

Annual Report 2010-2011



KECK GRADUATE INSTITUTE  
*of Applied Life Sciences*

## KGI Celebrates Its Historic 10th Commencement

Keck Graduate Institute marked a historic milestone in May 2011 with its 10th annual commencement and the completion of a transformational decade of graduating new leaders prepared for success in the biosciences industry. KGI's pioneering redesign of graduate education at the intersection of science and business has revolutionized life sciences education during this short timeframe. The anniversary celebration was the perfect occasion to recognize these achievements and the institute's rapid growth, while paying tribute to the Class of 2011.



*James Cornelius addresses 2011 Commencement. Also pictured are Sue Friedman, James Sterling, Sheldon Schuster, Susan Wessler, Daniel Chatham and Robert Caragher.*

“The ongoing professional success of KGI graduates for the past decade shows just how insightful and timely KGI's creation was for the bioscience world,” President Sheldon M. Schuster, PhD, said of the occasion.

Fittingly, the commencement address was delivered by a leader in the bioscience and pharmaceutical fields: James M. Cornelius, chairman of the board of Bristol-Myers Squibb.

James D. Sterling, PhD, vice president for academic affairs and dean of faculty, recalled joining the still-fledgling KGI in 2000, after being intrigued by its pioneering promise.

“We were at the time seeing the start of a growing movement—that this century would be dominated by the life sciences,” Sterling said. “Though other universities have started similar programs, KGI remains a leader.”

KGI continued the 10th commencement festivities in September by inviting all alumni back to campus for a special celebration. Graduates and their families came to honor KGI's achievements and catch up on one another's lives and careers.

Sudhanshu Patwardhan, MD, a member of the first Master of Bioscience (MBS) graduating class in 2002, said that he attended KGI because of its uniqueness.

“It was the right step for me,” he said. “My resume, my CV,

couldn't look any better. The lion's share of my success is due to KGI.”

Ten commencements later, KGI remains as committed as ever to innovations in the life sciences that can be translated seamlessly from the laboratory to the marketplace. KGI was the first graduate program to combine life science and business into a single curriculum, and it remains at the vanguard of biotechnology education and research.

Tina Song (MBS '04) agreed that very few programs come close to what KGI offers.

“I thought [KGI] offered a nice combination of what I was looking for—the business and the science,” Song said. “I don't think I would have been able to get my first job without my KGI education.”

KGI's pioneering spirit—as well as its tangible results—attracted the first class of 28 students when the program began in 2000, and is what attracted the nearly 100 students who comprise the Class of 2013.

“We are really leading the pack,” Schuster observed. “If you can accuse us of anything, it's of being really daring in education. That has been said ever since the day we were formed. Building upon KGI's mission is the most exciting thing I've ever done. This is on the leading edge of education.”

## '02 Class Success Stories



JOSH SENO

### JOSH SENO (MBS '02)

When he enrolled as one of KGI's first Master of Bioscience (MBS) students, Josh Seno knew that he wanted to focus his career on biotechnology but was unsure which path to take.

"I didn't know if I wanted to stay on the science side or move more onto the business side," said Seno, who had been working as a lab technician after earning his degree in biology from Purdue University.

Fortunately, KGI's fusion of science and business meant that he could gain the skills and experience he needed to move his career forward, whichever side he ultimately chose.

Of the programs he considered, he said: "KGI was the only one that was a whole new school. It was focused on translating the science into the applications that the industry needs." So he moved from his native Indianapolis, admitting that KGI's West Coast location added to its attractions.

After completing his MBS, Seno joined Amylin Pharmaceuticals, where he had interned while at KGI.

"The internship was critical," he said, noting that KGI made internships a priority from the beginning. His Team Masters Project at Beckman Coulter, Inc. also gave him invaluable exposure to industry, particularly the business and marketing side, he adds.

Seno left Amylin in 2008 after six years and now leads market research and forecasting for Santarus, Inc., a specialty biopharmaceutical company in San Diego.

"For me, the best part of KGI was the relationships," he said. "We were a close-knit group of 28 students, and the faculty were very accessible and had strong relationships with the industry. I got a good education and industry connections. That's what propelled me into the field. KGI exceeded my expectations."



MARY BADELT

### MARY BADELT (MBS '02)

Even as she applied to become one of KGI's first-ever students, Mary Badelt was confident that the program would meet the needs of industry employers—and she knew it was unique.

"I was looking for something different from the traditional PhD program," she explained.

KGI also offered career possibilities that she didn't know existed before she applied.

"It seemed it was either go to medical school or go into a PhD program and become a researcher, and there was nothing in between," recalled Badelt, who had just completed her undergraduate degree in biological sciences at Mount Saint Mary's College. "I felt I had absolutely nothing to lose and everything to gain by coming to KGI."

She described the first year at KGI as full of excitement and enthusiasm from everyone at the institute.

"It was an experiment," she added, "but I learned a lot. It was all team projects. Coming into industry, that's all we do—so the group work was very valuable in preparing us for the job market."

Of her early career after leaving KGI, she said that she was "still exploring."

"I was definitely interested in either the clinical path or the regulatory path," she said. "My first job was in the project management, pre-clinical role, and that opened doors for me." She credits KGI's preparation with helping open that first door in her career.

Badelt said that it took less than two months to find her first job after she graduated from KGI. For the past eight years, she has been a project manager at Amgen, Inc. currently involved in portfolio management, departmental resource management and cross-functional resource management.

"KGI gave me a good foundation to build upon," she said.

## Message from the President and Chair of the Board: Ideas into Practice



SHELDON M. SCHUSTER



ROBERT E. CURRY

Keck Graduate Institute is rooted in a great idea. We envision solid education and research driven by collaboration with commercial enterprise that will generate leaders in the life sciences industry. We have spent much time and energy planning, developing and promoting this great idea. However, at the heart of this concept is a need to reach beyond ideas. It is the spirit of action and creation that fuels us to go beyond the laboratory and the classroom to put discovery to work. It's in our name: Keck Graduate Institute of Applied Life Sciences. It's in our mission statement: Translating into practice the power and potential of the life sciences. Since we so greatly value turning ideas into reality, we are pleased and proud to report that the idea is working.

### More MBS Means More TMPs

After graduating our 10th Master of Bioscience (MBS) class, KGI welcomed the largest student body in our history. One hundred and nine new students entered KGI in the fall, joining more than 50 continuing students; 59 of the new students seek an MBS degree. Our reputation among industry leaders, supported by a history of fruitful partnership, has motivated 18 companies to participate in 2011-2012 as Team Masters Project (TMP) partners. This vote of confidence, exemplified by a willingness to pay the sponsorship fee of \$55,000, demonstrates the value that industry places on collaboration with KGI.

### New Programs Thrive

The 2010-2011 academic year saw the launch of our Postbaccalaureate Premedical Certificate (PPC) program, with eight students. The program was so successful that fall 2011 enrollment sailed past our growth goals and reached 23 students. In addition, seven of the eight students from last year's program returned to pursue an MBS degree. Nine newcomers bolstered the ranks of the Postdoctoral Professional Masters (PPM) in Bioscience Management program, further demonstrating the success of our plans in action.

### Our Graduates at Work

The strategy is working, and so are our alumni. More than 90% of the 2010 MBS class was employed within six months of graduation. The entire roster of PPM graduates is currently employed. These are glowing endorsements from industry and speak to the high regard for our programs and the training of our alumni, especially in the current difficult job market. Amgen, Inc. alone has hired more than 50 KGI graduates over the past decade.

This past year also saw KGI achieve a number of key successes:

- **TMP Milestone:** Our TMP program surpassed the 100 project mark, with the total currently at 118 projects since the program's inception in 2001.
- **Accreditation Renewed:** KGI's overall excellence was affirmed by our reaccreditation from the Western Association of Schools and Colleges.
- **Keck Challenge Recognition:** Although we fulfilled the Keck Matching Challenge Grant in 2009-2010, we officially celebrated this benchmark in spring 2011 with a luncheon honoring the W. M. Keck Foundation for its enduring partnership and ongoing belief in our mission.
- **Donor Wall:** We unveiled our first donor wall to honor the generous benefactors who have helped KGI flourish and who provide a launchpad for further advances and initiatives at KGI.



President Sheldon Schuster presents the W. M. Keck Foundation's Robert Day with a plaque at the Keck Challenge lunch.

### The New Pharmacist and a New Kind of PharmD

Rapid advances in the field of pharmacy, from automation to genomic medicine, are transforming the pharmacist's profession into a broader role within the delivery of health care. The industry is hungry for PharmD graduates who understand both the role of community pharmacists and the intricacies of business, regulatory affairs and clinical trials. This is familiar ground to us—reconciling the needs of industry with solid bioscience education. It's a natural fit that we apply what we've learned in refining our MBS program to bridge these areas and create a new model for PharmD education. We are diligently working toward the launch of such a program within the next two to three years.

We hope you will join us in the exciting times ahead for KGI, as we continue to open up fresh pathways in education. No matter what the future holds, KGI will always remain dedicated to our mission of leadership in life sciences education and research that translates into practical results to improve people's lives.

Sheldon M. Schuster  
President

Robert E. Curry  
Chair of the Board

## New Strategic Plan Builds on Founders' Vision

KGI has begun crafting a new strategic plan, a road map that will guide every major decision at the institute over the next five years. The plan will touch on all aspects of the KGI experience, including curriculum leadership, program growth, enhancement of research and a long-term view of space and facilities needs.

KGI's first strategic plan was developed in 2004-2005 at a time when the institute offered only one master's program to a small student body. The school needed to develop a portfolio of offerings to reach more students interested in careers in the applied life sciences. Now, KGI is poised to shape the future of graduate professional life sciences education and applied life sciences research.

"Our mission and our core values have not changed," said President Sheldon M. Schuster, PhD. "We now have the opportunity to look into the future and ask critical questions about how we lead and continue to innovate at the intersection of business and science."

KGI held a campus-wide discussion in June 2011 to conduct a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis to identify key strategic goals. Three core themes emerged, to be further refined during 2011-2012 by appointed committees:

### ▪ Educational Innovation

Chaired by Steven Casper, PhD, the Henry E. Riggs Professor of Management, and staff chair Sue Friedman, director of student services, this committee will consider how KGI's leading academic programs can sustain their competitive edge through interactive and experiential learning opportunities.

### ▪ People and Resources/Culture and Climate

Chaired by James D. Sterling, PhD, vice president for academic affairs and dean of faculty, this committee will discuss ways to improve internal resource allocation, faculty and staff retention, process documentation, institutional communication and campus facilities and infrastructure.

### ▪ Research

Chaired by Angelika Niemi, PhD, the Arnold and Mabel Beckman Professor and director of research, this committee will review how KGI may best fulfill its

translational applied life science research mission through integrating research experiences in the curriculum, expanded PhD offerings, strategic investments in research and entrepreneurship and partnerships with academic institutions, industry and government agencies.

The year-long process for the new strategic plan involves confronting persistent challenges. These include: how KGI will increase its enrollment, expand its financial base and build on

"We now have the opportunity to look into the future and ask critical questions about how we lead and continue to innovate at the intersection of business and science."

existing certificate programs, such as the Postbaccalaureate Premedical Certificate (PPC) program for aspiring medical school students and the Certificate in Bioscience Management for PhD students and postdoctoral fellows.

The new strategic plan will consider the functions of enrollment, corporate relations and research, not only as institutional activities but also as potential sources of revenue, Schuster said.

During fall 2011, KGI will solicit additional feedback from all stakeholders — students, faculty, staff, alumni, industry representatives and trustees — before the KGI Board of Trustees votes on the plan in March 2012.

## Annual Fund 2010–2011

We would like to thank all the donors to the 2010-2011 Annual Fund whose generosity helped further KGI's mission to educate the future leaders of the applied life sciences.

### Leadership Circle (\$50,000-\$99,999)

Astellas USA Foundation  
Beckman Coulter, Inc.  
Robert E. and Winifred B. Curry Foundation  
Anthony and Hallie Caracciolo  
Doris and Marsh Cooper Foundation  
Art and Jane Riggs

### Patron's Circle (\$25,000-\$49,999)

Mr. and Mrs. James M. Cornelius  
Dennis and Linda Fenton  
John D. Leland, Jr.  
Bernard Kury  
Jim Weinberg Foundation

### Steward's Circle (\$10,000-\$24,999)

Steve and Bonnie Anderson Gift Foundation  
Daniel M. Bradbury  
Gilead Sciences, Inc.  
Judy Heyboer  
John D. Baldeschwieler  
Sheldon M. Schuster, PhD  
Alex Suh  
Thomas H. Lee  
James and Denise Widergren

### Ambassador's Circle (\$5,000-\$9,999)

Karen Bernstein and David Flores  
Catherine M. Burzik  
Donors Trust, Inc.  
Fidelity Investments Charitable Gift Fund  
Ian Phillips and Blanca Aguiar  
Hank and Gayle Riggs  
Jack and Jil Stark  
Mark Stevenson  
Mona and Murli Tolaney  
Diana L. Walker

### Fellow's Circle (\$1,000-\$4,999)

Aetna Foundation, Inc.  
Amgen Foundation  
AT&T Foundation  
James Sterling and Shenda Baker  
Magalen Bryant  
Kun and Grace Chen (Parent '07)  
James and Jeannie Cregg  
Donald and Huang DiRocco (Parent '09)  
Robert and Bette Finnigan  
Ross Grossman  
Kevin Harley

Michael and Annie Harvey (Parent '12)  
David Baltimore and Alice Huang  
Peter Hutt  
Alice Kane  
Kenneth Livak  
Roger Marchetti  
Alan Mendelson  
Jim Osborne  
Betsy Sell (Parent '11)  
The Rockefeller Foundation  
The US Charitable Gift Fund  
Robert and Janet Tranquada  
Samuel and Justine Tsai (Parent '08)  
Ted and Kyoko Urazaki (Parent '12)  
David Whiteley  
Dennis Wilson  
Elizabeth Wright

### Associate's Circle (\$500-\$999)

Christoph Adami  
Linda Castle  
Paul and Ching-Li Chang (Parent '07)  
Sean Gallagher  
Hutch Humphreys (MBS '03)  
Sandeep Inamdar (MBS '03)  
John Rogers  
Brandon and Merlene Singleton  
Thomas Smart  
Mercedes Talley  
Tom and Lois Yunghans (Parent '10)  
Barry and Barbara Zemel (Parent '04)

### Friend's Circle (\$1-\$499)

Suhail Abdullah (MBS '05)  
Craig W. Adams and Marilyn Allen-Adams  
Raunakk Advanie (MBS '10)  
Robert and Jenna Armstrong  
Padma Arunachalam (MBS '05)  
Kathryn Auble (MBS '02)  
Jack Austin (MBS '07)  
Steven and Mary (Steryo) Badelt (MBS '02)  
Robert Baltera  
Virryan Banzon (MBS '11)  
Amit Barve (MBS '03)  
Tilak Baviskar (MBS '05)  
Mondana Behroozi (MBS '09)  
Sabih Bekhouche (MBS '05)  
Ashish Bhan  
Kankshit Bheda (MBS '10)

Khushnuma Bhesania (MBS '11)  
Mark and Sharoni (Gergely) Billik (MBS '04)  
Pierre-Alain Blossie (MBS '10)  
Sanket Borad (MBS '08)  
Shannon Braun  
Syd and Cathleen Brown  
Adam and Emma Calvert (MBS '11)  
Robert Caragher  
Salvador Carlucci (MBS '04)  
Nicholas Carman (MBS '11) and Carrie  
Roosenberg  
Amy Carrillo  
Anna Carroll (MBS '10)  
William Casey (MBS '06)  
Steven and Kornelia Casper  
Sun Chan and Annie Tam (Parent '07)  
Anders Chan (MBS '09)  
Prathuish Chander (MBS '10)  
Srikumar and Subha Chandran (Parent '12)  
Asia Chang (MBS '07)  
Kristine (Flores) Chang (MBS '03)  
Peter Chang (MBS '02)  
Jessica Chang (MBS '11)  
Stephen Chang (MBS '08)  
Daniel Chatham  
Keith Quirino and Tsui-Chern Cheah  
(MBS '03)  
Guan-Ting Chen (MBS '11)  
Calvin Chen (MBS '07)  
Hardeep Chiraya (MBS '10)  
Ratan and Reena Choudhury (Parent '10)  
Abdul and Farzana Chughtai (Parent '11)  
Mona Chughtai (MBS '11)  
Dilshad Contractor (MBS '11)  
Scott Cooper (MBS '11)  
Cindy Cordova, (MBS '11)  
Wade and Sara Crow (MBS '03)  
Polina Datsova (MBS '06)  
Andrew Daugherty (MBS '09)  
Brad Davis (MBS '11)  
Michael and Jennifer De La Cruz (MBS '11)  
Maria Deffereos (MBS '03)  
Joshua Der (MBS '02)  
Edison and Patricia Der (Parent '02)  
Purusothaman Dhanraj (MBS '11)  
Thomas DiRocco (MBS '09)  
Marc (MBS '02) and Jean (Falzone) Doble  
(MBS '02)  
Tranh Nguyen and Tuyet Do-Nguyen  
(Parent '12)

Tim and Barbara Erwin  
Mel and Jane Esselman (Parent '10)  
Michael Esselman (MBS '10)  
Robert Ethel (MBS '11)  
Brian Feih (MBS '05)  
John Tyson Fetzer (MBS '11)  
Phillip and Jill Fetzer (Parent '11)  
Ian Foti-Landis (MBS '11)  
Yvonne Frame  
Don and Lorraine Freeberg  
Erwin and Simha Freund (Parent '07)  
Omar Gaya (MBS '04)  
Genentech Foundation  
Boris Gites (MBS '11)  
Harold and Sandy Goldberg (Parent '10)  
Jacob Graham (MBS '11)  
Jeffrey Graybill (MBS '02)  
Larry Grill  
Mary Jo Gruca  
Mark and Barbara Grunseth (Parent '08)  
Matt Grunseth (MBS '08)  
Nitin Gupta (MBS '05)  
Bryan Cutler and Lauren Habib-Cutler  
(MBS '03)  
David Hadley (MBS '05) and Cassie Ferguson  
Kevin (MBS '02) and Andria Hambly  
(MBS '02)  
Tian Han (MBS '08)  
Jeffrey and Mary (Guan) Hasan (MBS '05)  
Barton and Caroline Haynes (Parent '10)  
Ryan and Kerryann (Shemeley) Hershberger  
(MBS '07)  
Alisa Hewitt (MBS '05)  
Anthony Hewitt (MBS '10)  
Andrew Hopkins (MBS '08)  
Justin Hsiao (MBS '07)  
David and Ruth Hsu (Parent '12)  
Nicholas Jacenko (MBS '10)  
Nicholas Kampff (MBS '11)  
Aanchal Kamra (MBS '09)  
Chong and Jung Kang (Parent '08)  
Joanna Kang (MBS '08)  
Ilya Tolstorukov and Diana Kazantseva  
Jay and Carrie Kelley (MBS '05)  
Alexander and Patricia Kelley (Parent '05)  
Aubrey and Tyler Kelly (MBS '06)  
Sarab Khandpur (MBS '11)  
Vikram Khanna (MBS '11)  
Laura Kim-Park (MBS '03)  
Lawrence and Rita King (Parent '12)  
Vanessa King  
Rachel Knight (MBS '11)  
Suzanne Kocian (MBS '04)  
Sarah Koo (MBS '09)  
Narendra Kossuri (MBS '05)  
Don and Laura Kubec  
Neelima Kumar (MBS '11)  
Corey Kuruma (MBS '11)  
Santosh Kuruvilla (MBS '08)  
Chun Kwok (MBS '11)  
Christina Lai (MBS '11)  
Alice Lai (MBS '11)  
Madhu Lal (MBS '04)  
Ryan LaRanger (MBS '11)

Allen Lee (MBS '09)  
James and Frances Lehman  
Daniel Lev (MBS '11)  
Lavi and Sarah Lev (Parent '11)  
Darren Leva (MBS '05)  
Gary and Christine Leva (Parent '05)  
Li Liang (MBS '11)  
Pei Jun and Zhang Xie Liang (Parent '11)  
Chao Xian Jessica Lin (MBS '11)  
Helen Liu (MBS '07)  
Melissa Louie (MBS '05)  
James Lu (MBS '09)  
Juan Pablo MacDonald (MBS '11)  
Sri Ramya Maddilate (MBS '11)  
Jordan Gerton and Brenda Mann  
Joshua Manohar (MBS '11)  
Siddhartha Mathur (MBS '05)  
John McNamara (MBS '07)  
Noel Brinkerhoff and Alyson Mead  
Silviya Meletath (MBS '11)  
Rachel Melman (MBS '07)  
Isaac Middendorf (MBS '08) and Naomi  
Arana (MBS '08)  
Frank and Irma Milling (Parent '12)  
Bandish Momin (MBS '11)  
Shefali Nagrani (MBS '11)  
Ted Nguyen (MBS '08)  
Rigzin Norbu  
Nutek Mercantile, Inc.  
Tiffany (McAninch) O'Brien (MBS '02)  
Anthony and Linda O'Keefe  
Oracle Corporation Matching Gifts Program  
Nicholas Osgood (MBS '05)  
Corey Ozar (MBS '11)  
Vikashni Padmakumar (MBS '10)  
Sudhir Pardiwala  
Benjamin Pavlik (MBS '09)  
Ryan Peeler (MBS '07)  
Rakesh Penmetsa (MBS '06)  
Nithya Periasamy (MBS '10)  
Michelle Pesce (MBS '11)  
Andrew Peters (MBS '06)  
Pfizer, Inc.  
Pioneer Hi-Bred International, Inc  
Marc Pollack (MBS '11)  
Yeshwant Rane (MBS '11)  
James Rankin (MBS '09)  
Animesh and Surnita Ray  
William and Mary Roberts  
Rockwell Collins Matching Gift Program  
Kapil Rohra (MBS '11)  
Delyan Rusev (MBS '10)  
Asavari Joshi-Sachdev and Ravneesh  
Sachdev (MBS '06)  
Bahman Sadeghi (MBS '11) and Foozhan  
Farahmand  
Christopher (MBS '04) and Cheryl (Green)  
Salmen (MBS '04)  
Karen Schneider  
Michel Schneider  
Briana Schuetz (MBS '08)  
Chance Scott (MBS '11)  
Daniel Segal (MBS '11)  
Garry Seid (MBS '03)

Trevor Sell (MBS '11)  
Joshua Seno (MBS '02) and Terri (Poon)  
Kim (MBS '02)  
Ashish Shah and Payal Kamdar (MBS '04)  
Louis Shamel (MBS '09)  
Anusha Shanker (MBS '11)  
Jungse Shin (MBS '11)  
Ranjith and Neela Silva  
Nicole Sindy (MBS '09)  
Sameer Sivaamnuaiphorn (MBS '11)  
Alan and Mary Smith (Parent '09)  
Hans Smith (MBS '09)  
Reid Snowden (MBS '09)  
Bill and Daisy Spurgin (Parent '08)  
Ajitha Srinivasan (MBS '03)  
Nathan Stazewski  
Janet Stenmo  
Thomas Storey (MBS '03)  
Laura Sturr  
Bruce Pavlik and Anna Suer (Parent '09)  
Kiirsten Suurkask (MBS '04)  
Sonali Talele (MBS '10)  
Rob Tenerowicz  
The San Diego Foundation  
Brent Thompson (MBS '10)  
Chandana Thorat (MBS '11)  
Jimmy and Sofia Toro  
Sean Tsai (MBS '08)  
Satish Vammi (MBS '08)  
Phyllis Vandeventer (Parent '08)  
Raghavan Vasudevan (MBS '09)  
John and Denise Verbrugge (Parent '10)  
Matthew Verbrugge (MBS '10)  
David Vetterlein  
Cyrus Virdeh (MBS '09)  
Vidya Viswanathan (MBS '05)  
Chivas Wakuta (MBS '10)  
Duane and Puanani Wakuta (Parent '10)  
Wenli Wang (MBS '02)  
Mason and Janet Warner (Parent '08)  
Thomas and Carolina Weaver (Parent '12)  
Cameron Wellock (MBS '03) and Sindy  
Escobar-Alvarez (MBS '02)  
Joseph and Mary Will (Parent '02)  
James and Patricia Wilson (Parent '09)  
Christine Wolf (MBS '03)  
Donald and Karen Wong (Parent '12)  
Yosef Yacob (Parent '12)  
Wah Yan (MBS '11)  
Ranga Yarlagadda (MBS '10)  
Sergey and Rina Zakharov  
Mathew Zemel (MBS '04) and  
Noreen Ruane  
John Zhang (MBS '11)  
Kevin and Kirsti (Scheer) Zitar (MBS '02)

# KGI Plans Expansion with School of BioPharmacy

KGI is planning to launch an ambitious new School of BioPharmacy that will redefine the traditional Doctor of Pharmacy degree (PharmD), preparing pharmacists for a new era of medical practice.

The initiative represents the first school addition under the KGI banner since the institute's founding in 1997, and it will increase KGI's standing as a leader and innovator in applied life sciences education.

President Sheldon M. Schuster, PhD, envisioned a new School of BioPharmacy to occupy a distinct market niche. In reaching out to industry representatives, he received overwhelming support.

"KGI's approach would enhance the professional preparation of pharmacists, making our graduates highly sought-after for employment in the life sciences industry and positioning them to be leaders in modernizing pharmacy practice," Schuster said.

Planning for the school began in earnest more than a year ago. KGI commissioned a market analysis and convened a 21-member advisory board of leading industry representatives. They were enthusiastic about the concept and its potential.

The health care and bioscience industries are rapidly evolving to adapt to the growth in personalized medicine, advances in genomics and a convergence in the use of therapeutics, diagnostics and medical devices. Traditional PharmD programs have been slow to respond, said James D. Sterling, PhD, vice president for academic affairs and dean of faculty.

"KGI is particularly well-suited to lead in this endeavor because our curriculum and research are already strongly related to pharmaceutical discovery and development," Sterling said. "We also have an unsurpassed corporate network and career services

function to keep our curriculum current and assist our graduates in obtaining employment."

Nationwide, there is a projected shortage of qualified pharmacists due to an aging population, population growth and increased use of medication per capita. That shortage is expected to increase as millions of now-uninsured and underinsured Americans gain access to health care through national health care reform.

In addition, there are not enough PharmD graduates to develop new drugs and biologics, test them in clinical trials, submit licensing applications, execute business plans and design and manage post-marketing surveillance programs.

Upon completing the four-year PharmD program, KGI graduates will have gained the specialized skills and entrepreneurial edge required to assume leadership positions in the pharmaceutical, biotechnology, medical-device, nonprofit and government sectors.

The curriculum will build on KGI's existing portfolio of programs, integrating pharmacogenomics, pharmacoeconomics, bioinformatics, clinical trial management, risk mitigation and regulatory affairs. As do other KGI students, PharmD students will benefit from KGI's extensive network of industry partners by participating in internships, establishing professional relationships, and possibly completing a capstone research project.

"KGI School of BioPharmacy graduates will have a wider opportunity range than graduates with a typical Doctor of Pharmacy degree," said Russell Teagarden, a School of BioPharmacy advisory board member and vice president of clinical practices and therapeutics for Medco Health Solutions. "They will be welcomed by many organizations."

## KGI SCHOOL OF BIOPHARMACY ADVISORY BOARD

**David Becker, PhD**, chief scientific officer for Pathway Genomics

**Daniel Bradbury, B. Pharm, DMS**, KGI trustee and CEO of Amylin Pharmaceuticals

**Gayle Brazeau, PhD**, dean of the University of New England College of Pharmacy

**Anthony Caracciolo, B. Pharm**, KGI trustee and retired senior vice president of manufacturing and operations for Gilead Sciences

**Peter Claggett**, vice president of pharmaceutical strategies for WellPoint

**Stephen Eck, MD, PhD**, vice president of oncology for Astellas Global Pharma Development

**Felix Frueh, PhD**, president of Medco Research Institute for Medco Health Solutions

**Sean Gallagher, PhD**, KGI Advisory Council member and vice president and chief technology officer for UVP

**Jeffrey Hatfield, PharmD, MBA**, president and CEO of Vitae Pharmaceuticals

**Jeff Hughes, PhD**, former research leader for Roche

**Gregg Lapointe, MBA**, CEO of Sigma-Tau Pharmaceuticals

**John Maguire, PhD**, Claremont Graduate University president emeritus

**Louis Martinelli, PhD, PharmD**, board chair for the Institute for Safe Medication Practices; former dean of Creighton University School of Pharmacy and Health Professions and the University of Pacific Thomas J. Long School of Pharmacy and Health Sciences

**Jeff Mason, MD**, senior medical director for United Health Care

**Alan Rothfeld, MD**, KGI adjunct professor; vice president of medical quality for Hollywood Presbyterian Medical Center; chief medical officer for QueensCare Family Clinics and adjunct

professor of clinical pharmacology for USC Keck School of Medicine

**George Savage, MD, MBA**, KGI Advisory Council member and chief medical officer for Proteus Biomedical

**Marilyn Standifer Shreve, RPh**, president of Tailored Interactive Patient Health

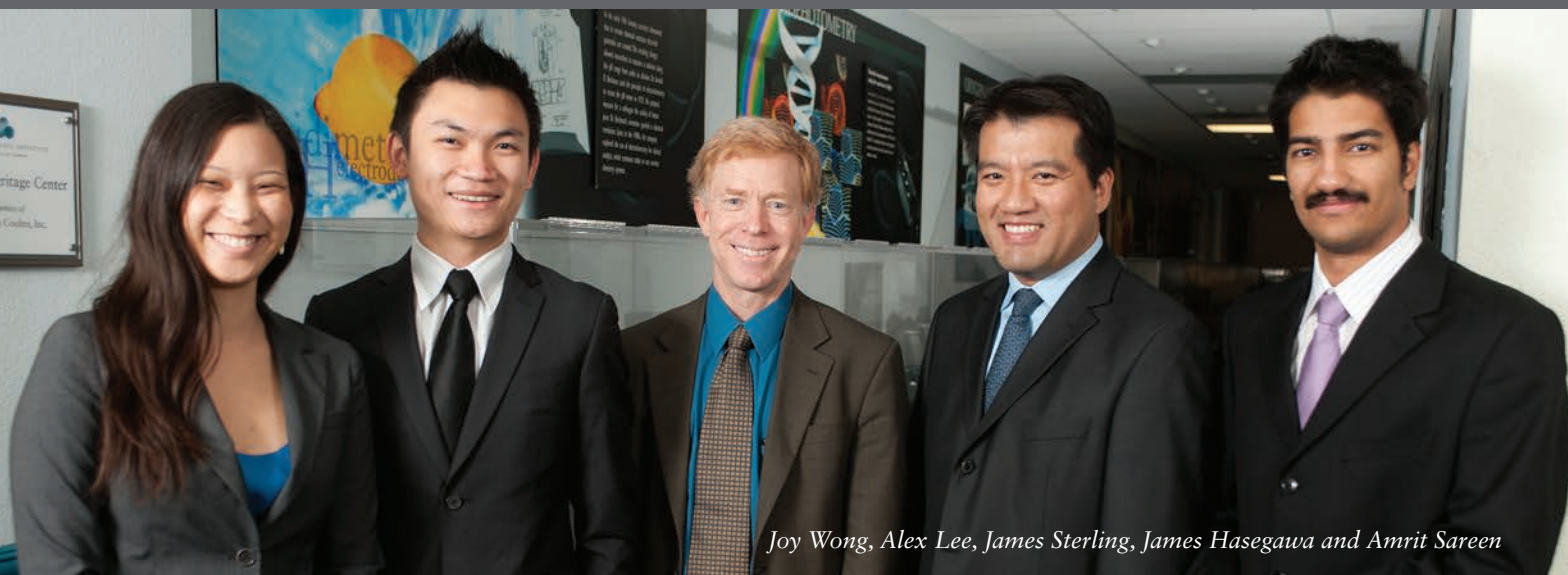
**Patrick Sinko, PhD**, associate vice president for research at Rutgers University

**David Swenson, RPh**, vice president of marketing and product management for CareFusion

**Russell Teagarden, PhD, BPharm**, vice president of clinical practices and therapeutics for Medco Health Solutions and associate dean for research at the Medco School of Pharmacy, Fairleigh Dickinson University

**Curtis Tyree, PhD**, vice president of operations for HUYA Bioscience International

## China-based Internships Provide a Model for Success



*Joy Wong, Alex Lee, James Sterling, James Hasegawa and Amrit Sareen*

Four Keck Graduate Institute students spent the 2011 summer in Shanghai as interns under a new ChinaBio® Life Sciences Summer Work-Study Program that could become a model for KGI international internships in the future.

Greg Scott, president and founder of Shanghai-based ChinaBio® LLC, said he was pleased with the students' level of performance.

"We had them working on a number of things, including internal marketing projects, client projects and a couple of market studies as well," Scott said. "All of their work was very high caliber."

Interns Joy Wong, Amrit Sareen and James Hasegawa worked for ChinaBio®, which connects the China life science industry with the rest of the world through consulting, helping raise capital and sponsoring conferences.

"China is now the number two pharmaceutical market in the world and the number two economy in the world," Scott said. "For any company looking to address major markets globally, China has got to be a major part of their strategy."

Alex Lee interned for the Roche Group, a multinational pharmaceutical company. Lee said the internship gave him an insider's view of China's rapidly growing pharmaceutical industry. He was particularly impressed with his supervisors' people-management skills.

"It was a whole different working environment," Lee said. "They really expected me to be independent and take charge of my project, but they were always within reach

if I needed any help. They really encouraged me to work harder, and it was something I really enjoyed." His work focused on exploring recent technology and interesting research that fit into Roche's corporate strategy.

All four interns lived in the same apartment. They shared many evenings together during the week, but on the weekends they pursued their different interests, whether it was exploring their surroundings, enjoying the night life or shopping.

Instilling a sense of community among the interns was a unique aspect of the ChinaBio® internship, said James D. Sterling, PhD, KGI vice president for academic affairs and dean of faculty. Students had an opportunity to network and discuss their activities on a regular basis. The company also provided transportation and housing and organized events so that the students could connect with one another.

ChinaBio® flew the interns in July to Jinan for the ChinaBio 2011 Investor Forum, where they had an opportunity to review business plan presentations by entrepreneurs.

"The ChinaBio program could be a model for other international institutions and for building relationships between KGI and companies overseas," Sterling said.

Under the new agreement with KGI, ChinaBio® plans to host a maximum of 15 students for next summer. The program is also open to students from other universities and early career professionals in the life sciences, engineering, business management, economics, international relations, law and public policy fields.

KGI students who participate in the program will receive academic credit for the internships. Others who complete the program will earn the ChinaBio®/KGI China Life Science Business Certificate.

## New Leaders Join Board

KGI's Board of Trustees was delighted to elect three new members in 2010-2011: Rodney Markin, Lilian Wu and Richmond Wolf. These leaders from the fields of medicine, science and business are providing expert knowledge to the board and are helping advance the mission of KGI.



**Rodney S. Markin, MD, PhD**  
*Associate Vice Chancellor for  
Business Development and  
Chief Technology Officer*  
University of Nebraska Medical Center  
Elected September 2010

Rodney Markin is the David T. Purtilo Distinguished Professor of Pathology and Microbiology, as well as the courtesy professor of surgery. Previously, he was the senior associate dean for clinical affairs and chairman and president of UNMC Physicians. Board certified in anatomic and clinical pathology, his professional and academic research interests have focused on solid organ transplantation, informatics and clinical laboratory automation, which include robotics, information systems, medical utilization management and outcomes optimization. Dr. Markin founded LAB-InterLink, a technology transfer company of the University of Nebraska Medical Center that provided products for hospital-based laboratory automation systems. He also developed an automated microbiology platform for the U.S. Army Medical Research and Materiel Command. He has 16 patents and more than 300 publications, and he has published nearly 200 abstracts and chapters in books.



**Lilian Wu, PhD**  
*Program Executive,  
Global University Programs*  
IBM Technology Strategy  
and Innovation  
Elected September 2010

A research scientist, Lilian Wu chairs the National Research Council's Committee on Women in Science, Engineering and Medicine and is a councilor of the Association for Women in Science. She is a member of the S&E Workforce Committee of the Government-University-Industry Research Roundtable of the National Research Council, and a member of the National Science Foundation's (NSF) Advisory Committee on International Science and Engineering and of NSF's Corporate Alliance. Wu also was a member of President Clinton's Committee of Advisors on Science and Technology. She received her PhD in applied mathematics from Cornell University, and her major research interests are analysis of technology-enabled and people-intensive complex systems, particularly in the services sector.



**Richmond Wolf**  
*Vice President and Investment Analyst*  
Capital World Investors  
Elected March 2011

Richmond Wolf has been with Capital World Investors, a division of Capital Research and Management Company, since 2006, when he was an investment analyst in medical technology and a generalist in small- and mid-cap technology companies. Formerly the assistant vice president for technology transfer at the California Institute of Technology, Wolf managed the technology licensing and venture activity at both Caltech and NASA's Jet Propulsion Laboratory. He received his PhD from Caltech and is a cum laude graduate of Princeton University. Wolf is also a registered patent agent.

# Leadership

## SENIOR ADMINISTRATION

**Sheldon M. Schuster, PhD**  
President and Professor

**James D. Sterling, PhD**  
Vice President for Academic Affairs and  
Dean of Faculty, Sidney J. Weinberg  
Jr. Professor of Applied Life Sciences

**Robert W. Caragher**  
Vice President for Finance and Operations

**Karen Schneider**  
Vice President for Advancement

**Elizabeth Wright**  
Assistant Vice President/Secretary  
to the Board of Trustees

**E. Sofia Toro**  
Associate Dean of Admissions  
and Financial Aid

## BOARD OF TRUSTEES

**Bonnie Anderson**  
CEO and Co-Founder  
Veracyte, Inc.

**John D. Baldeschwieler, PhD**  
Professor Emeritus  
California Institute of Technology

**Karen Bernstein**  
Chairman and Editor in Chief  
BioCentury Publications

**Daniel M. Bradbury, DMS**  
President and CEO  
Amylin Pharmaceuticals, Inc.

**Catherine M. Burzik**  
President and CEO  
Kinetic Concepts, Inc.

**Anthony D. Caracciolo**  
Former Senior Vice President  
Manufacturing Operations  
Gilead Sciences, Inc.

**Marsh A. Cooper**  
President  
M.A. Cooper Consultants, Inc.

**Robert E. Curry, PhD**  
KGI Board Chair  
Partner  
Curry Henos Partners  
Alliance Technology Ventures

**Dennis M. Fenton, PhD**  
Fenton & Associates

**Jay Flatley**  
President and CEO  
Illumina, Inc.

**Michael A. Friedman, MD**  
President, CEO & Director of the  
Comprehensive Cancer Center  
City of Hope

**Judith A. Heyboer**  
Human Resources Consultant,  
Former Senior Vice President  
Human Resources  
Genentech, Inc.

**Peter Barton Hutt, LLB, LLM**  
Senior Counsel  
Covington & Burling LLP

**Alice T. Kane, JD**  
Partner  
Dewey & LeBoeuf LLP

**Bernard E. Kury, JD**  
Former Vice President and General Counsel  
Guidant Corporation

**Rodney S. Markin, MD, PhD**  
Associate Vice Chancellor for Business  
Development  
Chief Technology Officer  
University of Nebraska Medical Center

**Arthur D. Riggs, PhD**  
Director Emeritus  
Beckman Research Institute  
City of Hope

**Sheldon M. Schuster, PhD**  
President and Professor  
Keck Graduate Institute

**Jack L. Stark**  
Board Vice Chair  
President Emeritus  
Claremont McKenna College

**Mark Stevenson**  
President and COO  
Life Technologies

**Billy Tauzin**  
Chairman and Manager  
Tauzin Strategic Networks

**Murli Tolaney**  
Chairman Emeritus  
MWH Global, Inc.

**Diana L. Walker, JD**  
Retired Partner  
O'Melveny & Myers LLP

**James F. Widergren**  
Senior Vice President  
Global Customer Operations  
Beckman Coulter, Inc.

**Richmond Wolf**  
Vice President and Investment Analyst  
Capital Group Companies

**Lilian Wu**  
Program Executive  
Global University Programs  
IBM Technology Strategy and Innovation

## TRUSTEES EMERITI

**Alice S. Huang, PhD**  
Senior Faculty Associate in Biology  
California Institute of Technology

**Howard B. Keck, Jr.**  
President  
Brighton Distributing Co.

**John D. Leland, Jr.**  
Consultant and Former Managing Director  
Dresdner RCM Global Investors

**Richard L. McConnell**  
Former President  
Pioneer Hi-Bred International, Inc.

**Clifford A. Miller**  
Managing Director  
Shamrock Holdings

**Harlyne J. Norris**  
Trustee  
The Kenneth T. and Eileen L. Norris Foundation

**Stanford N. Phelps**  
Chairman  
S. N. Phelps & Co. and  
Clear Springs Land Co.

**William H. Rastetter**  
Chairman, Board of Directors  
Illumina, Inc.

**Henry E. Riggs**  
President Emeritus  
Keck Graduate Institute

**Louis T. Rosso**  
Chairman Emeritus  
Beckman Coulter, Inc.

**Stephen J. Ryan, MD**  
President  
Doheny Eye Institute

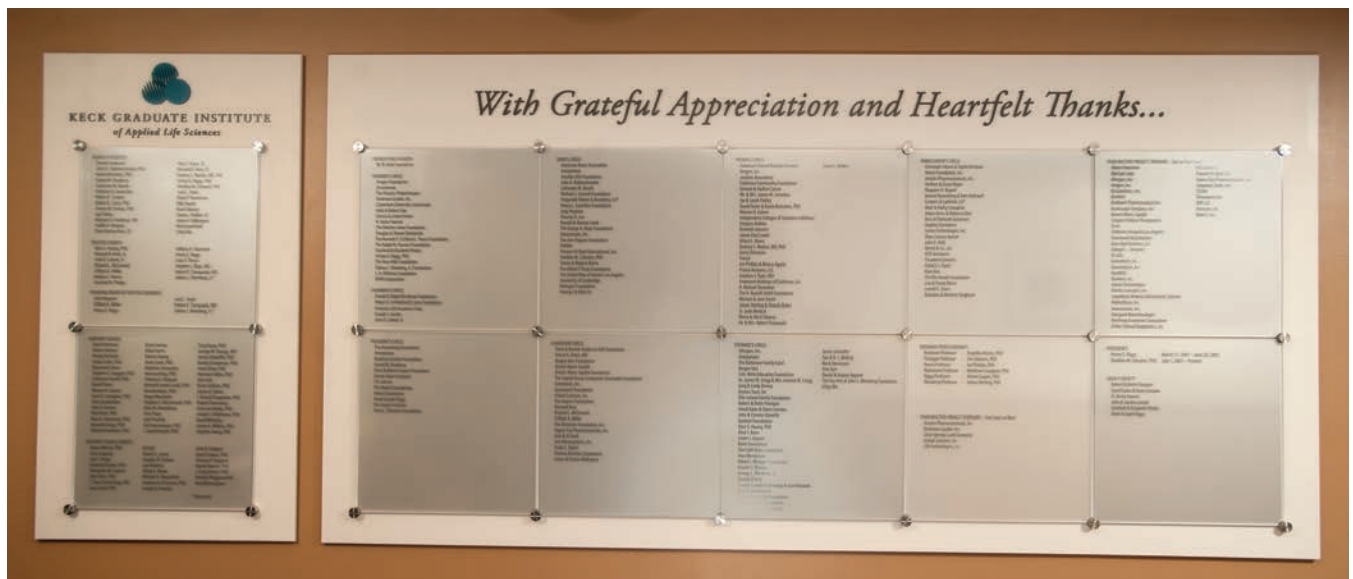
**Robert E. Tranquada, MD**  
Emeritus Professor of Medicine  
and Public Policy  
University of Southern California

**Sidney J. Weinberg Jr.\***  
Board Chair Emeritus,  
Senior Director  
The Goldman Sachs Group, Inc.

\*Deceased

## KGI Unveils First Donor Wall

To create a more permanent and visible means of honoring the generous benefactors who have helped Keck Graduate Institute flourish, KGI has established its first donor recognition wall, located outside the Office of the President.



“This new recognition wall will help underscore the importance of donor support to everything we do at KGI,” said President Sheldon M. Schuster, PhD.

The wall recognizes more than 160 individual, foundation, and corporate donors who have contributed \$5,000 or more cumulatively to KGI since the institute’s founding in 1997.

“Our supporters are extremely important to KGI, and we look forward to acknowledging them in a much more public way for their generosity and belief in our mission,” said Karen Schneider, vice president for advancement. “The response we have received to date for this effort has been extremely positive.”

FOLLOWING ARE THE GIVING LEVELS RECOGNIZED ON THE DONOR WALL:

Cornerstone Founder	W. M. Keck Foundation
\$1M +	Founders’ Circle
\$500,000 - \$999,000	Chairman’s Circle
\$250,000 - \$499,999	President’s Circle
\$100,000 - \$249,999	Dean’s Circle
\$50,000 - \$99,999	Leadership Circle
\$25,000 - \$49,999	Patrons’ Circle
\$10,000 - \$24,999	Stewards’ Circle
\$5,000 - \$9,999	Ambassadors’ Circle

“Our supporters are extremely important to KGI, and we look forward to acknowledging them in a much more public way for their generosity and belief in our mission.”

# Donor Wall Members

## CORNERSTONE FOUNDER

W. M. Keck Foundation

## FOUNDER'S CIRCLE

Amgen Foundation  
Anonymous  
The Atlantic Philanthropies  
Beckman Coulter, Inc.  
Claremont University Consortium  
Kelly & Robert Day  
Dennis & Linda Fenton  
H. Victor Hansen  
The Fletcher Jones Foundation  
Douglas & Shawn Mackenzie  
The Kenneth T. & Eileen L. Norris Foundation  
The Ralph M. Parsons Foundation  
Stanford & Elizabeth Phelps  
Arthur D. Riggs, PhD  
The Rose Hills Foundation  
Sidney J. Weinberg, Jr  
L. K. Whittier Foundation  
WYM Corporation

## CHAIRMAN'S CIRCLE

Arnold & Mabel Beckman Foundation  
Robert E. & Winifred B. Curry Foundation  
Investors Life Insurance Corp.  
Joseph J. Jacobs  
John D. Leland, Jr.

## PRESIDENT'S CIRCLE

The Annenberg Foundation  
Anonymous  
Beckman Coulter Foundation  
Daniel M. Bradbury  
Doris & Marsh Cooper Foundation  
Garner Glass Company  
T. H. Garner  
The Hearst Foundations  
Hedco Foundation  
Hank & Gayle Riggs  
The Seaver Institute  
Flora L. Thornton Foundation

## DEAN'S CIRCLE

American Heart Association  
Anonymous  
Astellas USA Foundation  
John D. Baldeschwieler  
Catherine M. Burzik  
Michael J. Connell Foundation  
Fitzgerald Abbott & Beardsley LLP  
Henry L. Guenther Foundation  
Judy Heyboer  
Thomas H. Lee  
Ronald & Maxine Linde  
The George H. Mayr Foundation  
Nanostream, Inc.  
The Ann Peppers Foundation  
PhRMA  
Pioneer Hi-Bred International, Inc.  
Sheldon M. Schuster, PhD  
Simon & Virginia Ramo

The Alfred P. Sloan Foundation  
The United Way of Greater Los Angeles  
University of Cambridge  
Weingart Foundation  
Kwang-I & Ellen Yu

## LEADERSHIP CIRCLE

Steve & Bonnie Anderson Gift Foundation  
Ernest A. Bates, M.D.  
Biogen Idec Foundation  
Bristol-Myers Squibb  
Bristol-Myers Squibb Foundation  
The Capital Group Companies Charitable Foundation  
Genentech, Inc.  
Genentech Foundation  
Gilead Sciences, Inc.  
The Haynes Foundation  
Bernard Kury  
Richard L. McConnell  
Clifford A. Miller  
The Ohrstrom Foundation, Inc.  
Sigma-Tau Pharmaceuticals, Inc.  
Jack & Jill Stark  
Sun Microsystems, Inc.  
Trude C. Taylor  
Thermo Electron Corporation  
James & Denise Widergren

## PATRON'S CIRCLE

American Shared Hospital Services  
Amgen, Inc.  
Leonore Annenberg  
California Community Foundation  
Edward & Nadine Carson  
Mr. & Mrs. James M. Cornelius  
Jay & Sarah Flatley  
David Flores & Karen Bernstein, PhD  
Weaver H. Gaines  
Independent Colleges of Southern California  
Gregory Jenkins  
Kenneth Jonsson  
James Paul Lower  
Al Mann  
Rodney S. Markin, MD, PhD  
Gerry Ohrstrom  
Paraid  
Ian Phillips & Blanca Aguiar  
Prairie Ventures LLC  
Stephen J. Ryan, MD  
Shamrock Holdings of California, Inc.  
R. Michael Shanahan  
The H. Russell Smith Foundation  
Michael & Jane Smith  
James Sterling & Shenda Baker  
St. Jude Medical  
Mona & Murli Tolaney  
Dr. & Mrs. Robert Tranquada  
Diana L. Walker

## STEWARDSHIP CIRCLE

Allergan, Inc.  
Anonymous

The Baltimore Family Fund  
Biogen Idec  
Cole-Belin Education Foundation  
Dr. James M. Cregg & Mrs. Jeannie M. Cregg  
Greg & Cindy Dewey  
Donors Trust, Inc.  
Ellis-Leland Family Foundation  
Robert & Bette Finnigan  
David Galas & Diane Isonaka  
John & Christie Glanville  
Guidant Foundation  
Alice S. Huang, PhD  
Alice T. Kane  
Lester J. Kaplan  
Koret Foundation  
The Little River Foundation  
Alan Mendelson  
Alfred C. Munger Foundation  
Charles T. Munger  
George L. Ohrstrom, Jr.  
Donald O'Neal  
Orange County Technology Action Network  
Arzu & Jim Osborne  
Rathmann Family Foundation  
The Rockefeller Foundation  
Salesforce.com Foundation  
James Schaeffer  
Van & B. J. Skilling  
Mark Stevenson  
Alex Suh  
Daniel & Dianne Vapnek  
The Sue Ann & John L. Weinberg Foundation  
Lilian Wu

## AMBASSADOR'S CIRCLE

Christoph Adami & Taylor Kelsaw  
Aetna Foundation, Inc.  
Amylin Pharmaceuticals, Inc.  
Herbert & Grace Boyer  
Magalen O. Bryant  
Bonnie Busenberg & Tom Helliwell  
Coopers & Lybrand LLP  
Matt & Kathy Croughan  
Adam Gross & Rebecca Ebin  
Ross & Deborah Grossman  
Hughes Electronics  
Ionian Technologies, Inc.  
Mary Camou Jensen  
John E. Kolb  
Merck & Co., Inc.  
Kenneth Livak  
NTD Architects  
Pasadena Entretec  
David E.I. Pyott  
Klari Reis  
The Rio Hondo Foundation  
Lou & Maura Rosso  
Lowell E. Sears  
Brandon & Merlene Singleton  
Barbara & Barry Zemel

## Corporate Residency Postdoc Program Successfully Launched

Sanjay Kumar is just the kind of student that KGI had in mind when it established the Corporate Postdoctoral Residency Program. An extension of KGI's successful Postdoctoral Professional Masters (PPM) in Bioscience Management, the corporate residency version of PPM began in summer 2011 in partnership with Life Technologies, and is designed for researchers such as Kumar, who have a PhD in science or technology and are seeking corporate experience.



SANJAY KUMAR

Kumar, who earned his doctorate from Roswell Park Cancer Institute and conducted postdoctoral research at Caltech in cellular and molecular biology, jumped at the chance to enroll in the corporate residency PPM after learning about it from KGI trustee Arthur Riggs, PhD.

"It sounded like a dream come true," said Kumar, whose long-term goals are to keep his scientific abilities honed while working within industry to develop new technologies.

The corporate residency PPM consists of:

- A summer internship in the laboratory of a senior investigator at Life Technologies
- Nine months of schooling at KGI that help PhDs acquire the business and management skills needed to pursue industry-oriented R&D or management careers
- A one-year residency program at Life Technologies upon completion of the PPM degree

KGI established the PPM program because only 30% of doctoral or postdoctoral graduates find faculty jobs, according to Steven Casper, PhD, the Henry E. Riggs Professor of Management and director of the PPM program. Many jobs in the life sciences are found in industry, but students are not taught the ins and outs of corporate life while in school.

"This program fits in well with KGI's mission to train scientists to successfully gain employment in industry," said Casper, adding that the corporate experience and networking opportunity afforded through the corporate residency PPM "is unsurpassed for postdoctoral researchers interested in opportunities in the life sciences industry."

According to Kumar, who has completed the first part of the program and is now pursuing his PPM degree, the only downside he has found so far is that his summer internship at Life Technologies was not long enough.

"It was a wonderful experience," he said. "The people at Life Tech were so nice and professional that they ensured I fit right in from the first day."

Kumar acknowledged that his current academic studies at KGI are "intense," but he is nonetheless enjoying them, saying, "I have already learned so much."

Nigel Beard, head of global R&D operations in Life Technologies' Global Science & Innovation Office, said his company was "very excited" to help launch the new program. He added that the company has had a longstanding relationship with KGI and has sponsored numerous Team Masters Projects (TMPs) for the school's professional students.

"This program fits in well with KGI's mission to train scientists to successfully gain employment in industry."

"KGI can provide these researchers with advanced scientific training, and Life Technologies can show them what it takes to be an industrial scientist," Beard said.

Life Technologies is a global biotechnology tools company headquartered in Carlsbad, California. Its customers work across the biological spectrum, from personalized medicine to regenerative science, molecular diagnostics, agricultural and environmental research and 21st century forensics.

## TMP Program Honors Returning Corporate Sponsors

Corporate sponsors of the Team Masters Project (TMP) program now have the opportunity to increase their visibility on the Keck Graduate Institute campus through a new recognition program that rewards their continuing support. Companies that commit to consecutive years of sponsorship can customize a TMP meeting room with their corporate identity.

“This new recognition program is just another way to show KGI’s appreciation for our TMP sponsors, especially those who return year after year to support our students,” said Diana Bartlett, assistant vice president and director of corporate partnerships. “The company’s logo appears on its TMP room, strengthening the bond between sponsor and team. It also will present a continuous reminder to KGI faculty, staff, students and visitors about the company, its values and reputation.”

The TMP program has grown dramatically in both sophistication and size since it was established in 2001. The number of TMPs each year has more than doubled over the past decade, with six or seven in the early years to 18 teams today.

What hasn’t changed is the competitive advantage TMP provides to both students and sponsoring companies.

“The programs at KGI are ideal for developing scientists who have an understanding of business. Through the TMP, we have access to a group of bright young creative students who

“The programs at KGI are ideal for developing scientists who have an understanding of business. Through the TMP, we have access to a group of bright young creative students who can take a fresh look at a project.”

can take a fresh look at a project,” said James F. Widergren, a KGI trustee and senior vice president of global customer operations at Beckman Coulter, Inc., which has sponsored nine TMPs through the years.



*KGI students meet in their TMP room featuring the logo of the team’s corporate sponsor*

Another benefit is the TMP’s value as a recruiting tool. “We have the chance to meet, work with and evaluate students,” he added. “And there’s an altruistic side. We feel it’s important to give back to the community and the educational system—particularly to strengthen the life sciences industry, whether these students go on to work for us or someone else.”

TMPs are equally valuable to students. Khushnuma Bhesania, president of KGI’s student body during 2010-2011, noted: “It’s unlikely I will ever have a chance again in my life to choose from more than a dozen of

the top life sciences companies and say, ‘I want to be on this project.’ It’s a unique opportunity.”

KGI differs from most other institutions with experiential capstone programs in that a TMP is required rather than optional. At a full academic year, it also has a longer duration—many of the others are only a semester long—and it is fully integrated into the curriculum.

“At KGI, one day a week is set aside for TMP, ensuring sufficient time is available to devote to the project,” Bartlett said.

“The fact that these companies come to KGI and seek support from our students and faculty when they could go to a consulting company instead is really impressive,” Bhesania said. “The problem you’re solving for them is a real one. The company is banking on you for that data and those results. It makes it very worthwhile.”

## ADVISORY COUNCIL

The KGI Advisory Council provides industry insight, marketplace feedback, and support for KGI's corporate outreach. The council includes leaders from biotech, pharmaceutical, medical device, service, and bio companies.

**David Adelman**

General Manager, Advanced Monitoring, Edwards Lifesciences

**Robert Baltera**

CEO, Amira Pharmaceuticals

**Randy Berholtz**

Executive Vice President, General Counsel and Secretary, Apricus Biosciences, Inc.

**Sean Caffey**

Co-Founder, Chairman & CEO, Minipumps LLC and Replenish, Inc.

**Linda Castle**

Research Director, Pioneer Hi-Bred, Inc.

**Raymond W. Cohen**

CEO, Vessix Vascular, Inc.

**Stephen G. Daggett**

Director, Product Support R & D, Ortho-Clinical Diagnostics

**Catherine Farrell**

US Business Development Executive, Epistem

**David Flores**

President and CEO, BioCentury

**Weaver H. Gaines**

Director, Florida Research Consortium

**Sean R. Gallagher**

Vice President, Chief Technology Officer, UVP Incorporated

**Chris Garabedian**

President and Chief Executive Officer, Avi Biopharma

**John D. Gerace**

Vice President & General Manager, PCR Systems Business Unit, Life Technologies

**Paul Grint**

President, Ceraxa, Inc.

**Ross A. Grossman**

Vice President, Human Resources, Regeneron Pharmaceuticals

**Kenneth Gruys**

Science Fellow, Monsanto Co.

**Richard Hamilton**

President and Chief Executive Officer, Ceres

**Kevin Harley**

Vice President Human Resources, Illumina

**Allan Harris**

Director Corporate Strategic Planning, Beckman Coulter, Inc.

**Dennis Huang**

Vice President, Biologics Manufacturing and Development, Allergan

**Mark Jasek**

Director, Global Scientific Market Affairs, Alcon Research Ltd.

**Matthew Jenusaitis**

President & CEO of OCTANE

**Vanessa King**

Vice President, Business Development, deCODE

**Thomas G. Klopock**

Executive Consultant in Medical Devices

**Kenneth James Livak**

Senior Scientific Fellow, Fluidigm Corp.

**Brenda Mann**

Co-Founder & Chief Operating Officer, Bioengineering, SentrX Animal Care

**Roger Marchetti**

Executive Vice President, Human Resources, CareFusion Corporation

**Stephen J. McCormack**

Chief Executive Officer, Exela

**Alan M. Mendelson**

Founder and General Partner, Axiom Venture Partners

**Tony Page**

Managing Director, xIQ

**Lyle Peschek**

National Biotech Sales Manager, NovaBiomedical

**Kal Ramnarayan**

Founder, President and Chief Scientific Officer, Sapient Discovery

**J. David Rozzell**

President & CEO, Solidus Biosciences

**Tony Russo**

Cofounder and Chief Executive Officer, Russo Partners

**George M. Savage, MD**

Co-Founder, Chief Medical Officer, Proteus



*Advisory Council member Kevin Harley*

**James Schaeffer**  
Executive Director of Licensing &  
External Research-West Coast, Merck

**Randy Schatzman**  
Co-Founder, President and Chief Executive  
Officer, Alder Pharmaceuticals, Inc.

**Steve Shire**  
Staff Scientist and Group Leader in the  
Late Stage Pharmaceutical and Device  
Development Department, Genentech

**Harmeet Sidhu**  
Chief Scientific Officer, OxThera

**Alex Suh**  
Managing Director, California  
Technology Ventures LLC

**Brian Sullivan**  
Product Development Team  
Leader, ICX Agentase

**James D. Talton**  
Co-founder, President and  
CEO, Nanotherapeutics

**J. Russell Teagarden**  
Vice President, Clinical Practices &  
Therapeutics, Medco Health Solutions, Inc.

**Robert Tenerowicz**  
Vice President of Operations, XOMA

**Gino van Heeke**  
Executive Director, Novartis Institutes  
for BioMedical Research

**Joseph J. Villafranca**  
Sr. VP, Life Sciences-Business Development  
Strategic Operating Unit, Tunnell Consulting

**David Whiteley**  
Vice President, Global Clinical  
Operations, Amgen

**James A. Wilkins**  
President, Sensorin

**Stephen Zweig**  
President & CEO, Clinisense

#### ADVISORS EMERITI

**Bruce Alberts**  
Professor, University of  
California, San Francisco

**Gary Augusta**  
Consultant

**Luis J. Berga**  
Chief Executive Officer, Luis  
Berga & Associates



*MBS student Laura Wilson explains her summer internship poster to  
Advisory Council member David Rozzell*

**Rolando Brawer**  
Director, Business Development &  
Licensing, Life Technologies

**Alexander M. Capron**  
University Professor of Law and Medicine,  
Pacific Center for Health Policy and Ethics

**Shu Chien**  
Professor and Director, Whitaker  
Institute of Biomedical Engineering,  
University of California at San Diego

**T. (Teo) Forcht Dag, MD**  
Partner, HLM Venture Partners

**Larry Gold**  
Founder, Chief Executive Officer and  
Chairman of the Board, SomaLogic

**BJ Hull**  
Site Director (retired), Gilead Sciences, Inc.

**Robert L. Jones**  
Vice President, Human  
Resources, CancerVax

**Vaughn M. Kailian**  
Vice Chairperson, Head of Commercial  
Operations and Therapeutic Franchises  
(retired), Millennium Pharmaceuticals

**Gail Maderis**  
President, Bay Bio

**Alfred E. Mann**  
Chairman and Chief Executive  
Officer, Advanced Bionics

**Michael A. Mussallem**  
Chairman and Chief Executive  
Officer, Edwards Lifesciences

**Stephen D. O'Connor**  
Chief Executive Officer, Nanostream

**Joseph D. Panetta**  
President and Chief Executive  
Officer, BIOCUM

**John B. Rogers**  
President and Chief Executive  
Officer, EcoArray

**David Sadava**  
Pritzker Family Foundation Professor  
of Biology, Joint Science Department,  
The Claremont Colleges

**Thomas P. Stagnaro**  
President and Chief Executive Officer,  
Americas Biotech Distributor

**Daniel Vapnek**  
Founding Senior Vice President of  
Research (Retired), Amgen

**J. Craig Venter**  
President, The Center for the  
Advancement of Genomics

**Bradley Wigglesworth**  
Site Manager (retired), Gilead

**Rick Winningham**  
CEO, Theravance

## Science Heritage Center Showcases Revolutionary Instruments

Keck Graduate Institute unveiled its new Science Heritage Center in 2010-2011, featuring inventions that revolutionized the bioscience and diagnostic industries.

The collection, on loan from Beckman Coulter, Inc., showcases inventors Arnold Beckman and Wallace Coulter, who were pioneers in the development of analytical instruments.

“We probably have the best display of Beckman Coulter historical instruments in the world,” said James Osborne, PhD, the Robert E. Finnigan professor and director of the Center for Biomarker Research, who was instrumental in bringing the display to KGI.



*James Osborne, Jack Wareham, Dennis Wilson, Jim Glover and Lou Rosso*

Beckman Coulter officials had an opportunity to view the Science Heritage Center during a dinner in June that KGI hosted for retired Beckman Coulter vice presidents. Osborne, who previously worked for Beckman Coulter, said the dinner was like a mini-reunion.

“They loved the display,” Osborne said. “This is part of their careers; they helped develop, market and commercialize a lot of these instruments during their tenure at Beckman Coulter Inc. These items are very personal to these retired executives.”

Beckman Coulter has been a strong supporter of KGI and its students, according to Osborne. The company has

funded eight Team Masters Projects and donated laboratory equipment over the years.

In addition to the equipment, Beckman Coulter provided the cabinets for the Science Heritage Center, along with a series of colorful scientific posters to complement the exhibit by illustrating bioscience breakthroughs that facilitated advances in the detection and prevention of disease.

“Students actually get to follow the career of someone in the life sciences industry who essentially changed the landscape many times by changing the way analyses were performed as well as automating the process,” Osborne said. “It puts a touch of realism into the coursework we have here at KGI.”

The exhibit, arranged in chronological order, begins with the pH Meter invented by Beckman in 1935 to determine the acidity of lemon juice. The Beckman pH meter, which sparked a chemical revolution, was designated a National Historical Chemical Landmark by the American Chemical Society in 2004.

Among the many instruments in the exhibit are:

- The DU Spectrophotometer, which revolutionized laboratory testing by reducing the time needed to determine the chemical makeup of solutions and substances from weeks to minutes.
- The DNA Sequencer, which is the primary technology used to sequence the human genome.
- The First Automated Blood Cell Counter, which increased the speed, convenience and accuracy of counting blood cells over the prevailing method of using a microscope and hand counter. Today, more than 95% of all blood cell counters are based on the Coulter Principle.

Eventually, Osborne wants to add interactive video and audio to the exhibit to help viewers better understand the importance and impact of the various displays. He would like to see high school students and college undergraduates tour the exhibit in hopes of sparking their interest in translating advances in life science into innovative commercial products. Meanwhile, he is encouraging other companies to showcase their inventions as well in the Science Heritage Center.

“Students actually get to follow the career of someone in the life sciences industry who essentially changed the landscape many times by changing the way analyses were performed as well as automating the process,” Osborne said. “It puts a touch of realism into the coursework we have here at KGI.”

## Faculty 2010-2011

Faculty members come to KGI from well-established academic positions and successful biotechnology companies. They combine impressive university credentials with a keen awareness of the industry's latest developments to bring new ideas and innovations into their classrooms and labs.

### **Christoph Adami, PhD**

Professor: Computational and Evolutionary Biology, Bioinformatics, Artificial Life, Neural Systems

### **Craig Adams, PhD**

Research Associate Professor; Director, Team Masters Project; Assistant Director, Center for Biomarker Research

### **Luann Bangsund, PhD**

Professor of Practice; Director, Master of Bioscience Program: Firm Valuation, Private Equity, New Venture Finance

### **Gail D. Baura, PhD**

Professor: Bioengineering, Machine Learning, Medical Devices, Engineering Ethics

### **Daniel T. Byrd, PhD**

Assistant Professor: Strategic Management, Social Network Analysis and Diffusion of Innovations

### **Steven Casper, PhD**

Henry E. Riggs Professor of Management: Marketing Assessment, Biotechnology Clusters, Corporate Governance

### **James M. Cregg, PhD**

Research Professor: Recombinant Proteins, *Pichia pastoris*, Gene Expression, Peroxisome Biogenesis

### **Matthew S. Croughan, PhD**

George B. and Joy Rathmann Professor; Director, Amgen Bioprocessing Center: Bioprocessing, Pharmaceutical Manufacturing

### **David J. Galas, PhD**

Research Professor: Nucleic Acid Analysis Technologies, Genetics and Functional Genomics, Biological Networks

### **Nancy Lam, PhD**

Assistant Professor; Management and Organizational Behavior

### **Angelika B. Niemz, PhD**

Arnold and Mabel Beckman Professor, Director of Research: Medical Diagnostics, Self-assembly and Molecular Recognition in Biological and Man-made Systems

### **James C. Osborne, PhD**

Robert E. Finnigan Professor of Applied Life Sciences; Director, Center for Biomarker Research: Protein Biophysical Chemistry, Protein Structure and Function, Diagnostic Applications, Lab Automation

### **M. Ian Phillips, PhD**

Norris Professor of Applied Life Sciences; Director, Center for Rare Disease Therapies: Biology of Stem Cells, Gene Regulatory Networks, Rare Diseases

### **Animesh Ray, PhD**

Professor; Director, PhD Program and Center for Network Studies: Gene Function, Gene Regulatory Networks, DNA Repair, Gene Targeting, DNA Computing, Systems Biology

### **Molly B. Schmid, PhD**

Professor and Entrepreneur-in-Residence: Antimicrobial Drug Discovery, Antibiotics, High Throughput Screening, Microbial Genomics, Animal Models of Infection

### **Steve Sommer, MD, PhD**

Research Professor: Mutation Expert-based Diagnosis and Personalized Medicine, Genetic Predisposition to Neuropsychiatric Illnesses, and Spontaneous Mutagenesis and its Relation to Cancer and Other Diseases

### **Sheldon M. Schuster, PhD**

President and Professor: Mechanisms of Enzyme Action, DNA-Protein Biosensors, Role of Mycoplasma in Cancer

### **James D. Sterling, PhD**

Sidney J. Weinberg, Jr. Professor of Applied Life Sciences, VP for Academic Affairs and Dean Faculty: Microfluidics, Microfabrication, Laboratory Automation, Biochips, Biosensors, Biotransport, Systems Modeling, Flow Cytometry

## ADJUNCT AND VISITING FACULTY

### **Phil Barnett, PhD**

California Institute of Technology  
Jet Propulsion Laboratory (Retired)

### **Diana Bartlett**

Director  
Corporate Partnerships, KGI

### **Randy Berholtz, JD**

Attorney in Private Practice  
KGI Advisory Council

### **Ashish Bhan**

Instructor

### **Tathagata Dasgupta, PhD**

Partner and EVP  
Xavor Corporation

### **Larry Grill, PhD**

Professor  
Pitzer College

### **Gerard Jensen, PhD**

Director of Development and Technical Services, Gilead Sciences

### **Rick Johnston, PhD**

Director, Center for Biopharmaceutical Operations  
University of California, Berkeley

### **Brian Keeley, PhD**

Professor of Philosophy  
Pitzer College

### **David Margolese, PhD**

Venture Advisor

### **John Milton, MD, PhD**

Professor of Biology  
William R. Kenan Jr. Professor of Computational Neuroscience  
Joint Science Department, The Claremont Colleges

### **Eric Morfin**

Founder  
BioPharmaPM

### **Alan F. Rothfeld, MD**

Keck School of Medicine  
University of Southern California

### **David E. Sadava, PhD**

Pritzker Family Foundation Professor of Biology, Joint Science Department, The Claremont Colleges, Emeritus

### **David Slade, PhD**

Visiting Assistant Professor of Chemistry  
Joint Science Department  
W. M. Keck Science Center

### **David Vetterlein, PhD**

Principal Consultant  
Alliance BioProcess Consulting

### **Steven Youra, PhD**

Writing Program, Humanities Division  
California Institute of Technology

## PROFESSORS-AT-LARGE

### **Michael S. Waterman, PhD**

Professor of Biological Sciences, Mathematics, Computer Science  
University of Southern California

### **Susan R. Wessler, PhD**

Distinguished Professor of Genetics  
UC Riverside

## Profiting from the Nonprofit Experience



PRATYUSHA GHOSHAL



JOE HEAD

Each summer several Keck Graduate Institute students benefit from a unique opportunity for paid internships with government and nonprofit agencies, thanks to a grant from the Fletcher Jones Foundation. With placement in such organizations as the Food & Drug Administration (FDA), the National Organization for Rare Disorders (NORD) and City of Hope, KGI's Fletcher Jones Scholars gain field experience while exploring potential career options.

"The internship provided me with invaluable experience seeing the pharmaceutical industry from the patient's perspective," said Joe Head, a Master of Bioscience (MBS) student who served at NORD as a medical writer and life sciences intern. "NORD effectively bridges the gap between patients, support organizations and drug manufacturers to alleviate the unnecessary burdens placed on already struggling individuals. The internship made it clear to me that there is more to decisions than just the bottom line."

MBS student Pratyusha Ghoshal also interned at NORD, with the Membership and Organizational Strategy and the Patient Services and Information Technology departments, where she developed a database to aid the staff in serving those suffering from rare diseases.

"This internship was a very professionally enriching experience for me," she said. "I was able to work closely with the senior members of the organization, learn about the way a nonprofit organization is run and explore new areas of knowledge."

For MBS student Hrishikesh Thakur, who spent his summer at City of Hope, the internship gave him an opportunity to observe—and actively support—a vibrant technology transfer team.

"I helped the department write 17 market disclosures and helped them identify and market some of their technologies to industry," he said. "This experience helped me understand the workings of a technology transfer office with regard to valuation and marketing of technologies, which ties in to my ambition of being in business development."

In addition to the professional experience, the students also valued the opportunity to have a meaningful impact on society.

"KGI and the Fletcher Jones Foundation have provided students with a great platform to create a difference in the lives of others through our work with nonprofits," said Abhishek Chandiramani, an MBS student who interned at City of Hope as a licensing and marketing assistant in the Technology Licensing office. Among his projects, he helped two scientists develop a business case for a breakthrough project that identifies and addresses the psychosocial needs of cancer patients.

Fletcher Jones Scholars also can testify that their internships yield value long after they end.

Sonali Talele (MBS '10), who interned with the FDA Office of Orphan Products Development (OOPD) in 2009, said the experience "helped create a foundation on which I based my future career goals to work in the clinical/regulatory field." At OOPD Talele assisted on a project that involved tracing and analyzing the trends of approvals for rare disease treatments over time.

The Fletcher Jones Foundation established the Fletcher Jones Foundation Endowed Scholarship Fund at KGI in 2007 with a \$125,000 grant, with a follow-on grant of \$500,000 in 2010.

Established in 1969 by Fletcher Jones, co-founder of Computer Sciences Corporation, a global business technology firm, the foundation is governed by an independent board of trustees, and its primary mission is the support of private colleges and universities in California.

## ▶ Corporations and Foundations

Corporations and foundations annually support KGI with gifts for special programs or investments in the future to establish a permanent endowment. The following supporters contributed to KGI during FY 2010-2011.



LINDA AND DENNIS FENTON



MARSH A. COOPER

Aetna Foundation, Inc.  
Amgen Foundation  
Ann Peppers Foundation  
Astellas USA Foundation  
AT&T Foundation  
Baltimore Family Fund  
Beckman Coulter Foundation  
Beckman Coulter, Inc.  
Cole-Belin Education Foundation  
Cornelius Family Foundation  
Donors Trust Inc.  
Fidelity Investments Charitable Gift Fund  
Fletcher Jones Foundation  
Genentech Foundation  
Gilead Sciences, Inc.  
Investors Life Insurance Corporation  
John and Sandra Leland Foundation  
John Baldeschwieler & Marlene  
Konnar Foundation

Kenneth T. and Eileen L. Norris Foundation  
Nutek Mercantile, Inc.  
Oracle Corporation Matching Gifts Program  
Pfizer Inc.  
Pioneer Hi-Bred International, Inc.  
Ralph M. Parsons Foundation  
Rockefeller Foundation  
Rockwell Collins Matching Gift Program  
Rose Hills Foundation  
San Diego Foundation  
Sidney J. Weinberg, Jr. Foundation  
Steve and Bonnie Anderson Gift Foundation  
US Charitable Gift Fund  
W. M. Keck Foundation

## SUPPORTERS

### Fellowships and Professorships

The following contributors made gifts to establish endowments, significant fellowships, or special programs that benefited KGI in 2010-2011.

**Ann Peppers Foundation**  
Ann Peppers Foundation  
Endowed Fellowship Fund

**Daniel Bradbury**  
Bradbury Endowed  
Fellowship Fund

**Bristol-Myers Squibb Foundation**  
Bristol-Myers Squibb Foundations  
Founders Circle Fellowship

**Catherine Burzik**  
Catherine and Francis Burzik  
Founders Circle Fellowship

**Tony Caracciolo**  
Anthony and Hallie Caracciolo  
Founders Circle Fellowship

**Marsh A. Cooper**  
Marsh A. Cooper Founders  
Circle Fellowship

**Robert and Winifred Curry**  
Robert and Winifred Curry  
Founders Circle Fellowship

**Dennis and Linda Fenton**  
Dennis and Linda Fenton  
Founders Circle Fellowship

**Fletcher Jones Foundation**  
Fletcher Jones Endowed  
Fellowship Fund

**H. Victor Hansen**  
Hansen Endowed Fellowship Fund

**Thomas Lee**  
Thomas H. Lee  
Founders Circle Fellowship

**Arthur D. Riggs**  
Riggs City of Hope Fellowship

**Hank and Gayle Riggs**  
Riggs/Carson Endowed  
Fellowship Fund

**Rose Hills Foundation**  
Rose Hills Foundation Science  
and Engineering Fellowship

**Sidney J. Weinberg Jr. Foundation**  
Sidney J. Weinberg Jr. Foundation  
Endowed Fellowship Matching Challenge

### Alumni Board

Comprised of KGI graduate volunteers, the Alumni Board meets three times a year to discuss matters of importance to the alumni community, while working to increase networking opportunities for alumni, help develop KGI's curriculum and assist with student recruitment.

**Padma Arunachalam (MBS '05)**  
Consultant & Chief  
Pioneer Hybrid

**Matt Grunseth (MBS '08)**  
Manager of Technology Licensing  
City of Hope

**Hutch Humphreys (MBS '03)**  
Associate Director, Regulatory Affairs  
Therapeutics, Inc.

**Aanchal Kamra (MBS '09)**  
Program Coordinator, Prostate  
Cancer Program  
City of Hope

**Madhu Lal (MBS '04)**  
Postdoctoral Fellow  
National Institute on Aging

**Darren Leva (MBS '05)\***  
Manager, Business Development  
Althea Technology

**Ryan Peeler (MBS '07)**  
Project Manager  
Lnx Research

**Ravneesh Sachdev (MBS '06)**  
Senior Manager, Corporate Development  
Onyx Pharmaceuticals

**Garry Seid (MBS '03)**  
Project Manager  
Amgen, Inc.

**Louis Shamel (MBS '09)**  
M&A Associate  
Life Technologies

**Nicole Sindy (MBS '09)**  
Clinical Research Associate  
Veracyte, Inc.

**Thomas Storey (MBS '03)**  
Manager, Business Development  
Amgen, Inc.

\*Board President

# Financial Statements

## STATEMENTS OF FINANCIAL POSITION

### ASSETS

Cash and cash equivalents	\$26,947	\$139,770
Accounts receivable	449,166	514,745
Prepaid expenses and deposits	821,460	388,796
Contributions receivable	3,238,484	5,623,383
Funds held in trust for others	134,182	126,682
Investments	45,433,492	40,225,682
Building investment, net	5,163,094	5,358,604
Buildings and equipment, net	12,093,890	12,403,428
<b>Total assets</b>	<b>\$67,360,715</b>	<b>\$64,781,090</b>

### LIABILITIES

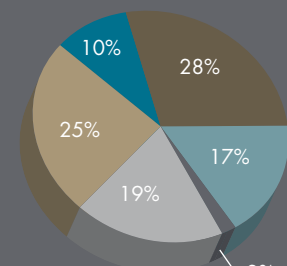
Accounts payable and accrued liabilities	\$1,489,182	\$1,319,719
Deposits and deferred revenues	120,709	124,390
Bonds payable and capital lease obligations	8,791,180	9,124,000
<b>Total liabilities</b>	<b>10,401,071</b>	<b>10,568,109</b>

### NET ASSETS

Unrestricted	19,728,027	19,571,479
Temporarily restricted	7,918,826	5,850,054
Permanently restricted	29,312,791	28,791,448
<b>Total net assets</b>	<b>56,959,644</b>	<b>54,212,981</b>
<b>Total liabilities and net assets</b>	<b>\$67,360,715</b>	<b>\$64,781,090</b>

## SOURCE OF FUNDS

6/30/11



- Tuition and fees – 28%
- Private gifts and grants – 17%
- Private contracts – 2%
- Federal grants and contracts – 19%
- Investment income – 25%
- Other revenues – 10%

## STATEMENTS OF ACTIVITIES

### REVENUES

Tuition and fees (net of tuition discount)	\$2,481,295	\$2,011,300
Private gifts and grants	1,483,083	3,821,383
Private contracts	185,547	365,976
Federal grants and contracts	1,743,677	1,639,057
Investment income	2,225,945	1,995,296
Other revenues	853,059	769,980
<b>Total revenues</b>	<b>8,972,606</b>	<b>10,602,992</b>

### EXPENSES

Instruction	3,480,362	3,435,217
Research	2,604,096	2,903,457
Academic support	1,883,743	1,655,897
Student services	1,506,736	1,377,337
Institutional support	4,410,886	4,084,735
<b>Total expenses</b>	<b>13,885,823</b>	<b>13,456,643</b>

Deficiencies of revenues over expenses **(4,913,217)** **(2,853,651)**

### OTHER CHANGES IN NET ASSETS

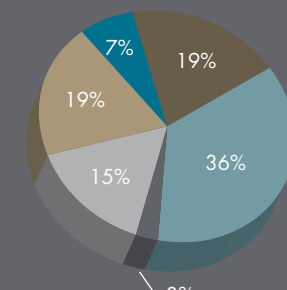
Actuarial adjustment	(1,139)	5,479
Adjustments to contributions receivable	0	(10,000)
Realized and unrealized investment gains, net	7,678,933	2,711,700
Loss on disposal of equipment	(17,914)	(35,578)
<b>Total other changes in net assets</b>	<b>7,659,880</b>	<b>2,671,601</b>

NET ASSETS - BEGINNING OF YEAR 54,212,981 54,395,031

NET ASSETS - END OF YEAR **\$56,959,644** **\$54,212,981**

## SOURCE OF FUNDS

6/30/10



- Tuition and fees – 19%
- Private gifts and grants – 36%
- Private contracts – 3%
- Federal grants and contracts – 15%
- Investment income – 19%
- Other revenues – 7%



KECK GRADUATE INSTITUTE  
*of Applied Life Sciences*

535 Watson Drive  
Claremont, CA 91711  
909.607.7855  
[www.kgi.edu](http://www.kgi.edu)