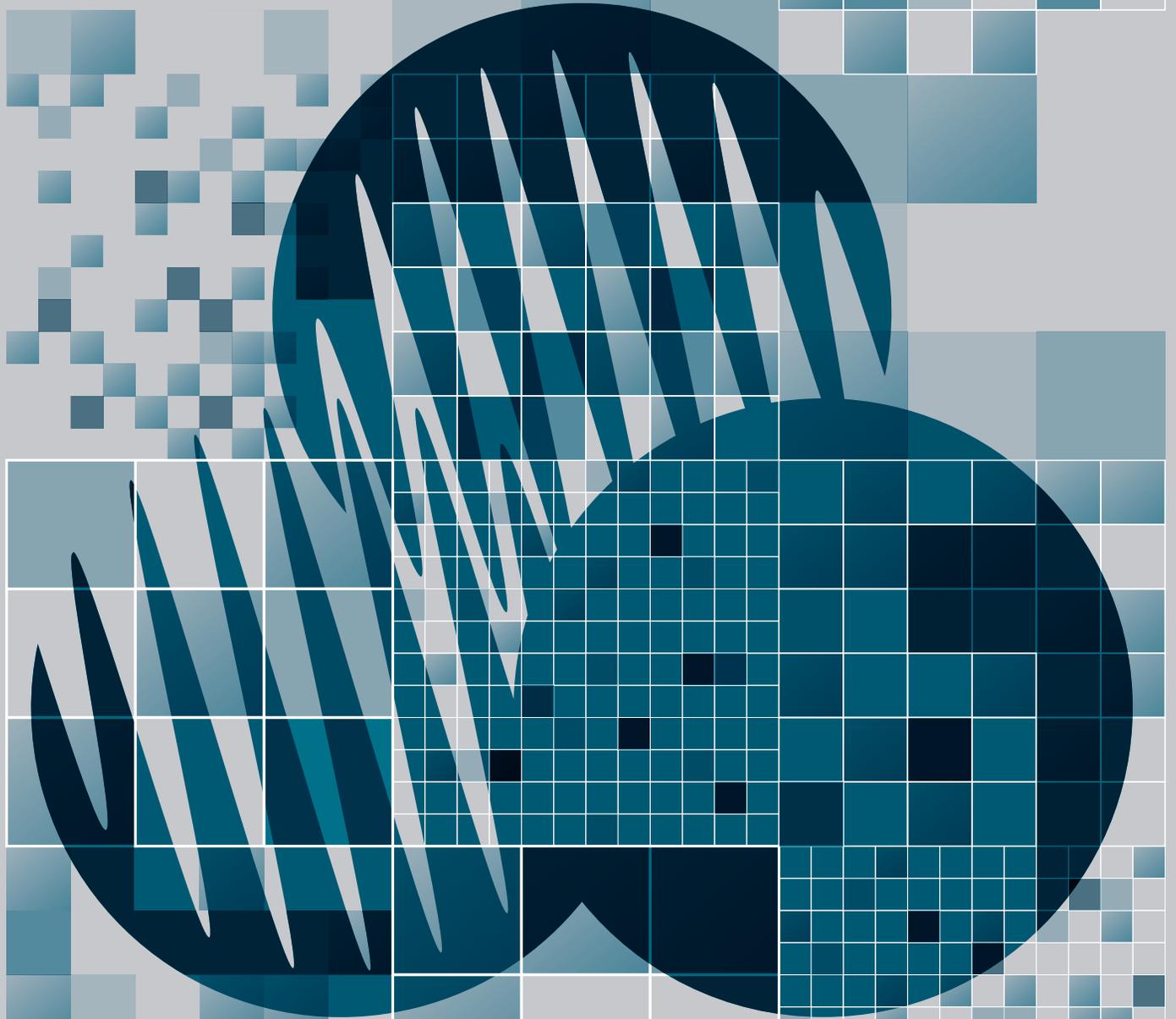


ANNUAL REPORT
2011-2012



KECK GRADUATE INSTITUTE
of Applied Life Sciences

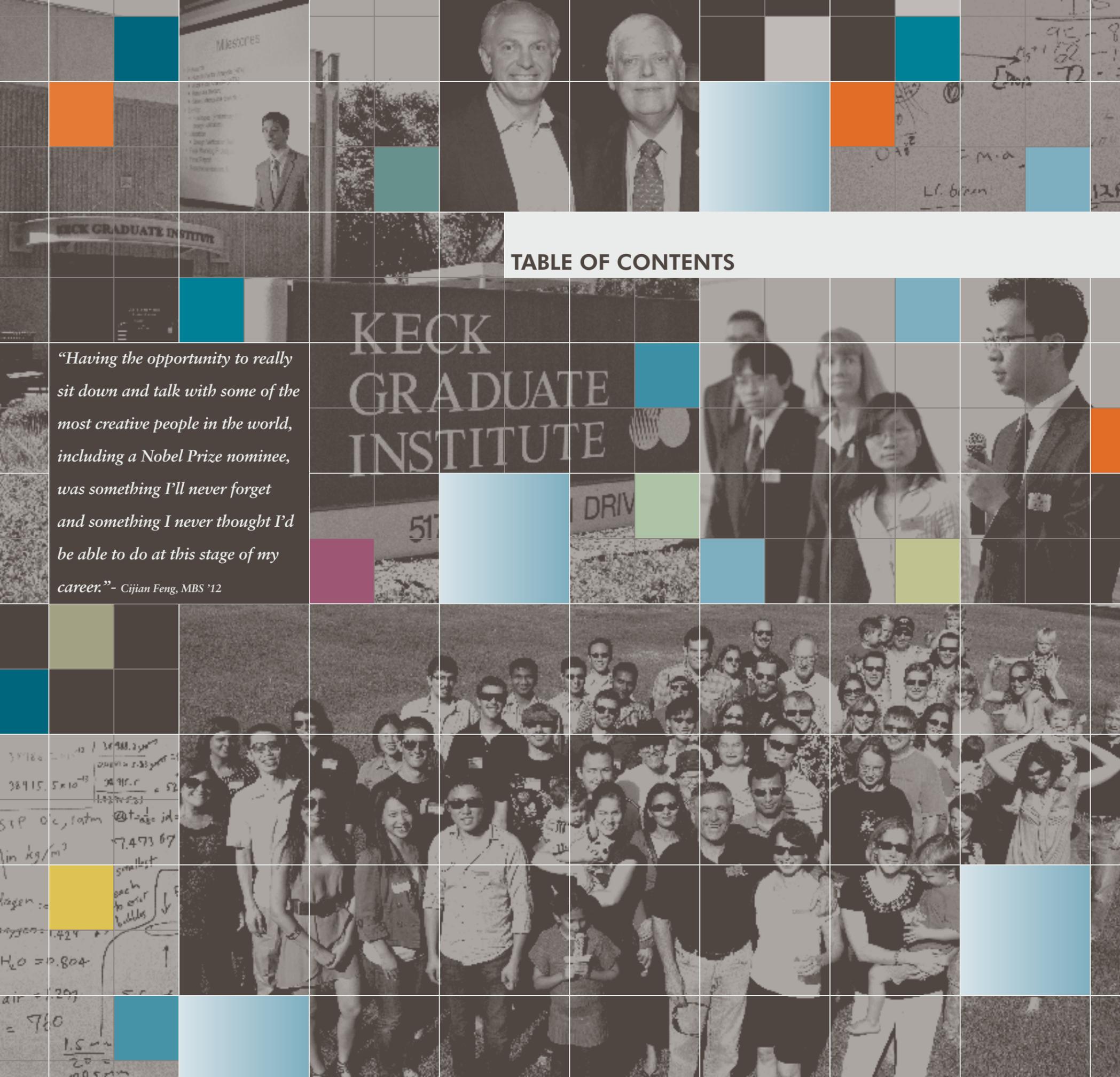


TABLE OF CONTENTS

“Having the opportunity to really sit down and talk with some of the most creative people in the world, including a Nobel Prize nominee, was something I’ll never forget and something I never thought I’d be able to do at this stage of my career.”- Cijian Feng, MBS ’12

Message from President/ Chair of the Board 2	New Leaders Bring Vision, Energy to Board of Trustees 22
Walking in the Footsteps of Giants 4	KGI Biomarker Research Center Receives \$1.65 Million Grant..... 24
What Parallel Universe?: Kyle Mak, MBS '12 and Andrew Vo, MBS '13 8	KGI Receives Grant to Establish “Bridging The Gap” Summer Boot Camp..... 25
Caregiver With An Edge: Jessica Costales, PPC '12 10	KGI Now Administering Professional Science Master’s Program Affiliation..... 26
No ‘Bench Warmer’: Ramya Kartikeyan, PPM '12..... 11	BioPharmacy Advisory Board 27
TMP Presentations Hit A Record High! 12	Donors..... 28
KGI Faculty and Admissions International Trips 16	Leadership 32
KGI Partners With Chapman University for New School of BioPharmacy 18	Faculty 34
The History of Pharmacy & the History of Claremont Meet at KGI..... 20	Advisory Council..... 36
	Corporations and Foundations ... 38
	Alumni Board 39
	Financials..... 40

MESSAGE FROM THE PRESIDENT AND THE CHAIR OF THE BOARD: PATHWAYS TO 'SMART' GROWTH



Being seated on stage at this year's Commencement ceremony provided a view of the graduates and their families in the audience, a wonderful perspective of how much KGI has grown in little over a decade — both as a community and as an institution of higher education. This past spring, KGI graduated the largest class in its history with 92 new alumni, and in the fall we welcomed 97 new students, representing the largest class ever to be admitted. And, as impressive as that may be, it's far from being the only milestone we've reached this year. Other accomplishments include:

We achieved 100 percent participation by the Board of Trustees in the 2011-2012 Annual Fund campaign. This level of support by those who are tasked with guiding our institution will go a long way toward helping us meet future fundraising goals. Many foundations and grant-making bodies look to board participation as a key indicator of an organization's strength and sustainability, so we are especially gratified at this show of support. In fact, Annual Fund participation increased across all constituencies this year, and we would like to thank everyone for their generous support.

We set another record with Team Masters Projects (TMPs). On May 2, a record 19 projects were presented in two parallel sessions; 11 projects were from returning sponsors with eight companies sponsoring in consecutive years. Since its inception, KGI has completed 119 Team Masters Projects with repeat sponsors constituting 71 percent of those projects. The focus of TMPs ran the gamut from rare

childhood diseases to next-generation medical devices to biofuels, and our students continued to impress sponsors with their professional abilities and creative insights. (pg. 12)

As we continue to solidify our position as a leader in bioscience graduate education, the emphasis of our planning now shifts toward growing our "brand" and finding new opportunities for collaboration. Our goal is to manage our growth in a way that will bring the most benefit to our students and help us achieve our mission of utilizing the power of the life sciences for the benefit of society. This year, we have taken several significant steps toward achieving this type of 'smart' growth.

A NATIONAL ROLE

KGI was selected by the Council of Graduate Schools (CGS) and the Alfred P. Sloan Foundation to administer the Professional Science Master's (PSM) affiliation

process, which plays an integral role in establishing and maintaining high-quality standards for PSM programs across the country. KGI launched the first PSM in the nation as part of a pioneering approach to educating technically proficient industry leaders of the future. The PSM has since been adopted by the graduate education community nationwide in an effort to produce the kinds of science and engineering professionals needed to keep the United States globally competitive. (pg. 26)

INTERNATIONAL OUTREACH

As KGI's reputation as one of the world's best training grounds for young scientists and bioscience entrepreneurs increases, the institute has stepped up international recruitment efforts and forged new partnerships. Last December, President Schuster made a two-week trip to India, accompanied by Karen Schneider, vice president for advancement, Merlene Singleton, director of alumni relations and the annual fund, and admissions recruiter Brandy Orlando. With stops in New Delhi, Bangalore, Mumbai and Hyderabad, the group made significant progress toward its goal of forging new partnerships, expanding student internship opportunities and recruiting new TMP sponsors. Also, this past spring, KGI was added to the Chinese Ministry of Education's list of approved schools in California, and the institute signed a Memorandum of Understanding with China's Zhongmei Group. The first two international TMPs will be conducted through the group in the 2012-2013 academic year. (pg. 16)

"THE SHOT FELT 'ROUND THE WORLD"

As part of ongoing efforts to develop meaningful collaborations with top innovators and thinkers around the country, KGI partnered with the Jonas Salk Legacy Foundation to present an exclusive screening of "The Shot Felt 'Round the World" on September 9 at the Huntington Library in San Marino. The documentary film about Jonas Salk and the nation's crusade to develop the polio vaccine was accompanied by a panel discussion that included Jonas Salk's sons, Drs. Peter and Jonathan Salk; Tjardus Greidanus, the film's director-editor; and producer Laura Davis.

CHAPMAN-KGI SCHOOL OF BIOPHARMACY

In February, KGI signed a Memorandum of Understanding with Chapman University to establish a school of BioPharmacy. The school will reorient the Doctor of Pharmacy degree toward crucial developments in pharmacogenomics, and its vision will reflect the ways in which pharmacists are increasingly asked to shoulder a primary role in matching drugs or therapies to a particular

patient or strain of illness, as well as translating their clinical expertise into drug discovery in industry. The school will open in fall of 2014, pending national accreditation, with classes initially being held on the KGI campus. (pg. 18)

THE 2012-2017 STRATEGIC PLAN

In order to ensure maximum effectiveness during this next phase of our growth, we have completed our second strategic plan which delineates institutional priorities. Of great importance is advancing KGI's research prominence by investing in translational research activities; promoting active learning through integrative research experiences; and recruiting and retaining top-quality faculty active in both research and teaching.

Another of our top priorities is to deliver educational innovation on all levels. In order to ensure that we are meeting this goal, we will implement active learning strategies throughout our educational programs and invest in educational technology to support and expand our program portfolio. We will also create a professional development plan for our faculty that enables them to work effectively with students to ensure that they graduate with the highest level of professional skills and scientific knowledge. Finally, since we know that our ability to meet these goals depends on the entire KGI team, fostering a greater level of institutional continuity and community rounds out the list of our goals.

We know that you, too, are deeply invested in KGI's success, and we will continue to update you on our progress as we expand our reach and form new partnerships, never losing sight of our mission. We thank you again for your support and counsel and look forward to hearing from you in the upcoming year.


Robert E. Curry, PhD
Chair of the Board


Sheldon M. Schuster, PhD
President

WALKING IN THE FOOTSTEPS OF GIANTS

THE CAREERS AND LEGACIES OF THESE BIOTECH LEGENDS CONTINUE TO SHAPE KGI'S SUCCESS.

Arnold Beckman, George Rathmann and Art Riggs — this pioneering trio was not only instrumental in launching the biotechnology industry, but their entrepreneurial zeal, scientific pedigree and visionary leadership also embody the very spirit of KGI.

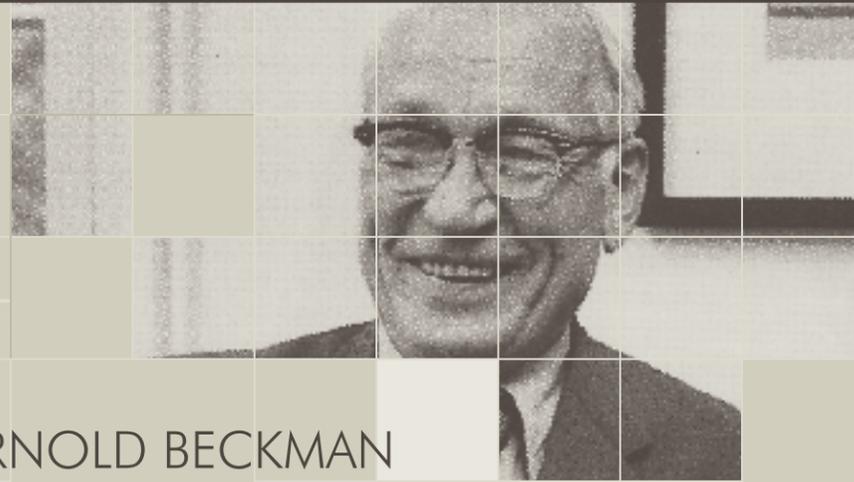
As a child, Beckman made toys by hand and fashioned a chemistry lab out of a family shed. Later, he invented a pH Meter, which is now used to monitor water quality, soil, sewer and waste disposal.

Rathmann earned the nickname "golden throat" for his persuasiveness in recruiting scientists and investors to back what would become two of the most successful drugs in history — Epogen, to treat anemia, and Neupogen, which helps ward off infection for cancer patients receiving chemotherapy.

After conducting research that led to the mass production of insulin, Riggs advanced to the upper echelons of management at City of Hope National Medical Center, despite having no formal training in health care administration.

All were trailblazers in the modern era of development and commercialization of academic bioscience research. They demonstrated steadfast resolve in marrying science and industry to market life-changing therapies and medical devices.

KGI recognizes the tremendous contributions of these bioscience pioneers, and honors their legacies by offering advanced training at the nexus of regulation, technology and business development. Their example and influence have helped the institute expand and deliver on its promise to educate future leaders of the biosciences. In the end, they not only jumpstarted an entire industry, but also helped catalyze KGI's growth.



ARNOLD
BECKMAN

ARNOLD BECKMAN

When Beckman invented the acidimeter, now called the pH Meter, more than 75 years ago, he initially wanted to help a friend from the California Fruit Growers Association measure the acidity of lemon juice.

Eventually, he recognized the device's larger potential and established National Technical Laboratories. An essential tool in analytical chemistry, the pH Meter earned Beckman a place in the National Inventors Hall of Fame. His spectrophotometer vastly improved the time and accuracy of biological assays.

Beckman also provided the seed money to transistor inventor William Shockley, who helped turn Silicon Valley into a hotbed of innovation.

National Technical Laboratories became Beckman Industries and eventually Beckman Coulter, a world leader in scientific instrumentation. The company boasts a product line refined over decades, from electrical resistors, to radar equipment, to heart monitors, to liquid crystal digital displays.

Beckman was the recipient of the National Medal of Science, the National Medal of Technology and the Public Welfare Medal.

In 1989, he received the Presidential Citizens Medal from President Ronald Reagan, a friend whom Beckman encouraged to run for governor of California in 1966.

Beckman Coulter is a major supporter of KGI. The company sponsors TMPs, while company executives serve on KGI's Board of Trustees and Advisory Council and participate in diagnostics workshops with students and faculty. In addition, retired Beckman Coulter executives and managers are now members of KGI's faculty.

"The inventions of Dr. Beckman, along with the numerous individuals who were taught by him, worked for him, and were inspired by him formed the core of the life science

industry and its many advances in the 20th century," said KGI Trustee James Widergren, retired senior vice president for global customer operations at Beckman Coulter. "Dr. Beckman believed in the useful application of science which is a core of the KGI philosophy."

An inventor and industrialist, Beckman, who died in 2004, was also admired for his ethics and philanthropy. The Arnold and Mabel Beckman Foundation gives sizable grants to charitable, educational and non-profit groups. When Arnold and Mabel Beckman's daughter, Gloria Patricia "Pat" Beckman died last year, one of the memorials honoring her life and philanthropic work was held at KGI.

In 2000, the foundation established the Arnold and Mabel Beckman professorship. Angelika Niemz currently serves in that role and as KGI's director of research.

Beckman Coulter has donated many of its instruments for display in KGI's Scientific Heritage Center. These include Beckman's pH Meter and an oxygen analyzer originally intended to measure oxygen levels in World War II submarines. The device found a new purpose in premature baby wards.

Earlier this year, the Beckman Coulter Foundation gave KGI a \$1.65 million grant to expand its heritage exhibit of groundbreaking medical and research instruments and to fund student research opportunities at KGI's Center for Biomarker Research (CBR), which is dedicated to activities that expand knowledge and development of biomarkers as tools for diagnostics, drug development and the practice of medicine in the 21st century.

"Beckman, like other major players in the life sciences industry, valued KGI's mission," said Jim Osborne, CBR director, Robert E. Finnigan Professor of Applied Life Sciences and former corporate vice president of advanced technology at Beckman Coulter. "KGI is dependent on collaboration with industry to survive."



GEORGE RATHMANN

GEORGE RATHMANN

Amgen was little more than a vague notion when Rathmann took over in 1980, at a time when only a handful of companies dabbled in genetic engineering.

In less than a decade, Rathmann, a former head of research and development for the diagnostics division of Abbott Laboratories, led Amgen through the successful development of Neupogen, which helps cancer patients receiving chemotherapy ward off infection, and Epogen, used to treat anemia. Before his death earlier this year, Rathmann received kidney dialysis and was treated with Epogen.

After stepping down as Amgen's chief executive in 1990, Rathmann co-founded Icos, known for the erectile dysfunction drug, Cialis. He even convinced Microsoft founder Bill Gates to invest.

The KGI family and the Amgen family have enjoyed a fruitful relationship over the years. Bill Rich, vice president for Amgen's international supply chain, is a member of KGI's Advisory Council, while Daniel Vapnek, PhD, founding senior vice president of research, who is now retired from Amgen, serves as an advisor emeritus.

The Amgen Bioprocessing Center at KGI, founded in December 2004 thanks to a \$2 million gift from The Amgen Foundation, serves as the backbone of the Bioprocessing focus track offered as part of KGI's Master of Bioscience (MBS) degree program.

"[Rathmann's] vision was to build a fully integrated pharmaceutical company based upon the commercialization of recombinant DNA technology. If you were lucky, you got to work with George."

Rathmann's entrepreneurial zeal and humanism is a source of inspiration to the KGI community, said KGI Trustee Dennis Fenton and former Amgen executive vice president of operations. Rathmann is widely credited with turning lab breakthroughs into billion-dollar products.

Along with Bob Swanson, the co-founder of Genentech, Rathmann was also among the first CEOs to give stock options to a broad range of employees, not just senior executives, Fenton noted.

"George was a visionary leader whose contribution to the biotechnology industry cannot be overstated," he said.

As a tribute to Rathmann, Fenton and his wife Linda made a \$1.75 million gift to KGI to help establish a permanent endowment for the George B. and Joy Rathmann Professor and Director of the Amgen Bioprocessing Center.

The state-of-the-art facility, led by Matthew Croughan, PhD, teaches students the skills necessary to become industry leaders in the development and manufacturing of life-saving biopharmaceuticals.

"[Rathmann's] vision was to build a fully integrated pharmaceutical company based upon the commercialization of recombinant DNA technology," Croughan said. "If you were lucky, you got to work with George."

During the past decade, Amgen has hired more than 50 KGI alumni, more than any other biotech company. Amgen also hires KGI interns and has sponsored three TMPs, the capstone of the MBS program in which teams of students work with sponsoring companies to solve real-world problems. One Amgen-initiated TMP, for instance, had students evaluate the company's supply chain, clinical trial forecasting and label generation to develop business strategies to maximize efficiency, improve forecasting accuracy and hone information flow.

Also, last October, KGI held an event in Agoura Hills, California, honoring Amgen as the largest employer of the institute's alumni. There, the Amgen and KGI communities gathered to celebrate their steadfast collaboration, one that consistently produces scientifically proficient and managerially savvy life science professionals for the benefit of industry and society.

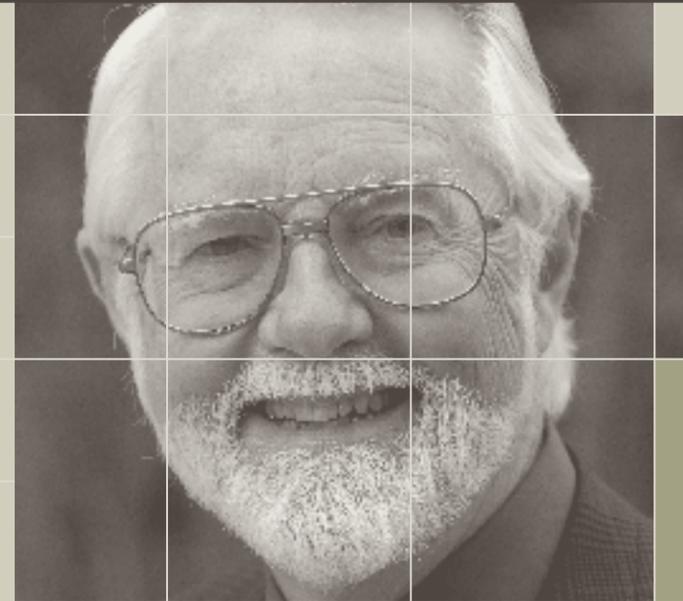
ART RIGGS

Riggs, a current KGI trustee and member of the National Academy of Sciences, is lauded for his work on mammalian DNA replication, protein DNA interactions and the production of recombinant antibodies.

Now chair of the Department of Diabetes and Metabolic Diseases Research at City of Hope, Riggs doesn't add his name to an institution unless it stands for integrity, said Ronald Vera, a Claremont lawyer and friend of Riggs.

"He recognizes the human nature element in every project he's doing," Vera noted.

Described by colleagues as a born problem-solver, deliberate and patient, Riggs is director emeritus of the Beckman Research Institute of City of Hope, where he was also founding dean of City of Hope's graduate school. The program now enrolls more than 60 students, about a dozen of whom are pursuing a Certificate of Bioscience Management at KGI through an innovative cross-training opportunity. The medical center has hired several KGI graduates and sponsored a TMP during the last academic year.



ART RIGGS

"Art is a visionary in every sense of the word. He was one of the founders of Genentech. He was also one of the first scientists to understand epigenetics."

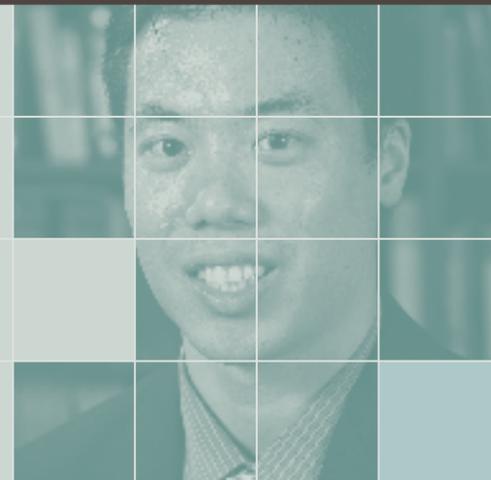


"KGI is really exceptionally unique in filling a niche," said Beckman Research Institute Director Richard Jove. "Art played a role in helping KGI seize that niche. He was very influential in shaping KGI into what it is today, both by his example and through his support and advising of KGI students."

Many PhD programs do not "train scientists in some of the most important skills needed for success in the biotech industry and science-related jobs," explained Riggs. "These skills include personnel and financial management as well as the ability to function well as part of a team."

KGI President Sheldon Schuster added that Riggs' contributions to the life sciences and to KGI have been invaluable. "Art is a visionary in every sense of the word. He was one of the founders of Genentech. He was also one of the first scientists to understand epigenetics," he said. "As far as KGI is concerned, he has been extremely generous with his time, advice and resources and has demonstrated an enormous commitment to the institute on all levels."

In May, KGI graduated the largest class in its history. Like their predecessors, the 92 members of the Class of 2012 came to the institute from a number of different backgrounds and academic disciplines, but with a shared determination to build a career in the life sciences — one that will benefit society. Their enthusiasm is contagious, and a few minutes after you meet them, you don't doubt that they'll succeed.



“A definition of a third culture kid is someone who is Americanized but assimilated into different cultures. That’s me. My best friends have always been of different races and religions and that leads you to develop tolerance and a better cultural understanding.”

WHAT PARALLEL UNIVERSE?: KYLE MAK, MBS '12 AND ANDREW VO, MBS '13



In a parallel universe, the lives of Kyle Mak, MBS '12, and Andrew “Drew” Vo, MBS '13, might not be connected in any way. But, for the last few years at least, the similarities have been striking. When Mak graduated in May, he turned over the mantle of the MBS class presidency to Vo, and for a few weeks this summer their paths crossed again at the biotech giant Amgen, where Vo completed a summer internship and where Mak started his job as a supply chain manager.

“I was extremely excited when I got the offer from Amgen in March. I did my internship there last year and I thought it went great. So I hoped I'd be in a good position if there was an opportunity, but there's never a guarantee you're going back, especially in today's economy,” said Mak, who is part of a team working to ensure operational excellence and reduce costs and inefficiencies in Amgen's supply chain.

As for Vo, his time at Amgen this summer lived up to all his expectations. “I only had a year of professional experience before I entered KGI, so it was a great opportunity for me to continue developing my professional skills and get a better understanding of the biotechnology industry.”

In fact, both Mak and Vo having found that perfect intersection of science and business at KGI were determined to give back to the school and their classmates. “In high school I was interested in sports biology,” said Mak, who earned a Bachelor of Science in microbiology from UC Davis. “My dad is a structural engineer and he definitely emphasized the importance of approaching things from an evidence-based, empirical perspective.”

After completing his first year at KGI and his own summer internship at Amgen, Mak made the decision to run for class president against tough competition from fellow classmates because he saw it as the best way to influence a community he had grown to love. “I knew this would be my last chance to get involved in this way in an academic setting. Plus, I saw some areas, such as scheduling and communication between students and faculty and staff that I thought needed improvement and where I thought I could make a difference.”

As class president, Mak's platform had three themes: building community, communication and culture.

“You have a wide mix of people at KGI, some are working professionals and some are coming straight from undergraduate school. Some people come from a more technical background, while others have more business or industry experience. But, it shouldn't just be science versus business; it should be science and business. We're not MBAs. We are our own unique brand, and we can instill a lot of pride and a strong sense of identity around that,” said Mak, who added that as a “third culture kid” who was born in Walnut Creek, California, but grew up in Taiwan and Hong Kong, he also related well to KGI's large international student population.

“A definition of a third culture kid is someone who is Americanized but assimilated into different cultures. That's me. My best friends have always been of different races and religions and that leads you to develop tolerance and a better cultural understanding.”

Like Mak, Vo intends to make enhancing culture and communication two of his top priorities as class president.

“At the beginning of last year, I told myself I wasn't going to run,” he said, “but I'm not the type of person to settle. I wanted to be in a position to make things better. My first year at KGI was pretty spectacular and I would definitely like to give back to the school.”

Vo cites the many group projects as the most rewarding — and also the most challenging — aspect of the KGI experience. “Everyone always talks about the group projects for a reason,” he said. “I would definitely point to the project in Angelika Niemz's Medical Diagnostics class as probably my biggest challenge and greatest learning experience so far. Our advisors admitted that we were dealt one of the most difficult hands in regards to groups and research topics, but my team and I found a way to accommodate all of this in order to be successful.”

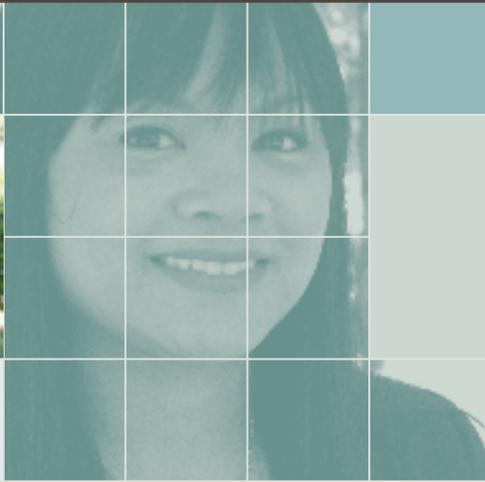
Vo, who surprisingly describes himself

as an introvert at heart, says he first learned about KGI when he had the opportunity to interview Amylin Pharmaceuticals CEO and KGI Trustee Dan Bradbury in an undergraduate bioengineering class at UCSD. “We discussed what it was like to be a CEO and the steps you have to take to get there. He mentioned KGI. At the time I was focused on working in industry right away, but it struck an interest in me,” said Vo, who traces his interest in biotechnology back to junior high school when his father introduced him to the subject of stem cell research after his great grandmother died as a result of hepatitis C.

“I was really impressed by what biotechnology could make possible, but after working in the lab for a few years, I knew this was not the right career path for me, at least not long term. By that time I knew I had an inclination for business,” he said, “and that's why KGI clicked with me.”

After he graduates next May, Vo says he'd love to join Mak at Amgen and have the experience of working in a “really strong” biotechnology company. And, in the long term, Vo says he's open to anything. “I've gotten great experience at KGI and at my Amgen internship. If I stay along this path, I feel that I could go off to any setting anywhere in the world and be able to make a significant contribution.”

**CAREGIVER WITH AN
EDGE: JESSICA COSTALES,
PPC '12**



During her undergrad years at UC Irvine, Jessica Costales, PPC '12, had a lot on her plate. The aspiring physician was working part time and taking care of her mother, Ofelia, who has chronic kidney disease and requires dialysis. Since she didn't perform as well as she would've liked academically, Costales hoped to improve her chances of getting into medical school by completing a Postbaccalaureate Premedical Certificate (PPC) program. KGI's program particularly attracted her because, unlike some other programs she had looked at, the curriculum didn't mimic the first year of medical school.

"KGI seemed to offer a different set of classes than I could get anywhere else, and I wanted a chance to improve my grades and prove to medical school admissions that I could handle the work load," said Costales, who is considering pursuing a career in emergency medicine or another "fast-paced" specialty.

Handling the workload at KGI and mastering its broad-based curriculum, which includes courses in pharmaceutical discovery and development and medical diagnostics and devices, wasn't always easy, especially in the beginning. However, Costales thinks the knowledge and skills she has gained as a PPC student will be invaluable to her as a practicing physician.

"You really get an in-depth understanding of the industries that will support your work as a physician," she said, citing Angelika Niemz's Medical Diagnostics class as the perfect example of this type of synergy. "In the future, when making diagnoses, you will understand how test results are generated. They don't just magically appear. Understanding how these diagnostic devices or assays work will help you to make better informed decisions on the quality and reliability of the data that you use to make diagnoses."

"[At KGI] you get an in-depth understanding of the industries that will support your work as a physician... when making diagnoses, you will understand how test results are generated.

They don't just magically appear."

In fact, Costales developed such an interest in the biotech industry at KGI that she's continuing on in the MBS program and is hoping to work on a TMP that allows her to expand her knowledge of bioprocessing.

"I'm very passionate about research, particularly bioprocessing, and I feel that I could integrate that into my career," said Costales, who spent the summer interning with Dr. Ian Phillips at the Center for Rare Disease Therapies. There, she investigated microRNA regulation of the renin-angiotensin system(RAS), which is a hormone system involved in controlling blood pressure, fluid and electrolyte homeostasis.

"Working in the biotechnology industry, you're helping a large number of people and that's the most important thing to me in a career," she said.

**NO 'BENCH WARMER':
RAMYA KARTIKEYAN,
PPM '12**



Things tend to move pretty quickly for Ramya Kartikeyan, PPM '12. The Bahrain-native recently started a new job as a senior health care analyst for infectious diseases in GlobalData's Boston office. The company provides clients access to business intelligence on the pharmaceutical, medical device and biotech industries, and Kartikeyan says she's happy to be back in one of her old East Coast stomping grounds.

"I hate it when people use the expression, 'it just fell into my lap,' but that is sort of what happened with this job," she said. "I ran into a friend at lunch. He told me about the job and encouraged me to email him my resumé. The whole interview process, which included a writing assessment test and several interviews, including a final one with the director of operations, took about a week from start to finish."

The same held true for her decision to apply to KGI. After earning her PhD in biochemistry and molecular biology at Penn State University, she knew she wanted to further her education in business and was considering getting an MBA at Cornell's Johnson Graduate School of Management. But, after reading about KGI in *Science* magazine, she decided it might be the perfect fit for her — especially since she was set on a career in biotechnology and health care.

"I knew just being at the research bench wasn't going to keep me satisfied. For many PhDs being in an academic research lab is the place to be, but I've always been more interested in the business side," said Kartikeyan, who joked that her parents always wanted her to be a doctor but she knew she was destined to be one of those "fake" doctors, not the "kind that treats patients."

Although Kartikeyan describes her first month at KGI as "rough," she says the learning curve was pretty — you guessed it — "fast" and she quickly found herself using

jargon she never thought she'd use like "market segments" and "value added."

"The PPM program is really tailored to giving PhDs what they need to know in order to work in a corporate environment," said Kartikeyan, who was part of the AVI Biopharma TMP team that won this past year's Collaborative Excellence Award. The team was tasked with creating a comprehensive and interactive database for identifying future targets for drug development within the rare genetic disease space.

"There's a large amount of teamwork at KGI, which as a PhD really helps you to break the habit of thinking only for yourself," she said. "There's a certain level of frustration involved, but it's getting harder and harder to function in the business world if you don't have an eye for that."

In fact, Kartikeyan credits her PPM degree and the skills she learned while doing her TMP (in addition to being in the right place at the right time, of course) with helping her to land her "above-entry-level" position at GlobalData. She recently completed one of her first assignments — co-authoring an analysis of how the FDA's approval of the drug Truvada for use by healthy individuals at a higher risk of contracting an HIV infection is "likely to change the face of the HIV-retroviral debate for the foreseeable future."

For her foreseeable future, Kartikeyan says she wants to continue in a corporate business development role. Although, she adds, "a small part of me still wants to go into venture capital, not anytime soon, maybe in the next 10 or 12 years."



TMP PRESENTATIONS HIT A RECORD HIGH!

From rare childhood diseases to next-generation medical devices to biofuels, the 2011-2012 Team Masters Projects increased in both size and scope.

Perhaps, more than any other single event, the Team Masters Project presentations have come to represent what makes the KGI experience unique in graduate school education today. Being part of a TMP gives KGI students a rare opportunity to work closely with top industry professionals and learn firsthand what it's like to meet the needs of some of the world's leading companies, such as, Pfizer, Eli Lilly and Amylin. On May 2, a record 19 projects were presented in two parallel sessions, with 11 from returning sponsors; eight of those sponsoring in consecutive years. In fact, since its inception, KGI has completed 119 TMPs with repeat sponsors constituting 71 percent of those projects.

"Having the opportunity to really sit down and talk with some of the most creative people in the world, including a Nobel Prize nominee, was something I'll never forget and something I never thought I'd be able to do at this stage of my career," said Cijian Feng, MBS '12, who was part of the Eli Lilly TMP on pharmaceutical R&D transformation through innovation.

The team focused on the structural, cultural and behavioral elements that are necessary to sustain successful innovation across several R&D intensive industries, including agricultural biotechnology, oil & gas and pharmaceuticals. In order to get essential data for their inquiry, they partnered with the Industrial Research Institute (IRI), a non-profit organization which brings together leaders from diverse industries in an effort to enhance the effectiveness of technological innovation. More than 200 companies in the U.S. are members of the IRI.

Not only did Feng and his Lilly teammates, Ryan McComb, Durgalaxmi Ramachandhiramani and Selena Gunggavakin, participate in TMP presentations, but they also discussed the results of their nine-month study of how to improve corporate innovation during the IRI's annual meeting held on May 7 in Indian Wells, a desert resort near Palm Springs.

"By leveraging the competitive advantage of having an unbiased view towards R&D innovation, we were able to provide credible insights to the IRI audience," said Ramachandhiramani. "What's more, I think we were also able to prove that graduate student consultants are equally capable of finding solutions to different organizational challenges in innovation."

The Eli Lilly team was not the only one on the move this year; the Sigma-Tau-sponsored team traveled to Boston for the 2012 BIO International Convention on behalf of KGI's Center for Rare Disease Therapies. The team, consisting of Lauren Breslin, Abimbola Onikoro, Laurett Rivera and Hrishikesh Thakur, participated in breakout sessions in conjunction with the convention's Orphan Disease Forum, which included topics such as "Succeeding in Rare Diseases: A Collaborative Approach" and "Rare Diseases: Orphaned but Not Alone."

"I especially enjoyed listening to top executives comment on potential business models for orphan disease therapies during the convention's Orphan Disease Forum," Breslin said. "One panelist mentioned the importance of patient involvement and social media to rare disease research, which was a critical element in my team's project this past year."

Focusing on economics, the Sigma-Tau group took on the complex challenge of examining the direct, indirect and intangible costs associated with Necrotizing Enterocolitis (NEC), a devastating gastrointestinal disease that primarily affects prematurely born newborns. The group utilized social media to evaluate the intangible costs which include the emotional and social impact that NEC has on survivors, family members and caregivers.

"Our outreach and communications with NEC families was an amazing component of this project and was an unforgettable experience for me personally," Breslin said. "We spoke with mothers who had experienced many parents' worst fear, watching your baby fight for his or her

life. The trauma and devastation of this experience has motivated many of these families to fight for research and promote awareness, and because of that they were willing and excited to speak with us."

The 2011-2012 Team Masters Project presentations were the most varied and numerous in KGI's history, according to TMP Director Craig Adams. "Several teams were involved in developing algorithms to help guide strategic R & D activities toward targeted diseases, while other teams carried out marketing research on highly technical products and provided sponsors with reports and databases that will be used as they develop their next-generation products," Adams said, adding that "regardless of the subject matter, the quality of each team's output was truly stunning."

Abbot Medical Optics (AMO) tasked students Josh Miller, Gloria Lin, John Weaver and Joy Wong with developing a working prototype of a next-generation remote control device used in intraocular lens replacement surgery. When creating the prototype, the group focused on the human factors required for optimal functioning of the device and actively sought feedback from current users of the device.

"AMO executives actually took our prototype design to countries such as India and China and let the OR nurses handle it," Miller said. "We found that there was definitely a difference in usage in developed and developing countries. Here in the U.S. the device probably will sit on a tray and

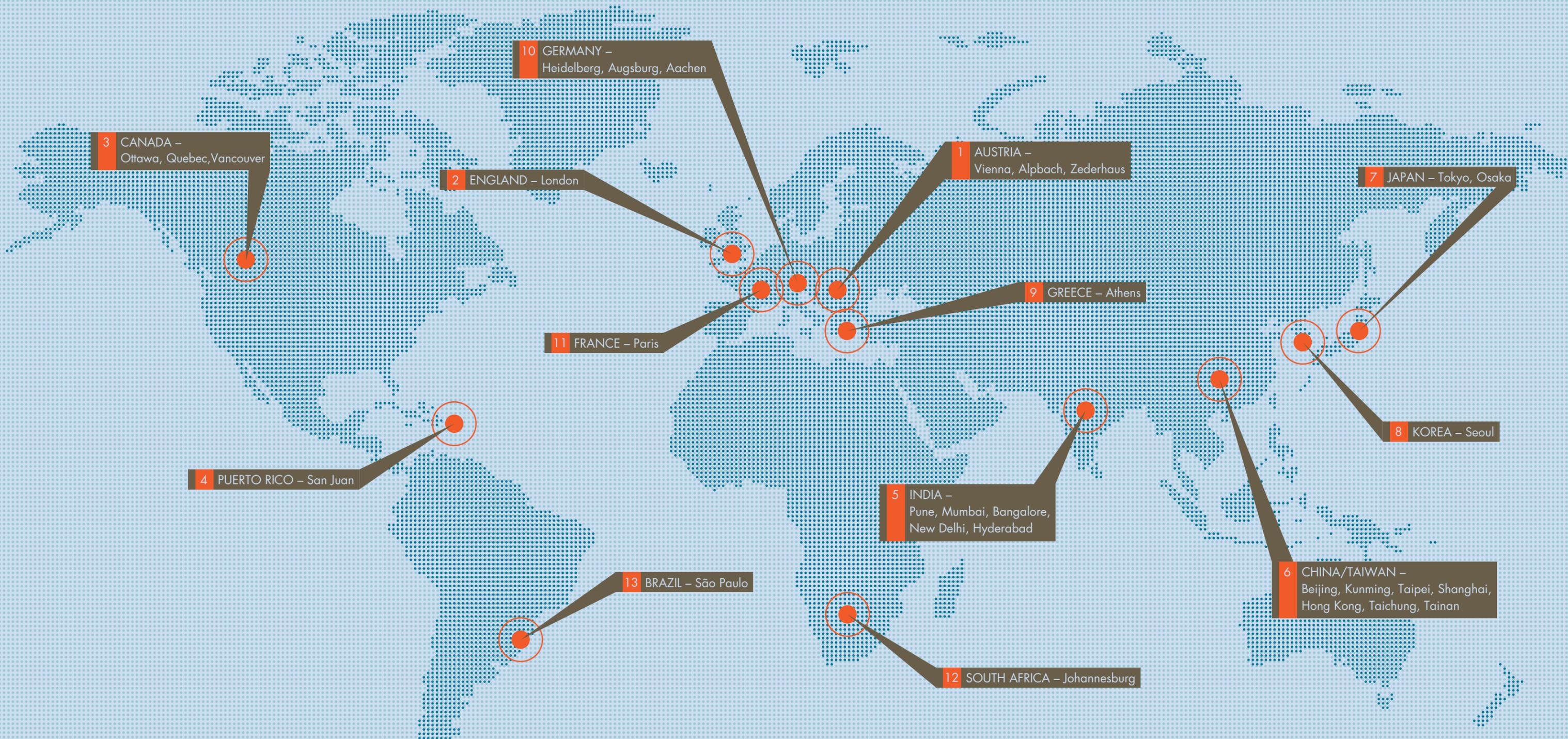
not move much, but in developing countries it's more likely to get moved around and dropped. So it has to be able to stand up to all that."

Reaching outside of the medical and pharmaceutical industries, the group sponsored by Clear Springs Land Company analyzed the feasibility of building an open-pond algae farm on 18,000 acres of land the company owns in Bartow, Florida. The biofuels industry is a potentially huge market, but one that requires hundreds of millions in investment in unproven technology to compete with commodity oil prices. The KGI team's final report evaluated the commercialization potential of these byproducts and provided recommendations for the most profitable options.

"Since its founding, KGI has always taken the approach that working closely with industry would not only give our students the best education, but also would help us to fulfill our mission of utilizing the power of the life sciences for the benefit of society," KGI President Sheldon Schuster said. "There is no better example of that collaboration than the Team Masters Projects, which increase in size and scope every year. In fact, this year, our first two international TMPs will be conducted through the Zhongmei Group in China."

"Our outreach and communications with NEC families was an amazing component of this project and was an unforgettable experience for me personally."

- Lauren Breslin, MBS '12



KGI FACULTY AND ADMISSIONS INTERNATIONAL TRIPS 2011-2012 ACADEMIC YEAR

KGI FACULTY AND STAFF TRAVELED THE WORLD LAST YEAR —SPEAKING AT CONFERENCES, RECRUITING STUDENTS AND FORGING NEW ASSOCIATIONS WITH INTERNATIONAL INDUSTRY. HERE ARE A FEW HIGHLIGHTS:

1 Jim Osborne, Robert E. Finnigan Professor of Applied Life Sciences and Director of the Center for Biomarker Research, visited Dr. Andreas Meinitzer in Zederhaus to consult on new diagnostic biomarkers for monitoring patients with type 2 diabetes and chronic kidney disease.

5 In December, KGI President Sheldon Schuster took a two-week trip to India that included stops in New Delhi, Bangalore, Mumbai and Hyderabad. The goal was to forge new partnerships, expand student internship opportunities and recruit new sponsors for the TMP program.

8 On a trip through Asia sponsored by Millipore Corporation, Matt Croughan, George B. and Joy Rathmann Professor and Director of the Amgen Bioprocessing Center, lectured on “Best Practices to Improve Cell Culture Titters” at the 2012 Global Biopharma Technology Policy Forum in Seoul.

9 Jim Sterling, VP of Academic Affairs and Dean of Faculty, attended the 8th International Meeting on Electrowetting in Athens accompanied by CGU PhD student Michael Franklin. Sterling also co-directs the Microfluidics Research Laboratory at KGI along with Dr. Ali Nadim.

10 Dr. West taught a PhD seminar on open innovation and gave a lecture on his solar research at RWTH Aachen University and was the opening speaker at a meeting of a German-Dutch-Belgian regional economic development effort based in Aachen.

12 Joel West, professor, innovation & entrepreneurship, gave the keynote talk titled, “Strategic Openness: the Selective Use of Open Strategies for Competitive Advantage” at the Institutions and Political Economy Group conference at the University of the Witwatersrand, Johannesburg.

13 Ian Phillips, Norris Professor of Applied Life Sciences and Director of the Center for Rare Disease Therapies, spoke at a molecular biology conference at Universidade de São Paulo. He also collaborates with a USP faculty member on stem cell and cardiovascular research.

KGI PARTNERS WITH CHAPMAN UNIVERSITY FOR NEW SCHOOL OF BIOPHARMACY

Innovative school set to open in 2014, interim dean hired

KGI has partnered with Chapman University to establish a joint School of BioPharmacy, which will open in the fall of 2014, pending national accreditation. The new Chapman-KGI School of BioPharmacy will focus on preparing graduate pharmacists for professions in biotechnology and the pharmaceutical industry as well as for modern pharmacy practice. KGI has been planning for the school, which will add to its reputation as a leader in life science education, for more than two years, and it found the perfect partner in Chapman.

"This collaboration is a remarkable opportunity," said James L. Doti, president of Chapman University. "It builds on KGI's innovative professional master's and postdoctoral programs and close biotechnology and pharmaceutical industry ties, and takes advantage of Chapman's strengths in computational sciences and entrepreneurship."

The school will reorient the Doctor of Pharmacy degree toward crucial developments in pharmacogenomics, including the growth of personalized medicine, the delivery of biomolecules, changes in drug and device development, and progress in clinical trials and team-based operating environments. Its vision reflects the ways in which pharmacists are increasingly asked to shoulder a primary role in matching drugs and therapies to a particular patient or strain of illness, as well as translating their clinical expertise into drug discovery in industry.

"The Chapman-KGI School of BioPharmacy will embrace

this change in the profession," said KGI President Sheldon Schuster. "Current advances in genomics and the growing convergence of therapeutics, diagnostics and medical devices are creating new opportunities for pharmacists in the life science industry and modern clinical practice. This new school will help prepare highly qualified individuals to take advantage of those opportunities."

Kathy D. Webster, PharmD, PhD, has been hired as interim dean and will help guide the school through the accreditation process. Dr. Webster has extensive experience helping to establish and working with new schools of pharmacy, including the University of Maryland Eastern Shore School of Pharmacy, where she recently served as professor and associate dean of academic affairs. Previously, she was the assistant dean and chair of pharmaceutical sciences and a professor at Feik School of Pharmacy, University of Incarnate Word in San Antonio, Texas. She also held several positions at Campbell University in Buies Creek, North Carolina, including director of science education outreach, director of the pharmaceutical analysis laboratory and associate and assistant professor of medicinal chemistry. As head of the analytical section there, she helped found and develop the Campbell University Pharmaceutical Sciences Institute (CUPSI), which provides contract services to small local and regional pharmaceutical companies. She holds a Doctor of Pharmacy from the University of the Pacific in Stockton, California, and a PhD in medicinal chemistry from the University of Minnesota, Minneapolis.

"The talents and resources possessed by KGI and Chapman, as well as their biopharmaceutical and clinical partners, provide an opportunity to push the education of future pharmacists to a new level," Webster said. "I'm very happy to be a part of this truly unique, challenging and exciting endeavor."

Classes will initially be held on the KGI campus, while Chapman pursues construction of a 120,000-square-foot Science Center in the City of Orange. The new Science Center will house Chapman's portion of the School of BioPharmacy and the university's Schmid College of Science and Technology. KGI is planning a major capital campaign that will expand facilities for ongoing teaching, research programs and the Chapman-KGI School of BioPharmacy, which is expected to grow to a full enrollment of 320 students in the four-year PharmD program. This fundraising initiative was given a major boost in March when KGI Trustee Art Riggs and his wife Jane made a \$1 million gift to the school.

"This generous gift gives us a solid foundation from which to build and energizes our fundraising efforts as we prepare for the upcoming capital campaign," Schuster said. "Graduates of the Chapman-KGI School of BioPharmacy are going to be ahead of the curve and well equipped to make a significant contribution to the health care field. The more people that learn about the school's mission, the more they will share in our enthusiasm for it going forward."



NEW LEADERS
BRING VISION,
ENERGY TO
BOARD OF
TRUSTEES

The KGI Board of Trustees elected five new members in 2011-2012: Frank Biondi, Joan DiGennaro, Gregg LaPointe, Maxine Savitz and Martha Vincent. They bring with them a rich pool of industry expertise, innovative thinking and creative energy from which the institute can draw upon as it continues to grow and fulfill its mission.



MARTHA E. VINCENT

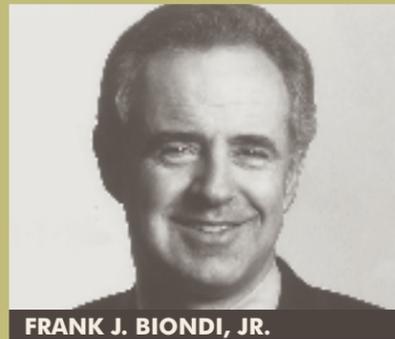
Vice President, Clinical Research and Development, Agensys

> ELECTED SEPTEMBER 2011

Martha Vincent joined Agensys in 2004 as its first member of the development organization responsible for early clinical development including toxicology, IND filing, Phase 1, and Phase 2 proof of concept studies.

Vincent joined Agensys from Amgen, where she served in a number of capacities over a period of 17 years, including vice president, medical affairs and vice president, clinical development. Prior to Amgen, Vincent served as director, cardiovascular clinical research for Schering Corporation. She also held positions with AYERST, a division of American Home Products, and with New Jersey Medical School, Department of Pharmacology.

She is a Fellow of the American College of Clinical Pharmacology and has received several awards including the Israel Cancer Research Fund Award — Women of Achievement and Leadership America. Vincent received a BSc in biology and education from Iowa State University, and a PhD in pharmacology from the University of Medicine and Dentistry of New Jersey. She did her postdoctoral work at Thomas Jefferson University, in Philadelphia. She has authored more than 40 scientific publications in major journals.



FRANK J. BIONDI, JR.

Senior Managing Director, WaterView Advisors

> ELECTED DECEMBER 2011

Frank Biondi has been senior managing director of WaterView Advisors, an investment advisory firm concentrating in media, since 1999. From 1996 through 1998, he was chairman and CEO of Universal Studios and a member of the board of directors of Seagrams. From 1987 until 1996, he was president and CEO of Viacom Inc. and a member of the board of directors of Viacom. From 1985 through 1987, he was chairman and CEO of Coca Cola Television and an executive vice president of the Entertainment Business Sector of the Coca Cola Company. From 1978 through 1984, he was chairman and CEO of Home Box Office and a vice president of its parent company, Time Inc. (now Time Warner).

Prior to that, Biondi had positions at Sesame Workshop (formerly Children's Television Workshop), TelePrompTer, and the predecessor firms to Smith Barney and Wells Fargo Securities.

Biondi serves on the board of directors of Amgen, Cablevision, Hasbro, Seagate Technology and RealD.

He is a graduate of Princeton University and earned a Master of Business Administration from Harvard University.



JOANN DI GENNARO

President, Center for Excellence in Education

> ELECTED MARCH 2012

Joann DiGennaro established the Center for Excellence in Education (CEE) with the late Admiral H.G. Rickover in 1983. Its mission is to nurture high school and university scholars to careers of excellence and leadership in science, technology, engineering, and math (STEM), and to promote collaboration among scientific and technological leaders in the global community. Ms. DiGennaro is nationally and internationally recognized as a champion for STEM education.

President George W. Bush appointed her to the U.S. Army War College Board of Trustees where she served as the first female chairperson of that board. She also was appointed to the Advisory Council (the Board) of the National Aeronautics and Space Administration (NASA).

DiGennaro holds a Bachelor of Science from Purdue University and a Master of Science from the University of Maryland. She read the law at Oxford University and received her Juris Doctorate from George Mason University. She was a research affiliate at Harvard University in the Program for Information Policy Resources and is the author of "Scholarships and Fellowships for Math and Science Students and Science Literacy: Essential for Decision Making."



GREGG LAPOINTE

Former CEO, Sigma-Tau Pharmaceuticals

> ELECTED JUNE 2012

Gregg Lapointe, whose background includes extensive experience in the areas of biopharmaceutical global strategic planning as well as business development and corporate finance, led the transformation of Sigma-Tau Pharmaceuticals from a small specialty dialysis company into a global leader in the field of rare disease medicines with a diversified product portfolio. He also served the company as chief operating officer from 2003 to 2007 and as vice president, finance, from 2001 to 2002.

He serves on the board of directors of SciClone Pharmaceuticals, Inc., and Soligenix, Inc., and is a member of the Corporate Council of the National Organization for Rare Disorders (NORD). He previously served on the boards of Questcor Pharmaceuticals, Inc., and the Pharmaceutical Research and Manufacturers of America (PhRMA). He received a Bachelor of Arts in commerce from Concordia University in Montreal, Canada, a graduate diploma in accountancy from McGill University and a Master of Business Administration from the Fuqua School of Business at Duke University. He is a Certified Public Accountant in the state of Illinois and a Chartered Accountant in Ontario, Canada.



MAXINE SAVITZ

Vice President, National Academy of Engineering

> ELECTED JUNE 2012

Dr. Savitz recently retired as the general manager for technology partnerships at Honeywell, where she oversaw the development and manufacturing of innovative materials for the aerospace, transportation and industrial sectors. Prior to joining the company, she served in the capacity of deputy assistant secretary for conservation at the Department of Energy from 1979 to 1983.

She is a member of advisory boards at Sandia and Pacific Northwest National Laboratories and JPL. She is also a member of the board of directors of the American Council for an Energy Efficient Economy and the Federation of American Scientists. She is vice president of the National Academy of Engineering and a Fellow of the California Council on Science and Technology. Savitz was appointed to the President's Council of Advisors for Science and Technology in 2009.

Savitz is also a member of the advisory group for the Department of Energy's Fuel to Sunlight HUB at Caltech and was recently appointed to the Department of Energy, Energy and Efficiency and Renewable Energy advisory board. She holds a PhD in chemistry from the Massachusetts Institute of Technology and a Bachelor of Arts in chemistry from Bryn Mawr College in Philadelphia.

KGI BIOMARKER RESEARCH CENTER RECEIVES \$1.65 MILLION GRANT



KGI has received one of the largest contributions in its history, a \$1.65 million grant from the Beckman Coulter Foundation. The check was presented by Beckman Coulter Foundation President Dr. Russell Bell to KGI President Sheldon Schuster and Dr. James Osborne in March, as the Board of Directors of the foundation were hosted at the KGI campus to conduct their quarterly board meeting.

The funding will go toward expansion of the Center for Biomarker Research (CBR), one of KGI's top research laboratories, and the expansion of its Science Heritage Center, a historical exhibit of groundbreaking medical and research instruments.

CBR is focused on translational research to help patients and the medical community better manage Hereditary Inclusion Body Myopathy and Behçet's Disease. Center director James Osborne explains, "This generous gift from the Beckman Coulter Foundation will allow us to increase laboratory personnel and expand research on diagnostic biomarkers to other rare diseases."

These funds will also permit KGI to expand the Science Heritage Center exhibits to more fully display historical advances across the landscape of science, establish KGI's first fellowships for a PhD and a postdoctoral student and enable highly motivated undergraduate students to participate in research. These students would in turn greatly increase the capabilities of CBR in the discovery and development of better diagnostic biomarkers for rare diseases.

"By investing in the students of KGI, we assure the world will have more well-trained biomedical professionals who no doubt will make outstanding contributions to society in their careers," Bell said.

President Schuster noted that the Fellowship support would enable the most talented students from top schools, who might not otherwise have the resources to continue their education at KGI, to pursue applied research to improve health care outcomes in terms of patient well-being and a lower cost of care.

"We look forward to welcoming Beckman Coulter Fellows from among the most talented scientists in the nation, and educating them to shape the future of global health," he said, adding that KGI is also well positioned to educate children and young adults about the importance of science, spark interest in careers in the life sciences and honor the tremendous contributions of Dr. Arnold Beckman through the expansion of the Science Heritage Center exhibits.

KGI RECEIVES GRANT TO ESTABLISH 'BRIDGING THE GAP' SUMMER BOOT CAMP

KGI has received a \$49,950 grant to support "Bridging the Gap" Summer Boot Camp from the Burroughs Wellcome Fund, an independent private foundation dedicated to advancing the biomedical sciences by supporting research and other scientific and educational activities. The 12-day intensive program will provide PhD students and post-doctoral scientists an introduction to the transferable skills and industry experiences not afforded during graduate studies but that are required to obtain positions in the life science industries. The program will be directed by Steve Casper, Henry Riggs Professor of Management and associate dean for faculty development.

This model graduate program will be a groundbreaking effort that integrates classroom-centered active learning and professional development/networking opportunities with hands-on experience working on a team-based industrial science project. It will provide boot camp participants with basic science-based industry skills, insights into the organizational structure of the life science industries, an overview of available life science career options, and an understanding of how to leverage PhD-level skills to transition into career positions in industry.

Boot camp participants will attend a series of introductory seminars in bioscience industry management, take part in professional development management workshops, and complete a team project focused on commercialization processes. Additional opportunities afforded will include basic science communication and writing skills, site visits to major life science firms and networking opportunities with life science professionals representing a broad range of backgrounds and life science industries.

"We are delighted to have won a grant from this highly competitive competition. The program will fund stipends for up to 60 PhD students and Postdoctoral Research Fellows to spend two weeks at KGI learning about bioscience management at a modest cost of approximately \$800 per participant," Casper said. "This is a first of its kind program that will showcase KGI's excellence in providing management training for scientists and will also support recruiting efforts for our Postdoctoral Professional Masters Program."

PRESIDENT'S COUNCIL FORMED

In February, the Board of Trustees approved the formation of KGI's first president's council. Comprised of an elite group of life science industry leaders, the council will serve as confidential advisors to the president and the board. Council members also will provide the institute with their knowledge, guidance and industry expertise as KGI strives to prepare graduates and pursue research that impacts the future of the biotechnology and health care industries. Although not responsible for governance of the institute or the implementation of plans, individual members will be contacted periodically by the president for advice and reactions to specific issues and pending decisions. Members of the inaugural council will include James Cornelius, Dr. Michael Friedman, Harlyne Norris, Dr. Peter Salk and David Walt, PhD.



KGI CELEBRATES THE INTERSECTION OF SCIENCE AND ART

Last fall, Claremont artist and gallery owner Barbara Beretich donated a Jonas Salk bas-relief to KGI to commemorate the institute's extensive work in disease research. Beretich presented her work at a brunch attended by KGI staff, faculty and supporters. Also, in attendance was Dr. Peter Salk, the eldest son of Jonas Salk, who discussed his father's legacy and the future of disease research.

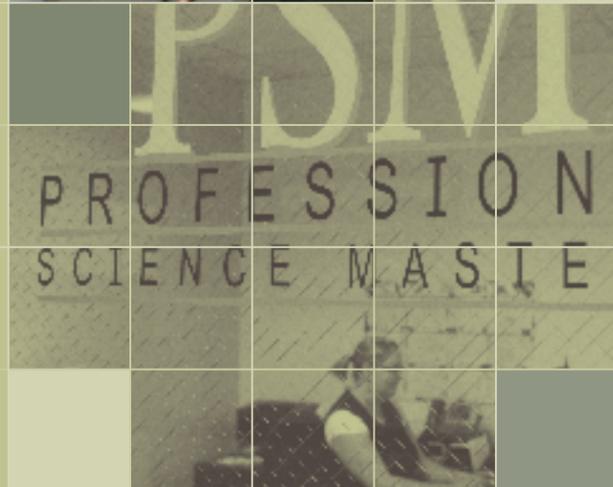
KGI NOW ADMINISTERING PROFESSIONAL SCIENCE MASTER'S PROGRAM AFFILIATION

In January, KGI was selected by the Council of Graduate Schools (CGS) and the Alfred P. Sloan Foundation to administer the Professional Science Master's (PSM) Affiliation process, an integral part of establishing and maintaining the high-quality standards for PSM programs across the country.

KGI launched the first PSM, the Master of Bioscience, as its flagship program in a pioneering approach to educating technically proficient industry leaders. Since its beginning, the PSM has been adopted by the graduate education community nationwide in an effort to produce the kinds of science and engineering professionals needed to keep the United States globally competitive.

Over the years, the Sloan Foundation has worked with the CGS to institutionalize and promote the PSM degree. Based on the CGS-Sloan efforts, a robust system of managing the PSM Affiliation process and a PSM-specific website have been developed.

"We assumed responsibility for the program in July and have established a PSM office at KGI that we believe will add substantial value in building awareness, reputation, and corporate sponsorships for the PSM movement," said Jim Sterling, VP for academic affairs and dean of faculty. Lindsay Janssen is serving as the PSM office manager; Marc Salata, KGI's director of marketing, will assist with branding and national marketing of the PSM movement; and Diana Bartlett, AVP and director of corporate partnerships, will help to identify ways that KGI's outstanding corporate network can promote and advance the PSM movement among employers of PSM graduates.



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	JENNIFER BOYD, MBS '08 <i>UCSD, Clinical Operations Manager</i>	

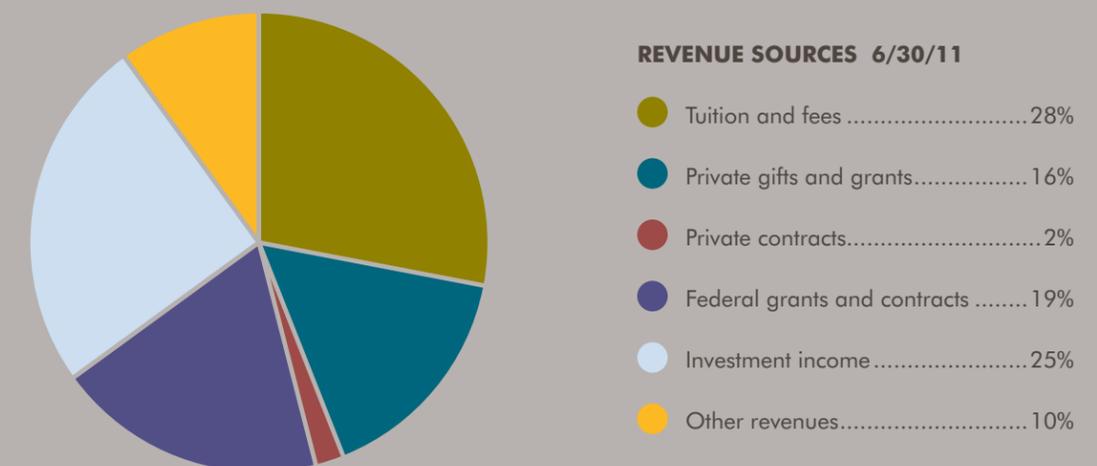
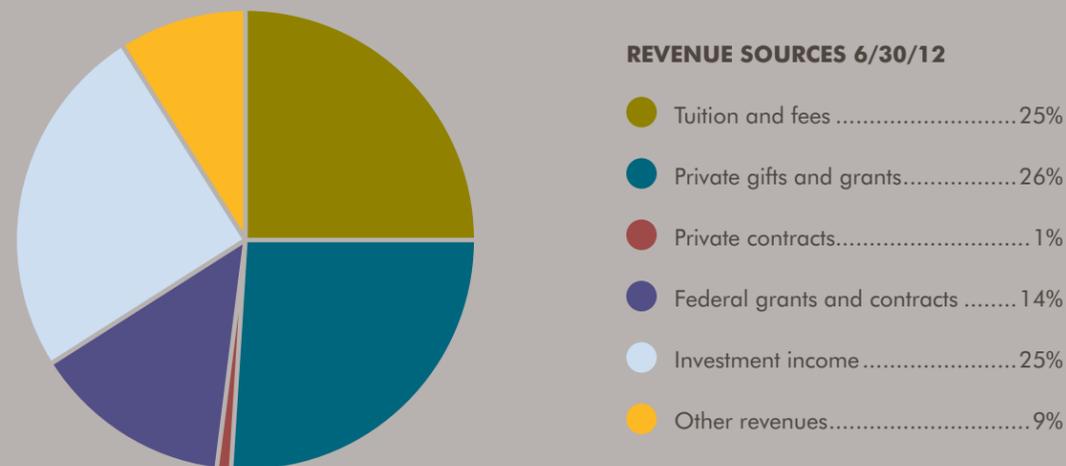


FINANCIAL STATEMENTS

STATEMENTS OF FINANCIAL POSITION	JUNE 30, 2012	JUNE 30, 2011
ASSETS		
Cash and cash equivalents	\$131,192	\$26,947
Accounts receivable	358,222	449,166
Prepaid expenses and deposits	814,884	821,460
Contributions receivable	2,441,983	3,238,484
Funds held in trust for others	183,792	134,182
Investments	47,415,284	45,433,492
Building investment, net	5,007,722	5,163,094
Buildings and equipment, net	11,371,905	12,093,890
Total assets	\$67,724,984	\$67,360,715
LIABILITIES		
Accounts payable and accrued liabilities	\$1,597,136	\$1,489,182
Deposits and deferred revenues	165,310	120,709
Notes and bonds payable and capital lease obligations	13,850,142	8,791,180
Total liabilities	15,612,588	10,401,071
NET ASSETS		
Unrestricted	14,035,794	19,728,027
Temporarily restricted	8,742,972	7,918,826
Permanently restricted	29,333,630	29,312,791
Total net assets	52,112,396	56,959,644
Total liabilities and net assets	\$67,724,984	\$67,360,715

STATEMENTS OF ACTIVITIES	For the Year Ended JUNE 30, 2012	For the Year Ended JUNE 30, 2011
REVENUES		
Tuition and fees (net of tuition discount)	\$3,002,591	\$2,481,295
Private gifts and grants	3,198,506	1,483,083
Private contracts	158,951	185,547
Federal grants and contracts	1,687,267	1,743,677
Investment income	3,072,816	2,225,945
Other revenues	1,066,215	853,059
Total revenues	12,186,346	8,972,606
EXPENSES		
Instruction	3,804,435	3,480,362
Research	2,496,598	2,604,096
Academic support	2,129,851	1,883,743
Student services	1,463,779	1,506,736
Institutional support	4,817,038	4,410,886
Total expenses	14,711,701	13,885,823
Deficiencies of revenues over expenses	(2,525,355)	(4,913,217)
OTHER CHANGES IN NET ASSETS		
Actuarial adjustment	(3,819)	(1,139)
Realized and unrealized investment (losses) gains, net	(2,726,308)	7,678,933
Gain (loss) on disposal of buildings and equipment	408,234	(17,914)
Total other changes in net assets	(2,321,893)	7,659,880
NET ASSETS - BEGINNING OF YEAR	56,959,644	54,212,981
NET ASSETS - END OF YEAR	\$52,112,396	\$56,959,644

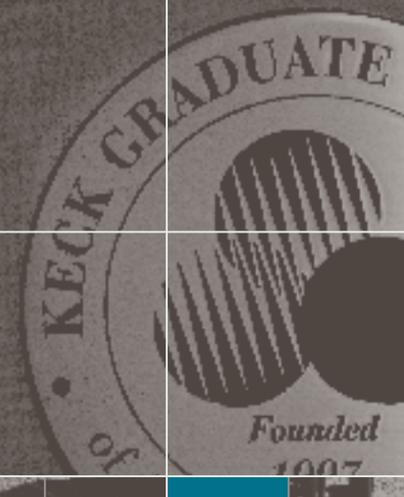
These financial statements were under audit at the time of publication. For final audited statements go to www.kgi.edu/financialstatements.





“There’s a large amount of teamwork at KGI, which as a PhD really helps you to break the habit of thinking only for yourself. There’s a certain level of frustration involved but it’s getting harder and harder to function in the business world if you don’t have an eye for that.” - Ramya Kartikeyan, PPM ’12

“I’ve gotten great experience at KGI and at my Amgen internship. If I stay along this path, I feel that I could go off to any setting anywhere in the world and be able to make a significant contribution.” - Andrew Vo, MBS ’13





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