LETTER FROM THE PRESIDENT

2017 has been an extraordinary year in the development of our school, the AOMA Graduate School of Integrative Medicine (AOMA). The institution remains strong in its commitment to continual growth as a leader in acupuncture and Chinese medicine, driven by its mission to transform lives and communities through education, patient care, leadership, and research. We are rapidly growing, as is our home, Austin, Texas, and our field of medicine nationally, with a 31% increase in AOMA’s enrollment experienced in 2017. In support of this growth, the executive leadership continues to explore potential not-for-profit partnerships in organizations similarly aligned in their missions, and with the capability to further advance AOMA’s research efforts, grant support, and educational opportunities.

To support this growth effort, our current organizational collaborations and the services we offer to the community, we were provided the opportunity to add a long-time friend of AOMA to our executive leadership team, Dr. Mary Faria. Mary is well known to the Austin community, through over 20 years of leadership at the Seton Healthcare Family, and through her commitment to health and fitness as Board Chair of the Austin Mayor’s Health and Fitness Council.
Mary holds a master’s degree in Healthcare Administration and a doctorate in Educational Administration and Business Administration. She has most recently focused her career in the field of education, teaching in organizational development and serving in an executive advisory capacity at a number of Central Texas universities. We are very pleased that Mary has chosen to join AOMA, and in January 2018 she starts her service as its Chief Executive Officer. A warm welcome to Dr. Mary Faria!

As we move forward in 2018, we are particularly excited to be celebrating AOMA’s 25th year as a graduate school in acupuncture and Chinese medicine. This year will be filled with commemorative events, with the largest being our annual Southwest Symposium, September 21 – 23, 2018. To further add to the festivities, the Symposium this year will be held on the main AOMA south campus. We greatly look forward to seeing alumni, old friends, and new friends at this important event and hope you will join us in making this a special time for all.

With personal gratitude,

Betty Edmond, MD

“Your perspective is always limited by how much you know. Expand your knowledge and you will transform your mind.”

—Bruce H. Lipton
Previous to the start of his career as a healthcare provider, Robert Laguna worked as an educator. He holds a teaching certificate in Texas and has over ten years of experience teaching in the Texas public school system. He has been an active member of the AOMA community for over two decades and his teaching background has translated to the work he does in AOMA’s classrooms and clinics. Robert has also served as Dean of Students, Academic Advisor and Clinic Supervisor at AOMA since 2000, and when he is not wearing his many administrative hats, he is treating patients in our community.

Robert Laguna’s clinical work includes protocols for a wide variety of common ailments, a specialty interest in pain management, and the treatment of patients with chemical dependencies. Originally from Puerto Rico, Robert was raised in San Antonio, where he later practiced ear acupuncture as an auriculotherapist for a chemical dependency clinic. His desire to learn more about acupuncture and Chinese medicine led him to the master’s degree program at AOMA in 1994. In 1997, he volunteered at an AIDS clinic in San Antonio. In 1998, he joined the acupuncture brigade that brought relief and education to medical personnel in Honduras in the wake of Hurricane Mitch and has helped with many other relief efforts since then including the Bastrop fires. Robert did three tours with Austin Smiles, a medical group with nurses, anesthesiologists and plastic surgeons who do cleft lip and palate repairs in underserved areas of Latin America.

Participation in relief efforts for community wellness initiatives to provide medicine to those in need has been transformational for him. Throughout his AOMA career, Robert has helped initiate multiple offsite acupuncture clinics, including the annual Cureville clinic at the Kerrville Folk Festival, Seton-McCarthy, Seton-Topfer, and Seton-Kozmetsky. Most recently, he helped found the Community Wellness Hour, a free weekly acupuncture and mindfulness service on campus. His dedication to this institution is truly inspirational. In his words, “AOMA has always felt like home to me. I have been here for 25 years, and it still feels like that. Students, staff, faculty, administrators alike are very welcoming and still engaged in the same goals.”

In his personal life, Robert Laguna is the music and artistic director for the Austin Civic Wind Ensemble and the founding member of the Austin Brass, Frontier Brass Quintet, and Pecan Street Brass Quintet ensembles. He also participates and performs in other community groups in the Austin area.
MAcOM Update

MACOM ACCREDITATION

The master of acupuncture and Oriental medicine (MAcOM) program completed a self-study in 2015-2016 and submitted its report to the programmatic accreditor, the Accreditation Commission for Acupuncture and Oriental Medicine (ACAOM), in September 2016. After a site visit in May 2017, the Commission granted reaffirmation of accreditation for seven years.

DACOM BRIDGE TRACK GRADUATES

The professional doctor of acupuncture and Oriental medicine (DAcOM) program was launched in 2016. The DAcOM program includes all of the master’s first professional competencies, which prepare students for licensure (LAc), and additional doctoral level work. The professional doctorate is new to the profession – with its competencies first published by ACAOM in 2013. The DAcOM Bridge Track provides curricula to meet the professional doctorate requirements, elevating students from masters to doctoral-level competency. Prospective students to AOMA may now apply directly to the DAcOM as a master-to-doctorate path. Six students graduated from the DAcOM Bridge Track in 2017.

MACOM-DACOM CLINICAL OPPORTUNITIES

Over the years, AOMA has provided a variety of clinical opportunities, not only at its campus clinics but also at those in the community. For many years, these included St. David’s Peoples Community Clinic, Seton’s community clinics at Topfer, McCarthy, and Kozmetsky, the Kerrville Folk Music Festival, and more recently, Austin Recovery’s clinic at the Hicks Family Ranch in Buda.

In 2017, MAcOM and DAcOM students began offering services to veterans at the Veterans Health Administration Austin Outpatient Clinic which is part of the Central Texas Veterans Health Care System (CTVHCS). This fully integrated clinical experience includes interaction and patient care discussions with the supervising physician and entry of the treatment sessions into the VA’s electronic medical record system.

By end of the year, it was acknowledged that the contributions of the students and faculty have led to improved patient outcomes and patient satisfaction. Kudos to the students and the faculty supervisors, Drs. Violet Song and Claudia Voyles.
AOMA’s vision of Chinese medical scholarship includes developing advanced clinical specialists, integrative team practitioners, educators, researchers, and leaders. The doctoral program at AOMA provides our graduates and other practitioners with an opportunity for continued study and career development.

DAOM ACCREDITATION

AOMA initiated the DAOM Self-Study process for the DAOM program, which will continue in 2018. The DAOM Self-Study Report will be submitted to ACAOM in the fall of 2018. The Self-Study process is required as part of the process of reaffirmation of ACAOM’s programmatic pre-accreditation (Candidacy) for the DAOM and is the next step towards programmatic accreditation of the DAOM program, which is authorized under AOMA’s SACS-COC regional accreditation.

FACULTY ACHIEVEMENT

Doctoral faculty member Jing Fan, PhD, MD (China), LAc, Director of Clinical Education, published work in 2017, which he completed during his two-year, postdoctoral research fellowship at Harvard Medical School. The Journal of Medicinal Chemistry, published by the American Chemical Society, is an internationally recognized, high-impact, peer-reviewed, medical journal covering research in medicinal chemistry.

FACULTY RESEARCH

DAOM faculty continued to be active in the presentation and publication of their research and scholarly work.

Presentations:


Publications:

STUDENT ACHIEVEMENT

The third DAOM cohort attended graduation ceremonies in September 2017. One of AOMA’s recent graduates, Amy K. Moll, DAOM, LAc, was appointed as Assistant Professor of Acupuncture at the Carrick Institute of Clinical Neuroscience and Rehabilitation. A current student, Robert Vanderwall, LAc, was appointed as faculty at the Daoist Traditions College of Chinese Traditional Arts, in Asheville, NC, instructing students in research methodologies and statistics. Also, one of AOMA’s current doctoral student’s books was published: *The Living Needle: Modern Acupuncture Technique*, by Justin Phillips, LAc.

Publications:

STUDENT RESEARCH

The third DAOM cohort gave their final research presentations in May. Student research projects include clinical trials, qualitative studies, as well as educational, ethnographic and historical research. DAOM student Claudia Voyles, LAc, presented and implemented her research study, assessing the effectiveness of NADA training programs, at the annual National Acupuncture Detoxification Association (NADA) conference in Wilmington, DE, in May of 2017.
AOMA’s Five-Year Strategic Plan Accomplishments

In 2017, the Governing Board of the AOMA Graduate School of Integrative Medicine completed progress on the second year of its 2016-20 Strategic Plan, focusing on five strategic goals for growth and development of the organization. Through the strong commitment and collaborative efforts of AOMA’s leadership, faculty, staff, and students, 2017 was a year of exploration and significant accomplishments. Highlight achievements include:

1. AOMA remains committed to its community and will grow in a way that improves student achievement, alumni success, staff satisfaction, faculty retention and development, and patient outcomes.

   • Continued development of Student Services as a team dedicated to support of student needs, with expanded offerings, to include a Community Wellness Hour for students and the community as a whole

   • Further development of enrollment management, focused on local, national and international recruitment, with a 31% increase in enrollment accomplished in 2017

   • Significant restoration and enrichment of grounds, student classrooms, and patient care areas to best support the culture and activities of campus life

   • Continued exploration of integrative practice opportunities with other medical professions, while developing existing integrative practice experiences in student intern clinics at the Veterans Administration Austin Outpatient Clinic

   • High level of achievement in institutional effectiveness, as reflected by the following accomplishments in 2017

      ○ 78.6% of AOMA Alumni are working in the field of Acupuncture and Chinese Medicine*

      ○ 90.4% of AOMA graduates licensed to practice within 1 year*

      ○ 71% of graduates practicing in Texas; 29% of graduates practicing outside of Texas*

      ○ Student Retention Rates by Program:

         • MAcOM – 92%
         • DAOM – 91%
         • DAcOM – 100%
         • Faculty Retention Rate – 100%

      ○ MAcOM Completion Rate – of graduates between July 1, 2016 and June 30, 2017, 76% completed the MAcOM within four years and three months

      ○ 81% overall pass rate of AOMA 2017 graduates for all NCCAOM exams

* Based on data from AOMA’s 2017 Biennial Alumni Survey (15% response rate)
2. **AOMA will develop a research infrastructure that is capable of performing research studies.**
   - DAOM students’ successful completion of doctoral projects and publications
   - Organizational enhancement of Scientific Review Committee and Institutional Review Board systems and processes
   - Pursuit of external partnerships for enhancement of research capabilities and organizational growth

3. **AOMA will be strategic and inclusive in its facilities and space planning while utilizing appropriate technological innovations.**
   - Focused on further development of an excellent campus environment conducive to learning that supports a culture of healing for faculty, students, patients, staff and the community we serve
   - AOMA’s continuation of planning for implementation of an electronic medical record, to an evaluation of electronic medical record vendors, to assure this innovative technology optimally supports patient and practitioner needs

4. **AOMA will increase the number and quality of its educational programs.**
   - In 2017, AOMA’s master’s program, MAcOM, underwent its self-study scheduled site visit by the Accreditation Commission for Acupuncture and Oriental Medicine (ACAOM) and the MAcOM Program received full 7-year re-accreditation from ACAOM
   - Plans were completed for the development of a winter term offering of both the DAcOM and DAOM, beginning in 2018. AOMA now offers doctoral students entrance into both the DAOM and DAcOM programs in both the winter and summer terms.

5. **AOMA will seek community and national partnerships that provide increased opportunities for students, alumni, and faculty.**
   - Continuation of exploration of not-for-profit educational organizations for enhancement of research opportunities through established research support systems and grant funding expertise, as well as expanded opportunities for student learning
   - Exploration of opportunities at the University of Texas Dell Medical School that would mutually benefit AOMA and Dell Medical School students
   - Development of a relationship with Modern Acupuncture for alumni career support
   - Participation in the 2017 Healthier Texas Summit, increasing the community’s awareness of AOMA’s presence and the offerings available to transform the health of Texans

The Board of Governors is deeply appreciative of the commitment of leadership, faculty, staff, and students who have teamed together to create another successful year at AOMA.
Student Services Update

STUDENT MENTORING

Student Mentors continued to expand their activities for students in 2017. Mentors hosted new-to-Austin gatherings on campus to welcome new students, weekly mind-body workshops, transfer student meetups, a talk with AOMA’s president, and four off-campus social meetups. In addition to group events, individual students were matched with one-on-one mentors.

JOB OPPORTUNITIES

Career Services actively seeks jobs for alumni and current students, with over 350 nationwide opportunities posted in 2017. We hosted recruitment events and made connections with local employers seeking to employ our graduates. With both individual and group career coaching available to students and alumni, we continue to support our students in becoming successful practitioners.

EXPANDED COMMUNICATIONS

AOMA began a new service to students in 2017 in the form of weekly newsletters with announcements, reminders, and information about events and learning opportunities on campus. By keeping everyone informed, we are providing more access to services and support for wellness, time management, and organization!

COMMUNITY WELLNESS HOUR

Student Services collaborated with the clinic to provide a free weekly Community Wellness hour, combining NADA acupuncture, meditation, and group support for self-care. Students, patients, staff, and Austin community members are coming together for wellness and connection.
AOMA has been honored to have Dr. Xiaotian Shen as a professor and practitioner since 1999. As a 4th generation Chinese Medicine practitioner, he was surrounded by the philosophies of healing and medicine from an early age. This experience instilled in him an abiding love for his cultural heritage and its capacity for healing, and he appreciates the opportunity to share his love for the practice and the wealth of his family’s rich medical background with students, colleagues, and patients alike. According to Dr. Shen, “The philosophical part of Chinese medicine most appeals to me due to its unique perspective of the universe and because of its deep-rooted heritage.”

Dr. Shen supervises student interns and teaches not only core subjects but also specialty topics in areas such as Public Health. Before coming to AOMA, he taught acupuncture and herbal medicine at two colleges in China and was a traditional Chinese medicine physician at the Teaching Hospital of Chengdu College of Medical Continuing Education. His intellectual curiosity and interest in world cultures and medicine led him to Israel, where he earned a Master of Public Health degree.

Throughout his career, Dr. Shen has contributed to many different organizations and projects, with a goal to further the profession. In addition to being published in various professional journals, Dr. Shen serves as a member of the NCCAOM exam-writing committee. In this role, he and other highly respected members of the professional community assess questions for the state licensing exams. He is a certified examiner of Clean Needle Techniques and acts as a site team visitor for the Accreditation Commission for Acupuncture and Oriental Medicine (ACAOM.) Dr. Shen is a frequent presenter at national and international conferences. His scholarly presentations share his acumen in the fields of diabetes, multiple sclerosis, emotional care, pain management, women’s health, and herbal safety.

Dr. Shen also has a busy practice at the AOMA professional clinics. His medical specialties include pain management, neurological disorders, autoimmune disease treatment, digestive health, psycho-emotional care, and treatment of reproductive concerns. He provides comprehensive care to alleviate routine ailments, such as allergies, and treats other commonly seen problems, like diabetes.

When he isn’t working hard at AOMA, Dr. Shen enjoys outdoor activities, cooking, traveling, photography, and technology.
Clinical Outcomes

TOTAL NEW PATIENTS 2017
North Professional Clinic 394
North Student Clinic 279
South Professional Clinic 233
South Student Clinic 258
1,164

TOTAL NUMBER OF PROFESSIONAL PRACTITIONERS SEEING PATIENTS IN 2017: 12

TOTAL NUMBER OF STUDENT INTERNS TREATMENT ROTATIONS IN 2017 BY TERM:

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<tr>
<th></th>
<th>North</th>
<th>South</th>
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<tbody>
<tr>
<td>Fall</td>
<td>838</td>
<td>761</td>
</tr>
<tr>
<td>Spring</td>
<td>1,064</td>
<td>783</td>
</tr>
<tr>
<td>Summer</td>
<td>759</td>
<td>518</td>
</tr>
<tr>
<td>Winter</td>
<td>912</td>
<td>862</td>
</tr>
<tr>
<td></td>
<td>3,573</td>
<td>2,924</td>
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TOTAL NUMBER OF CLINIC OFFERINGS IN 2017: 11
North Austin  Cureville at the Kerrville Folk Festival
South Austin  Austin Recovery Clinic
Seton McCarthy  Reebok Spartan Race
Seton Topfer (through Sept)  Veterans Affairs Austin Outpatient Clinic
Seton Kozmetsky (through Sept)  Hill Country Ride for AIDS
People’s Community Clinic

TOTAL CLINIC VISITS IN 2017:
North Student Clinic 4,511
North Professional Clinic 3,141
South Student Clinic 3,298
South Professional Clinic 1,766
12,716

TOTAL NUMBER OF PATIENTS SEEN BY STUDENT INTERNS IN 2017 BY TERM:

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<tr>
<td>Spring</td>
<td>1,306</td>
<td>941</td>
</tr>
<tr>
<td>Summer</td>
<td>892</td>
<td>600</td>
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<tr>
<td>Winter</td>
<td>1,161</td>
<td>995</td>
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<tr>
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<td>4,511</td>
<td>3,298</td>
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2017 PATIENT-TO-INTERN RATIO BY TERM

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<td>137.5%</td>
<td>100.1%</td>
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<tr>
<td>Spring</td>
<td>122.7%</td>
<td>120.2%</td>
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<tr>
<td>Summer</td>
<td>117.5%</td>
<td>115.8%</td>
</tr>
<tr>
<td>Winter</td>
<td>127.3%</td>
<td>115.4%</td>
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TOP 5 CHIEF COMPLAINTS IN 2017 BY VISIT

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<tr>
<td>Back Pain</td>
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<tr>
<td>Neuro issues/HA/Migraine</td>
<td>10.6%</td>
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<tr>
<td>Digestion/Weight Management</td>
<td>9.7%</td>
<td>413</td>
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<tr>
<td>Stress/Anxiety/Depression</td>
<td>8.4%</td>
<td>354</td>
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<tr>
<td>Hormonal Issues</td>
<td>5.7%</td>
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<tr>
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<td>Digestion/Weight Management</td>
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<tr>
<td>Skin issues &amp; Neuro issues (tie)</td>
<td>4.9%</td>
<td>132</td>
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<tbody>
<tr>
<td>South Professional</td>
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<tr>
<td>Back Pain</td>
<td>14.7%</td>
<td>196</td>
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<tr>
<td>Neuro issues/HA/Migraine</td>
<td>11.0%</td>
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<td>Neck Pain</td>
<td>8.2%</td>
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<tr>
<td>Insomnia/Fatigue</td>
<td>6.8%</td>
<td>91</td>
</tr>
<tr>
<td>Digestion/Weight Management &amp; Hormonal issues (tie)</td>
<td>6.2%</td>
<td>82</td>
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<table>
<thead>
<tr>
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<th>Percentage</th>
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<tbody>
<tr>
<td>South Student</td>
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<tr>
<td>Back Pain</td>
<td>15.1%</td>
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<tr>
<td>Stress/Anxiety/Depression</td>
<td>11.9%</td>
<td>281</td>
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<tr>
<td>Digestion/Weight Management</td>
<td>6.0%</td>
<td>142</td>
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<tr>
<td>Neck Pain</td>
<td>5.7%</td>
<td>134</td>
</tr>
<tr>
<td>Hormonal Issues</td>
<td>4.6%</td>
<td>108</td>
</tr>
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</table>
79% OF AOMA ALUMNI ARE WORKING IN THE FIELD OF ACUPUNCTURE AND CHINESE MEDICINE***

90% OF AOMA GRADUATES ARE LICENSED TO PRACTICE WITHIN 1 YEAR***

“The secret of change is to focus all of your energy, not on fighting the old, but on building the new.”

—Socrates
Alumni Statistics

**Employment and Licensure**
90% of graduates obtain licensure within one year of receipt of diploma.

**Patients Per Week**
- 43% see less than 10 patients
- 22% see 11 to 20 patients
- 14% see 11 to 35 patients
- 18% see 36 to 50 patients
- 1% see 51 to 100 patients

**On Average**
25 Patients Per Week

**Most Commonly Charged Fee**
$80

**Average Treatment Fee**
$70, $9 increase since 2015

**Data Sources**
* 2017 Biennial Survey 15% response rate
** RGEES survey 53% response rate
*** Alumni success based on 2017 biennial survey

71% of graduates practice in Texas

29% of graduates practice outside of Texas

71%  29%
Tio Bustillo, MAcOM, LAc, graduated from AOMA’s Master’s program in 2011 and currently is enrolled in the Doctoral program. Since graduating, Tio has been a big part of the movement to incorporate Chinese medicine into the Western healthcare system. Tio was hired to join the Integrative Medicine Department at Baylor Scott & White Healthcare, one of Texas’ largest non-profit healthcare systems. Through this position, he has been able to collaborate and work with some of the leading physicians and medical specialists in Texas. Tio is leading the charge to create even more new jobs for acupuncturists in the hospital system and also helping to provide substantial and meaningful research for Chinese medicine.

Continuing Education Update

In 2017, AOMA held several continuing education seminars on-campus for alumni and licensed practitioners to earn continuing education credits. We hosted Applied Nutritional Medicine from AOMA doctoral alumnus Christina Captain, a training from AOMA faculty Claudia Voyles of the National Acupuncture Detoxification Association (NADA), Yamamoto New Scalp Acupuncture with David Bomzon and a Neoclassical Pulse Diagnosis series with former AOMA president and current faculty member Dr. William Morris. In addition to seminars held on campus, we hosted our annual Southwest Symposium continuing education conference in May. Speakers included Takayuki Koei Kuwahara LAc, Jill Stansbury, ND, Zev Rosenberg LAc, Roger Jahnke OMD, and many others! AOMA will be hosting its 2018 Symposium September 21-23, 2018 on AOMA’s campus.
2017 Commencement

AOMA’s 22nd commencement ceremonies for Masters of Acupuncture and Oriental Medicine, the 3rd for the clinical-specialty Doctor of Acupuncture and Oriental Medicine, and the 1st for the professional Doctor of Acupuncture and Oriental Medicine took place on September 10, 2017 at the Omni Southpark Hotel in Austin, Texas. Thirty-one master’s students and thirteen doctoral students participated in the ceremony, which was overseen by Dr. Lesley Hamilton, the MAcOM/DAcOM Program Director, the Master of Ceremonies. Dr. Violet Song, PhD, LAc, led this year’s processional. A reception followed the event.

AOMA was pleased to have Bastyr University president, Harlan Patterson, as the commencement speaker. Bastyr University has multiple programs in the natural healing arts, including its signature program in naturopathic medicine, as well as a master’s and a doctorate in acupuncture and Chinese medicine. As another institution that embodies integration of mind, body, and spirit for health and well-being, Bastyr also shares similar values as AOMA’s on integrating acupuncture and Chinese medical practitioners into the larger healthcare arena for the goal of improving patient-centered outcomes.

This year’s Calvin Key Wilson Community Leadership award was presented to Christian Totty and Diane Stanley by previous recipient, Hannah Rudolph. The award is presented to a graduating student in memory of Calvin Key Wilson, an AOMA student who is remembered for his spirit and leadership abilities. Both Ms. Totty and Ms. Stanley were chosen by their peers as this year’s recipients in recognition of their work in AOMA’s student community. This is the first year for two recipients to share this honor.

Faculty speakers included Dr. Jamie Wu, Dr. Xiaotian Shen, Dr. Raja Mandyam, and Dr. John Finnell, while the attendees also heard addresses from graduates Dr. Tara Lattimore, Cass Naumann, Kayla DeShane, and Jameson James.

AOMA’s 2018 commencement will be held June 17, 2018 at the Omni South Park Hotel in Austin, Texas.
AOMA MISSION STATEMENT
The Mission of AOMA is to transform lives and communities through education, patient care, leadership and research in Chinese and other integrative medicines.

VISION
AOMA’s vision is to be a leader in Chinese medicine education by engaging our communities and by preparing compassionate and skilled practitioners who embody the art and spirit of healing.

OUR CORE VALUES
We recognize that the outcomes we produce result from the collective activities that are consistent with the following core values:

• Sustainability: Our programs and community engagements are sustainable and effective.
• Integrity: We do what we say we will do. In our communication, we are honest and complete.
• Inspiration: We are called into action by a spirit of purposeful aliveness.
• Flexibility and openness: We conscientiously choose our actions in consideration of all the parties involved.
• Professionalism: In all that we do, we are impeccable, clear and complete.
• Compassion and Service: In word and action, we look for opportunities to benefit others.

Income & Expenses

REVENUE SOURCES
Tuition provides 63% of AOMA’s income. Clinic fees, AOMA Herbal Medicine, and continuing education programs also support the institution’s mission.

EXPENSES

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<tr>
<td>Rent</td>
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<tr>
<td>Educational/Student Services</td>
<td>8%</td>
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<tr>
<td>Utilities, Depreciation &amp; Supplies</td>
<td>8%</td>
</tr>
<tr>
<td>Financial Expenses</td>
<td>5%</td>
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<tr>
<td>Accreditation Costs</td>
<td>1%</td>
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<tr>
<td>Administrative Support</td>
<td>1%</td>
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<tr>
<td>Marketing</td>
<td>1%</td>
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<tr>
<td>Total Expense</td>
<td>100%</td>
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REVENUES

<table>
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<tr>
<th>Revenues</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Tuition</td>
<td>63%</td>
</tr>
<tr>
<td>Patient Clinic Fees</td>
<td>24%</td>
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<tr>
<td>Bookstore/Retail</td>
<td>9%</td>
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<td>Continuing Education and Other</td>
<td>4%</td>
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</tbody>
</table>
AOMA BOARD OF GOVERNORS

Kenneth H. Beck – Chair
Co-founder, retired – The Crossings, Austin, Texas
BS, Electrical Engineering, University of Minnesota

Glenda J. Flanagan
Chief Financial Officer and Senior Vice-President – Whole Foods Market, Austin, Texas
BBA, University of Texas at Austin

Michelle Sierpina, PhD
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