2019-20 ANNUAL REPORT





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Dear friends and colleagues,

2019-20 was a unique year for our world, our nation, and A.T. Still University. At its outset, the University celebrated its continuing growth and focused attention on pursuing strategic goals, including health and wellness of the University community, fostering innovation and supporting scholarly activity, and exploring campus safety and security opportunities.

The coronavirus pandemic changed everything for everyone, and much of day-to-day society ground to a halt as the virus spread across the globe. ATSU confronted the situation by doing what it has always done and following in the footsteps of our founder: create, innovate, and lead.

The normal buzz of activity on our campuses shifted online. Faculty adapted lessons and lectures, and students attended via Zoom. Research and scholarly activity continued, with online presentations replacing traditional posters. Staff members led an initiative to produce personal protective equipment (PPE) to address shortages for front-line healthcare workers. Commencements were celebrated on schedule via virtual ceremonies as our graduates watched from their homes and shared their special moments from across the country.

Our actions protected and furthered our investment in students, faculty, and staff. Those investments continued in the midst of a national awakening on racial inequality. ATSU launched the President's Cultural Proficiency Speaker Series Open Forums, a place for our university community to come together for dialogue and further our understanding of the role healthcare providers play in bringing about meaningful change.

ATSU's 2019-20 Annual Report chronicles our successes in the face of unprecedented challenges as we continue to build on our rich history in graduate healthcare education. We invite you to learn more about our university and encourage you to engage with us through our news and social media channels. Thank you for your continued support of and commitment to ATSU.

Yours in service.

Craig M. Phelps, DO

Craig M. Phelps, DO. '84, president

Gary Wiltz, MD Gary Wiltz, MD, chair, ATSU Board of Trustees

Board of Trustees

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University mission

A.T. Still University of Health Sciences serves as a learning-centered university dedicated to preparing highly competent professionals through innovative academic programs with a commitment to continue its osteopathic heritage and focus on whole person healthcare, scholarship, community health, interprofessional education, diversity, and underserved populations.

Vision statement

To be the preeminent University for health professions

- Leading innovator in health professions education
- Superior students and graduates who exemplify and support the University's mission
- Osteopathic philosophy demonstrated and integrated
- Pioneering contributions to healthcare education, knowledge, and practice

ATSU A.T. Still FIRST IN WHOLE PERSON HEALTHCARE

2019-20 STRATEGIC FOCUS AREAS

Strategic Plan 2021-2028

2020 brought opportunities for internal and external ATSU stakeholders to contribute ideas to the strategic plan update. Many worthwhile ideas and suggestions from stakeholders at all levels helped shape the final document.

Employees were encouraged to participate in environmental scans, surveys, and forums and submit ideas and suggestions to ideas@atsu.edu.

Health and wellness

A Totally Successful U (ATSU) focuses on prevention and empowers faculty, staff, students, and their families to make healthy lifestyle choices. Monthly themes parallel national awareness campaigns. Pop-up healthcare and learning opportunities are available in Mesa, Arizona; in Kirksville and St. Louis, Missouri; and via Zoom.

The program provides reduced membership opportunities with Weight Watchers, healthy recipes, and ideas for home workouts to stay active during the pandemic.

Innovation and scholarly activity

ATSU's Artificial Intelligence Team is exploring potential applications for curricula, support services, and patient care. Additional funds have been made available on both campuses for scholarly activity initiatives.

In January, the University announced a pair of grants as part of the "Scholarly Activity Strategic Planning Awards for Equipment/Facility Improvements" competition. Winning proposals will bring new and upgraded research lab equipment to ATSU's Dillenberg Center for Health Innovation and Technology in Mesa, Arizona, and add a multimode plate reader to a lab on the Kirksville, Missouri, campus.

Safety and security

ATSU's inaugural Safety Week kicked off a University-wide campaign to explore safety and security opportunities for students, patients, faculty, staff, and guests. New apps, security cameras, software, awareness campaigns, cybersecurity, and hiring of a University-wide safety and security expert are a few examples supporting this initiative. ATSU's emergency operations plan was also updated.

Noonlight, a personal safety app, was made available free of charge to all ATSU employees and students. The app provides an added security measure regardless of location.



ATSU faculty, staff, and students sought opportunities in the wake of change caused by the coronavirus pandemic. Quickly shifting to a virtual world, clinical education teams worked tirelessly to place and reassign students. Faculty members adapted courses to offer rigorous courses online, and safety protocols were established for lab work. Students pivoted seamlessly and supportively to a new environment for learning.

A.T. Still University-College of Graduate Health Studies (ATSU-CGHS) personnel, who already had extensive experience with virtual instruction, offered expertise and assistance to their residential colleagues, with weekly presentations from instructional designers to University faculty working to get up to speed.

Research days and symposia continued, as well, using tools, such as Kubify's Learning Toolbox, for presentations to be made available online.

As the pandemic made in-person commencement ceremonies impossible, ATSU Communication & Marketing led an effort to celebrate class of 2020 graduates by conducting each ceremony in a virtual format. Students were able to hear their names called from their homes as University officials delivered traditional speeches to mark the occasion.

"Many wonderful accomplishments of students, faculty, staff, and alumni are being recorded on history's pages each day. Soon, we will have time to reflect and thank those making a positive impact. Until then, each of us may continue to do our part by staying home, social distancing, remaining connected, reaching out to those in need, and not sweating the little things." – Craig M. Phelps, DO, '84, ATSU president

Links to virtual commencement ceremonies

- A.T. Still University-Arizona School of Dentistry & Oral Health (ATSU-ASDOH)
- A.T. Still University-Arizona School of Health Sciences (ATSU-ASHS)
- A.T. Still University-Arizona School of Health Sciences (ATSU-ASHS) PA program
- A.T. Still University-College of Graduate Health Studies (ATSU-CGHS)
- A.T. Still University-Kirksville College of Osteopathic Medicine (ATSU-KCOM)
- A.T. Still University-Missouri School of Dentistry & Oral Health (ATSU-MOSDOH)
- A.T. Still University-School of Osteopathic Medicine in Arizona (ATSU-SOMA)



In remembrance of Clifton Whitworth, DDS, former ATSU-MOSDOH adjunct faculty member and director, Centene Urgent Care, St. Louis Dental Center.

Year in review | A.T. Still University

ATSU staff steps up, helps address PPE shortage and assists frontline workers

Using technology, resources, and community partnerships, the University drove an effort that, as of late June 2020, had created more than 1,000 face shields and 400 N95-style masks for use by hospitals, healthcare providers, first responders, nursing homes, faculty, staff, and students.

A.T. Still Memorial Library used its printers and partnered with the Kirksville Area Technical Center for additional printers. Some materials were donated, while ATSU and student organizations purchased additional necessities.

"There is a sense of pride in working at ATSU and working toward a goal, helping incoming students, working toward a bigger mission."

- Jamie Carroll, senior graphic artist



Center for Occupational and Physical Therapy opens

ATSU's Center for Occupational and Physical Therapy hosted its grand opening event in October 2019. The center offers pro bono services to the community and provides students opportunities to perform occupational therapy (OT) and physical therapy (PT) treatments under the supervision of department faculty at an on-campus clinic in Mesa, Arizona.

Therapy sessions are led by students and directly supervised by licensed occupational and physical therapists. Students run all aspects of the clinic, including marketing and scheduling.

Many health insurance plans do not cover OT and PT services or limit the number of visits. The center advances ATSU's mission to serve the underserved by providing free care to community members who may not otherwise be able to afford it.

"It has been very impressive how student board members have worked with fellow students and faculty to address logistics and details for the OT/PT center. Both OT and PT faculty have also contributed by being available on weeknights to guide and direct treatment sessions that enhance student learning. A number of community members and ATSU employees have been patients at the center. So far, they've provided a great deal of positive feedback. We are building community connections, while center operations and its teaching focus are working well."

- Jim Farris, PT, PhD, chair, physical therapy, ATSU-ASHS



ATSU wins HEED Award for third consecutive year

ATSU received the 2019 Health Professions Higher Education Excellence in Diversity (HEED) Award from *INSIGHT Into Diversity* magazine, the oldest and largest diversity-focused publication in higher education.

ATSU became the first health professions university to be named a HEED Award recipient for three consecutive years.

The award process consists of a rigorous application with questions on recruitment and retention of students and employees, continued leadership support for diversity, and other aspects of campus diversity and inclusion.

"We are humbled to be recognized for our hard work and commitment to growing diversity in our campus communities and providing access and opportunities to improve workforce diversity among the health professions for years to come."

- Clinton Normore, MBA, associate vice president, diversity & inclusion

DR. A.T. STILL, AMERICA'S HEALTHCARE, DISRUPTOR

Year in review | A.T. Still University

A.T. Still's story adapted for 'Healthcare Disruptor' one-man show

"Dr. A.T. Still - America's Healthcare Disruptor," premiered Nov. 7, 2019, in Kirksville, Missouri. The one-man show by Patrick Lobert, PhD, told Dr. Still's story in five acts, covering the earliest days of osteopathic medicine to "Osteopathy Day" at the 1904 St. Louis World's Fair.

The show also highlighted the deep connection between Kirksville and the University.

"Without that partnership with the community, who knows what would have happened? It was very, very critical, and in the performance it really comes full circle in understanding what that relationship meant and still means today. When you say 'Kirksville' in the medical world, people are familiar and understand what that means. That's a fairly unusual understanding for a small rural town to be thought of in healthcare and medicine with a single word, 'Kirksville,'" Craig M. Phelps, DO, '84, ATSU president said.

"I began to discover a side to Dr. A.T. Still that piqued my interest as a theater historian. I came to see him as a theatrical storyteller, and then a character began to emerge in my mind. I've taken some fictional liberties in creating my character, but stories the character tells are based in osteopathic history." – Patrick Lobert, PhD



ATSU launches cultural proficiency series encouraging University dialogue

In the wake of George Floyd's tragic murder and as protests on racial injustice swept the nation, ATSU turned its eyes inward and began the President's Cultural Proficiency Speaker Series Open Forums.

Presenting a place for dialogue, needed reforms, and concerns from ATSU community members, the first such discussion was hosted by Clinton Normore, MBA, associate vice president, diversity & inclusion, and Gary Cloud, PhD, MBA, vice president, university strategic partnerships and diversity.

"Universities have a choice. Are they going to follow society or lead society? We want to be careful that we are not following society, but that we are setting the tone for what society ought to be," Dr. Cloud said.

"The way in which we conduct ourselves as allies is important. Silence in these spaces is not golden. When I was in law enforcement, it was, 'See something, say something,' and that is true now," Normore said. "If we hear something, we should say something. If you hear a comment being made that disenfranchises a population, speak against that comment, so that we create an environment that is demonstrating the unwelcomeness of how we treat people when we treat them inhumanely."

"ATSU will continue to use its influence and resources to promote diversity, inclusion, and equity. There is no place in our University or society for racism, discrimination, or harassment of any kind. We have had enough. We must now work together toward meaningful solutions. This forum begins this process." – Craig M. Phelps, DO, '84, ATSU president



First cohort of physician assistant students in California scheduled for summer 2021

ATSU Santa Maria will be located in a 25,000-square-foot facility designed to foster preclinical education and team-based learning opportunities, featuring 10 clinical simulation rooms, a spacious, comfortable library, a student lounge, and an on-site exercise/recreation area.

Innovative, integrated healthcare education also distinguishes ATSU's new Central Coast Physician Assistant (CCPA) program. This strategy prepares graduates to serve the needs of underserved communities. During clinical education, students integrate preclinical science with the clinical experience to diagnose and treat a wide range of patients.

CCPA graduates will go on to propel the University's mission of community outreach to underserved and diverse populations throughout the nation, transforming the way healthcare is delivered.

ATSU anticipates enrolling 100 students in the first cohort, set to begin in summer 2021.

Facilities update

Kirksville, Missouri

ATSU recently acquired the vacated Twin Pines Adult Care Center at 316 S. Osteopathy Ave. Future plans include an open green space and repurposing several structures for facilities and security.



Mesa, Arizona

Construction of a 60-plus-seat learning space — La Paz — has been completed. Additional scholarly activity space is being developed.

St. Louis, Missouri

ATSU-MOSDOH began expansion into the St. Louis Dental Center's empty third floor constructing 12 offices. There are future opportunities to build out income-generating spaces.











George Blue Spruce Jr., DDS, MPH, <u>ATSU-ASDO</u>H assistant dean, American Indian affairs

A.T. Still University-Arizona School of Dentistry & Oral Health (ATSU-ASDOH)

ATSU-ASDOH's community efforts bring oral healthcare services to more than 11,000 people

ATSU-ASDOH's Dentistry in the Community program completed more than 90 service-learning events, serving 11,214 community members in 2019-20.

Among those events is the annual Give Kids A Smile day, a partnership of ATSU-ASDOH and Arizona Dental Foundation. Nearly 300 uninsured and underinsured children received free dental services, a new event record. The value of these services approached \$160,000.

ATSU-ASDOH students also provided free dental screenings and fluoride varnish applications to nearly 1,000 children at Grand Canyon University's back-to-school clothing drive.

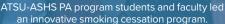
"If a kid is in school and has a lot of dental pain, it can take away from their learning experience because it is hard to concentrate in school and get a good education when you are constantly in pain."

- Matthew Finor, D3, Give Kids A Smile co-chair

Additional ATSU-ASDOH highlights from 2019-20

- ATSU-ASDOH maintains significantly higher percentages of graduates who choose to work in community health centers and the Indian Health Service (17% ATSU-ASDOH vs. 7% nationally).
- ATSU-ASDOH's Dillenberg Center for Health Innovation and Technology's Oral Health Research Center
 was on schedule to become fully operational in 2020, as allowed by the COVID-19 pandemic, supporting
 collaborative, interdisciplinary faculty and student research activities. ATSU-ASDOH faculty members
 were awarded the first ATSU Scholarly Activity Strategic Planning Award for Equipment and/or Faculty
 Improvement to outfit the new lab, and donations from private and corporate donors were used to build
 out the physical space.
- ATSU-ASDOH's George Blue Spruce Jr., DDS, MPH, assistant dean, American Indian affairs, received the Lifetime Achievement award from the Josiah Macy Jr. Foundation Awards for Excellence in Social Mission and Health Professions Education.
- ATSU-ASDOH Special Care Dentistry faculty partnered with Colgate Oral Health Network on an eight-part continuing education podcast series, "Tips for Implementing Special Care Dentistry Into Daily Practice."







Marlene Salas-Provance, PhD, MHA, CCC-SLP, FASHA, ATSU-ASHS vice dean

A.T. Still University-Arizona School of Health Sciences (ATSU-ASHS)

ATSU-ASHS expanding healthcare to underserved populations

ATSU-ASHS' Physician Assistant (PA) program received two, five-year Health Resources and Services Administration grants. Together, these two grants will help ATSU-ASHS expand healthcare to underserved populations and begin a PA pipeline from rural and disadvantaged communities.

A \$3 million grant will fund the "Recruiting, Retaining, and Placing Disadvantaged Students As Primary Care PAs in Underserved Communities" project, which will focus on increasing diversity through available scholarships.

A \$1.4 million grant over five years will fund the "Primary Care Physician Assistants as Change Leaders: Improving Access to Quality Behavioral and Mental Health Care for the Nation's Rural and Underserved" project, which aims to expand community health center partnerships and mental health education, with a focus on substance use disorders.

Additional ATSU-ASHS highlights from 2019-20

- The ATSU-ASHS Master of Science in Occupational Therapy program was granted the maximum accreditation length of 10 years by the Accreditation Council for Occupational Therapy Education.
- ATSU-ASHS Strategic Planning Committee developed a five-year plan focused on growth initiatives, clinical educational opportunities, faculty development, communication and marketing, and advancement.
- ATSU-ASHS Entry-level Doctor of Audiology program received notification from the Council on Academic Accreditation in Audiology and Speech Language Pathology of its reaccreditation for the next eight years.
- ATSU-ASHS named Marlene Salas-Provance, PhD, MHA, CCC-SLP, FASHA, as vice dean.
- ATSU-ASHS PA program students and faculty led an innovative smoking cessation program. Over a 14-week period, 15% of participants stopped smoking entirely, while 80% reported a significant decrease in their average daily use of cigarettes. The program was funded by a grant from the National Commission on Certification of Physician Assistants.



A.T. Still University-College of Graduate Health Studies (ATSU-CGHS)

ATSU-CGHS adds nursing degrees to ATSU portfolio

Two new nonclinical graduate nursing programs were approved by the Higher Learning Commission.

The online Graduate Nursing Pathway (GNP) offers students the opportunity to earn a master of science in nursing degree and then continue onto a doctor of nursing practice degree. These degrees bring a new discipline to ATSU's comprehensive offerings of health professions degrees and contribute to the nursing profession by preparing nurses to assume teaching, executive, and leadership roles.

"We are pleased to be offering the GNP at ATSU-CGHS. It is a convenient and efficient way for nurses to pursue advanced degrees that will develop or enhance their knowledge and skills to become leaders in healthcare and the nursing profession."

- Sue Roe, DPA, MS, BSN, RN, chair, nursing programs

Additional ATSU-CGHS highlights from 2019-20

- ATSU-CGHS Department of Public Health hosted four webinars for the campus community on public health and COVID-19.
- As a response to the pandemic, ATSU-CGHS Department of Public Health developed a certificate in public health, emergency preparedness, and disaster response. The new certificate program will be offered in 2021.



A.T. Still University-Kirksville College of Osteopathic Medicine (ATSU-KCOM)

ATSU-KCOM hosts second annual Heartland PreMed Conference

ATSU-KCOM welcomed 140 students from across the country to participate in the Heartland PreMed Conference. Students participated in professional development activities designed to develop skills they need to be successful during the medical school application process. Sessions included mock medical school interviews, hands-on experience in ATSU's Drabing Human Patient Simulation Center, and visits to the Museum of Osteopathic Medicine.

The conference welcomed 16 osteopathic medical schools from across the country. Participation grew by nearly 30% from the inaugural conference.

"We wanted to have a conference in the Midwest because there are not any big professional development opportunities for students in the Midwest that are cost-effective but also local."

- Andrea O'Brien, MS, director, admissions-recruiting

Additional ATSU-KCOM highlights from 2019-20

- Still OPTI dissolved its stand-alone LLC, becoming a functional component of ATSU-KCOM's Department for the Advancement of Osteopathic Education. Still OPTI continues to provide online graduate medical education resources and serves as the Accreditation Council for Graduate Medical Education-sponsoring institution for residency programs in Kirksville, Missouri, and Colorado Springs, Colorado.
- ATSU-KCOM's Drabing Human Patient Simulation Center celebrated its Gaumard VICTORIA birthing simulator's 1,000th delivery.
- ATSU-KCOM faculty and students became certified Stop the Bleed instructors and brought the life-saving emergency response training to Kirksville, Missouri, campus faculty, staff, and students.
- Margaret Wilson, DO, '82, ATSU-KCOM dean, was elected American Association of Colleges of Osteopathic Medicine Board of Deans chair.



A.T. Still University-Missouri School of Dentistry & Oral Health (ATSU-MOSDOH)

ATSU-MOSDOH outreach programs serve more than 4,500 people

ATSU-MOSDOH's Dentistry in the Community projects served more than 4,500 people in the last year, through efforts like Give Kids A Smile and Lessons in a Lunchbox.

Give Kids A Smile, a partnership with the Northeast Missouri Health Council, provided fluoride varnish, screenings, and other services to more than 400 Kirksville, Missouri, elementary students.

Another 300 students received fluoride varnish and screenings through Lessons in a Lunchbox, a partnership with The Children's Oral Health Institute. The event included small-group meetings where ATSU-MOSDOH students provided lessons on oral healthcare practices.

"It's important to instill this type of education while children are young. A lot of people don't get it until later in life, and sometimes it's too late to start those healthy oral healthcare habits."

– Madison Williams, D1

Additional ATSU-MOSDOH highlights from 2019-20

- The School's Missouri Smile Forward program, which provides free dentures and oral healthcare services to U.S. armed forces veterans, completed its 200th patient case.
- ATSU-MOSDOH's second annual D3 Research Day was presented virtually, using Zoom and an innovative app, Kubify, to share poster presentations.
- Class sizes have increased from 42 to 63, helping support ATSU's mission while providing additional health professionals to provide care for underserved populations.





ATSU-SOMA hosted a mass-casualty simulation with 80 patient-actors portraying injured people during a simulation designed to enhance students' emergency medical experience.

Highlights by school

A.T. Still University-School of Osteopathic Medicine in Arizona (ATSU-SOMA)

ATSU-SOMA awarded \$2 million HRSA grant to address opioid and substance misuse ATSU-SOMA received a \$2 million grant from HRSA for its innovative project, Pathways to Primary Care Behavioral Health Integration in the Nation's Health Centers: Creating Master Adaptive Learners Where the Need is Greatest.

In collaboration with ATSU-ASDOH and ATSU's CHC partners, ATSU-SOMA works with providers and ATSU faculty members, as well as medical and dental students, to better integrate behavioral health, dental, and primary care at partner CHC sites.

The five-year project focuses on prevention and management of opioid and substance misuse, interprofessional collaboration, and self-care for healthcare providers and trainees. At least 50 providers and 940 medical and dental students will receive training as part of the project.

"As stated by Sir William Osler, 'The good physician treats the disease; the great physician treats the patient who has the disease.' Only through patient-centered, collaborative care can we best ensure access, quality, and value-based care, and more importantly, address the needs of patients. With integrated care at our nation's CHCs, the goal is to work together to better identify, treat, refer, and follow up on the comprehensive needs of vulnerable patients to ensure we are providing whole person healthcare."

- Rupal Vora, MD, FACP, assistant dean, student achievement

REQUIRED STATEMENT: This project is supported by Health Resources and Services Administration (HRSA) of the US Department of Health and Human Services (HHS) as part of an award totaling \$1,997,735 with no non-governmental sources. The contents are those of the author(s) and do not necessarily represent the official views of, nor endorsement, by HRSA, HHS, or the U.S. government.

Additional ATSU-SOMA highlights from 2019-20

- ATSU-SOMA hosted a mass-casualty simulation with 80 patient-actors portraying injured people during a simulation designed to enhance students' emergency medical experience.
- ATSU-SOMA increased its class size from 107 to 162 students. The increase supports ATSU's mission while providing additional health professionals to care for underserved populations.

2019-20 ATSU student enrollment

Arizona School of Health Sciences

Residential programs

Doctor of Audiology (AUDE)44
Doctor of Occupational Therapy (OTD)
Doctor of Physical Therapy (DPT)189
Master of Science-Athletic Training (MS)
Master of Science-Occupational Therapy (MS)111
Master of Science-Physician Assistant Studies (MS)137
Online programs
Doctor of Athletic Training (DAT)
Doctor of Audiology (TAUD)11
Doctor of Audiology Post-professional (AUDP)
Doctor of Physical Therapy Post-professional (DPTP).151
Non-Degree Seeking Physical Therapy (NDS-TDPT) 32
Doctor of Medical Sciences (DMSC)
Master of Science-Advanced
Physician Assistant Studies59
Master of Occupational Therapy1
Certificate-Clinical Decision Making
in Athletic Training (Post-graduate)1
Certificate-Rehabilitation
in Athletic Training (Post-graduate)1
Certificate-Sport Neurology
and Concussion (Post-graduate)0
Certificate-Leadership and Education
in Athletic Training0
Certificate-Orthopaedics
in Athletic Training (Post-graduate)1
Neurologic (PT Residency Certificate non-degree)2
Orthopedic (PT Residency Certificate non-degree)6

Arizona School of Dentistry & Oral Health

Doctor of Dental Medicine (DMD)29	9
Master of Science-Orthodontics (MS Residency)1	0
Orthodontics (Residency Certificate)	5

School of Osteopathic Medicine in Arizona

College of Graduate Health Studies

Doctor of Health Education (DHED)
Doctor of Education (EDD)161
Doctor of Health Sciences (DHSCS)245
Doctor of Health Administration (DHADMIN)
Master of Health Administration (MHAD)40
Master of Public Health (MPH)244
Master of Science-Kinesiology (MS)166
Certificate-Public Health149
Non-degree Seeking-Health Sciences1
Non-degree Seeking-Kinesiology4
Non-degree Seeking-Public Health2

Missouri School of Dentistry & Oral Health

Dental Medicine	18	35	>

Kirksville College of Osteopathic Medicine

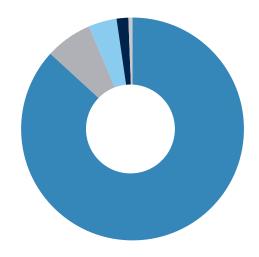
Biomedical Sciences	
Osteopathic Medicine	696

Total enrollment: 3,857

2019-20 ATSU financials

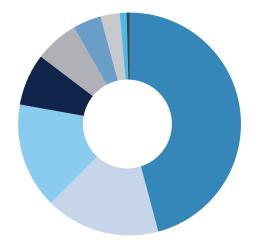
$Revenue^{*} \ (\text{in thousands})$

Tuition and fees	149,272	86.8%	
Gifts and grants	11,774	6.8%	
Clinic services	7,023	4.1%	
Miscellaneous	2,951	1.7%	
Investment interest and net gains	989	0.6%	
Totals	\$ 172,009	100%	



Expenditures* (in thousands)

Instruction	71,110	45.8%
Academic support	25,764	16.6%
Institutional support	23,811	15.4%
Clinic services	11,697	7.5%
Operation and maintenance of plant	9,861	6.4%
Student services	6,371	4.1%
Research	4,323	2.8%
Scholarships and fellowships	1,534	1.0%
Auxiliary enterprises	641	0.4%
Totals	\$155,112	100.0%



2019-20 ATSU financials



Endowment* (in thousands)



ATSU ANNUAL REPORT 2019-20 | FINANCIALS





Learn more at **atsu.edu**