

**UNIVERSITY OF CALIFORNIA, DAVIS
INTERNAL AUDIT SERVICES**

**University of California, Davis Health System
Betty Irene Moore School of Nursing Administrative Review**

Project #14-13

**January 2014
Final Audit Report**

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MANAGEMENT SUMMARY

BACKGROUND

The Betty Irene Moore School of Nursing (SON) began in 2009 with the support of a \$100 million grant from the Gordon and Betty Moore Foundation (Foundation). The SON admitted its first students in the fall 2010 term and graduated its first class in June 2012. The school currently offers four programs: 1) Master of Science in Nursing Science and Health-Care Leadership (M.S. — Leadership), 2) Master of Science — Nurse Practitioner, 3) Master of Health Services — Physician Assistant Studies and 4) Doctor of Philosophy in Nursing Science and Health-Care Leadership. SON is developing a new entry-level program - the Master's Entry to the Practice of Nursing, a prelicensure program for students with a Bachelor's degree in a health related field. The program is slated to accept its first class in 2015.

The vision of SON is to advance health and ignite leadership through innovative education, transformative research and bold system change. SON achieves this vision through a mission to cultivate academic excellence through immersive, interprofessional and interdisciplinary education and research in partnership with the communities it serves, and for faculty, staff and students to discover and disseminate knowledge to advance health, improve quality of care and shape policy.

The school also has an active research program, with seven research-intensive faculty, 16 grant projects led by SON faculty funded at over \$3 million, and another six collaborative projects funded at \$6.7 million.

SON is supported by the Foundation grant, a provost's allocation, student fees, and other fundraising. The Foundation grant envisioned the school as a public-private partnership with the University of California and assumed SON would receive the customary state funding for student enrollment. State funding for the school has not materialized. There is therefore increased pressure for SON to plan for the financial sustainability of the school once the grant ends, as well as to develop a strong fundraising program. As part of its sustainability planning, SON received formal commitments on enrollment support and the authorization to create ladder-rank FTE from UC Davis and the University of California Office of the President.

To date, SON has received distributions of just over half of the Foundation grant. This revenue is intended to be spent over time, and the balance carried over into FY2012-2013 was \$34.1 million. The carry-forward balance includes significant amounts that are obligated for multi-year student support and faculty start-up funds. SON had fund sources (including carry-forwards) of approximately \$35.7 million in FY 2012-2013. Expenses for FY 2012-2013 were approximately \$9.9 million, with salaries/benefits (64%) and scholarships/fellowships (20%) representing the largest categories.

The goals and objectives that define SON's success were described in the original grant proposal to the Foundation. The proposal described the underpinning programs and processes of SON, and the objectives in the proposal became the targets the Foundation uses to measure SON's progress and compliance with grant terms. The grant has very strict guidelines and requirements, and SON meets quarterly with Foundation personnel to go over the school's performance. SON also prepares and reviews detailed budgets and monthly financial reports. The Dean and the financial unit of the school emphasize planning for financial sustainability after the Foundation grant ends, and have prepared a tentative budget through FY2024. SON includes all levels of personnel and students in its planning and evaluation activities and asks for feedback from other applicable campus departments.

The Foundation grant calls for an outside evaluation of all SON programs and operations. The evaluation is performed under the direction of two staff members from the UC Davis Schools of Health Evaluation Program with consultation from the School of Nursing National Advisory Council. Evaluation results are reported to the Foundation, and used by SON faculty and staff for quality improvement. In addition to the evaluation and oversight by the Foundation, SON reports on its progress periodically to the Provost and Chancellor, and works closely with the Budget & Institutional Analysis (BIA) unit.

PURPOSE AND SCOPE

We conducted this administrative review of the SON Dean's Office as part of the Internal Audit Services FY2014 audit plan. The purpose of the audit was to identify significant strengths, weaknesses and risks related to the leadership and fiscal and operational management processes within the SON Dean's Office and to look for opportunities to improve its economy and efficiency. The objectives of the review were to:

- Assess internal controls over financial and administrative processes within the school such as appropriate separation of duties.
- Assess the financial performance of the unit since its inception including the availability and commitments against discretionary funds, research funding, and capital spending.
- Determine definitions of success within the school and assess the plans and processes to move the school toward success.
- Trend key operating statistics, including numbers of faculty, staff, vacancies, and students.
- Perform a survey of leadership in order to understand the key inherent risks facing the school from an administrative and financial perspective and assess management plans and processes to mitigate those risks.
- Assess the organizational structure of the school including span of control.

To perform our review, we analyzed statistics and data regarding the school's expenditures, research awards, faculty, staff and students. Additionally, we obtained and analyzed reports from DaFIS and other financial and planning documents prepared by the Dean's Office, SON programs and BIA. We also reviewed the report of SON's independent evaluation team and the school's September 2013 Annual Report to the Foundation. We examined the School's measures of success and compliance with the Foundation grant requirements. Finally, our work included interviewing administrative personnel from the SON Dean's Office, SON Associate and Assistant Deans, consulting with personnel from other campus offices and reviewing relevant policies.

CONCLUSIONS

We noted that adequate systems of internal control are currently in place for the most part including separation of duties. SON's accounts payable are handled by the Schools of Health Finance Unit, (SOH Finance Unit) which also reviews the SON general ledger reports and produces spending reports for extramural projects. The separation of duties between the SON business office and the SOH Finance Unit offers good internal control over financial transactions. The SON's progress toward meeting its goals and maintaining the financial viability of the school is discussed on a regular basis with key constituents. Most of the school's financial analysis, projections and reporting are done using a single document. We did note opportunities to increase the security, reliability, responsiveness and accessibility of this document.

As a result of the Foundation grant, SON's past financial performance is not directly indicative of future performance. In anticipation of the end of the grant funding, SON has done considerable planning and financial analysis, including a sensitivity analysis that projects the impact of potential future events and explores mitigation strategies. The school had the assumptions used in these projections reviewed by BIA and changed its methodology to incorporate BIA recommendations. The revised projections are more realistic and show SON with a positive financial position through at least FY2021.

With support from the Foundation grant, in its first five years SON has been able to develop a strong program that attracts many more qualified applicants than it has places, as well as experienced faculty members, some of whom left top-ranked schools to participate in the growth of the new school. The grant guidelines contain specific targets for student enrollments, faculty appointments, external evaluations, development of outside funding and new programming. As part of its effort to meet these targets, SON has developed thorough financial management, monitoring, planning and evaluation processes. Nevertheless, the school continues to face a number of risks to its success, many of which are outside the school's control and require continual monitoring. University personnel we interviewed commended the school for operating transparently, seeking outside assessments of its processes, performing and using regular evaluations, and its willingness to incorporate suggested changes and enhancements.

Leadership interviewed was enthusiastic about the school's prospects and complimentary of the Dean's management style. The managers also expressed confidence in SON's ability to address risks and sustain itself financially once the grant funding ends.

Key operating statistics are incorporated throughout this audit report as applicable and a review of the finances of the school is included as Appendices A and B. No observations were noted regarding SON's organizational structure span of control.

Our observations and recommendations are presented in the body of this report along with corresponding management corrective actions.

OBSERVATIONS, RECOMMENDATIONS, AND MANAGEMENT CORRECTIVE ACTIONS**A. INTERNAL CONTROLS****Financial tracking document should be redesigned to ensure continued security, reliability, responsiveness and accessibility.**

The SON business office produces comprehensive financial reports and projections for the school using a very large Excel workbook with internal links managed by the Business Officer. Other staff members are familiar with the workbook; however, the complete analysis is highly dependent on the specialized knowledge of the Business Officer. SON created the workbook to fill a need for detailed information for decision-making and monitoring progress toward goals when it found this information was not readily available through other UC Davis information systems. The workbook has evolved over the relatively short history of the school. While the information generated should be considered a model approach for all UC Davis units given current information system capability, the size and complexity of the workbook increase the risk of errors and lost data. Each time SON has a substantive change in its planning approach, a new version of the workbook is created. SON historically has kept a separate list of the changes between versions, but at the time of the audit, the list had not been updated for recent changes.

School of Nursing has grown very quickly over the last five years, and its financial structure has expanded to match. At the end of FY2009, the school's chart of accounts had one organization and 13 accounts. At the end of FY2013, it had five organizations and 119 accounts. The SON business office uses the Excel tool primarily for budget projections and analysis, functions not available in DaFIS. As the school grew, the workbook became more complex and interlinked. The SON business office staff has been busy with the proposal for the second half of the Foundation grant, which has interfered with their ability to maintain the list of version changes and some links in the SON Budget workbook.

Per the *Administrative Responsibilities Handbook*,

- All systems that affect, or are used to report financial data, must be secure, reliable, responsive and accessible. These systems must be designed, documented, and maintained according to accepted development and implementation standards. They should be built upon sound data models and employ technology that allows data to be shared appropriately.
- All financial systems should meet the users' needs. In addition, all interfaces affecting any financial system must contain controls to ensure the data is synchronized and reconciled.

The workbook used by the SON is commendable. It would be strengthened, however, by improved security to limit access, change management controls, and protection against theft or loss of data as defined by BFB-IS-3, *Electronic Information Security*.

The school has appropriately used Excel to perform a myriad of analyses and projections. However, the potential for the workbook to be compromised and generate incorrect or incomplete data could threaten its continued usefulness.

Recommendations

SON should:

1. Track its budget and financial obligations in the Quali Financial System (KFS);
2. Restart tracking the changes in assumptions between versions of SON's projections and budget workbook.
3. Incorporate security measures as defined in BFB- IS-3 into the current workbook approach; and
4. Train additional staff members on the process the Business Officer uses to prepare monthly financial reports and make budget projections.

Management Corrective Actions

1. The SON will input the FY14-15 budget for its Foundation grant and public funds revenues into KFS by November 1, 2014 and will continue the practice in all future years.
2. The SON will augment security measures over its budget workbook in compliance with BFB IS-3 and restart the assumptions change log used to create the projections for the third GBMF grant by November 1, 2014.
3. The SON will document the staff training and "certification" requirement related to access and management of the financial model by November 1, 2014.

B. FINANCIAL PERFORMANCE

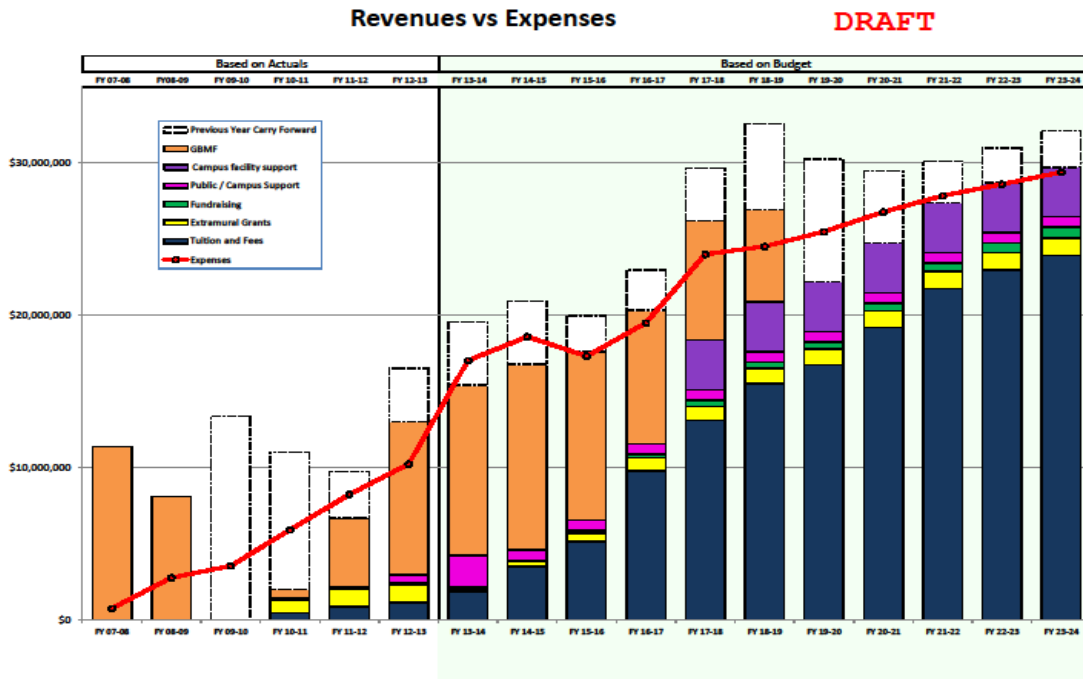
No significant fluctuations in either sources of funds or expenditures noted.

At the end of FY2013, SON had total funds available of \$25.8 million. The majority of available funds come from the Foundation grant. The grant funds are distributed based on targets established by the Foundation and therefore the flow of revenue is uneven. During the school's first four years of operation, revenues from other sources were relatively insignificant, totaling \$456 thousand compared to over \$56.6 million in grant revenues. Please see Appendix A for a summary of SON sources of funds and expenditures from FY 2008 through FY 2013.

SON's financial plan includes increases in revenues from tuition and the Professional Degree Supplemental Tuition (PDST) as it enrolls more students and moves toward sustainability after the end of the grant funding. SON plans to transition the Physician Assistant Studies and Nurse Practitioner programs to a self-supporting degree program model. A request has been submitted for the Physician Assistant Studies program to operate under the self-supporting degree guidelines starting Summer 2014, and a request for the Nurse Practitioner program is projected to be submitted in several years.

The majority of the school’s expenses are personnel costs, and SON has been careful to hire faculty only as required by the school’s growth. SON personnel costs have grown proportionately to all other expenses since FY2010, the year the school enrolled its first class.

The revenues and expenses the school uses in its reporting were validated using information recorded in the University’s general ledger. SON reconciles its analyses with Quali on a monthly basis as part of its financial monitoring. The chart below shows past revenues by source and expenses for the school, along with a preliminary projection through FY2024 of sources of funds by type and expenses. Details on revenues and expenditures for SON during the previous five years are in Appendices A and B, and a more detailed version of the chart below is attached as Appendix C.



Notes:

- GBMF: Funds from the Gordon and Betty Moore Foundation grant
- Campus Facility Support: Debt service on new building paid by campus
- Public/Campus Support: UCOP, SON Dean’s Reserve, Provost and Health System Allocations
- Fundraising: Donations and gifts
- Extramural Grants: Grants other than GBMF
- Tuition and Fees: Self Supporting Degree Program funds (SSDP), Tuition, and Professional Degree Program Supplemental Tuition (PDST)

Recommendations:

No recommendations or management corrective actions are considered necessary. The analysis in this section is provided for the benefit of campus leadership. Please see Appendix A for more details.

C. MEASURES OF SUCCESS

SON is on target to meet all of the objectives in the Foundation grant. The school's planning considers current and future risks and challenges and their likelihood. SON sees its position as a new enterprise as an opportunity, and works to incorporate best practices and the results of external evaluations in its operations, faculty, research and teaching.

Accomplishments

The Foundation grant contains five targets for SON operations:

- *Enroll and graduate at least six doctoral students and 67 master's degree students by June 2014.*

SON had graduated 48 master's degree students as of June 2013 and expects to graduate another 25 in June 2014, as well as eight doctoral students. Total enrollment in fall 2013 was 109, with 31 doctoral students, 21 students in the Master of Health Services — Physician Assistant program, 10 students in the Master of Science — Nurse Practitioner program and 47 studying for a Master of Science in Nursing Science and Health-Care Leadership. Including the addition of the Nurse Practitioner and Physician Assistant degrees, the fall 2013 enrollment is 65% larger than the fall 2011 enrollment. To support continued enrollment growth, UC Davis administration has pledged an allocation of 100 percent of the tuition and professional degree supplemental tuition income generated from nursing students back to SON. Support for approximately 185 students from 2011 to 2017 has been pledged through backstop funding of up to \$2 million. The school projects it will have 456 students when full enrollment is reached in all programs.

In five years, the SON Dean, faculty and staff have launched a school offering four (soon to be five) degrees with increases in enrollment every year. Student demand is high, with the school receiving 1,258 applications in 2013 for 61 admissions.

- *Appoint founding faculty and postdoctoral scholars including recruitment of at least six tenure-track (ladder-rank) faculty with appointment commencing by fall 2015 at the Betty Irene Moore School of Nursing.*

As of August 2013, SON had 19 faculty, including six tenure-track positions. The school has also received written permission from the University of California Office of the President to hire additional Instruction and research ladder-rank faculty in proportion to actual and planned enrollment growth, despite the current lack of permanent state funding. The school is projecting it will have 15 ladder-rank faculty when mature, all based on student fee funding.

- *Develop and implement internal school evaluation methodology.*
In 2011, the Schools of Health Research Education Outcomes Evaluation (REOE) unit developed an evaluation plan for SON. Under the plan, REOE evaluators collect and analyze data from applicants, students, graduates, alumni and faculty. The evaluators use surveys and data analysis to review student demographics; faculty and alumni activities, publications and awards; program activities and evaluations; self-assessments; and student and faculty satisfaction. The REOE team collects and reviews data continuously, meets monthly with School of Nursing leadership to review their findings, and issues an annual evaluation report each academic year.

All SON managers interviewed stated the continuous feedback helped them improve and modify operations to meet student needs. The evaluation plan was also cited as one of the reasons for SON's transparency and success.

- *Secure all possible funding streams including achievement of aggregate booked fundraising of \$40M exclusive of the foundation.*
SON initially had a consultant-led fundraising program and in FY2012 started its own internal development unit. Based on the results of the sustainability plan, the development unit has changed its focus from core operations to enhancements and student support. The development program works to establish continuous relationships with donors. The efforts have resulted in total fundraising of over \$9 million through the end of FY2013, which includes forty-one named scholarships, donations from 56% of SON's faculty and staff, and pledges from each entering class. Although SON has not received any state funding, in FY2013 non-foundation revenue was 15% of the revenue total for the school. In November 2013, the fundraising goal was recalibrated by the SON Assistant Dean for Development and the UC Davis Vice Chancellor of Development and Alumni Relations. The new goal for booked fundraising through FY2024 of \$43.4 million has been conveyed to the Foundation and SON uses that goal to evaluate its success.
- *Prepare for the launch of a prelicensure program.*
The Foundation grant originally included a goal for the school to establish a bachelor's degree (BSN) program. In 2012, SON engaged two consultants: one to conduct a feasibility study for a prelicensure program, and one to review research on the national nursing landscape, future nursing needs, and the opportunities for innovation. After consideration of all the information provided, SON management decided that the best way for the school to meet future needs, take advantage of UC Davis' status as a research university and encourage innovation was instead to offer an entry-level master's program. This program would serve people who already have a baccalaureate degree in a health-related field. After graduating, students would have a master's degree and be ready to pass the test and be a licensed Registered Nurse. SON has proposed the Master's Entry Program in Nursing (MEPN) and hopes to enroll the first class of students in fall 2015.

All leadership interviewed agreed that a master's degree prelicensure program will better fit the mission of SON to develop nurse leaders rather than a BSN program.

In addition to its progress in meeting these goals of the Foundation grant, SON has also established a research program. Research is an essential part of the school's core mission and its program continues to grow. As of August 2013, SON faculty members had 16 active research projects with award amounts totaling over \$3 million. In addition, faculty members are collaborating as Co-PIs on an additional five awards for \$6.7 million, and have completed 14 projects whose awards totaled \$2.4 million.

Because it was founded using a grant, SON had to immediately implement goal setting, reporting and evaluation standards. The school tracks its operating statistics and activities for reports to the Foundation, and the enforced measuring has provided SON with clear goals and definitions of success as well as an infrastructure that supports and requires ongoing planning, risk analysis, and continuous quality improvement.

Our interviewees gave the Dean credit for the successful launch of the school, saying she developed relationships and collaborations with other schools and Organized Research Units in the Health System, and raised the visibility of SON through her professional presentations and service with several national and state councils and committees related to nursing and the health care system. Her open and transparent style, combined with her strong commitment to planning and collaboration and her vision for SON were credited with creating an environment with high morale and satisfaction among faculty, staff and students.

Risks & Challenges

The most obvious risk for SON is financial sustainability after the end of the Foundation grant. To mitigate this risk, SON prepared a 10-year financial plan that includes projections for enrollment, hiring and new facilities as well as future revenues. The plan includes a list of the assumptions used to generate the projections. These assumptions were analyzed by BIA staff and revised to incorporate BIA recommendations. The school reviews and revises its assumptions and projections when indicated by current activity. The plan also includes a sensitivity analysis to predict the impact of possible future events. The school shares all of this planning with the Foundation. SON's fundamental challenge is that its viability depends on self-supporting tuition with no state funding.

SON is cognizant of its future financial risk, and with input from BIA has developed a good model for sustainability. However, the school must continue to carefully monitor and revise revenue and expense assumptions, as most of its financial risks are outside of the control of the school.

Other challenges mentioned by SON management included:

- The challenge of being a new school in an existing system.
School management believes SON has been fortunate to be able to use the University's existing infrastructure for some important processes, for example enrollment and purchasing. For other activities such as budgeting, however, the existing University systems do not meet SON's needs and the school had to develop its own techniques to meet these needs.
- Complex University policies.
The time required by some UCD processes impedes the school's ability to act quickly to match growth. The slow hiring cycle, for example, has led to SON losing some good candidates for open positions.
- The challenge to attain diversity in the student body.
SON considers cultural inclusiveness as one of its core attributes and aims for a student body that mirrors the surrounding population.
- The uncertainty of receiving future state funding.
- The need to address changes in teaching methods and the incorporate new technologies.

The school recognizes these challenges and is working to address them. SON has a strong commitment to planning. The Dean's Team – a group comprised of the Dean, Associate Deans and Assistant Deans of the school - meets weekly to discuss operational and tactical issues, and the same people meet monthly as the Long Range Planning Team to review financial projections, financial assumptions, costs, opportunities and risks. The school has a dedicated employee doing outreach to underrepresented populations, and plans to construct a new building with classrooms using advanced teaching technology. The School of Medicine and other UCDHS entities will also offer classes in some of the new classrooms, to take better advantage of the space.

Opportunities

As a new school, SON has the ability to design processes and programs to best fit its needs. Without a preexisting set of values, the school can hire faculty who agree with the philosophy of innovative, culturally sensitive teaching and managers who value continuous feedback and planning. The external evaluations of the SON offer the opportunity to create measurable and attainable goals and improve operations.

As part of the UCD Health System, SON sees an opportunity to collaborate and provide interprofessional education. The decentralization of some UCD systems, specifically enrollment and transcript notation, has complicated the process of offering SON students the chance to take classes in other schools. There is an opportunity to increase collaboration using online education, and SON has pioneered an online course for nursing students at three UC campuses.

Each associate and assistant dean also sees room for growth in her specific area – the demand for nurses with advanced degrees and classes for nursing leaders is high, the research program has more opportunities for collaborations than it has researchers to perform, and the development program has many ideas for new efforts.

Recommendations

No recommendations or management corrective actions are considered necessary. The information in this section is provided for the benefit of campus leadership.

D. SURVEY OF CONSTITUENTS

This section includes the opinions of leadership and staff of the School; their viewpoints are included in this report for the benefit of campus leadership and Dean's Office personnel.

1. Risks Facing the School

All management and staff interviewed expressed confidence in the future of the school and its ability to sustain itself after the end of the Foundation grant.

Managers of each of the school's divisions – academic programs, research and development - all agreed SON will be able to continue to prosper after the end of the grant. Some of the reasons given were:

- Demand from high-quality applicants exceeds the school's current capacity;
- SON has attracted excellent faculty members who believe in the school's innovative approach to teaching;
- The proximity of the School of Medicine and other UC Davis research units results in many research opportunities and offers of collaboration, currently more than the faculty can accept;
- Support from the Foundation grant has allowed the SON development program to undertake a relationship-based approach to fundraising which will benefit the school now and in the future, rather raising money to pay for basic operations;
- SON does significant planning for both future financial needs and programming, reconsiders its assumptions regularly and makes changes based on external evaluations and feedback;
- UC Davis is very supportive of the school, offering backup funding and other considerations while SON is becoming self-sufficient; and
- The Dean is a talented, collegial and open leader. She is also highly regarded in her field, with an extensive professional network.

2. Culture and Climate

Leadership and staff report no conflicts, and credit the Dean's open and transparent management style for creating a collegial, innovative workplace. Other campus units, such as the SOH Finance Unit and BIA, also regard SON managers and staff as easy to work with, open and willing to take suggestions.

Recommendations

No recommendations or management corrective actions are considered necessary. The information in this section is provided for the benefit of campus leadership.

Appendix A
Summary Schedule of Sources and Uses of Funds, FY 2008 - FY 2013

Category	6/30/2008	6/30/2009	6/30/2010	6/30/2011	6/30/2012	6/30/2013
Carryforward	-	12,390,949	18,200,489	14,896,300	40,031,552	34,198,153
Current Year Adjustments	13,149,164	8,579,848	238,556	30,918,611	2,042,413	1,260,347
Base Budget & Other Revenue ⁽¹⁾	-	-	6,700	3,561	197,748	247,766
Total Sources	13,149,164	20,970,798	18,445,745	45,818,472	42,271,713	35,706,266
Total Expenditures ⁽²⁾	758,214	2,770,309	3,549,446	5,787,269	8,073,560	9,895,834
Total Funds Available	12,390,949	18,200,489	14,896,300	40,031,203	34,198,153	25,810,432

(1) Includes tuition, PDST, and reimbursement of expenses. SON receives no state support.

(2) Please see Appendix B for a breakdown of expenses by category

Appendix B
Summary Schedule of Expenditures and Funds Available

EXPENDITURES	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	Variance FY2008 - FY2013	
Academic Salary Totals	157,290	325,355	263,449	580,288	1,687,958	2,173,188	2,015,898	See note 4
Staff Salary Totals	205,970	975,796	1,520,670	2,051,630	2,153,046	2,552,292	2,346,322	See note 5
Benefits	68,263	239,772	421,831	709,996	1,197,842	1,580,769	1,512,506	See note 6
Supplies & Services	181,356	1,105,376	1,246,120	1,225,017	982,480	1,281,579	1,100,224	See note 7
Travel	33,734	80,426	97,377	135,150	163,391	239,167	205,433	See note 7
Scholarships & Fellowships	-	-	-	1,010,594	1,692,607	2,014,139	2,014,139	See note 8
Subcontracts	111,602	43,584	-	74,594	196,235	54,701	(56,900)	See note 9
Total Expenditures	758,214	2,770,309	3,549,447	5,787,269	8,073,560	9,895,835	9,137,621	
Total Funds Available	12,390,949	18,200,489	14,896,300	40,031,203	34,198,153	25,810,432	13,419,483	

(1) Includes tuition, PDST, and reimbursement of expenses.

(2) Revenue dependent on disbursement of Foundation grant; variance not calculated

(3) FY 2010 revenue from reimbursement of Dean's outside professional expense

(4) Faculty increased from 0 in FY2008 to 13.5 in FY2013 with growth of school

(5) Staff increased from 1.7 in FY2008 to 37 in FY2013 with growth of school

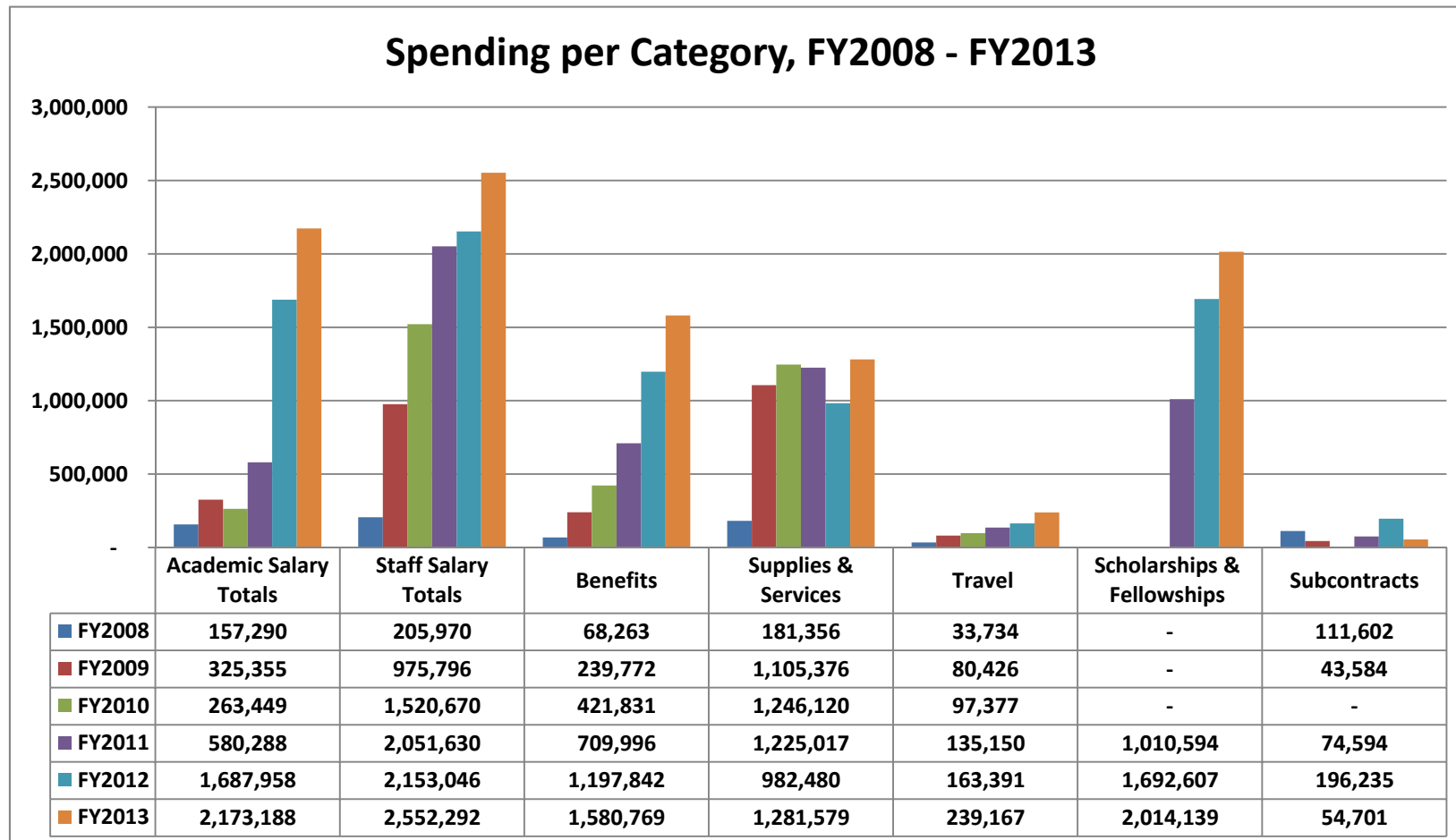
(6) Higher pension and healthcare costs

(7) Expense increase with growth of School

(8) First class enrolled fall 2010

(9) FY2008 and FY2009 subcontract expenses were for recruitment services. FY2011 - FY2013 expenses were for NIH grant with subcontracts. Grant ended mid FY2013 when PI left University

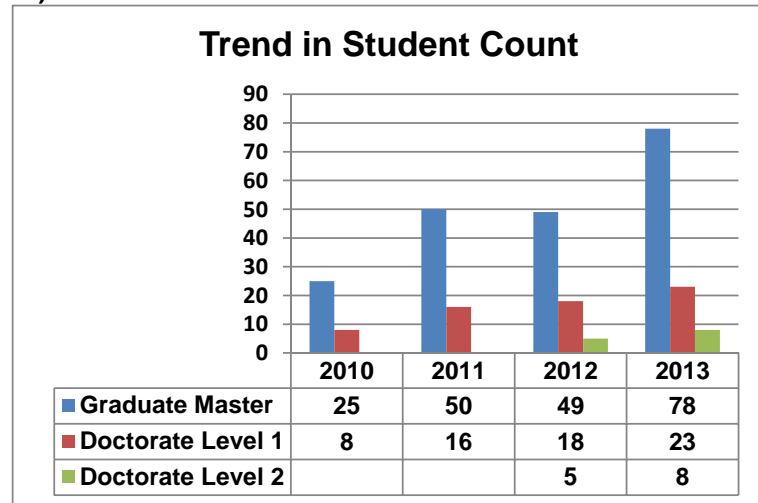
Appendix B (continued)
Trend of Spending per Category



Appendix B (continued)

Trend in Student Count

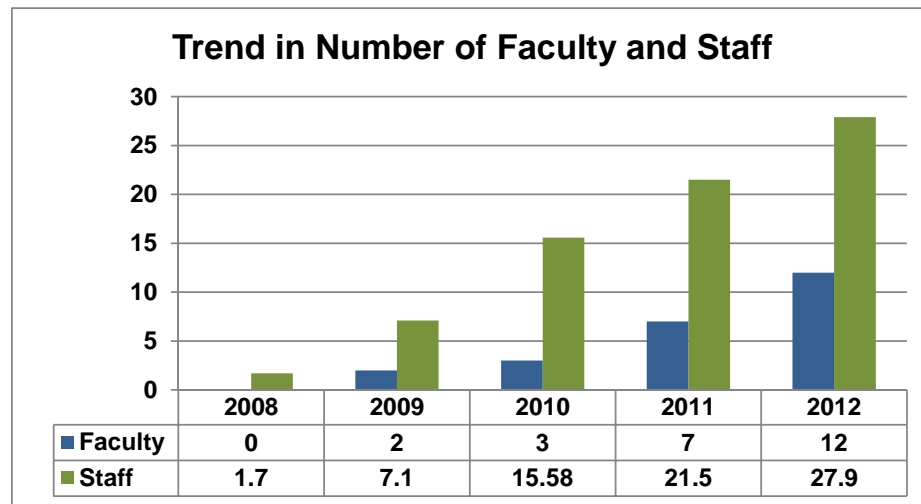
STUDENTS BY CLASS	2010	2011	2012	2013
Graduate Master	25	50	49	78
Doctorate Level 1	8	16	18	23
Doctorate Level 2			5	8
Total	33	66	72	109



Trend in Count of Faculty and Staff

EMPLOYEES BY TYPE	2008	2009	2010	2011	2012	2013
Faculty	0	2	3	7	12	13.5
Staff	1.7	7.1	15.58	21.5	27.9	37
Total	1.7	9.1	18.58	28.5	39.9	50.5

Faculty increased to 18.8 as of August 2013



Appendix C Revenues vs Expenses

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