she says, adding that “exemplary” powers of persuasion, “outstanding” communications skills, and an “unfailing” attention to detail are all part of what goes into the making of a top regulatory affairs professional.

“When you work in regulatory, you’re constantly asked why you need to file, or do something a certain way, and you have to explain yourself to a variety of audiences and bring disparate parties together,” says Bain, who recently took on the role of director of the Regulatory major at KGI’s School of Applied Life Sciences. With more than 25 years of managerial experience at leading pharmaceutical, biotech and medical device firms, as well as a stint at the FDA under her belt, Bain has a strong background in regulatory affairs, quality assurance, compliance and operations.

The addition of Bain, as well as adjunct professor Vince Anicetti, is part of KGI’s effort to make more young life science professionals aware of opportunities in—and train them for—careers in regulatory affairs and quality assurance.

“Supply and demand

“These are two areas where the demand for qualified professionals absolutely exceeds the supply,” notes KGI President Sheldon Schuster. “It takes a lot of people, working on different levels, to bring a new technology from bench to bedside, so to speak, and you’d be surprised how many young people with science backgrounds, including PhDs and postdocs, don’t know about career options in these areas.”

Scott Sherman, executive vice president for human resources at Irvine-based Allergan, agrees that the demand for regulatory affairs and quality assurance professionals is high and that recruitment can be difficult. For Allergan, one of the recruitment challenges is merely that the company is based in Southern California, while much of the existing talent is located on the East Coast. In order to address this situation, in September 2012, Allergan opened a 93,000-square-foot research and development center in Bridgewater, New Jersey.

What accounts for these challenges? “The global regulatory environment is much more complex than it was even 10 years ago,” Sherman says. “The technologies and product designs are also more complicated as are the demands on them. As a result, you need to have people in place who can successfully navigate through and with any number of highly sophisticated regulating entities around the world, which requires significant prowess in a number of skills sets. It’s not an entry-level function.”

Pitch-perfect

When asked to further describe the perfect regulatory affairs professional, Richard Spivey, PharmD, PhD, senior vice president of global regulatory affairs for Allergan replies: “It’s someone who has a pretty deep scientific background and knowledge so they have credibility with their colleagues on the bench; someone who is not just capable of, but thrives, while working in teams; someone who is open to constantly learning the next thing, as just knowing the FDA is not enough anymore; and someone who is comfortable working under uncertainty.”

“When you’re able to negotiate a compromise or come up with a strategy that shaves one year off development time, often times it’s like snatching victory from the jaws of defeat.”

The ideal regulatory professional is also someone who has a comprehensive understanding of many scientific areas without focusing on one in particular. “If you work in regulatory affairs, you don’t have the luxury of a single focus, as you would in other scientific positions. To be successful in a regulatory role, you have to have broad awareness and knowledge,” Sherman adds.

That makes the fit with KGI more than ideal, Bain notes. “One of the reasons that students with science backgrounds come here is to get a broad understanding and knowledge of the life science industries, including commercialization and market evaluation—all areas of expertise that intersect with regulatory,” she says. “Also, because almost all of the focus is on applied learning, when students leave here, chances are they’ve actually written an orphan drug designation (ODD) application or designed an IVD (in vitro diagnostic) device. They’re above entry-level employees and are able to get up and running quickly.”

Regulatory affairs turned out to be the ideal career path for Rachel Melman, MBS ‘07, now...
a senior regulatory affairs manager at Bay Area biotech Exelixis. Melman, who got her bachelor’s degree in bioengineering from UC Berkeley, said that as an undergraduate she knew she didn’t like working in a lab but didn’t really know what else was out there. While she initially came to KGI to develop her business skills, Melman was introduced to and quickly decided to focus on a Clinical and Regulatory track.

“Regulatory fits in perfectly with my personality; it’s good for someone who likes structure and is very focused on details,” she says. “But, at the same time, I get to use the critical thinking and problem-solving skills that I learned at KGI.”

M GB S’ 12 , a regulatory affairs associate at BioMarin, was out there. While she initially came to KGI to get something to market,”

In order to continue to better prepare students for regulatory careers, Bain is planning to introduce even more innovative flipping-the-classroom pedagogies and actual case studies into her courses in the future. She also wants to concentrate more on global regulatory issues as well as the challenges that come with the increased focus on personalized medicine and biologics.

QUALITY AND QUANTITY

In addition to Bain and her regulatory expertise, Anicetti has brought a new level of experience in Quality Assurance to KGI. Currently executive director of quality at Boehringer Ingelheim in the Bay Area, Anicetti has more than 30 years of experience in quality assurance and regulatory affairs. In addition to holding leadership positions with industry giants such as Genentech and Hoffman-LaRoche, he is a former Fellow in Science and Regulatory Affairs at the Parenteral Drug Association (PDA).

When teaching “Biopharmaceutical Quality Assurance and Control” (ALS 418), Anicetti says he is evolving beyond a purely lecture format. “My goal is for us to move the class toward more case-based studies, in which students learn about pharmaceutical quality by retrospectively evaluating real-world examples,” he says. “That’s the best way to understand the root cause and decisions sequence behind failures and how might these have been prevented. This approach allows students to develop a much better intuitive understanding of risk assessment and management, which are the fundamental expectations for modern pharmaceutical quality systems.”

For those looking to break into industry, Anicetti says that quality assurance is often a gateway to other parts of the company. “About one third of the positions in the operations group of a typical biotech are in Quality and often 25 percent of those positions can be filled by entry-level professionals, so Quality is a very good career strategy for graduating students even if they ultimately have ambitions to work in other functional areas.”

Ultimately, Sherman adds, whether it’s regulatory affairs, quality assurance or in other management areas, the need for life science professionals who can understand and effectively communicate complex scientific concepts will continue to grow: “We’re very excited by the programs like the ones at KGI that are starting to help us solve some of the supply and demand problems that we face in our backyards,” he says.
KI Partners with Minerva Project to Launch the Minerva Schools at KGI

Collaboration will offer an exceptional learning experience for the brightest and most motivated students from around the world and give KGI access to a highly innovative learning platform.

KGI has joined with San Francisco-based Minerva Project to launch the Minerva Schools at KGI, with the first class matriculating in the fall of 2015. Students participating in the Minerva Schools’ unique undergraduate program will live together in residence halls in major cosmopolitan cities throughout the world and take classes in intensive seminars using a highly innovative online learning platform. The schools will complement KGI’s current graduate-level offerings, expanding its portfolio and providing opportunities for student, faculty and administrative collaboration.

Founded by CEO Ben Nelson in 2011, Minerva will embody the best traditions of a research-based university education while leveraging cutting-edge technologies and harvesting decades of research on student learning and success. The highly selective undergraduate program will offer students from around the world the opportunity to learn from accomplished faculty versed in the latest teaching methodologies to ensure positive student learning outcomes.

“At this stage in KGI’s development it’s very important that we manage our growth tactically and form partnerships and collaborations that help us fulfill the strategic plan,” KGI President Sheldon Schuster said. “The Board of Trustees approved the partnership in June recognizing that Minerva Project’s mission fits in perfectly with KGI’s commitment to challenge higher education conventions and foster innovation, active learning and entrepreneurship. We have no doubt that the collaboration between KGI and Minerva will bring significant benefits to KGI as an institution and will help us expand our international and remote program offerings and enrollments.”

President Schuster added that the opportunity to have access to and be involved in developing Minerva’s cutting-edge learning platform, with no cost to the Institute, was one of the most significant advantages to the partnership from KGI’s perspective. The platform, which allows a systematic approach to assess teamwork and individual participation, is the only completely integrated synchronous learning platform currently available. The Minerva platform is also among the first to emphasize and incorporate the assessment of active learning in its design.

Dr. Stephen M. Kosslyn will be the founding dean of the Minerva Schools. Dr. Kosslyn previously served as the director of the Center for Advanced Study in Behavioral Sciences at Stanford University and as dean of Social Sciences at Harvard University. Former U.S. Sen. Bob Kerrey serves as the executive chairman of The Minerva Institute for Research and Scholarship, a non-profit institute tasked with raising funds to help offer exceptional educational experiences to deserving students and enabling the advancement of faculty research. Sen. Kerrey, who is a past president of The New School, is also a founding member of the Minerva Project’s advisory board, as are Dr. Larry Summers, former president of Harvard University, Lee Shulman, emeritus professor of the Stanford School of Education, and Dr. Patrick Harker, president of the University of Delaware.

“The Board of Trustees approved the partnership in June recognizing that Minerva Project’s mission fits in perfectly with KGI’s commitment to challenge higher education conventions and foster innovation, active learning and entrepreneurship.”

Lee Shulman, emeritus professor of the Stanford School of Education, and Dr. Patrick Harker, president of the University of Delaware. The KGI-Minerva collaboration and programs are pending approval by the Western Association of Schools and Colleges (WASC).

“Minerva Project is pleased to have found in KGI a forward-thinking university partner whose philosophy and values align closely with our own,” Nelson said. “KGI has proven to be a major innovator in higher education when it created the first-of-its-kind professional science master’s (PSM) degree in 1997. Today, more than 130 institutions have established nearly 300 such programs. Minerva Project strives to have a similar impact on higher education as a whole.”
E ven though Minerva Founder and CEO Ben Nelson has spent his career in the business world—most notably as the head of the online photo-sharing service Snapfish—he is quite familiar with the world of the scientist. Growing up as the child of two scientists, he can remember long hours spent in a lab “working with pipettes.” In fact, his father, a molecular biologist who is best known for his work on the crystal structure of plant photosystem I, is still at the bench at Tel Aviv University. And, despite the fact that neither Nelson nor his two sisters chose to pursue a career in the sciences, he says watching his parents work helped him to develop an analytical approach to basically everything in life—including creating what he hopes will become a new model for higher education innovation with the Minerva Project.

You’ve said that you were influenced by your experience as a student at the University of Pennsylvania when coming up with the idea for Minerva. What was it about your experience specifically that made you start thinking about higher education and the role of the university in individual development?

BN: I think it was a combination of things, but one thing I can point to specifically is a class I took on the history of the university. It was co-taught by Lee Benson and Ira Harkavy, and it really got me thinking about what universities were supposed to be and what they had become in the last part of the 20th century. I think there’s some disconnect with the way universities have tried to redefine themselves in the last several decades.

Could you elaborate a little on what you mean when you say universities have changed?

BN: Seventy or 80 years ago there was a much more rigid curriculum in place and a more finite body of knowledge that you had to know to be considered educated. Then the 60’s came along and there was an explosion of information and that paradigm became anachronistic. Of course, that’s somewhat of an oversimplification, but I think there was a real movement in higher education toward disciplinarity, where the pendulum swung a great deal in the direction of teaching someone a discipline with a lot of electives thrown in. But, I believe there was some benefit to having a more structured curriculum and a certain level of rigor. It was a system that encouraged students to become critical thinkers and to develop a base set of analytical skills, and that’s what I think is often missing from university education today—the critical thinking piece that empowered previous generations of leaders.

What was the impetus to go from the idea stage to trying to make it a reality?

BN: One of the major factors was the advance, or explosion, of new technology that completely changed the way people acquire knowledge. I came up with the concept for Minerva around 1993 as a plan to reform Penn’s curriculum. That was the same year that Mosaic—the precursor to Netscape—was launched so I couldn’t have conceived the impact that technology would have on enabling this kind of curriculum. The web basically made it possible for anyone with access to a computer to learn the basics of economics or French grammar. That’s an oversimplification, but I think there was a real change in some way in reaction to us. I don’t mean that other schools would take what we do and copy it wholesale, but use us as an impetus to come up with their own theory. Perhaps the ultimate measure of our success though will be the success of our students. Minerva’s vision is a world where an interconnected set of the brightest, most motivated and best-educated leaders and innovators create extraordinary breakthroughs and promote international cooperation to solve the most complex global challenges. If our vision becomes a reality, that is the best legacy I can imagine for everyone involved with making the Minerva Schools at KGI a reality.

What do you think has been the biggest misconception that people have had about Minerva so far?

BN: I don’t think there have been too many misconceptions out there, but one I’ve occasionally heard people use to describe Minerva is as an “online” university, which couldn’t be further from the truth. We’re a technologically enabled university but the range and depth of experience that a Minerva student will get is nothing like that of a student enrolled in a typical online university or MOOC.

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How will you measure the success of Minerva?

BN: I think one measure of success will be if every other university in the U.S. were to follow us or to change in some way in reaction to us. I don’t mean that other schools would take what we do and copy it wholesale, but use us as an impetus to come up with their own theory. Perhaps the ultimate measure of our success will be if every student will get is nothing like that of a student enrolled in a typical online university or MOOC.

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Kathy D. Webster, PharmD, PhD, has had her eye on the future of pharmacy. She has vast experience helping to launch and work with new schools of pharmacy, most recently at University of Maryland Eastern Shore, where she served as associate dean of academic affairs. When she heard Keck Graduate Institute was founding a new school devoted to the profession, she was excited by the possibilities. “KGI has a unique take on graduate degrees; besides sciences, it emphasizes business development and the professional development of the students, and has a great relationship with the biotech and pharmaceutical industries,” she explains. “That allows us to offer a PharmD degree that has a different focus than more traditional programs, and helps us put together a pharmacy program that is very much oriented to the future of the profession.” Since coming onboard as founding dean of the KGI School of Pharmacy in January, Dean Webster and her team have established the school’s basic structure and curriculum, hired and continue recruiting professors and administrative staff, and are working hard to secure accreditation.

AC Creditation & Faculty

The School of Pharmacy is working with two major accrediting bodies. Webster says good progress has been made with the WASC (Western Association of Schools and Colleges) accreditation, and she hopes to be finished with that process by the end of this year. Accreditation is also pending from ACPE (Accreditation Council for Pharmacy Education). Webster and her team are preparing for a prospective site visit in spring 2014. “We’re looking forward to the next step in the accreditation process,” she says.

The school also is actively recruiting faculty through a national search. Seven faculty members are under contract with plans to hire eight more by fall 2014 and to bring on another seven by next year. Together, the seven current faculty members bring extensive industry and education experience in the areas of research, pharmacology and toxicology, pharmaceutics, medicinal chemistry, healthcare economics, and clinical practice.

Curriculum & Changing Role of Pharmacy

To understand the future of pharmacy, one must look at its past. In the 1940s, pharmacy was a service-based profession where pharmacists cared for patients. But, in the 1950s, the industry shifted from patient-based to a product-based profession as drug companies started manufacturing more medication, and regulation came into play. Today, the focus is returning to patient care, with a pharmacist’s role expanding to areas such as pharmacovigilance, healthcare economics, informatics, pharmacogenomics and diagnostics, explains Ron J. DeBellis, PharmD, FCCP, who was appointed as the school’s associate dean for academic affairs in March, and will oversee curriculum development and implementation. DeBellis, who is a fellow in the American College of Chest Physicians, has a longstanding career in critical care medicine and infectious diseases. He comes to KGI from Albany College of Pharmacy where he was the founding department chair of pharmacy practice at the Vermont campus. His research focuses on the advancement of pharmacy practice and education of students, practitioners and policymakers. While at Vermont, he received a grant for students and faculty to vaccinate skilled nursing facility residents statewide against invasive pneumococcal disease.

“What we’re trying to do from a curriculum perspective is provide students with an opportunity to become a pharmacist, but at the same time, advance the profession into some new areas,” DeBellis says. These changes are driven, in part, by technology, economic factors and the Affordable Care Act. In the future, pharmacists will play a larger role in meeting patient needs, including medication management and acting more as providers, DeBellis adds.

While students will receive the same core education as at other pharmacy schools, it’s the specialized elective training that will give them a professional advantage and head start on advancing their careers, Webster explains. Students can choose from four concentration areas: medication therapy outcomes, healthcare information technology, clinical trials and regulatory affairs and healthcare operations management.

“We want to produce pharmacists who are...
College recruitment and relations programs, and Caremark where she developed the company’s age of professional and college relations at CVS in February. Dang previously worked as the man-

eas to better service the patients in the community,” pharmacists will have to specialize in certain ar-

may even get hired. “Students will benefit what they need, he explains. Students will benefit from these crucial partnerships, specifically in the biotech and pharmaceutical industries.

“I’m establishing connections with biotech and pharmaceutical companies that embrace the PharmD and can help expose students to a career path within the industry.”

Another key component in providing innovative pharmacy education is the caliber of industry part-

ers—biotech and pharmaceutical companies—where students can acquire hands-on experience. Norm Enriquez, PharmD, whose illustrious career includes leadership positions at Sanofi-Aventis and Aragen, is the school’s associate dean for biotech-

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“KGI School of Pharmacy has a comprehensive plan for recruiting and admitting students into the PharmD program,” says Marcia Parker, MBA, the school’s director of admissions as of March. Park-

er’s experience in higher education, specifically health science recruitment and admission, will be vital in developing the School of Pharmacy’s student recruitment program, Webster says. Ac-

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According to Parker, the admissions staff has already participated in 20 prospective pharmacy student outreach events, with plans to attend additional graduate and professional fairs in the fall. Another effort includes reaching out to pre-health and faculty and staff is scheduled for October 26. Ivonne Munguia, the School of Pharmacy’s marketing manager hired from California State University, San Bernardino says the program aims to educate pharmacists who are ready for the up-

coming changes in the healthcare sector. Therefore, marketing efforts focus on the school’s four areas of concentration reflecting the career paths that will be growing within the next five years and beyond. “We are looking to reach students with an eye for innovation in pharmacy practice,” she says, adding that through a large-scale brand awareness campaign that includes online adver-

tising, participation in recruitment events, and pre-

pharmacy and pre-health club events, the school is reaching out to students throughout California and the rest of the nation.

If all goes well, the inaugural class would consist of 80 students and be in classrooms by fall 2014. “We are so excited about this new venture and the promise of a really innovative new pharmacy pro-

gram,” Webster says. “We are just as passionate as can be.”

KGI School of Pharmacy will admit students in 2014.

pre-pharmacy clubs for featured talks at more than 10 undergraduate feeder institutions. Parker has also met with eight academic and professional school advisors from area schools, with more meetings coming up in the next several months. A prospective student visitation day where students can visit campus, tour the facilities, and meet with


Julie Truong, assistant professor of clinical sciences

capable of moving the pharmacy practice forward by emphasizing more of the business-type courses, health information technology, and putting more of a focus on biological molecules,” Webster explains, adding that not only are biological molecules, many of which are large complex molecules, such as peptides, becoming more common, they are the future of pharmacy.

INDUSTRY PARTNERS

Another key component in providing innovative pharmacy education is the caliber of industry partners—biotech and pharmaceutical companies—where students can acquire hands-on experience. Norm Enriquez, PharmD, whose illustrious career includes leadership positions at Sanofi-Aventis and Aragen, is the school’s associate dean for biotechnology pharmacy practice and industry relations. As such, he is responsible for identifying and developing these crucial partnerships, specifically in the biotech and pharmaceutical industries.

“I’m establishing connections with biotech and pharmaceutical companies that embrace the PharmD and can help expose students to a career path within the industry.”

Students will be getting more experience in a variety of practice settings that will make them well-versed and help them decide where they want to concentrate once they graduate,” Dang says.

So far, affiliation agreements with most of the pharmacy chains including CVS, Walgreens and Wal-Mart have been signed, with a number of others in process. There are also affiliation agreements with Pomona Valley Hospital Medical Center, a system of hospitals and clinics; and the Citrus Valley Health Partners health system.

The KGI School of Pharmacy also is partnering with the University of California, Riverside to develop inter-professional education opportunities for KGI’s pharmacy and UC Riverside’s medical students to interact with each other during their education and training. They will collaborate in small groups, in clinics with patients, and at practice sites, Webster explains.

RECRUITMENT, ADMISSIONS & GETTING THE WORD OUT

“KGI School of Pharmacy has a comprehensive plan for recruiting and admitting students into the PharmD program,” says Marcia Parker, MBA, the school’s director of admissions as of March. Parker’s experience in higher education, specifically health science recruitment and admission, will be vital in developing the School of Pharmacy’s student recruitment program, Webster says. According to Parker, the admissions staff has already participated in 20 prospective pharmacy student outreach events, with plans to attend additional graduate and professional fairs in the fall. Another effort includes reaching out to pre-health and
Larry Grill earned his PhD from the University of California in Riverside in 1979 and soon raised venture capital to make pharmaceutical drugs using plant viral gene expression technology. Grill was the co-founder of BioSource Technologies, which acquired Large Scale Biology Corporation (LSBC) and went public in 2000 with a mandate to help cure cancer.

“Our clinical trials for non-Hodgkin’s lymphoma were quite successful in curing patients,” says Grill, who has published more than 25 scientific papers and is an inventor on more than 30 issued U.S. and world patents. “We sold the technology to Bayer, and they are pursuing it. I was naive when I was young, thinking there was one cure for cancer, but we did make some progress.”

Now, Grill is taking on a new challenge. He is stepping into the role of director of the Amgen Bioprocessing Center and a research professor at the Keck Graduate Institute (KGI). The Amgen Bioprocessing Center is one of the most important teaching and research laboratories at KGI, serving as the basis for the bioprocessing major as part of the school’s Master of Bioscience program.

Grill comes into the role on the heels of former center director and George B. and Joy Rathmann Professor Matt Croughan, who recently accepted the position of chief technology officer at Sapphire Energy, a world leader in algae-based Green Crude oil production. Croughan established the KGI bioprocessing center in 2006 and developed a unique program to recruit and educate the next generation of business leaders in bioprocessing. Dr. Croughan will assume the role of industry professor at KGI while serving as CTO at Sapphire. KGI is currently seeking a faculty member to serve as the George B. and Joy Rathmann chair—one who will also be involved in bioprocessing education and research.

“We are very pleased that Professor Grill is taking on this leadership role to ensure continuity of our outstanding bioprocessing programs that were established by Professor Croughan over the past eight years,” says Jim Sterling, KGI’s vice president for academic affairs and dean of the School of Applied Life Sciences. “Professor Grill is a world expert on vaccines development. In developing vaccines at LSBC, he overcame challenges in bioprocessing with innovations that led to the development of important biotech products. Larry’s contributions in this area made him the ideal choice to lead the bioprocessing program at KGI.”

In addition to teaching courses at KGI and to undergraduates at the Keck Science Department for the Claremont Colleges, Grill serves as the director at the Vaccine Development Institute at Pitzer College, where students and faculty are involved in a collaborative research project with the University of Botswana and the Botswana Vaccine Institute to develop low-cost vaccines for developing countries. Grill also works with the International Livestock Research Institute in Kenya, helping researchers there arrive at faster diagnoses and develop less expensive vaccines for animals. Even with so much on his mind, he still has other goals he’d like to pursue.

“I would like to research the diagnostic side of diseases while we work on vaccines,” Grill says. “There are many diseases that can be cured if you can just identify them quickly enough.”

Grill points to a disease called East Coast fever, which kills 1.2 million cattle every year in Africa and is complex to vaccinate against. Grill says if the disease is diagnosed early it could be eradicated in Africa as it has been in the Western world. “We need better diagnostic tests. KGI offers research capabilities that will help me pursue that. I have graduate students working with me, and we’re making progress on vaccines and diagnostics,” Grill says. “I love to teach, but I still want to work on projects that change the world.”

Grill is also working to help Third World nations learn how to make their own vaccines and diagnostics so that his work continues long after he leaves. As he sees it, there’s plenty of money available to fund diagnostics research. He’s pursuing inexpensive diagnostics tests that could diagnose hundreds of different diseases in a minute—anywhere.

The 63-year-old Grill admits he has a full plate but he says it’s not likely he’ll slow down any time soon. He gets up at 3:30 a.m. and keeps up on runs as long as 12 miles with younger fitness buffs.

“My wife and I like to backpack in the mountains but running is our big thing right now. We are trying to run marathons in all of the 50 states,” Grill says. “So far we’re about halfway there, but it’s more of the journey as opposed to the goal. It’s fun to go to all these different states and learn a lot about the state each time we go there.”
KGI MOURNS THE LOSS OF TRUSTEE AND LONGTIME SUPPORTER MARSH A. COOPER

The KGI community was deeply saddened by the death of Marsh A. Cooper, an active member of its Board of Trustees, who died at his home in Toronto, Canada, on July 9, 2013, at age 100.

“Marsh was a true friend to KGI for many years and was instrumental in setting us on a path to success,” President Sheldon Schuster said. “Joining the Board of Trustees in May of 2000, Marsh saw the very first class of MBS students come through our doors late that August. He joined us for my inauguration in the spring of 2004 and at almost all commencement ceremonies over the following years. Marsh attended nearly every meeting of the Board, faithfully serving on the Audit and Risk Management Committee from day one. In addition, as a director of the W. M. Keck Foundation, Marsh provided key support to the partnership between KGI and the foundation. His wisdom and unwavering support will be deeply missed by me personally and by our entire community.”

For several years, Mr. Cooper also led an annual fishing trip to Pennask Lake, Penticton, British Columbia, joined by KGI Board Chair Robert Curry, Vice Chair Jack Stark and President Schuster, along with John Kolb and Jim Lower who are associated with the W. M. Keck Foundation. Fish stories, campfire conversations, and the refreshing atmosphere of these retreats made the Penticton trips memorable for all.

Mr. Cooper had a long and successful career mixing business savvy with his far-reaching interests and knowledge of earth science, natural resources and engineering. He was president of M. A. Cooper Consultants Inc. and former president and chief executive officer of Falconbridge Nickel Mines Ltd. A vice president and a member of the Board of Directors of the W. M. Keck Foundation, he served on the boards of more than 35 companies. He was a fellow of the Society of Economic Geologists and of the Geological Association of Canada, as well as a member of the Engineering Hall of Distinction, University of Toronto, and of the Canadian Mining Hall of Fame. He received a B.A.Sc. and M.A.Sc. from the University of Toronto and studied geology at Harvard University. During World War II, he served as a flight lieutenant with the Royal Canadian Air Force. He was predeceased by the former Doris E. Roso, his wife of nearly 60 years.

In the fall of 2007, Robert and Kelly Day made the lead gift to establish the Marsh A. Cooper Bioengineering Lab at KGI. Last September, KGI awarded the degree Doctor of Applied Life Sciences honoris causa to Mr. Cooper.

ROBERT BALTERA AND ROSS GROSSMAN JOIN KGI BOARD OF TRUSTEES

The KGI Board of Trustees elected two new members in 2012-2013—both of whom bring a wealth of experience in the worlds of business and science. The KGI community is looking forward to the energy and vision they each bring to this leadership role.

Robert Baltera, Jr., is a pharmaceutical industry executive who acquired a wealth of business and product management experience during 17 years with biotech pioneer Amgen and four years as CEO of Amira Pharmaceuticals, which was acquired by Bristol-Myers Squibb Company for $475M. While at Amira, Bob was instrumental in focusing Amira’s clinical development efforts and forging key collaborations with partners such as GlaxoSmithKline. Before becoming Amira’s CEO, Bob held a number of senior management positions at Amgen, the last being vice president of corporate and contract manufacturing. He successfully used his collective experience to serve as team leader responsible for the approval of Kineret™ in rheumatoid arthritis, a highlight of his many accomplishments while at Amgen. He serves on the board of directors of Organovo Holdings, Inc., (ONVO) a publically traded regenerative medicine company. Bob has an MBA from the Anderson School at UCLA and earned his Bachelor of Science in microbiology and a Master of Science in genetics from The Pennsylvania State University.

Ross Grossman has been vice president, human resources, at Regeneron Pharmaceuticals in Tarrytown, New York, since 2002. In his time leading Regeneron’s human resources function, Regeneron has been recognized for its uniquely productive culture and as one of the best companies to work for in the biopharmaceutical industry, including being ranked by Science Magazine as the #1 Employer in the world for 2012, after being ranked #2 in 2011. Mr. Grossman worked at Prudential for 19 years before becoming the first head of human resources for Novartis Pharmaceuticals in the United States after the merger of CIBA and Sandoz. Before joining Regeneron, he was senior vice president, human resources, for the Private Client business of UBS PaineWebber. He serves on the Board of Trustees of the Youth Development Clinic in Newark, NJ, and on the Customer Advisory Council for Kenexa Corporation. Prior to joining the Board of Trustees, Mr. Grossman served on KGI’s Advisory Council for seven years. He holds a Bachelor of Arts in English from California State University, Fullerton, a Master of Arts and PhD in English & American Literature from Claremont Graduate University, and an MBA in finance and marketing from UCLA.

Robert F. Baltera, Jr.
FORMER CEO, AMIRA PHARMACEUTICALS

Ross A. Grossman
VICE PRESIDENT OF HUMAN RESOURCES, REGENERON PHARMACEUTICALS, INC.
A record number of KGI events were held both on and off campus during the past year. President Schuster and the KGI staff also welcomed visits from a wide array of leaders in the life science industries. Each meeting brought a new opportunity to further KGI’s mission and highlight the accomplishments of its students and faculty.

**A Founders’ Lunch**

KGI President Shelly Schuster hosted a luncheon at his home on October 12, 2012, to honor the founding trustees, donors and supporters of KGI. Allison Keller, executive director and chief financial officer, and Maria Pellegrini, PhD, executive director of programs, represented the W.M. Keck Foundation.

**B New York Event**

In February, KGI senior leadership hosted a breakfast at the IBM Client Center in New York City to recognize and reconnect with East Coast supporters. Pictured from left to right are Tim Coté, Karen Parrish, Joanna Kang, MBS ’08, Bob Cerry, Sheldon Schuster, Ross Grossman, Jim Cornelius, Bernie Kury, Dr. Stephen Shoenbaum, Andrew Peters, MBS ’06, Jim Sterling, Daniel Goroff and Dwane Wylie.

**C Rare Disease Day**

CEOs and top executives from some of the world’s most innovative pharmaceutical and biotech companies spoke at Rare Disease Day at KGI on March 1. Left to right: Kencey Busick, Krishna Ramaswamy, Stephanie Sakamoto, Jeanne Ngo, Onofre Bacani, Lan Tran, Chris Garabedian. Back Row: Laurence Reid, Mary Orfali, Tim Coté, Melissa Sathavipat, Robert Davies, Geoff Meacham and Ian Phillips.

**D Huntington’s Disease Symposium**

Dr. Angelika Niemz kicks off KGI’s third annual research symposium, ‘Huntington’s Disease: From Basic Science to Therapy’ held on KGI’s campus April 4-5.

**E Mural Unveiling**

Approximately 150 art lovers and Claremont history buffs turned out for the unveiling of the ‘History of Pharmacy’ mural at KGI’s new School of Pharmacy on April 20. Left to right: Shelly Schuster, Diane Daivelbess, Annie Hembrick-McAuley, Winifred Hendricks, Margo Shilling.

**F Left to right:**

Mary Wackerman, director of major gifts for USC School of Pharmacy, Dean Webster, Alton L. Garrett, Jr., congressional senior advisor, Sen. Barbara Boxer.

**G Left to right:**

KGI President Shelly Schuster and Austin Parrish, interim dean and CEO, Southwestern Law School.
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<table>
<thead>
<tr>
<th></th>
<th>June 30, 2013</th>
<th>June 30, 2012</th>
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<tbody>
<tr>
<td><strong>Assets</strong></td>
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</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$139,516</td>
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<tr>
<td>Accounts receivable</td>
<td>398,326</td>
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<td>Prepaid expenses and deposits</td>
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<td>Contributions receivable</td>
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<td>Funds held in trust for others</td>
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<td>Building investment, net</td>
<td>4,866,930</td>
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<tr>
<td>Buildings and equipment, net</td>
<td>12,764,409</td>
<td>11,371,905</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>$71,506,957</td>
<td>$67,724,984</td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>$1,630,328</td>
<td>$1,597,136</td>
</tr>
<tr>
<td>Deposits and deferred revenues</td>
<td>84,845</td>
<td>165,310</td>
</tr>
<tr>
<td>Notes and bonds payable and capital lease obligations</td>
<td>18,614,952</td>
<td>13,850,142</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td>$20,330,125</td>
<td>$15,612,588</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>20,126,537</td>
<td>14,035,794</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>9,580,515</td>
<td>8,742,972</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>21,469,780</td>
<td>29,333,630</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td>$51,176,832</td>
<td>$52,112,396</td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td>$71,506,957</td>
<td>$67,724,984</td>
</tr>
</tbody>
</table>

These financial statements were under audit at the time of publication. For final audited statements go to www.kgi.edu/financialstatements.

### Statements of Activities

<table>
<thead>
<tr>
<th></th>
<th>June 30, 2013</th>
<th>June 30, 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition and fees (net of tuition discount)</td>
<td>$3,573,844</td>
<td>$3,002,591</td>
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<tr>
<td>Private gifts and grants</td>
<td>1,613,013</td>
<td>3,198,506</td>
</tr>
<tr>
<td>Private contracts</td>
<td>291,861</td>
<td>158,951</td>
</tr>
<tr>
<td>Federal grants and contracts</td>
<td>1,197,677</td>
<td>1,687,267</td>
</tr>
<tr>
<td>Investment income</td>
<td>3,084,710</td>
<td>3,072,816</td>
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<tr>
<td>Other revenues</td>
<td>1,199,904</td>
<td>1,066,215</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$10,961,009</td>
<td>$12,186,346</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instruction</td>
<td>3,651,513</td>
<td>3,804,435</td>
</tr>
<tr>
<td>Research</td>
<td>2,068,497</td>
<td>2,496,598</td>
</tr>
<tr>
<td>Academic support</td>
<td>3,230,188</td>
<td>2,199,851</td>
</tr>
<tr>
<td>Student services</td>
<td>1,674,856</td>
<td>1,463,779</td>
</tr>
<tr>
<td>Institutional support</td>
<td>4,843,581</td>
<td>4,817,038</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>$15,468,635</td>
<td>$14,711,701</td>
</tr>
<tr>
<td><strong>Deficiencies of Revenues under Expenses</strong></td>
<td>$(4,507,626)</td>
<td>$(2,525,355)</td>
</tr>
<tr>
<td><strong>Other Changes in Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actuarial adjustment</td>
<td>2,187</td>
<td>(3,819)</td>
</tr>
<tr>
<td>Adjustment to contributions receivable (22,500) 0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Realized and unrealized investment gains (losses), net</td>
<td>3,592,375</td>
<td>(2,726,308)</td>
</tr>
<tr>
<td>Gain on disposal of buildings and equipment</td>
<td>0</td>
<td>408,234</td>
</tr>
<tr>
<td><strong>Total Other Changes in Net Assets</strong></td>
<td>$3,572,062</td>
<td>$(2,321,893)</td>
</tr>
<tr>
<td><strong>Net Assets - Beginning of Year</strong></td>
<td>$52,112,396</td>
<td>$56,959,644</td>
</tr>
<tr>
<td><strong>Net Assets - End of Year</strong></td>
<td>$51,176,832</td>
<td>$52,112,396</td>
</tr>
</tbody>
</table>