



FY2018 | Annual Report



A YEAR OF

IMPACT

Mission

A distinctive community of scholars, researchers, practitioners, and advocates, Maryland University of Integrative Health promotes whole person, relationship-centered healthcare. Through discovery and exploration, we deliver progressive educational programs, advance innovative clinical models, build mutually beneficial partnerships, and provide opportunities for fulfilling careers.

Vision

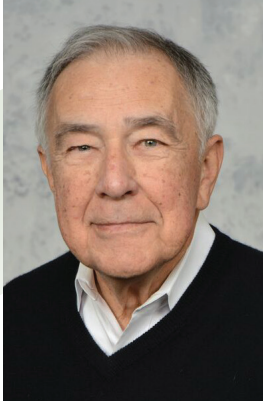
Serving as a leader in the global transformation of health and wellness, we integrate healing traditions and contemporary science, acknowledge the wisdom of the body and nature as a teacher, and focus on the interconnection of mind, body, and spirit. Our work enables people to thrive through the cycles of life.



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| From our Board Chairman

Members of the Maryland University of Integrative Health (MUIH) Board of Trustees bring a wide range of expertise in healthcare, research, teaching, law, and organizational leadership to MUIH's mission of advancing the science and practice of integrative health.

Here at MUIH our commitments are to educate, heal, support, and collaborate. You can count on us to consistently deliver on these promises. We care for patients and clients in our campus Natural Care Center where we offer integrative health treatment and consultations. Our practitioners include licensed and certified professionals, as well as supervised student interns.

Being a "healing presence" is an element that is essential to everything we do. We take our values-driven philosophy seriously, and our foundational principles are front-and-center in everything we do. We strongly believe in the power of relationships to heal. Our students are assessed on their ability to develop this healing presence, which includes elements of empathy, self-reflection, and mindfulness. We also strive to use this healing presence in meetings with our partners, and in interactions with our community. We respect the role of allopathic medicine and prepare our students to work side-by-side with healthcare providers from all disciplines.

We believe in the power of community as a fundamental part of the MUIH campus and virtual experience. Just as a patient and practitioner form a mutually rewarding relationship on the path toward healing, our faculty and students learn from each other and develop lasting bonds that support a sense of interconnection and unity. The Board carries out its responsibilities in a manner that strengthens the MUIH community.

If you are ready to be part of the movement toward wellness and an advocate of whole person, relationship-centered healing, we invite you to join us.

We are on a fulfilling, meaningful, and exciting adventure to shift the landscape of healthcare and your contributions are most welcome.

Jim Truby
Board Chairman



A YEAR OF IMPACT



From our President & CEO

It is an exciting time to be in the health and wellness field. The growing demand for integrative healthcare services are increasingly reflected in how practitioners and healthcare providers operate, and how healthcare services are being delivered. With this rapid evolution comes opportunities, and also challenges.

MUIH has built a strong reputation for offering high-quality and progressive educational programs that draw from traditional wisdom and contemporary science. Today, more than ever, we are working to position MUIH to take advantage of the growing importance integrative health and wellness plays in our world. The initiatives you will read about in this report are aimed at this goal.

In a rapidly changing industry, we are strategically investing to build our community like never before. We strengthened our program offerings and recruitment strategies in 2018, resulting in a revitalized interest in our academic programs. We enriched our program delivery by developing comprehensive university learning outcomes and formalizing the healing presence curriculum. We invested in new technologies like Salesforce and Microsoft Office 365. We enhanced our communications and outreach efforts through award-winning marketing materials. We added new services and benefits to enhance the student experience. We furthered our commitment to diversity and inclusion throughout our community, and through our outreach and hiring practices. And we increased our commitment to giving back by reestablishing our annual fundraising campaign and through other initiatives delivered by the on-campus Natural Care Center.

Looking back on 2018, so many moments served as vivid reminders of the amazing power our community has as a collective force to bring about positive change in the science and practice of healthcare. Over the last year, MUIH has strengthened its position as a mission-driven institution based firmly in its foundational principles. All of us commit, individually and collectively, to using these principles to guide our behavior, inform our decisions, and shape our preferred future.

A handwritten signature in black ink, reading "St Combs". The signature is fluid and cursive, with the first letters of the first and last names being capitalized.

Steven C. Combs, Ph.D.
President & CEO

Action #1:

Successfully Launch the Naturopathic Doctorate Program in Fall 2018

In 2017, MUIH announced its plans to establish a School of Naturopathic Medicine. The School was positioned to be the first in the mid-Atlantic region, and one of only a handful of naturopathic doctor (ND) schools in the nation that operate within a regionally accredited university.



PROGRAM DEVELOPMENT

The Academic Affairs team began a rigorous coursework development process, including a Science Boot Camp program. They also began recruiting expert faculty and applied for candidacy status to achieve Council on Naturopathic Medical Education (CNME) Accreditation in August 2017. The Natural Care Center (NCC) developed over-arching academic standards for clinical, internship, and practicum courses, and a marketing initiative was launched to build a patient base for student interns.

ENROLLING STUDENTS

The Advancement and Enrollment Management teams launched comprehensive marketing and recruitment plans to recruit students. The plans targeted strategic partnership opportunities and underrepresented populations, and included tactics such as online marketing, print marketing, recruitment events, webinars, lectures, information sessions, open houses, national conferences, and community outreach initiatives.

FINANCE AND INFRASTRUCTURE

The Finance Department began exploration of facility capacity, including options to rent or build temporary units, and evaluation of feasibility to house the program within MUIH's current building. The department also explored public-private partnership construction options, and developed implementation plans for the various facility options.

The team at the Natural Care Center conducted a thorough physical analysis of the NCC to identify renovations required to support the learning and training needs of the ND program. A new Electronic Health Record (EHR) system was implemented to support technology needs of the student interns.

ASSESSMENT AND OUTCOME

The enrollment goal for the ND program was to enroll 40 new students by the Fall 2018 trimester. In May 2018, after a thorough assessment of enrollment trends and other aspects of the program's

development, it was determined that significant work remained to prepare the institution to support such a comprehensive program that meets University standards. This work touched upon the infrastructure, policies, and practices of many parts of the University. Additionally, an environmental analysis indicated that ND enrollments at other institutions dropped significantly since MUIH's decision to open the School of Naturopathic Medicine, and that the program success that was initially envisioned was unlikely to be realized. As a result, while the University continues to analyze nationwide trends in ND programs, it was decided to focus attention and energy on the internal aspects of MUIH and to divest the commitment to a School of Naturopathic Medicine.

Action #2: Reverse the Decline in Total Enrollments from Fiscal Year 2016 to Fiscal Year 2017

The second item of the 2018 Action Plan was to reverse the previous year's decline in enrollment. In order to achieve this goal, an analysis of the student experience, from awareness, to prospect, to enrolled student, was conducted and a comprehensive strategy was developed and implemented.

MARKETING AND OUTREACH

In August 2017, the Advancement team launched a critical review of existing marketing activities. From this assessment, the team developed an innovative new strategy to attract students that was also designed to promote collaboration and improve flow between departments. The centerpiece of the plan was the "Explore MUIH" campaign, a collection of traditional and digital marketing materials that vibrantly illustrate MUIH's distinctive ethos and support the journey of MUIH's adult learners from prospective student to alumni.

In addition to the "Explore MUIH" campaign, the Advancement team began the extensive process to redesign MUIH's website and microsites. Goals for the new website include improved functionality and access, and a more prominent focus on student recruitment and careers in integrative health.

The website redesign initiative began with a discovery process that included input from MUIH work groups and focus groups, as well as a review of best practices. RFPs were drafted and distributed, a thorough evaluation process was conducted, and a vendor was selected in the first half of 2018. The decision was made at the end of FY2018 to place the website redesign initiative on hold due to budgetary reasons, but plans have been developed and can be resumed when resources become available.

ENGAGING PROSPECTIVE STUDENTS

Throughout FY2018, the Admissions and Enrollment team implemented a data-informed and data-centric Strategic Enrollment Plan (SEP) that identified enrollment goals by program. The team collected and reviewed available data, and referenced Education Advisory Board (EAB) reports. The team also analyzed internal Customer Relationship Management (CRM) metrics to understand prospective student demographics, geographic distribution, and referral sources. CRM data was also utilized to measure and improve admissions staff productivity throughout the various touchpoints of the recruitment funnel. To measure and track results, a weekly dashboard report was created that includes key progress indicators (KPIs) for admissions goals. Identification and analysis of conversion rate data was emphasized, and is laying the groundwork for the creation of a predictive analytics model.

In order to maximize their efforts and effectively move students through each stage of the conversion process, the Admissions Team developed the MOREE APSS new qualification and new student interview process. MOREE APSS ensures that the team is fully compliant in how they structure calls and deliver information, and allows for thorough conversations and accurate notetaking.

To expand short-term recruitment activities, opportunities to conduct low-cost graduate fairs in strategic locales were identified. Geo-targeting and marketing leads heat mapping are also being utilized to focus on specific areas for recruitment.

STUDENT RETENTION AND SUPPORTING SUCCESS

To support the new enrollment goals, the Academics Team launched six new online academic programs enrolling in Fall 2018 and Spring 2019. By offering these programs in a flexible online format, MUIH is supporting the needs of today's busy and diverse student body.

The Academics Team has also established articulation agreements with other institutions to provide pathways for new student audiences. MUIH's new partners included the Foundation for Advanced Education in the Sciences, the American College of Healthcare Sciences, and the George Washington University. These agreements provide accelerated pathways to admission and advanced standing in select MUIH programs for graduates of these institutions.

MUIH strengthen its student retention efforts and supporting student success hiring a dedicated Retention, Student Success, and Disability Services Coordinator, and implementing a strategic student retention plan. MUIH is also pleased to have opened the Career Services Center. Under the supervision of the new Coordinator of Career Services, the Center offers career counseling and job search support. It also works closely with the academic programs to support external clinical, internship, and practicum placements.

Finally, the Academics Team has set out to establish a core curriculum that defines the heart of the MUIH academic experience. Based on existing cross-curricular themes such as healing presence, foundational scientific principles, research literacy, inter-professional education, and practice management, this common set of learning outcomes has been woven into all MUIH programs.

ASSESSMENT AND OUTCOME

MUIH is currently converting submitted applications into enrollments at a 6% higher rate than the University's previous best year, and have brought in a record number of new students for the Fall 2018 term.

90% ↑

MET THEIR EXPECTATIONS

Student satisfaction of the admissions process is also strong. In January 2018, an Admitted Student Survey was conducted by Enrollment Management Office. The goal of the survey was to identify whether communication between staff and prospective students is clear and the services provided are responsive to student needs. Survey respondents indicated that communication and services met their expectations (90% and above) in eight of ten inquiry statements.

	STATEMENT	Agree	Disagree	N/A	Total
Q3	My initial inquiry into MUIH was answered in a timely manner	n=58 92.1%	n=0 0.0%	n=5 7.9%	n=63 100%
Q4	I was treated with courtesy and professionalism in my interactions with the admissions and financial aid staff.	n=63 95.5%	n=1 1.5%	n=2 3.0%	n=66 100%
Q5	The frequency of contact from MUIH was appropriate	n=59 92.2%	n=2 3.1%	n=3 4.7%	n=64 100%
Q6	Information on the MUIH website is easy to find and organized.	n=50 91.0%	n=4 7.2%	n=1 1.8%	n=55 100%
Q7	The content of communications from MUIH was relevant to as a prospective student	n=57 95.0%	n=1 1.7%	n=2 3.3%	n=60 100%
Q8	I received my financial aid award letter in a timely manner	n=25 42.4%	n=5 8.5%	n=29 49.1%	n=59 100%
Q9	The process of applying for admissions was clear	n=56 95.0%	n=0 0.0%	n=3 5.0%	n=59 100%
Q10	Attending an event was helpful in deciding to study at MUIH	n=18 32.1%	n=1 1.8%	n=37 66.1%	n=56 100%
Q12	I would recommend MUIH to others	n=55 94.8%	n=2 3.5%	n=1 1.7%	n=58 100%
Q13	My perception of MUIH is that of a well-rounded, holistic, and inclusive community	n=58 95.10%	n=3 4.9%	n=0 0.0%	n=61 100%

Action #3: Increase Unrestricted Funds from Sources Other than Tuition

MUIH's third action item for FY18 was to cultivate funding opportunities from sources other than student tuition. Prior to FY18, tuition accounted for 97% of annual revenue. Increasing unrestricted funds from other sources would allow increased financial security and allow University greater flexibility away from being tuition-dependent.

PROFESSIONAL AND CONTINUING EDUCATION: THE NEW FRONTIER

This year, MUIH further developed its Professional and Continuing Education (PCE) programs with a targeted focusing on online programming. A Director of Professional and Continuing Education was hired, and a new learning management system (Canvas Catalog) was integrated to offer convenient, online learning opportunities for integrative health professionals and enthusiasts across the globe. Course development continues with internal experts as well as instructional design firms. As of 4Q 2018, five online courses have been posted to the online catalog and are available for continuous open enrollment. The program is also accepting applications for a pilot Yoga Therapy in Acute Care program, in partnership with Howard County General Hospital.

Maryland University
of Integrative Health | **PCE**
Professional and Continuing Education

ADDITIONAL REVENUE STREAMS



The Natural Care Center developed a business plan designed to improve net and increase visits. A private practice Nutritionist and Health and Wellness Coach began offering clinical services in May 2018. Two Naturopathic Oncology Doctors started in July 2018, and an emotional wellness and mental health therapist began offering services later in summer 2018. Insurance reimbursement with two private insurance companies began for private care in April 2018.



The Meeting Point has converted to an economically feasible grab-and-go model through a strategic partnership with City Seeds, a Humanim culinary social enterprise non-profit entity. City Seeds is guided by its social mission to provide skills, training, and living wage jobs for individuals with barriers to employment, and is committed to providing quality food and good jobs while growing Baltimore's local food economy.



Over the course of FY18, the Advancement Team has been developing an online store that will include logo accessories, spirit wear, and branded gifts. The store is set to open in August 2018, and plans are underway to include private label nutraceuticals and other purchases in FY19.



PLAN. CULTIVATE. GROW.

In September 2017, led by the Advancement Team, MUIH relaunched its annual fund campaign "Plan. Cultivate. Grow." The campaign was established to fund an endowment that will serve as an ongoing source of funding for the Help for Healing program and protect its future. Help for Healing offers discounted services in the Natural Care Center to patients and clients who may not be able to afford care otherwise. The campaign also helped to establish an annual fundraising initiative. FY19's annual campaign, "Journeys," expands upon the groundwork of "Plan. Cultivate. Grow." and includes a community project, engraved brick sponsorship, mascot-naming, unveiling of a commemorative video wall, in addition to a fundraising campaign.

ASSESSMENT AND OUTCOME

With the assistance of these ancillary sources of revenue, MUIH has achieved a net operating surplus of \$0.9 million, reduced individual lender debt \$1.2 million, and reduced the operating loss from the Meeting Point and the Natural Care Center.

Academic and Student Affairs

NEW ACADEMIC OPPORTUNITIES

MUIH developed and gained approval for six new programs from the Maryland Higher Education Commission. Collectively these programs broaden the fields for which MUIH prepares its students and graduates to enter.

Post-Baccalaureate Certificate in Workplace Wellness

This program prepares graduates to develop, implement, and assess employer-based wellness activities and benefits.

Post-Baccalaureate Certificate in Ayurvedic Wellness Practices

This program provides graduates with a specialization in Ayurveda, one of the world's oldest wellness systems, which focuses on an individual's relationship with their own body, mind, and spirit, and with the natural world.

Post-Baccalaureate Certificate in Sports Performance and Integrative Nutrition

This program provides the opportunity to blend foundational knowledge in holistic nutrition with a broader perspective on the role of nutrition in sports and athletic performance, with a unique emphasis on the role of whole foods in physical and mental athletic performance.

Post-Master's Certificate in Nutritional Genomics in Clinical Practice

This program prepares graduate to explore and apply the emerging field of nutritional genomics research in clinical practice, including how nutrients uniquely influence individuals' gene expression and its relationship to health and wellness.

Master of Science and Post-Baccalaureate Certificate in Integrative Health Studies

These programs are non-clinical interdisciplinary programs that provide allopathic health care professionals with the opportunity to explore the benefits and application of integrative health principles and practices, especially as related to their individual professional area within the broad health care spectrum.

MUIH also developed three new articulation agreements designed to provide streamlined and accelerated pathways for admission and advanced standing at MUIH. Students and graduates of The George Washington University School of Medicine and Health Sciences, American College of Healthcare Sciences, and Foundation for Advanced Education in the Sciences at the National Institute of Health will benefit from these agreements and the opportunity to expand their skills and knowledge in integrative health through study at MUIH.



CAREER CENTER

MUIH established its first-ever Office of Career Services in November 2017, led by Career Services Coordinator Robert Brooks. Through this office, MUIH's students and alumni now have access to ongoing career development support and resources not previously available. Students and alumni are being

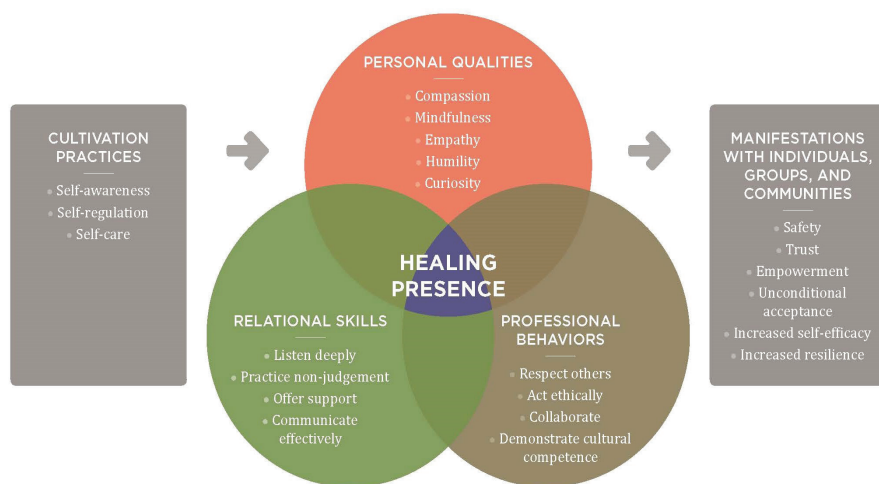
directly served through individual counseling in person and via phone and email, as well as through group workshops, webinars, and Rob's visits to classes. The new weekly Career Opportunities Digest, online job board, and on-campus recruiting events provide students and alumni with timely access to job, internship, and space rental opportunities and other career-related notifications. Through collaborations among the Career Services Office, Alumni Affairs Office, and academic departments panel discussions provide students with the opportunity to learn from the wisdom and practical guidance of alumni on valuable topics such as navigating various practice models, starting and sustaining an individual practice, working with professionals in other disciplines, and ongoing career development strategies.

UNIVERSITY LEARNING OUTCOMES

MUIH completed two key yearlong curriculum initiatives, including the development and articulation of a set of university learning

outcomes (ULO) and a common definition of healing presence. Collectively, this work enhances the academic quality and distinctiveness of the University. The eleven ULOs provide a critical, common and adaptable framework for all programs, a clear roadmap for learning and assessment, and a connection of the curriculum to the skills and attributes sought by employers. The development of the ULOs was guided by the University's foundational principles and values, the longstanding thematic underpinnings of MUIH's programs, emergent principles in integrative health, and national standards in graduate education. The ULOS include the principles of business/practice management, discernment, ethics, healing presence, intercultural competency, inter-professionalism, relationship-centeredness, research literacy, resilience, scientific principles, and skillfulness. This foundational work was made possible by the distinctive expertise and commitment of MUIH's faculty and the University Curriculum Committee, led by Kathy Warner, Assistant Dean for Academic Affairs and Chair of the Nutrition and Integrative Health department.

One of the ULOs speaks to cultivating a healing presence in students and its role in integrative health. The Healing Presence Task Force, under the leadership of Cheryl Shapero, developed a unified definition of this term and quality which has been a quintessential component of MUIH's programs since its inception. Healing presence is a constellation of personal qualities, relational skills, and professional behaviors that can have a transformational influence on individuals, groups, and communities. It is an antecedent to optimal health and healthcare interventions, and transcends technical skill and supports the innate wholeness of individuals and their capacity to heal themselves.



University Advancement

LEAD GENERATION AND ENROLLMENT SUPPORT

Beginning in August 2017, the newly restructured Advancement Department conducted a thorough assessment of marketing tactics that had been used in the past and devised a comprehensive new strategy for FY18. The R.O.P.E. formula (research, objectives, programming, and evaluation) was used as a template to develop this plan to ensure a methodical approach was taken to address MUIH's needs and that the new plan targeted the right audience in the right way.

After conducting three comprehensive research initiatives, the Advancement Department implemented a transition from print-only ad buys to a digital ad strategy. This transition provided in-depth data regarding MUIH's ad reach and effectiveness to drive conversions through the enrollment funnel. Armed with this new data, the Advancement team reinvented the reporting and analytics process to regularly evaluate marketing and communications efforts and support data-driven decision-making for new and ongoing strategies.

These intentional shifts led to the largest increase in leads and largest group of new enrollments in the University's history for the Fall 2018 term, reflecting a 5.5 percent increase from the school's prior largest intake in 2016.

EXPLORE MUIH & NATURAL CARE CENTER BRAND

Heading into FY18, the Advancement Department of MUIH launched a bold new campaign to usher in the next era of the school's distinguished history. "Explore MUIH" consists of a series of fresh storytelling tools that vibrantly illustrate MUIH's distinctive ethos. The campaign centerpiece is a comprehensive booklet that details the fundamental principles and history of the University, along with its unique academic offerings. A series of supplemental materials were also designed to complement the booklet, and support the journey of MUIH's adult learners from prospective students to alumni. By initiating this campaign, which also includes

a variety of digital marketing tools, the University has reduced spending on high-cost, traditional media advertising and met its goal of reducing overall spending by half for the FY2018 budget.

On October 18, 2018, the Explore MUIH booklet was recognized with an Award of Excellence at the Public Relations Society of America National Capital Chapter's (PRSA-NCC) 50th Annual Thoth Awards Gala. PRSA-NCC sponsors the local annual Thoth competition to recognize and reward outstanding achievement in public relations and to encourage continued excellence in the field.

The Advancement Department also led the effort to develop a unique brand and marketing collateral that highlights the Natural Care Center and the services offered by its private providers and University Teaching Clinic, including a custom logo, comprehensive brochure, advertisements in local publications, , and additional materials, as well as increased digital exposure on MUIH's website and social media platforms.

2018 COMMENCEMENT

On June 3, 2018, more than 140 graduates and their guests celebrated Commencement Day at The Lyric in Baltimore, MD. The commencement events included an awards celebration, formal graduation ceremony, and a following reception. To support this occasion, the Advancement Department led the communications, branding, and event design efforts. The team secured Rovenia M. Brock, Ph.D. (a.k.a. "Dr. Ro"), award-winning nutritionist, lecturer, and author, to serve as the 2018 commencement speaker. They also oversaw the design of MUIH's first-ever commencement website, as well as invitations, signage, programs, and other print and electronic communications. Graduates attending the commencement ceremony received the inaugural issue of Journeys magazine. The 61-page alumni magazine included topical articles written by University faculty, updates on fellow alumni, and highlights of the transformative work being done across the MUIH community.

Admissions and Enrollment



RE-ENVISIONED OPEN HOUSES

Historically, the University has held in-person open houses to aid in the recruitment process, but as of February 2018 the Graduate Admissions Office held its first fully online open house, enabling a farther geographic reach in terms of prospective students. Since then the Graduate Admissions Office has held a second successful online open house in July 2018, which aided in the fall recruitment cycle.

PROSPECTIVE STUDENT COMMUNICATIONS PLAN

In April 2018 the Prospect Communication Plan was reevaluated and updated with cross-campus collaboration; introducing “Welcome” letters

from different departments. These new voices highlighted support services and featured aspects of the University that had not previously been shown before in the original version of the Prospect Communication Plan, which dated back to January 2015.

FEDERAL WORK STUDY

On October 1, 2017, the Fiscal Operations Report and Application to Participate (FISAP) was completed with a request for an estimated allocation of \$98,483.00 of Federal Work Study Funds. On April 26, 2018, MUIH was approved and allotted that amount. The Federal Work Study program is one of many financial aid resources available to our students and is awarded to students who are eligible based on financial need. Eligibility is determine through the completion of the FAFSA application, it is a financial aid package that helps students pay for books, living expenses and assist students in funding their degree.

Human Enrichment

ONLINE CONTRACT SYSTEM

The contracting process was very paper-based and labor intensive, with multiple documents mailed out, physically signatures required on each contract, and added costs and labor for postage. A new online process was implemented which allows Adjunct Faculty members and Teaching Assistants to access their contracts through the online data portal. The Provost does not need to sign each one, and the Department Chair can approve them electronically.

ELECTRONIC TIMESHEET SYSTEM

The Office of Human Enrichment has dramatically increased efficiency by implementing an electronic timesheet system. Payroll and paid time off requests are now processed electronically through this system, resulting in a more streamlined approval and payment process.



COMMITMENT TO DIVERSITY IN HIRING PRACTICES

[Picture 3] MUIH has established advertising packages with diverse sources to increase our exposure to diverse candidate groups. Human Enrichment is working with the Associate Vice President for Values, Diversity, and Inclusion to begin tracking metrics on our efforts. We are positioning ourselves in the best way to increase our exposure and candidate pools, and have started posting positions with Local Job Network, Higher Ed Jobs, and diversity.jobs.

Finance and Accounting

ENHANCED THE BUDGETING PROCESS

The budgeting process was revised to have all departments submit a narrative with their budget requests detailing how their budget relates to the University-approved priorities and action plan. This allowed the university to better align resources with priorities.

REFINANCED DEBT

In December 2017, the University refinanced and consolidated its institutional debt to a new 10-year note. The refinancing resulted in a lowering of the University's annual interest expense and principal payments.

FORECASTING ENROLLMENT OF RETURNING STUDENTS

Through a collaborative effort of numerous departments, new reports were developed and implemented to provide data that can be used as a predictive indicator of the number of returning students. This data was integrated into a new model to forecast enrollment which will strengthen the University's ability to plan for the future.

Information Technology

MIGRATION TO OFFICE 365

One of the major advantages of Office 365 (O365) is the ability to work from anywhere in the world as long as an internet connection is available. Because the entire platform is cloud-based, staff, faculty members, and students can access their email, files and Office programs like Word, Excel, and PowerPoint from any location and on any device. They also have the latest and greatest features as soon as they are made available by Microsoft without having to uninstall and reinstall the application. This gives user the ability to collaborate so team members who need to contribute to a document can work on the same version and see real-time changes.



SINGLE SIGN-ON IMPLEMENTATION

Single sign-on (SSO) is an authentication process that unifies access management across both on premise and cloud Applications. Due to the implementation of SSO, MUIH users can have access to O365, SIS, Campus Lab, and Salesforce using their Network ID (NetID) and password. As a result, users are less likely to write passwords down, repeat passwords, create simple or commonly used passwords, or revert to other poor password practices. Hence, the IT department has greater success in enforcing strong password policies.

FORM MODULE IN STUDENT INFORMATION SYSTEM

The creation of a form module in the Student Information System (SIS) provides a great cost saving for MUIH. By keeping everything stored in a digital format within the system, business cost associated with paper, printers, copiers, ink and toner cartridges is greatly reduced. It eliminates filing cabinets and reduces office space. When everything is stored digitally, versus on paper in files, accessibility becomes quick and easy. Therefore, staff and faculty members have access to all data, contracts, and student files with just a few mouse clicks. This eliminates having to locate the file or form, which saves every one time. The module is very secure and requires a set of user credentials and verifications in multiple stages before it can be processed.

Natural Care Center

EXPANDED PURPOSE AND BUSINESS PLAN

The Natural Care Center (NCC) has broadened its previous identity of primarily serving as a University teaching clinic to that of an integrative healthcare center. The enhanced NCC serves adults, children, and elderly in the surrounding community, as well as University employees and students through expanded services, programs, and affordable care options. In addition to the teaching clinic services, the NCC has expanded its service offerings to include more professional private care provider services in naturopathic medicine, acupuncture, massage, nutrition, health and wellness coaching, Western and Chinese herbal therapy, and behavioral health. The NCC's also offers specialty and collaborative team care services in oncology, diabetes, pain management, women's, and men's care.

IMPROVED TECHNOLOGY

In FY18, the NCC implemented the first phase of an electronic health record (EHR) system to improve practice efficiencies and care coordination. The EHR provides integrated patient-client information, practitioner progress notes, and scheduling to support multidisciplinary-collaborative team care and clinical research for all clinical services held in the NCC.

INCREASED AFFORDABLE CARE OPTIONS

[Picture of Shari from page 8] In our professional private practice services, we expanded our cash-based payment model to include the acceptance of private and government insurance, offer a monthly membership that reduces fees for massage therapy services, and provide an interim reduced fee program for those patients who may not be able to temporarily afford our professional services. In our University teaching clinics, we broadened the Help for Healing Fund criteria to reach more clients and patients. Along with offering reduced service fees for MUIH employees, the NCC developed the Student Health

MUIH in the Community



HELP FOR HEALING FUND: BECAUSE EVERYONE'S HEALTH MATTERS

The Help for Healing Fund was established in 2015 to increase access to clinical services at MUIH's Natural Care Center (NCC) by subsidizing patient and client visits in the NCC's University Teaching Clinic. In FY18, 40 patients have benefitted from the Help for Healing Fund. The Help for Healing Fund is also designed to assist our students meet their required number of patient visits. Currently, each student may have up to two patients who are beneficiaries of the fund. By supporting the Help for Healing Fund, donors help provide access for those who could not otherwise afford care and allow students to more efficiently meet their clinical requirements.

MUIH BUSINESS ENGAGEMENT AND DEVELOPMENT TEAM

MUIH has created a new Business Engagement and Development Team to centralize the University's outreach to existing and future partners. The Team focuses on developing a coordinated approach to the University's interactions with outside organizations and businesses.



**Community Action Council
of Howard County**
HELPING PEOPLE. CHANGING LIVES.

PARTNERSHIP WITH COMMUNITY ACTION COUNCIL OF HOWARD COUNTY

This year, MUIH proudly partnered with the Community Action Council of Howard County (CACHC) to provide nutrition and health promotion services for families who participate in the Council's Head Start, Food Bank, and Community Garden programs. This partnership will help MUIH and CACHC to achieve mutual goals of fostering positive health behaviors in Howard County, and will help to enhance the health of underserved and vulnerable populations in the county. In addition, the partnership provides opportunities for MUIH graduate nutrition and health promotion students to apply their learning in unique and practical ways.



**LEADERSHIP
MARYLAND**
The Strength Within

PRESIDENT COMBS JOINS LEADERSHIP MARYLAND

In February 2018, Leadership Maryland announced that Dr. Steven Combs, President and CEO at Maryland University of Integrated Health, was chosen to participate in their professional development program. Leadership Maryland is dedicated to building a better Maryland by harnessing the strength of its local business and community leaders. Dr. Combs was one of 52 individuals chosen for Leadership Maryland's 26th class – the Class of 2018, and will complete the eight-month hands-on learning program focused on the state's most vital social, economic, and environmental issues.

| Teamwork Makes the Dream Work



ENHANCED EMPLOYEE BENEFITS AT MUIH



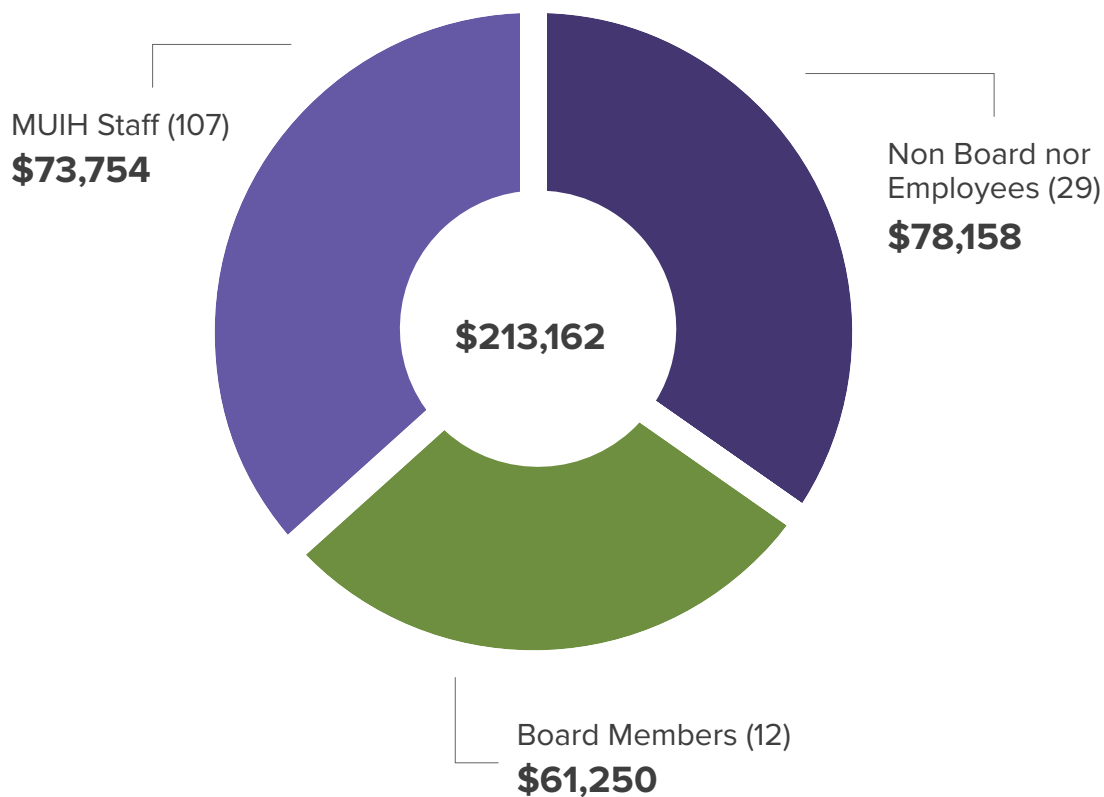
MUIH is committed to providing a vibrant, inclusive, and rewarding experience for staff and faculty. The University offers eight unique programs to support employee wellness, including free yoga, qi-gong, and auricular acupuncture services. In FY18, MUIH reaffirmed its commitment to wellness internally by providing standing desks, inflatable balls for chairs, and desk pedals to all employees. It improved tuition benefits for full-time employees and began participating in the Tuition Exchange Network, a reciprocal educational scholarship program with a network of over 660 private and public non-profit colleges and universities. To promote positive work-life balance, MUIH added a week of paid annual leave for full-time staff, and expanded

leave for part-time staff. It implemented a new adjunct faculty pay scale to achieve consistency and equity, and conducted focus groups for identifying new and expanded professional development opportunities.

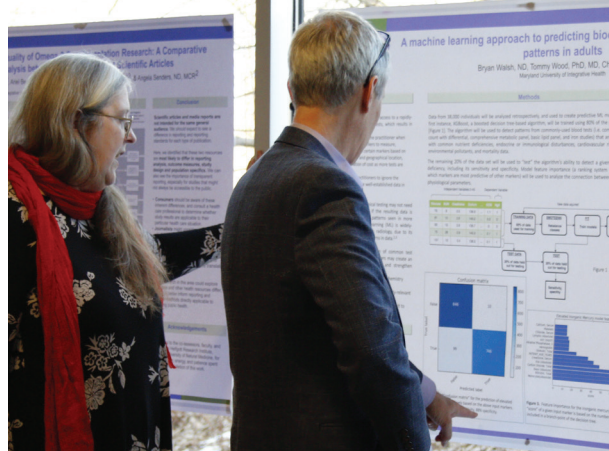
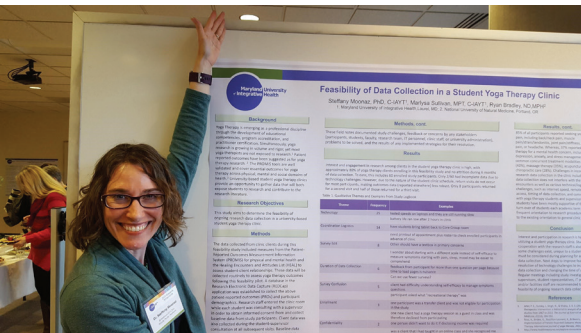
DIVERSITY, INCLUSION, AND CULTURAL COMPETENCE

The role of the MUIH Committee on Diversity, Inclusion, and Cultural Competence is to inform, guide, and promote activities, resources, and programs that positively enhance the culture and climate for all and increase the cultural competence and awareness of all members of the MUIH community. During FY18, MUIH added four additional students to the Committee to increase representation. MUIH's "Commitment to Diversity and Inclusion" statement has been added to all job postings, and the Human Enrichment Office has broadened job postings to recruit more diverse candidates. A member of the Diversity and Inclusion Committee is now on each hiring committee. Additionally, a multi-cultural calendar has been created and posted on MUIH's intranet to increase awareness of cultural holidays and events throughout the year. Four community-wide diversity events were held for the MUIH community, and the University achieved 100% compliance with Basic Cultural Competence Training amongst faculty and staff.

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our deepest gratitude to our
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generosity and support.



THIRD ANNUAL RESEARCH SYMPOSIUM March 23, 2018

WHAT



COMMENCEMENT 2018 Sunday, June 3, 2018





SECOND ANNUAL NUTRITION SYMPOSIUM
June 15-14, 2018

A YEAR!



MUIH PUBLICATIONS



Advancing MUIH and Achieving Excellence



**CONGRATS TO MUIH'S UNIVERSITY ADVANCEMENT TEAM
FOR RECEIVING AN AWARD OF EXCELLENCE FROM THE
NATIONAL CAPITAL CHAPTER OF THE PUBLIC RELATIONS
SOCIETY OF AMERICA FOR OUTSTANDING STRATEGIC
PUBLIC RELATIONS IN BROCHURE DESIGN.**



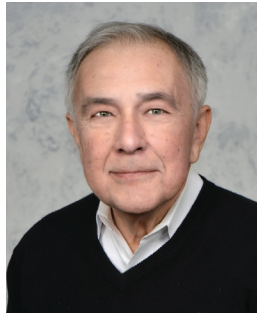
We are thrilled to have been honored at this year's Thoth Awards. Our goal as a team has always been to never settle for good and rather always strive for greatness. This Award of Excellence is a testament to that ceaseless endeavor, and recognizes the tremendous, collective effort that goes into defining and implementing MUIH's bold brand vision. — *Natalie Williams, Vice President of Advancement*

From left: Kourtnie Wash, MUIH Digital Media Specialist; Susan Larsen, MUIH Assistant Director of Communications; Sabrina Kidwai, APR, CAE, President of PRSA-NCC, Natalie Williams, MUIH Vice President of Advancement; Michael Sales, MUIH Assistant Director of Marketing; Shari Myles, MUIH Website Content Specialist

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Foundational Principles and Values

At Maryland University of Integrative Health, we commit, individually and collectively, to remembering these foundational principles. We use these to guide our behavior, inform our decisions, and shape our preferred future.

FOUNDATIONAL PRINCIPLES

Interconnection

Everyone and everything in the universe is intrinsically connected. Modern science and ancient healing traditions both reflect our interdependence with the environment.

Healthcare research shows that individual well-being is directly connected to the health of both the social community and ecological environment. Ancient healing traditions assert that individually and collectively people shape the world in which they live through their words, actions, and thoughts.

Holism

A person, organization, or system is more than the sum of its parts and can ultimately only be understood and explained as a whole. This holistic perspective significantly impacts healthcare, research, and community life.

Working from this orientation, practitioners take into consideration the entirety of a person (body-mind-spirit); researchers apply systems approaches rather than reductionist models to the study of therapeutic disciplines; and educators, policy makers, and community members make decisions and take action within the context of the whole.

Transformation

People, communities, and organizations have the potential for profound and ongoing change. Transformation is catalyzed by the

environment and receptivity to change. The availability of resources and a sense of empowerment are central to positive transformations. Time-honored traditions assert that living in harmony with nature, cultivating mindfulness, and serving others are paths to individual and community transformation.

Diversity

Diversity underlies the health of any system. In the natural world, biological diversity generates and reflects a sustainable ecology. Diversity of people within an organization or community contributes to creativity, adaptability, and the checking of group bias. Recognition of diverse explanatory models of health and disease, the value of different healing modalities, and the uniqueness of each person provides the foundation for an inclusive and robust model of healthcare.

Resilience

Resilience is the process of navigating change and effectively recovering from challenges. It is a type of adaptation that involves maintaining core integrity while adjusting to meet the demands of shifting circumstances. At its best, resilience involves not only meeting a challenge but also evolving and thriving as a result of the process. Physiological resilience reflects the capacity to maintain and adjust biological states, as needed. From a whole-person perspective, resilience emerges from a multitude of factors, including accepting circumstances that cannot be changed; taking decisive actions

when required; cultivating a healthy, positive perspective; developing a sense of purpose in life; and establishing strong social support.

VALUES

Community

We operate from an acknowledgment and declaration of interconnection. Our strength and success derives from each of us individually and collectively taking responsibility for the whole.

Mindfulness

We are intentional and thoughtful in our interactions and in our choices. We listen deeply to one another, choose our words with care, and take actions that serve each other and the common good.

Integrity

We ground our actions and words in honesty, compassion, and dignity. We aspire to excellence and accountability in all we do.

Inquisitiveness

We are committed to lifelong learning. We examine our positions and assumptions to discover new perspectives and ways of being. We strive to be open, to receive coaching, and to respond effectively to feedback.

Discernment

We make decisions with reference to our past, present, and future. We honor and learn from the elders, align with our principles and values, and consider the impact of our choices on future generations.

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