



UNIVERSITY OF NEBRASKA MEDICAL CENTER

Planning Information and Quality Indicators

April 2016



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April 2016

prepared for the
Chancellor's Breakthrough Thinking Conference

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prepared by
UNMC Office of Budget and Fiscal Analysis



Chancellor's Message



The UNMC Planning Information and Quality Indicators is prepared annually for the Breakthrough Thinking Conference. This is an excellent resource full of facts and figures from the prior year, information and accomplishments of our programs and our major strategic and operational initiatives for the coming years.

Once again, this has been an exceptional year for UNMC. The Fred & Pamela Buffett Cancer Center is taking shape, our e-learning activities and iEXCELSM initiative continue to grow and the new pharmacy and ambulatory care facilities are nearing completion. Our outreach work through the National Ebola Training and Education Center has been gratifying, as has our work with the National Strategic Research Institute.

The future is equally exciting with new opportunities for UNMC, and our primary clinical partner, Nebraska Medicine, to lead the world in transforming lives.

Gathered from across the entire campus, the information herein provides a clear snapshot of the breadth and scope of our activities in education, research and clinical care – both regionally and on the national and international stage. It outlines the broad impact we have and highlights how we fulfill our mission of being the academic medical center for the State of Nebraska.

Many thanks to the faculty and staff who contribute to, and help produce, this extensive document. It is a valuable resource for our campus and represents an incredible effort to pull together critical information.

Most importantly, a special thank you to all of our faculty, staff, students and supporters for their commitment to making UNMC one of the nation's elite academic health science centers. I am honored to share this information with you and look forward to our future accomplishments.

Jeffrey P. Gold, M.D.
Chancellor, University of Nebraska Medical Center



Preface



This 18th annual edition of UNMC Planning Information and Quality Indicators is organized into 13 sections. The first section summarizes five major initiatives: Inclusivity and Diversity, Building Resilience and Campus Wellness, Transformation of Learning, Optimizing Campus Facilities and the Facility Master Plan. The second section highlights UNMC's quality indicators, national rankings and accreditations. The next seven sections provide information relative to UNMC's critical success factors for education, research, healthcare and community partnerships, global activities, cultural competence, employee loyalty and wellness and economic growth. The final four sections provide supporting information concerning finances, infrastructure, compliance and internal audit strategies and Nebraska's economic and political situation as well as federal education and health issues. Those seeking more extensive historical information should consult the various UNMC offices and other sources referenced in this report.

Information regarding UNMC's quality and institutional performance is included throughout this booklet. Twelve key quality indicators are listed on pages 7 and 8. These pages present standards, desired outcomes, status, change from prior year and subjective performance ratings for all indicators.

The Assistant Vice Chancellor for Planning appreciates the cooperation and assistance of the

Chancellor and his staff, the Vice Chancellors for Academic Affairs, Business & Finance, External Affairs and Research and their staffs; the Deans of the Colleges of Allied Health Professions, Dentistry, Medicine, Nursing, Pharmacy and Public Health and their staffs; Budget and Fiscal Analysis, the McGoogan Library of Medicine, Printing Services, Public Relations, Institutional Research, Graduate Medical Education, Behavioral Health Center of Nebraska, Continuing Education, IPE Curriculum and Evaluation Committee, Online Worldwide Executive Committee, Health Professions Tracking Service, Interprofessional Academy of Educators, iEXCELSM, Faculty Development, Faculty Mentoring, Sponsored Programs Administration, Government Relations, Alumni Relations, International Health and Medical Education, Asia Pacific Rim Development Program, UNMC-China, International Studies and Programs, Human Resources, Student Services, Center for Reducing Health Disparities, the Ombudsteam, Faculty Senate, Academic Services, Financial Compliance and Cost Analysis, the Controller's Office, UNeMed, Facilities Management and Planning, UNMC LiveGreen, Information Technology Services, the Compliance Office, Internal Audit, UN Central Administration, the University of Nebraska Foundation, National Strategic Research Institute, Nebraska Medicine, Nebraska Pediatric Practice and others who assisted in compiling this data.

Readers are invited to send comments and suggestions for next year's edition to Dorothy Panowicz, editor.



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Mission, Vision and Values



Mission of UNMC & Nebraska Medicine

We are Nebraska Medicine & UNMC. Our mission is to lead the world in transforming lives to create a healthy future for all individuals and communities through premier educational programs, innovative research and extraordinary patient care.



Vision

The partnership of UNMC and Nebraska Medicine will be a world-renowned health sciences center that:

- Delivers state-of-the-art health care
- Prepares the best-educated health professionals and scientists
- Ranks among the leading research centers
- Advances our historic commitment to community health
- Embraces the richness of diversity to build unity
- Creates economic growth in Nebraska

Values

Faculty, staff and students of UNMC will:

- Emphasize quality and have high expectations for performance
- Pursue excellence in an ethical manner
- Foster an environment of learning and communication
- Respect individuals for their cultures, contributions and points of view
- Support the mission and vision of UNMC and Nebraska Medicine in the best interests of our customers
- Promote individual accountability for organizational success



Strategic Framework



UNMC Strategic Plan and University Strategic Framework

UNMC's Strategic Plan advances and extends the University of Nebraska Strategic Framework.

Investing in Nebraska's Future

The University's Strategic Planning Framework, Investing in Nebraska's Future, establishes six overarching goals to guide university-wide and campus planning. In summary form, these goals are:

- To provide Nebraskans access to high quality, affordable higher education
- To build and sustain high quality programs that emphasize excellent teaching
- To help build a competitive workforce for Nebraska's knowledge-based economy
- To be internationally competitive in research and scholarly activity
- To engage with citizens, businesses, agriculture and communities throughout the state
- To be cost-effective and accountable

UNMC Strategic Plan

Building on the foundation of UNMC's mission, vision, and values, UNMC's Strategic Plan focuses on seven critical success factors (CSF):

- Be learning-centered in education
- Increase prominence as a research health science center
- Advance community/campus partnerships for health
- Create a culturally competent organization
- Advance biomedical technologies to improve health, to create economic growth in Nebraska, and to diversify UNMC revenues
- Sustain employee loyalty, satisfaction and wellness
- Position UNMC to prosper during healthcare reform

Goals, action steps, milestones, leaders, teams and measures are included for each CSF. The UNMC Intranet keeps the campus informed about the plan and progress in achieving strategic planning goals.



Living the Brand



Each day, the people of UNMC work to transform lives. It's our mission, and for many, a calling. Together with our primary clinical partner, Nebraska Medicine, we "lead the world in transforming lives to create a healthy future for all individuals and communities through premier educational programs, innovative research and extraordinary patient care."

Our mission is more than words on a page. It embodies the actions we take each day in all of our laboratories, clinics, classrooms and communities. It's both who we are, as well as who we aspire to be...

So, while we continue our quest to further transform lives, here is a snapshot into how we've already made a difference.

Innovative research

Now that HIV can be held at bay through regular medication, Dr. Courtney Fletcher, UNMC's Dean of

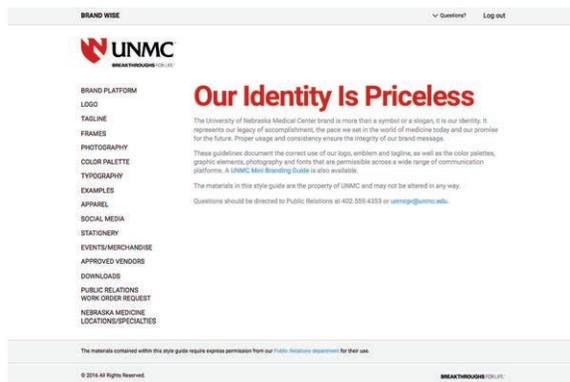
Pharmacy, wondered why that same medicine could never quite knock the virus out for good. Dr. Fletcher, in collaborating with colleagues from the University of Minnesota, found that small amounts of HIV were "hiding" from the drugs in lymph nodes and tissues. If only we could get the drugs there... and that's what Dr. Fletcher is working on next. It's the kind of innovative research you'll find at UNMC.

Premier education

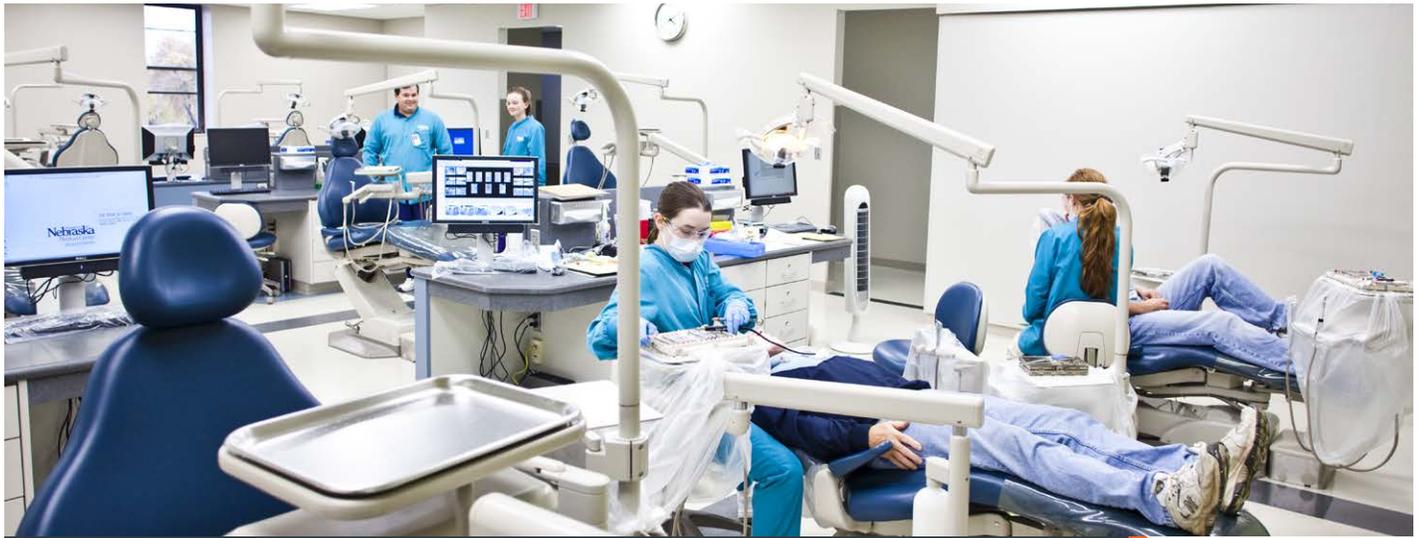
The new Health Science Education Complex at the University of Nebraska at Kearney brings to central Nebraska the same state-of-the-art technology and incredible learning infrastructure found at UNMC's Omaha campus. Not just programs, from UNMC's Colleges of Nursing and Allied Health Professions, to help fill rural workforce needs and improve health across Nebraska, but a whole new way of teaching, learning, working and treating. These are the kind of premier educational programs you'll find at UNMC.

Extraordinary patient care

At the annual Children's Dental Day event at the University of Nebraska Medical Center College of Dentistry in Lincoln, dental students clad in tooth fairy and superheroes of dentistry costumes tend to some 200 Nebraska kids, some of whom are receiving dental care for the first time. Since 2001, the College of Dentistry has treated more than 5,600 children and provided services valued at more than \$3 million to low income and underserved children in the state. It's the kind of amazing outreach you expect from UNMC.



Information on the brand, including correct usage, the emblem, color palettes and fonts, can be found at <http://brandwise.unmc.edu/>.



Executive Summary



Strategic planning establishes fundamental objectives and defines direction. It positions organizations to thrive in complex, uncertain external environments and guides organizational alignment. Effective strategic planning combines a compelling vision with an astute analysis of the present and of possible futures. This report highlights critical internal and external indicators that frame UNMC's strategic opportunities in education, research, patient care and outreach. It explains major strategic initiatives and documents UNMC's institutional performance and quality indicators. Key external information is provided regarding the University, Nebraska Medicine, the University of Nebraska Foundation, the State of Nebraska and relevant federal research, education and health policies.

Major Initiatives for FY 2016-17

UNMC continues in our mission to lead the world in transforming lives to create a healthy future for all individuals and communities through premier educational programs, innovative research and extraordinary patient care. Toward that end, the following major initiatives will be advanced by the campus community in the coming year.

INCLUSIVITY AND DIVERSITY

We must create a safe, healthy environment for everyone on campus to do the work they have come here to do. UNMC is working at continuing previous inclusivity and diversity efforts, searching for improved outcomes with renewed vigor and has launched a number of new initiatives. Shedding unconscious biases and addressing any bias incidents is essential. Leadership will engage the campus community in communication to identify challenges and opportunities in these areas. A Bias Assessment and Response Team has been established to gather information on non-emergency bias incidents and to support those who have become targets of or witnesses to acts of bias. Strategies to improve recruitment and retention of a

more diverse, inclusive population of faculty, students and staff continue.

BUILDING RESILIENCE AND CAMPUS WELLNESS

The statistics on stress, burnout, depression and suicide among healthcare professionals are stunning. UNMC is making efforts to address the issue for all of its healthcare students and residents. A psychologist was hired to serve as campus wellness coordinator and a new student wellness advocate also was hired.

UNMC has included tools on its UNMC app for mobile devices on services available to all students to maintain wellness, as well as where to turn in the middle of a crisis. In an effort to reduce the stigma associated with mental illness and distress, UNMC and Nebraska Medicine incorporated the ICU ("Identify. Connect. Understand.") Program into this initiative. The ICU Program is a Partnership for Workplace Mental Health initiative that encourages coworkers to watch for signs of distress in their colleagues.



In January 2016, UNMC hosted a two-day interprofessional symposium featuring leading national experts to discuss dealing with stress, burnout and mental illness. The dialogue will continue, along with UNMC's pledge to make stress management and mental wellness part of everything it does.

TRANSFORMATION OF LEARNING

The past decade has seen a major shift in how students learn. The infiltration of the Internet, the growth of social media and the boom of technology have created a technology-centric healthcare system that require educators to utilize different tools to properly educate their students. UNMC has laid the groundwork for an E-Learning Program and a number of initiatives including:

- Creation of iEXCELSM, which will focus on enhancing human performance through simulation techniques. The new \$102 million Global Center for Advanced Interprofessional Learning, completed by summer 2018, will host the iEXCEL initiative.
- Beginning a mobile device initiative, which enables faculty to include mobile devices in seminars and labs.

- An e-learning writing group to help move e-learning discovery, research and best practices to the next level.
- UNMC's Interprofessional Academy of Educators, which will provide a forum for educators with like interests to collaborate and enhance their teaching skills.
- Development of unfunded e-modules, which use the E-Learning Studio and its lab assistants as a resource to assist faculty with building modules outside of the e-learning program.

In November 2015, the American Medical Association (AMA) selected the College of Medicine as one of a select group of medical schools to join its Accelerating Change in Medical Education Consortium. The medical schools each receive \$75,000 over the next three years to advance the AMA's innovative work aimed at transforming undergraduate medical education to better align with the 21st-century healthcare system.

OPTIMIZING CAMPUS FACILITIES

Construction will soon be completed on the Fred & Pamela Buffett Cancer Center, the Lauritzen Outpatient Center, the UNMC Center for Drug Discovery and Lozier Center for Pharmacy Sciences and Education and the Center for Healthy Living expansion. Orchestrating the completion of these projects, preparing them for occupancy and implementing the physical move will be a major undertaking. At the same time, the focus will be on optimizing vacated space as new buildings open and existing services relocate into the new facilities. The old space will need to be allocated to existing services to allow for growth and expansion of programs not moving into new facilities and determine what capacity there is for new programs. Both UNMC and Nebraska Medicine leaders are exploring how best to reorganize and reallocate existing spaces to maximize efficiency for patients, providers and staff.

FACILITY MASTER PLAN

Major capital projects originate from the annual strategic planning process and support campus strategic imperatives, the renovation of older campus



buildings and campus infrastructure needs. The 10-year UNMC Facilities Development Plan further informs the conceptual development of campus building and infrastructure projects. The vision is to meet campus needs in research, education and clinical care, while also looking at how the campus footprint supports community development.

The 2016-2025 Facilities Development Plan, which goes to the Board of Regents for approval this year, will address similar general topics with revised emphasis based on the consolidation of UNMC and Nebraska Medicine, dramatic campus growth, accelerating campus area changes, and progressed campus strategic plans, especially in the area of advanced interprofessional education. The plan will estimate our future space needs based on the strategic goals of the institutions. Similar to the 2006-2015 plan, it will focus on:

- Providing additional space to grow funded research, renew education space and expand inpatient and outpatient care
- Improvements to the community adjacent to the campus
- Improving the campus experience, value and sustainability
- Supporting recruitment through campus area development

Quality Indicators

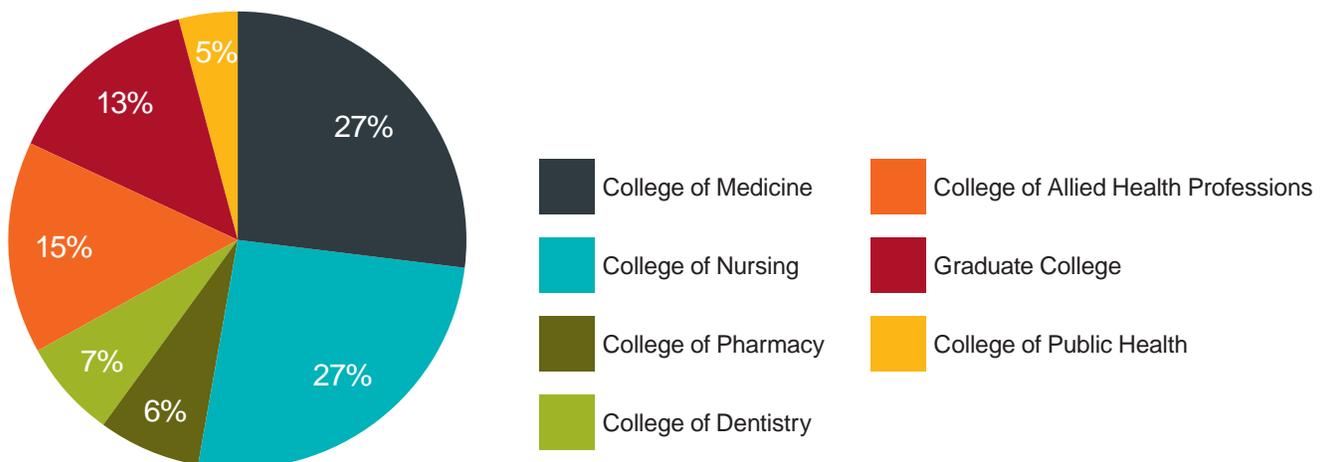
UNMC uses 12 summary indicators to highlight institutional performance and quality and to evaluate year-to-year improvements. These 12 indicators and their components are displayed in a grid that lists the indicators, the pages for the supporting detail, UNMC’s standards of performance and desired outcomes, current quality status, changes from prior year and a subjective summary quality rating.

Most indicators remained stable or improved in 2015. Enrollment continues to increase. External research funding increased by 4% to \$93.3 million (excluding VA grants). UNeMed license revenue increased from \$1.2 million to \$1.95 million. Virtual Incision, a robotic surgical platform — a UNeMed startup — is approaching human trials. Patient volume increased both in the clinics and the hospital, while showing improvement in overall patient satisfaction. Other positive trends included another successful year with energy cost reductions and continuing progress of several simultaneous large construction projects.

Education

UNMC’s 2015 fall enrollment was 3,790, including 519 house officers. Total enrollment includes 2,426 women and 1,364 men. Budgeted net tuition amounts to \$36.2 million, or 5.2% of the total revenue budget.

FALL 2015 ENROLLMENT



Executive Summary



UNMC's enrollment has increased 26.5% since 2005 and its students, in general, continue to meet or exceed the national means on licensure, certification and board exams. In 2015, 54 College of Medicine graduates stayed in Nebraska for their first year of residency, compared to 48 in 2005.

UNMC's newly organized Interprofessional Academy of Educators (IAE) has three main goals — to improve educational quality through innovation, curriculum design and implementation of evidence-based teaching methods; to promote the dissemination of UNMC faculty members' educational innovation through scholarship; and to provide a mechanism for mentorship for new and developing faculty members with an interest in education.

What began as hospital-based training programs in medical technology and radiologic technology in the 1930s became UNMC's sixth college, the College of Allied Health Professions, on July 1, 2015. Programs offered for certificates or undergraduate degrees have advanced to masters or doctoral degree programs as the professions evolved.

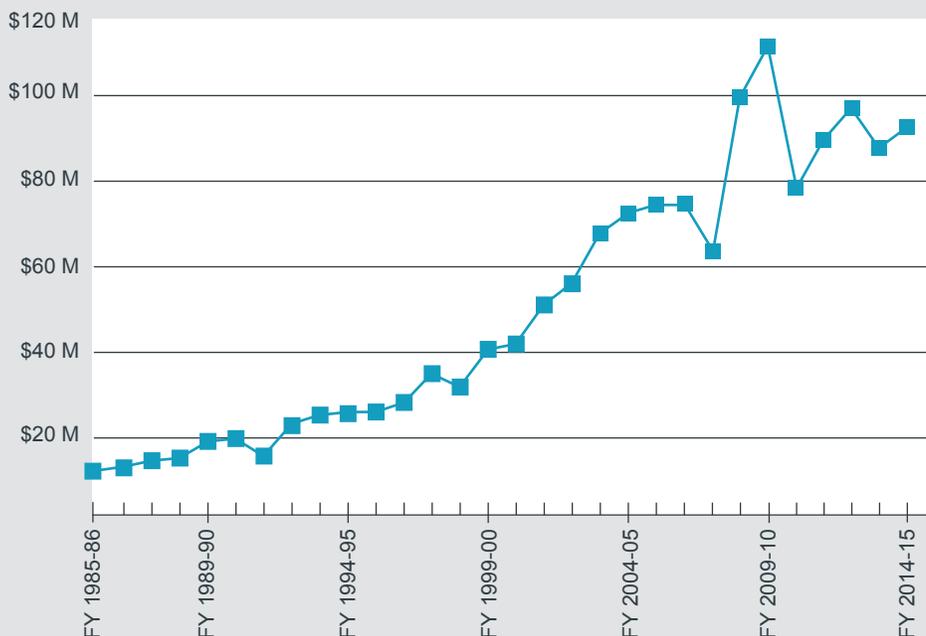
Research

During FY 2014-15, 265 investigators received a total of 466 research grants or contracts for a total of \$93.3 million. This is an increase of 4% from the prior year. The Colleges of Medicine, Nursing and Pharmacy, and Eppley Cancer Center all showed double-digit increases in extramural funding, with 13.3%, 31.9%, 24.9% and 24.2%, respectively. The number of principal investigators funded increased slightly, although the amount of research grants dipped. NIH ranking data has not yet become available for FY 2014-15 due to errors in the latest update.

Healthcare and Community

As Nebraska's public academic health center, UNMC works to improve community health through extensive involvement with the urban and rural communities of Nebraska. UNMC graduates make up the majority of rural Nebraska healthcare providers, and the Rural Health Opportunities Program (RHOP) recruits and supports college students interested in rural practice.

NET RESEARCH FUNDING



During FY 2014-15, 265 investigators received a total of 466 research grants or contracts for a total of \$93.3 million. This is an increase of 4% from the prior year.

UNMC, Nebraska Medicine and Children's Specialty Physicians are committed to delivering state-of-the-art healthcare in partnership with our primary affiliates – Children's Hospital & Medical Center and Omaha Veterans Affairs Medical Center. The following pages summarize the status of the clinical enterprise and healthcare reform, as well as the array of services provided in relation to patient and physician satisfaction indicators.

The Fred & Pamela Buffett Cancer Center will create thousands of jobs citywide in construction and other industries. In addition, approximately 1,200 jobs will be needed at the medical center, each with an average salary of approximately \$70,000. The project will provide almost 5,000 new jobs to the metropolitan area, infusing \$537 million annually into the economy on an ongoing basis.

Global Engagement

UNMC continues to expand its global engagement through international education, research and patient care. We have strong institutional partnerships in China, Oman, Russia and India. UNMC-China is launching a concierge medicine program for patients and their families visiting from China to Omaha for healthcare. During FY 2014-15, 133 UNMC students participated in global health experiences of lengths between one week and nine months in 17 different countries. In total, 994 international personnel from six continents and 73 countries work and study on UNMC-sponsored programs and visas.

Cultural Competence and Diversity

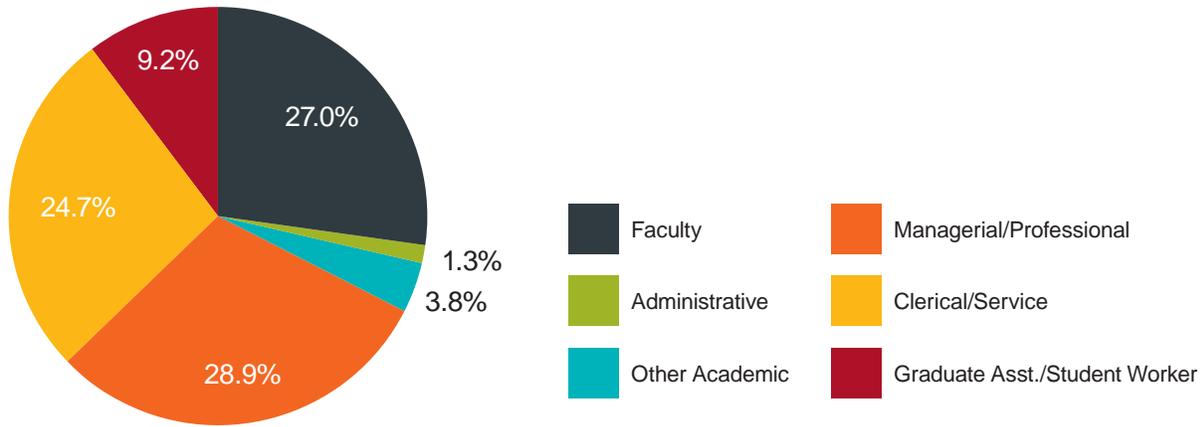
UNMC is committed to fostering an inclusive and diverse campus culture. Developing an organizational structure to support diversity, equity and inclusiveness builds a campus that attracts and retains diverse faculty, students and employees. Success for UNMC starts with a campus community where our faculty, staff, students and the communities we serve all experience a climate of understanding, respect, fairness, collegiality and professionalism. Campus activities include robust recruitment activities that focus on the uniqueness of potential students, mentoring to improve faculty and student retention, and expanded training and involvement for all UNMC staff. UNMC carries its commitment to inclusive excellence and cultural competence into the community through programs such as the High School Alliance, Summer Medical and Dental Education Program, the agreement with the Chinese Scholarship Council, Faculty Development and Mentorship, African American History Month, International Week activities and the annual Culture Fest. A Bias Assessment Response Team has recently been formed in response to Chancellor Gold's vision for the campus to become more inclusive and welcoming. In addition, there are multiple avenues to report bias-related events as they occur in an effort to identify trends and prevent future occurrences.

According to a recent University of Nebraska economic impact study, UNMC (through academics only) generates \$1.1 billion per year in Nebraska, directly or indirectly supports 9,932 jobs throughout the state and generates \$32.5 million per year in state and local tax revenue.

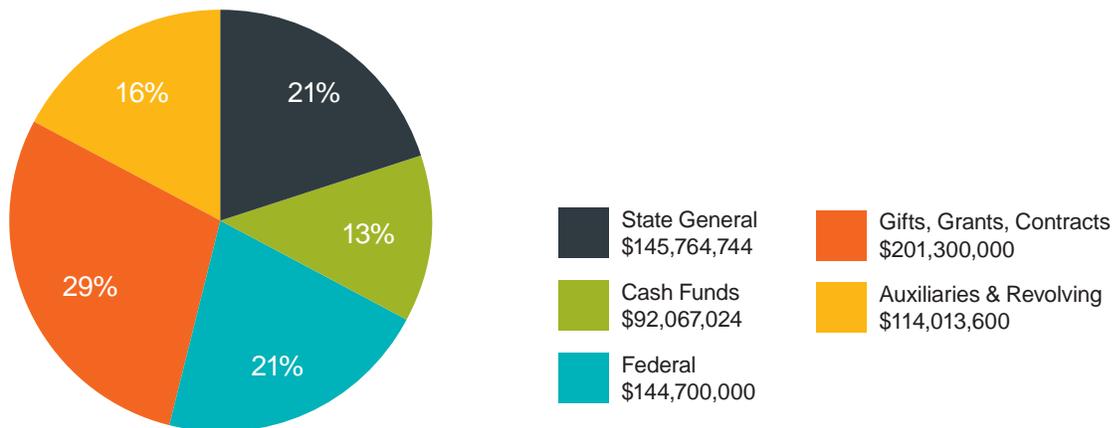
Executive Summary



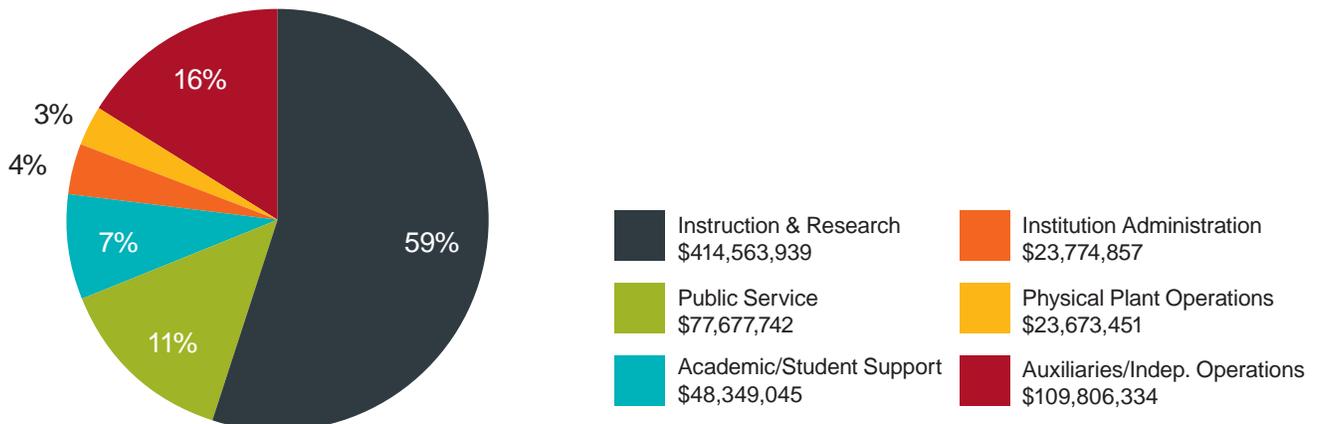
EMPLOYMENT, FEBRUARY 2016



REVENUE BUDGET FY 2015-16



EXPENSE BUDGET FY 2015-16



Employees

UNMC employs 4,903 people, with an FTE of 4,223. Personnel costs amounted to 65.66% of expenditures (based on total operating expenditures from all funding sources through January 31, 2016).

Economic Growth

Multiple units within UNMC collaborate with each other and with outside industry and businesses to take UNMC's cutting-edge scientific discoveries from the bench to the marketplace. During its 25th year, FY 2014-15, UNeMed showed notable improvements in most major metrics. Gross revenues of \$1.95 million were earned and 20 licenses were issued. A record 417 agreements were signed and more than \$1.1 million in sponsored research support was secured. Virtual Incision, a startup, has raised over \$11 million from investors and is approaching human trials.

Infrastructure (Facilities, Information Technology and Library)

FACILITIES

Facilities Management and Planning (FMP) is currently managing ten major construction projects for UNMC and Nebraska Medicine in Omaha and Lincoln. Sustainability awareness continues to increase in the UNMC and Nebraska Medicine community. Just six months after implementing the TravelSmart program, we are seeing a 5.7% increase in the number of students/employees using active transportation. The Sustainability Master Plan outlines the campus' goals for the next ten years in eight focus areas: energy, emissions, water,

Financial Strength

The combined FY 2015-16 budget for UNMC and Nebraska Medicine is \$2.1 billion.

UNMC is 79.1% self-supporting. UNMC's FY 2015-16 operating budget is \$697.8 million, of which \$414.6 million, or 59.4%, is designated for instruction and research. The State provides \$145.8 million, or 20.9% of UNMC's revenues.

UNMC's primary sources of self-support are clinical revenues generated by Nebraska Medicine, Children's Specialty Physicians, and Omaha VA Medical Center, research grants, contracts, gifts and University of Nebraska Foundation support.

materials/waste, food services, transportation, campus planning and campus engagement. Sustainability efforts and energy management provide not only marked financial savings but decreases in pollution and emissions, which lines up nicely with our mission focusing on health. Energy initiatives continue to decrease energy consumption, with a commitment to 20% further reductions, compared to the 2012 baseline.

INFORMATION TECHNOLOGY

UNMC Information Technology Services (ITS) provides secure enterprise-wide data, voice and video support for patient care, research education and outreach. Staying abreast of current technology trends is essential for UNMC's information technology mission. The ITS Technology Master Plan addresses information security, network infrastructure planning, cellular coverage and cloud services.

LIBRARY

Digitization of materials from the library's archives and special collections is ongoing and statistics show a global audience. The McGoogan Makerspace houses two 3D printers, a digitizer for scanning

MAJOR PROJECTS UNDER CONSTRUCTION

Fred & Pamela Buffett Cancer Center – C.L. Werner Cancer Hospital **\$213 million**

Fred & Pamela Buffett Cancer Center – Suzanne and Walter Scott Cancer Research Tower **\$110 million**

Lauritzen Outpatient Center **\$70.8 million**

UNMC Center for Drug Discovery and the Lozier Center for Pharmacy Sciences and Education **\$35 million**

Student Life Center Expansion and Renovation **\$6 million**



and a workstation for creating 3D objects. Support for education and research services continue to increase to meet the changing needs of library patrons. A new organizational structure was put into place in 2015 and new departments are better organized to meet the needs of users with new faculty, staff and expanded training.

Compliance

Compliance requirements never end, and they never remain constant. This section documents FY 2015-16 compliance and internal audit accomplishments and presents FY 2016-17 compliance and internal audit goals. A search is underway for a new Chief Compliance Officer to strengthen UNMC's Compliance Program.

State and Federal: Economy, Demographics, Politics and Government

The U.S economy is expected to expand solidly in 2016 and 2017, with increases in demand for goods and services. Unemployment is expected

to drop and compensation is expected to rise. The Mid-America Business Conditions Index, a leading economic indicator for a nine-state region, expanded in January for the first time since June 2015. The UNL Bureau of Business Research predicts that growth in Nebraska will remain solid, but below national levels.

The Nebraska Unicameral considered a variety of initiatives to strengthen UNMC, including the passage of a 12-year capital construction program for NU and intent language for the Global Center for Interprofessional Experiential Center for Enduring Learning – iEXCEL. Federal issues of interest to UNMC include annual funding decisions for NIH, the \$1 billion Cancer Moonshot Initiative and expansion of the National Ebola Training and Education Center. Funding for Graduate Medical Education continues to be a concern for UNMC.

MAJOR INITIATIVES TAB

MAJOR INITIATIVES TAB

INCLUSIVITY AND DIVERSITY



UNMC's inclusivity and diversity efforts include a number of initiatives. But the spirit behind them all is perhaps best articulated by Dean of Nursing Juliann Sebastian, Ph.D., that we should bring to light issues that in the past may have been difficult to talk about. That we should be brave enough to do this because we must create a safe, healthy environment for everyone on campus to do the work they have come here to do.

"Bringing things to light, including asking ourselves if we hold unconscious biases about how we should function and who we should be, and helping one another are fundamental to our values here at the university," Dr. Sebastian said.

But that can prove more difficult and complicated than it sounds, in actual practice. And so UNMC, in recent years, has continued previous inclusivity and diversity efforts with renewed vigor, and in searching for improved outcomes, launched new ones.

Bringing things to light and shedding unconscious biases requires listening and shining that light. Chancellor Jeffrey P. Gold, M.D., has modeled meeting with students, faculty and staff to listen, discuss issues, build engagement and seek solutions. Likewise, deans and institute directors hold similar meetings to discuss climate issues.

Meanwhile, UNMC has established a Bias Assessment and Response Team, or BART. It gathers information about non-emergency bias incidents and supports those who have become or witnessed someone become a target of an act of bias. It is the team's goal to address incidents and trends as they are identified through training or other means that will improve the campus climate in regard to bias.

Leadership, from the chancellor's office on down, will continually engage and communicate in order to identify challenges and opportunities in these areas.

The offices of the Vice Chancellor for Academic Affairs and Assistant Vice Chancellor for Human Resources will track and review metrics in order to monitor UNMC's progress and to identify new avenues for possible improvement.

The Chancellor's Diversity Advisory Committee and Faculty Diversity Committee will develop strategies to improve the recruitment and retention of a more diverse, inclusive population of faculty, students and staff.

BUILDING RESILIENCE AND CAMPUS WELLNESS



“Perhaps no other effort on our campus is as important as our initiative to reduce the outcome and stigma associated with stress, burnout, and mental illness, and to provide services for our students, faculty and staff who are experiencing this type of distress.”

Jeffrey P. Gold, M.D., UNMC chancellor

The statistics on stress, burnout, depression and, unfortunately, even suicide among physicians and other healthcare professionals are stunning.

In November 2015, the Accreditation Council for Graduate Medical Education (ACGME) hosted its first Symposium on Physician Well-Being. UNMC was proud to be a part of the effort to create a national dialogue on the subject and continues to consult with their leadership for insight and advice.

UNMC, too, is making significant efforts to address the issue for all of its healthcare students and residents. A psychologist was hired to serve as campus wellness coordinator — a new faculty appointment within the department of psychiatry. A new student wellness advocate also was hired.

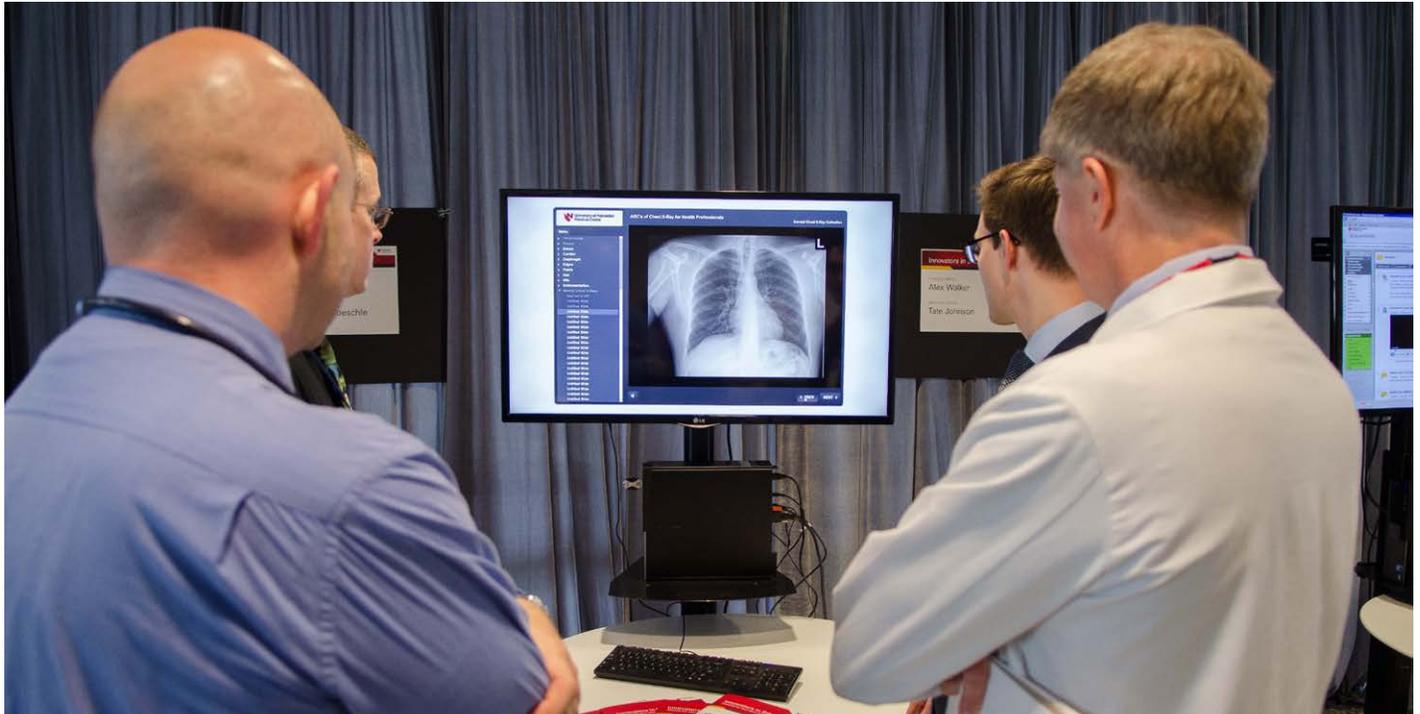
UNMC has included tools on its UNMC app for mobile devices on services available to all students to maintain wellness, as well

as where to turn in the middle of a crisis. Efforts are being made to build the awareness and resources into every student, staff and faculty orientation held on campus.

In an effort to reduce the stigma associated with mental illness and distress, UNMC and Nebraska Medicine incorporated the ICU (“Identify. Connect. Understand.”) Program into its initiative. The ICU Program is a Partnership for Workplace Mental Health initiative that encourages coworkers to watch for signs of distress in their colleagues.

In January 2016, UNMC hosted a two-day interprofessional symposium featuring leading national experts to discuss dealing with stress, burnout and mental illness. The dialogue will continue, along with UNMC’s pledge to make stress management and mental wellness part of everything it does.

TRANSFORMATION OF LEARNING



The past 10 years have seen a major shift in how students gain access to and assimilate information. The infiltration of the Internet into all aspects of life means students now have faster access to more information than ever. The growth of social media and boom of technology has created a technology-centric healthcare system that requires educators to utilize different tools to properly educate their students.

As a result, UNMC has laid the groundwork for an E-Learning Program and a number of initiatives including:

- Establishment of a university-wide teaching academy, which works with faculty to help them understand and implement new engagement techniques.
- Creation of iEXCELSM, which will focus on enhancing human performance through simulation techniques. The new \$102 million Global Center for Advanced Interprofessional Learning, to be built on the Omaha campus and completed by summer 2018, will host the iEXCEL initiative. The center would enable UNMC to centralize state-of-the-art learning technologies and serve as a statewide resource to UNMC campuses in Lincoln, Kearney, Norfolk and Scottsbluff, as well as other healthcare partners/providers and military personnel.
- Beginning a mobile device initiative, which enables faculty to include mobile devices in seminars and laboratories to streamline learning resources, reduce printing and textbook costs, and connect with students in real time for immediate assessment and feedback.

- Formation of an e-learning writing group to help move e-learning discovery, research and best practices to the national higher education audience.
- UNMC's Interprofessional Academy of Educators, which will provide a forum for educators with like interests to collaborate and enhance their teaching skills.
- Development of unfunded e-modules, which use the E-Learning Studio and its lab assistants as a resource to assist faculty with building modules outside of the e-learning program.

In November 2015, the American Medical Association (AMA) selected the UNMC College of Medicine as one of 20 medical schools to join its Accelerating Change in Medical Education Consortium.

The medical schools each receive \$75,000 over the next three years to advance the AMA's innovative work aimed at transforming undergraduate medical education to better align with the 21st century healthcare system.

"The college's membership in the consortium validates the challenging curriculum design work already being done here, not just at the College of Medicine, but in all of the colleges at UNMC," said Brad Britigan, M.D., dean of the UNMC College of Medicine.

OPTIMIZING CAMPUS FACILITIES



Within the next year, construction will be completed on the Fred & Pamela Buffett Cancer Center, the new Lauritzen Outpatient Center, the new UNMC Center for Drug Discovery and Lozier Center for Pharmacy Sciences and Education and the Center for Healthy Living. Orchestrating the completion of these projects, preparing them for occupancy and implementing the physical move will be a major undertaking. It is critical these actions be done effectively and efficiently.

Simultaneously, the focus will be on optimizing vacated space as new buildings open and existing services relocate into the new facilities. The old space will need to be allocated to existing services to allow for growth and expansion of programs not moving into new facilities and determine what capacity there is for new programs.

UNMC and Nebraska Medicine leaders are exploring how best to reorganize and reallocate existing spaces to maximize efficiency for patients, providers and staff. They also are looking at how to right-size clinical, research and education areas, as needed, in order to better meet both campus- and unit-specific strategic goals, as well as enhance services and workflow.

“Everything is on the table as we look to optimize interior space,” said Jen Bartholomew, director of Planning & Construction for Nebraska Medicine.

FACILITY MASTER PLAN



Major capital projects originate from the annual UNMC strategic planning process and support campus strategic imperatives, the renovation of older campus buildings, and campus infrastructure needs.

The 10-year UNMC Facilities Development Plan, as requested and approved by the Board of Regents, further informs the conceptual development of campus building and infrastructure projects. The vision is to meet campus needs in research, education and clinical care, while also looking at how the campus footprint supports community development.

The 2016-2025 Facilities Development Plan, which will go to the Board of Regents for approval in 2016, will address similar general topics but with revised emphasis based on the consolidation of UNMC and Nebraska Medicine; dramatic campus growth, especially considering the 2017 opening of the Fred & Pamela Buffett Cancer Center; accelerating campus area changes; and progressed campus strategic plans, especially in the area of advanced interprofessional education.

The plan will estimate our future space needs based on the strategic goals of the institutions.

Similar to the 2006-2015 plan, it will focus on:

- Providing additional space to grow funded research, renew education space and to expand inpatient and outpatient care
- Improvements to the community adjacent to the campus
- Improving the campus experience, value and sustainability
- Supporting recruitment through campus area development

As the campus prepares the 2016-2025 Facilities Development Plan, it is proud of having worked closely with the University of Nebraska Foundation and the greater business/philanthropic community to accomplish many of the goals outlined in its 2006-2015 Facilities Development Plan.

QUALITY INDICATORS TAB

QUALITY INDICATORS TAB

QUALITY INDICATORS

INDICATOR	PAGE(S)	STANDARDS	QUALITY STATUS	CHANGE FROM PRIOR YEAR	SUBJECTIVE PERFORMANCE RATING
1. Certification/ licensure exams	16	Desired Outcomes 100% pass rate; UNMC exceed the median performance	96% for MD Step 1, National Avg 96%	Stable	Very good
			95% for MD Step 2, National Avg 95%	Stable	
			98% for Pharmacy, National Avg 96%	Continuing	
			100% for DDS Part 2	Continuing	
			87% for BSN, National Avg 83%	Stable	
2. Research funding and NIH rankings	43-45	Increase funding annually and improve NIH rankings annually	Net research awards increased by 4%	Improved	Very Good
			NIH research awards increased by 5.1%	Improved	
			Indirect cost recovery increased	Improved	
3. Health care delivery and patient satisfaction	57	> 85% outpatient and physician satisfaction <i>Increasing volume and market share</i> <i>Inpatient patient satisfaction</i>	UNMCP patient satisfaction score 90.8	Improved	Very Good
			Patient activity increased 15.4% FY 2014-15	Improved	
			HCAHPS score 73.7%	Improved	
4. Rural activities	29	> 60% rural practitioners from UNMC <i>Rural education sites and outreach</i>	Over 60% of NE rural physicians, pharmacists, dentists, PAs, nurse practitioners & clinical nurse specialists are UNMC graduates	Continuing	Very Good
5. Minority recruitment and retention	67	≥ peer group diversity rates (several peers are in larger cities with larger minority populations) <i>Culturally competent environment</i>	Minority (under-represented minority) Percentages		Very Good
			F/T Faculty – 21.0% (4.3%)	Improved	
			All Employees – 19.8% (6.9%)	Improved	
6. Economic growth and technology commercialization	83-87	Economic impact: UNMC, UNMC-P & Hospital <i>combined direct and indirect employment</i> \$2 million of UNeMed income by 6/30/2018 <i>Omaha & Nebraska economic growth</i> <i>Scientific and health care benefits</i>	\$4.2 billion in FY 2015-16	Continuing	Excellent
			Approximately 29,927 (13,148 direct)	Improved	
			\$1.95 M FY 2014-15 revenue (66% increase)	Improved	
			Strong research & construction funding	Improved	
			Advances in basic & clinical science	Stable	
7. Employee loyalty, satisfaction, and wellness	73-79	90% retention rates Greater than 70% remain employed for 3 years or more <i>Health risk assessment participation</i> Strong employee satisfaction survey results	92.6% employee retention	Continuing	Excellent
			72.65% employed 3 years or more	Continuing	
			Completion rate of 67%	Improved	
			Employee engagement 76%	Improved	
8. Financial strength	89-92	≥ 4% non-general fund growth ≥ 4% growth in prior year net assets <i>Fund facilities and program goals</i>	0.4% growth in non-general fund revenue	Stable	Very good
			13.7% growth in 6/30/14 net assets	Improved	
9. Infrastructure	97-103	Meet annual construction and technology objectives <i>Implement facilities and ITS master plans</i>	Energy management upgrades	Improved	Excellent
			Cancer Campus advancing	Improved	
			IT infrastructure governance	Improved	
			Campus construction projects	Improved	

INDICATOR	PAGE(S)	STANDARDS	QUALITY STATUS	CHANGE FROM PRIOR YEAR	SUBJECTIVE PERFORMANCE RATING
10. Strategic objectives/ leadership	--	> 75% accomplishment of objectives	See Strategic Plan progress report	Continuing	Excellent
		<i>Campus participation and community support and involvement</i>	Strong community support	Continuing	
	4-5		Campus growth and construction	Improved	
	61-65		Global engagement expanding and strong	Continuing	
11. Compliance effectiveness	105	Satisfactory external compliance reviews	Satisfactory external evaluations	Stable	Very good
		<i>Compliance processes that advance UNMC's mission and vision</i>	Compliance improvements implemented and continuing	Stable	
12. Comprehensive national rankings	9	National recognition for academic programs, research activities and clinical services <i>High US News and World Report rankings for academic programs and nationally recognized clinical services</i>	Primary Care ranked 5th	Stable	Excellent
			Physician Assistant ranked 9th	Improved	
			Nebraska Medicine ranked #1 in Nebraska	Continuing	
			2 specialties nationally ranked	Improved	
			6 specialties ranked as high performing	Stable	

CHANGES FROM PRIOR YEAR

Improved = higher indicator value
 Continuing - The value continues to meet or exceed the desired outcome
 Stable = no significant change from prior year
 Declined = lower indicator values

OVERALL SUBJECTIVE RATINGS:

Outstanding = far exceeds standards and desired outcome; maintain exceptional quality
 Excellent = exceeds standards and desired outcome; maintain and improve excellent quality
 Very Good = close to standard and desired outcome; minor improvement required
 Good = somewhat below expectations; improvement required
 Fair = clearly below expectations; major improvement required



NATIONAL EDUCATIONAL AND HEALTHCARE RANKINGS

US News and World Report

America's Best Graduate Schools 2017	Ranking	U.S. News & World Report # of Colleges/ Programs	Ranking Factors
College of Medicine — Research - 2016 ranking	63	170	Total dollar amount of NIH research grants and average amount of those grants per full-time medical school science and clinical faculty member.
Medical Schools — Primary Care - 2016 ranking	5	170	Student admission statistics (MCAT, GPA and acceptance rate), the percentage of graduates entering primary care residencies, peer assessment, assessment by residency program directors and other factors.
Nursing (Master's)	46	259	Rankings based on student engagement, faculty credentials and training, peer reputation, student services and technology, and admissions selectivity. Also looked at were total research expenditure, mean grade-point average, faculty resources, and program size.
Nursing (Doctor of Nurse Practitioner)	54	149	
Nursing (Online Graduate Programs) - 2016 ranking	73	147	
Physical Therapy - 2016 ranking	28	217	Rankings based solely on the results of peer assessment surveys sent to deans, other administrators, and/or faculty at accredited degree programs or schools in each discipline.
Physician Assistant - 2015 ranking	9	130	Rankings based on peer assessment survey results sent to physician assistant programs accredited by the Accreditation Review Commission on Education for the Physician Assistant.
College of Pharmacy - 2016 ranking	25	125	Based on academic quality of doctoral program.
College of Public Health - 2014 ranking	39	44	Rankings are based solely on the results of peer assessment surveys sent to deans, other administrators and/or faculty at accredited degree programs or schools in each discipline.

U.S. News & World Report Rankings

Nebraska Medicine	Ranked #1 in Nebraska	
Nebraska Medicine	Ranked Nationally	Nephrology (#43) and Urology (#44)
Nebraska Medicine	Ranked in 6 "High-Performing" Specialties	Cancer, Gastroenterology and GI Surgery, Geriatrics, Neurology and Neurosurgery, Orthopedics and Pulmonology
Nebraska Medicine	Ranked in 3 "High-Performing" Adult Procedures/Conditions	Heart bypass surgery, heart failure and knee replacement

EXTERNAL ACCREDITATIONS

CAMPUS UNIT	DEPARTMENT/PROGRAM	ACCREDITING BODY	NEXT ACTION
Institutional	University of Nebraska Medical Center	Higher Learning Commission	2016-17
Allied Health	Cytotechnology	American Society of Cytopathology: Cytotechnology Programs Review Committee	2022
Allied Health	Clinical Laboratory Science	National Accrediting Agency for Clinical Laboratory Sciences	2019
Allied Health	Medical Nutrition Education	American Dietetic Association	2018
Allied Health	Perfusion Science	Accreditation Committee-Perfusion Education	2021
Allied Health	Physical Therapy	Commission on Accreditation in Physical Therapy Education	2024
Allied Health	Physician Assistant Studies	Accreditation Review Committee on Education for Physician Assistant	2017
Allied Health	Radiation Science Technology	Joint Review Committee on Education in	2020
	Medical Sonography	Diagnostic Medical Sonography	2018
	Nuclear Medicine Technology	Nuclear Medicine Technology	2023
	Radiation Therapy	Radiologic Technology	2023
	Radiography	Radiologic Technology	2019
Allied Health	Magnetic Resonance Imaging	Radiologic Technology	
Dentistry	College of Dentistry	Commission on Dental Accreditation	2021
Medicine	College of Medicine	Liaison Committee on Medical Education	2022
Medicine	Graduate Medical Education	Council for Graduate Medical Education	2025
Medicine	Continuing Medical Education	Accreditation Council for Continuing Medical Education	2020
Medicine	Comparative Medicine	Association for Assessment and Accreditation of Laboratory Animal Care	2020
Nursing	College of Nursing	Commission on Collegiate Nursing Education	2019
Nursing	Continuing Education in Nursing	American Nurses Division of Credentialing Center Association	2016
Pharmacy	College of Pharmacy	American Council on Pharmacy Education	2020
Pharmacy	Pharmacy Residency Program	American Society Health Systems of Pharmacists	2020
Public Health	College of Public Health	Council on Education for Public Health	2016

Graduate Medical Education Accreditations by Department Accreditation Council for Graduate Medical Education (ACGME)*

DEPARTMENT	STATUS	LAST AWARDED	DEPARTMENT	STATUS	LAST AWARDED
Institutional Review*	Accredited	2013	Neurology (CU/NU Program)	Accredited	2016
Anesthesia	Accredited	2015	Neurosurgery	Accredited	2016
Cardiothoracic Anesthesia	Accredited	2015	Obstetrics/Gynecology	Accredited	2015
Pediatric Anesthesia	Accredited	2013	Ophthalmology	Accredited	2016
Critical Care Anesthesia	Accredited	2013	Orthopedics (CU/NU Program)	Accredited	2015
Pain Management	Accredited	2015	Otolaryngology	Accredited	2015
Emergency Medicine	Accredited	2016	Pathology	Accredited	2015
Family Practice - Omaha	Accredited	2015	Hematopathology	Accredited	2015
Family Practice - Rural	Accredited	2015	Molecular Genetics Pathology	Accredited	2015
Internal Medicine	Accredited	2016	Pediatrics (CU/NU Program)	Accredited	2015
Adult Infectious Disease	Accredited	2016	Pediatric Cardiology	Accredited	2015
Cardiovascular Disease	Accredited	2016	Pediatric Gastroenterology	Accredited	2015
Interventional Cardiology	Accredited	2016	Pediatric Infectious Disease	Accredited	2015
Clinical Cardiac Electrophysiology	Accredited	2016	Pediatric Hematology/Oncology	Accredited	2014
Gastroenterology	Accredited	2016	Pediatric Pulmonology	Accredited	2015
Heart Failure	Accredited	2013	Diagnostic Radiology	Accredited	2015
Hematology/Oncology	Accredited	2016	Interventional Radiology	Accredited	2015
Nephrology	Accredited	2016	Pediatric Radiology	Accredited	2015
Pulmonary/Critical Care	Accredited	2016	Radiation Oncology	Accredited	2015
Geriatrics	Accredited	2016	Surgery	Accredited	2016
Endocrinology & Metabolism	Accredited	2016	Pediatric Surgery	Accredited	2016
Rheumatology	Accredited	2016	Thoracic Surgery	Accredited	2015
Sleep Medicine	Accredited	2016	Vascular Surgery	Accredited	2014
Transplant Hepatology	Accredited	2016	Plastic Surgery	Accredited	2016
Hospice and Palliative Care	Accredited	2014	Urology	Accredited	2015
Medical Genetics	Accredited	2016	Oral Surgery **	Accredited	2014
Medicine/Pediatrics	Accredited	2016			

*ACGME changed their accreditation process from 5 years to 10 years in 2013.

**American Dental Association

CU/NU Program - Creighton University and UNMC Program

Provided by UNMC Office of Institutional Research

EDUCATION TAB

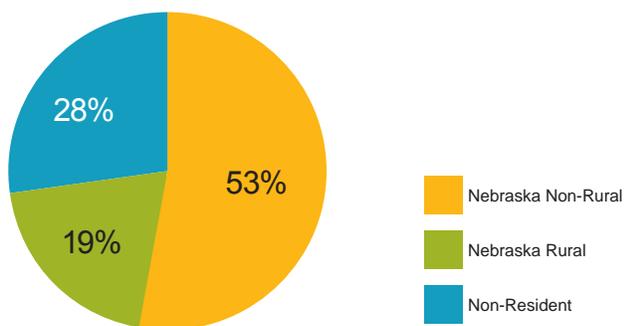
EDUCATION TAB

ADMISSIONS STATISTICS 2012-2015

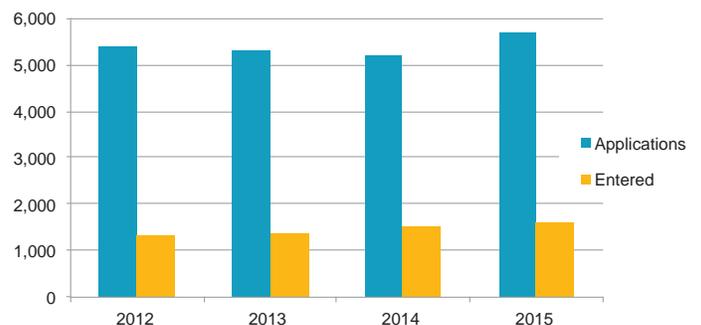
YEAR	TOTAL	NEBRASKA RESIDENTS	NON-RESIDENTS	MALE	FEMALE	MINORITY	UNDER-REPRESENTED MINORITY	RURAL NEBRASKA
	(a, b)					(c)	(d)	(e)
2015								
Applications Filed	5,618	2,042	3,575	2,342	3,266	881	215	523
Accepted	1,573	1,142	437	439	1,134	240	74	300
% Accepted	28%	56%	12%	19%	35%	27%	34%	57%
Entered	1,535	1,111	424	431	1,104	230	70	291
2014								
Applications Filed	5,247	1,893	3,350	2,073	3,165	755	341	487
Accepted	1,495	1,097	416	403	1,092	190	106	316
% Accepted	28%	58%	12%	19%	35%	25%	31%	65%
Entered	1,477	1,079	398	398	1,079	189	106	315
2013								
Applications Filed	5,318	1,932	3,386	2,200	3,019	797	371	381
Accepted	1,478	1,090	380	422	1,051	180	103	230
% Accepted	28%	56%	11%	19%	35%	23%	28%	60%
Entered	1,381	1,046	335	390	991	159	90	224
2012								
Applications Filed	5,376	1,818	3,558	2,265	3,069	1,134	281	415
Accepted	1,539	1,056	483	467	1,071	217	91	297
% Accepted	29%	58%	14%	21%	35%	19%	32%	72%
Entered	1,340	932	408	415	925	200	75	273

- a) Information is for fall semester of each year listed, some numbers have been updated and may not match prior years' reports.
- b) Demographic information not always provided by applicants. The numbers for gender, ethnicity, and residency do not always add up to total applications.
- c) Minority includes Asian, Black, Hispanic, Native Hawaiian/Other Pacific Islander, Native American, and Two or More races.
- c) Underrepresented Minority includes Black, Hispanic, Native Hawaiian/Other Pacific Islander, Native American and Two or More races.
- e) Rural Nebraska indicates applicants/students from counties with population of 25,000 or less.

Entering Students 2015



Entering Students 2012-2015



SELECT SUMMARY TUITION AND FEES COMPARISON RESIDENT AND NON-RESIDENT FOR ACADEMIC YEAR 2015-16

Program	RESIDENT			NON-RESIDENT		
	UNMC	All Public	All Private	UNMC	All Public	All Private
Medicine	31,997	31,634	51,102	74,365	56,029	52,510
Dentistry	43,439	30,247	59,670	85,880	57,587	60,614
Pharmacy	21,613	22,787	39,295	41,389	40,414	39,370
Physical Therapy (a)	54,670	55,997	99,797	96,770	100,083	99,797
Physician Assistant (a)	43,600	41,561	77,639	99,193	72,973	77,330
Nursing (B.S.N. Program)	13,472	11,022	25,515	32,496	24,234	25,515
Graduate Studies	7,200	7,687	N/A	16,916	15,878	N/A

Notes:

(a) Physical Therapy and Physician Assistant is for tuition and fees only for the entirety of the program through graduation, for the student entering fall 2015.

All programs are compared to nationwide programs included in their respective professional associations.

Nursing based on 15-credit-hour semesters for two semesters.

Nursing peer group - Public (U of Iowa, U of Wyoming, U of Kansas, U of Minnesota, U of Colorado, U of Missouri, U of Wisconsin, U of Illinois-Chicago)

Nursing peer group - Private (Clarkson College, Nebraska Methodist, Briar Cliff U, Regis U, College of Saint Mary, Grace U, Creighton U, Union College, Grand View U, U of Saint Mary)

Public peer group information retrieved from university webpages.

Graduate Studies based on 9-credit-hour semesters for two semesters.

Graduate Studies peer group (U of Iowa, U of Wyoming, U of South Dakota, U of Kansas, U of Minnesota, U of Colorado, and South Dakota State)

Private peer group information retrieved from Petersons.com.



GPA AND ENTRANCE EXAM SCORES OF MATRICULANTS IN UNMC EDUCATIONAL PROGRAMS 2012-2015

National Data are in Parenthesis ()

PROGRAM	2012	2013	2014	2015
College of Allied Health Professions				
Clinical Perfusion GPA	3.49	3.30	3.31	3.40
Physician Assistant GPA	3.78	3.72	3.80	3.77
Physical Therapy GPA	3.70	3.79	3.77	3.88
Medical Nutrition Education GPA	3.65	3.70	3.75	3.85
Cytotechnology GPA	3.00	3.00	3.05	3.12
Clinical Laboratory Science GPA	3.48	3.31	3.40	3.32
Radiography GPA	3.60	3.55	3.54	3.53
Computed Tomography/MRI GPA	3.48	NA	NA	NA
Computed Tomography GPA	NA	3.43	*	*
Magnetic Resonance Imaging GPA	NA	3.39	3.18	3.40
Diagnostic Medical Sonography GPA	3.62	3.45	3.54	3.59
Nuclear Medicine Technology GPA	3.40	3.38	3.56	NA
Radiation Therapy GPA	3.47	3.53	3.41	3.42
College of Dentistry				
Dentistry GPA	3.80	3.76	3.74	3.78
Dentistry DAT	20 (19)	19 (19)	20 (18)	20 (NA)
Dental Hygiene GPA	3.57	3.55	3.55	3.50
College of Medicine				
Medicine GPA	3.77 (3.68)	3.74 (3.69)	3.78 (3.69)	3.77 (3.70)
Medicine MCAT verbal	9.6 (9.8)	9.9 (10)	9.9 (10)	9.9 (10)
Medicine MCAT phys.	10.2 (10.5)	10.2 (10.6)	10.2 (10.6)	10.2 (10.5)
Medicine MCAT biol.	10.7 (10.9)	10.5 (10.8)	10.6 (10.9)	10.8 (10.9)
College of Nursing				
Undergraduate Nursing GPA	3.70	3.62	3.66	3.63
Graduate GPA**	NA	3.86	3.40	3.46
College of Pharmacy				
Pharmacy GPA	3.62	3.55	3.52	3.55
Pharmacy PCAT	65.3 (52.6)	65.0 (57.8)	66 (NA)	71 (NA)
Graduate College				
GPA	3.53	3.47	3.50	3.49
GRE - Verbal***	465	153	171	163
GRE - Quantitative***	680	157	181	288
GRE - Analytical Writing	3.5	4.5	3.6	3.7
College of Public Health				
GPA	3.48	3.59	3.56	3.50
GRE - Verbal***	490	500/153	151	149
GRE - Quantitative***	610	680/153	152	152
GRE - Analytical Writing	3.6	4.0	4.0	3.7

*Computed tomography is no longer a degree-seeking program. It has been shortened to a one-semester practicum (externship) that students from any institution can complete.

**Graduate Nursing GPA was included with Graduate College prior to 2013

***GRE changed their scoring scale from 200-800 for Verbal and Quantitative to 130-170 in August 2011. They are still reporting both scores.

Provided by UNMC Office of Institutional Research

ENROLLMENT STATISTICS

GENDER, RACE, ETHNICITY, AGE AND COLLEGE

Fall Enrollment

ENROLLMENT STATISTICS													
Fall	Total	Male	Female	Alien	Black	Asian	Hispanic	American Indian/ Alaskan Native	White	Native Hawaiian/ Pacific Islander	Two or More Races	Not Reported	
				(a)	(b)								
2015	3,790	1,364	2,426	321	73	174	140	9	2,927	1	64	81	
		36.0%	64.0%	8.5%	1.9%	4.6%	3.7%	0.2%	77.2%	0.03%	1.7%	2.1%	
2014	3,696	1,324	2,372	303	61	175	121	10	2,914	1	43	68	
		35.8%	64.2%	8.2%	1.7%	4.7%	3.3%	0.3%	78.8%	0.03%	1.2%	1.8%	
2013	3,681	1,326	2,355	291	71	167	107	8	2,957	2	41	37	
		36.0%	64.0%	7.9%	1.9%	4.5%	2.9%	0.2%	80.3%	0.05%	1.1%	1.0%	
2012	3,655	1,305	2,350	280	85	171	98	20	2,938	3	7	53	
		35.7%	64.3%	7.7%	2.3%	4.7%	2.7%	0.5%	80.4%	0.08%	0.2%	1.5%	

a) Alien = foreign, non-immigrant

b) Hispanic = Puerto Rican, Mexican, Cuban, Central and South American and other Spanish Cultures

Enrollment by Age Catagory

AGE	2013	%	2014	%	2015	%
18-19	5	0.1	10	0.3	7	0.2
20-21	294	8.0	302	8.2	328	8.7
22-24	1,057	28.7	1,104	29.9	1,115	29.4
25-29	1,301	35.3	1,275	34.5	1,324	34.9
30-34	549	14.9	539	14.6	557	14.7
35-39	189	5.1	199	5.4	206	5.4
40-49	204	5.5	192	5.2	164	4.3
50-64	81	2.2	74	2.0	87	2.3
65+/Unk	1	0.0	1	0.0	2	0.1
Total	3,681		3,696		3,790	

Enrollment by College

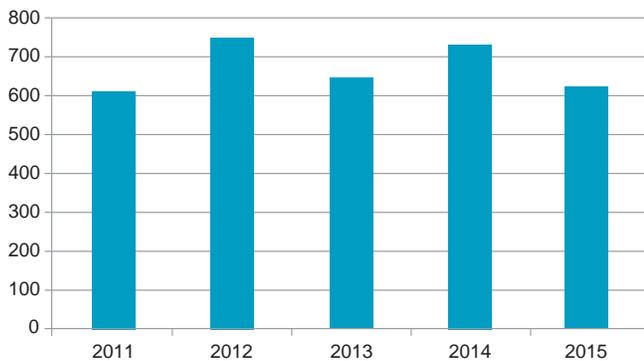
COLLEGE	2013	2014	2015
College of Dentistry	252	253	255
College of Medicine	512	511	505
House Officers	508	493	519
College of Allied Health Professions	549	526	536
College of Nursing	963	976	1,036
College of Pharmacy	230	245	250
College of Public Health	168	168	180
Graduate Studies	474	502	479
Visiting - Undergrad Non Degree	25	22	30
Total Enrollment	3,681	3,696	3,790

DEGREES AWARDED 2011-2015

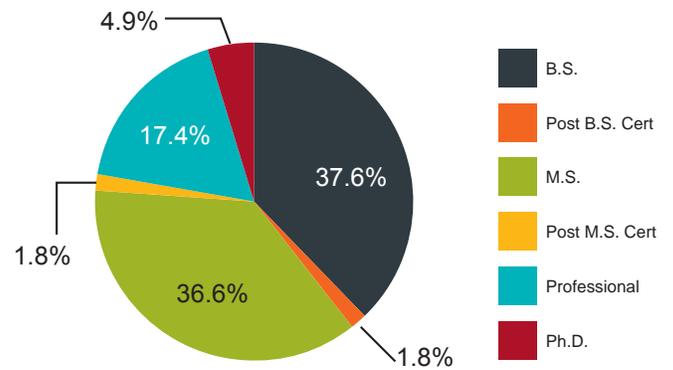
YEAR	B.S.	POST B.S. CERTIFICATE	M.S.	POST M.S. CERTIFICATE	PROFESSIONAL	PH.D.	TOTAL
(a)	(b)		(c)		(d)		
2015	621 (187)	30	605 (348)	29	287	81	1,653
2014	720 (254)	29	390 (90)	37	267	42	1,495
2013	646 (194)	12	423 (117)	21	294	42	1,438
2012	749 ^(e) (137)	11	577 (420)	18	269	40	1,664
2011	611 (236)	11	536 (370)	20	254	39	1,471

- a) Year includes the May graduates plus graduates from the previous August and December.
- b) B.S. Degrees include degrees awarded to military PA students, listed in ().
- c) M.S. Degrees awarded to Distance Learning PA students, listed in ().
- d) The Doctor of Nursing Practice (D.N.P.) was added in 2013.
- e) There are more B.S. degrees in 2012 because the CON graduated classes from two separate curriculums.

**B.S. Degrees Awarded
2011-2015**



**Degrees Awarded
2015**



PERFORMANCE OF STUDENTS ON LICENSURE, CERTIFICATION OR BOARD EXAMS

	2013				2014				2015			
	Fail %		Mean Score		Fail %		Mean Score		Fail %		Mean Score	
	UNMC	Nat'l	UNMC	Nat'l	UNMC	Nat'l	UNMC	Nat'l	UNMC	Nat'l	UNMC	Nat'l
College of Allied Health Professions												
Clinical Laboratory Science	0	16	561	502	0	16	545	503	3.6	28.2	566	469
Clinical Perfusion	0	NA	163	NA	0	6.6	150	145	0	9.1	152	150
Computed Tomography	0	NA	NA	NA	0	NA	NA	NA	NA	NA	NA	NA
Cytotechnology	16	10.3	615	535	0	7.2	726	538	0	9.4	649	515
Diagnostic Medical Sonography	0	30	NA	NA	0	31	NA	NA	NA	NA	NA	NA
Magnetic Resonance Imaging	0	17.4	87.2	82.6	14.0	14.7	83.3	83.0	0	18.2	85.0	82.1
Medical Nutrition	0	15	31.6	28.1	16.7	NA	30.6	27.6	0	NA	31.2	27.4
Nuclear Medicine	0	NA	83	NA	0	12.4	82.0	78.2	0	13.2	79.8	77.9
Physical Therapy	2	9.8	689	674	0	10.0	698	671	6.7	8.4	697	678
Physician Assistant	2	6	532	NA	0	5.0	593	NA	NA	NA	NA	NA
Radiation Therapy	0	9.8	88	83	0	9.4	91	83	0	13.1	85	83
Radiography	0	10.4	86	84	0	11.1	87	84	0	11.6	88	84
College of Dentistry												
DDS Part 1	4	NA	NA	NA	0	NA	NA	NA	0	NA	NA	NA
DDS Part 2	2	NA	NA	NA	0	NA	NA	*	0	NA	NA	*
Dental Hygiene	0	NA	NA	NA	0	NA	NA	NA	0	NA	NA	NA
College of Medicine												
MD Step 1	5	4	224	228	7	4	229	230	4	4	227	229
MD Step 2	1	1	242	238	1	3	243	240	5***	5***	243	244
College of Nursing												
BSN	13	15.7**	NA	NA	12.6	17.1	NA	NA	NA	NA	NA	NA
College of Pharmacy												
	0	3.4	109	104	2.5	4.4	106	103	1.9	NA	104	102

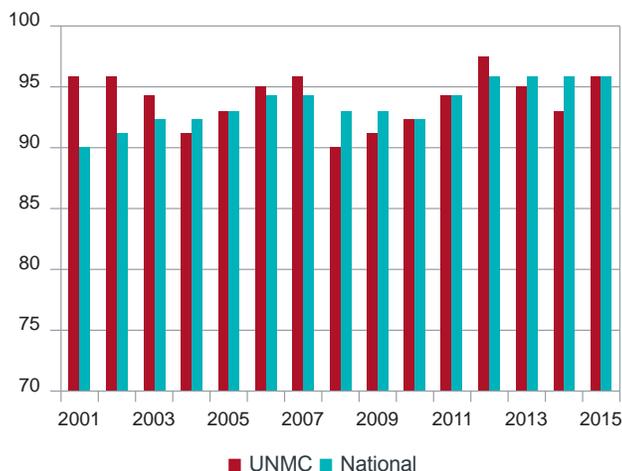
The scores are based upon information received by 2/24/2016.

*For DDS Part 2, UNMC is 0.73 standard deviation above the national average.

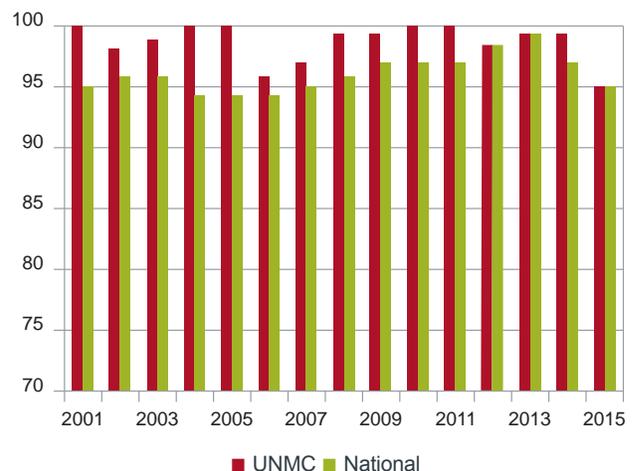
**The NCSBN changed the pass score for the NCLEX examination in April 2013, raising the score needed to pass by more than 2.5 times. The national failure rate from April to present is 18.2%.

*** MD Step 2 pass criteria changed.

Pass Rates on MD Step 1



Pass Rates on MD Step 2



Provided by UNMC Office of Institutional Research

FIRST YEAR RESIDENCIES - CLASS OF 2015

LOCATION OF FIRST YEAR RESIDENCY POSITIONS	
Alabama	1
Arizona	1
California	7
Florida	2
Illinois	4
Indiana	1
Iowa	5
Kansas	3
Massachusetts	5
Michigan	3
Minnesota	4
Missouri	1
Nebraska	54 43% staying in Nebraska
New Mexico	1
North Carolina	3
Ohio	3
Oregon	1
Pennsylvania	4
South Dakota	5
Texas	6
Utah	7
Virginia	2
Wisconsin	1
Total	124

FIRST YEAR SPECIALTIES	
ANES	9
CHILD NEUR	1
EMED	4
*FMED	16
*FMED/PRCA	10
*IMED	15
*IMED PRE	5
*IMED/PRCA	2
*MED PEDS	4
NEUR	3
NSUR	2
*OBGY	3
ORTH	5
OTOL	1
PATH	4
*PEDS	9
PLAS SURG	2
PSYC	12
SURG	6
SURG PRE	5
TRANS	5
VSURG	1
Total	124

*Primary Care 64
% of class 52%

UNMC RESIDENCY PROGRAMS BOARD PASS RATES

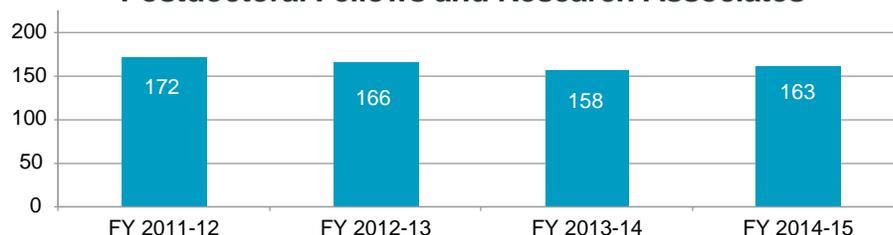
Program	January 2012 Average % Pass*	January 2013 Average % Pass*	January 2014 Average % Pass*	January 2015 Average % Pass*
Anesthesiology	88%	92%	100%	100%
Emergency Medicine				
written	86%	100%	100%	100%
oral	100%	100%	89%	100%
Family Practice - Omaha	95%	94%	100%	100%
Family Practice - Rural	95%	100%	100%	100%
Family Practice - Lincoln	91%	100%	100%	88%
Internal Medicine	100%	100%	88%	98%
Medicine/Pediatrics				
Medicine	100%	100%	100%	93%
Pediatrics	50%	100%	100%	88%
Neurology	100%	100%	100%	100%
Neurosurgery				
written	100%	100%	67%	50%
oral	100%	100%	100%	100%
OB/GYN				
written	100%	100%	100%	100%
oral	100%	100%	NA	100%
Ophthalmology	100%	100%	100%	100%
Oral Surgery	93%	93%	100%	100%
Orthopaedics				
Part I	100%	100%	100%	90%
Part II	100%	100%	100%	94%
Otolaryngology	100%	100%	100%	100%
Pathology	100%	100%	100%	98%
Pediatrics	87%	80%	85%	77%
Plastic Surgery	100%	100%	100%	100%
Radiology	98%	100%	100%	95%
Surgery	88%	100%	100%	100%
Urology	100%	95%	100%	100%

* Note: The pass rate percentages do not necessarily reflect the total residents that completed the program. There may be some residents who elect to not take boards.

POSTDOCTORAL FELLOWS AND RESEARCH ASSOCIATES

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	# POSTDOCS WHO LEFT IN FY 2012-13	# POSTDOCS WHO LEFT IN FY 2013-14	# POSTDOCS WHO LEFT IN FY 2014-15
Postdocs by Department							
Biochemistry and Molecular Biology	13	10	6	13	3	6	1
Cellular & Integrative Physiology	10	6	9	5	5	1	6
COD-Oral Biology/Surgical Specialties	3	4	3	3	1	3	1
COPH-Health Service	1	1	1	2		1	1
Eppley	12	13	12	11	3	6	7
ER Medicine	1	1	1	1			
Genetics, Cell Biology & Anatomy	4	3	2	1	2	1	1
Internal Medicine	6	4	6	6	2	1	3
Munroe-Meyer Institute	13	15	16	11	9	9	13
Nursing				2			
Obstetrics/Gynecology	1	1				1	
Ophthalmology	4	8	4	8		3	2
Orthopedic Surgery							
Pathology/Microbiology	10	5	6	10	4	3	1
Pharmaceutical Sciences	12	23	23	17	5	13	14
Pharmacology & Experimental Neuroscience	9	5	4	11	4	4	3
Physical Therapy							
Radiology							
Radiation Oncology							
Surgery	1		2	4	1		2
UNeMed	3	3	3	2	1		2
Total Postdocs	103	102	98	107	40	52	57
Senior Research Associates	23	22	23	17			
Research Associates	46	42	37	39			
Total Postdocs/Research Associates	172	166	158	163			
# of Citizens	50	47	46	47			
# of Immigrants	17	22	23	17			
# of Non-resident Aliens	105	97	89	99			
	172	166	158	163			
Placement							
Academic					14	12	12
UNMC Faculty					5	7	9
Government							2
Industry					2	4	2
Accepted Another Postdoctoral Position					6	3	4
Other					9	12	13
Other UNMC Positions							3
No Information					4	5	3
Became a Senior Research Associate or Research Associate at UNMC						9	9
					40	52	57

Postdoctoral Fellows and Research Associates



Provided by UNMC Office of Institutional Research and Graduate Medical Education Office

BEHAVIORAL HEALTH EDUCATION CENTER OF NEBRASKA (BHECN)

About BHECN

The Behavioral Health Education Center of Nebraska (BHECN, pronounced “beacon”) was created in 2009 by the Nebraska Legislature to address the shortage of trained behavioral healthcare professionals in rural and underserved areas. BHECN is improving the behavioral health of Nebraska’s residents by increasing the number of behavioral health professionals, improving accessibility and building competence in the behavioral health workforce.

Recruiting Students to Behavioral Health

- Continued BHECN Ambassador Program to “grow our own” future behavioral health workforce in rural Nebraska starting at the high school level.
- Launched the Virtual Mentorship Network, with funding from the Rural Futures Institute, to connect rural high school and college students to behavioral health professionals.
- Spoke to 778 high school and college students about behavioral health careers at career fairs, conferences and other events.

Training Students in Underserved Communities

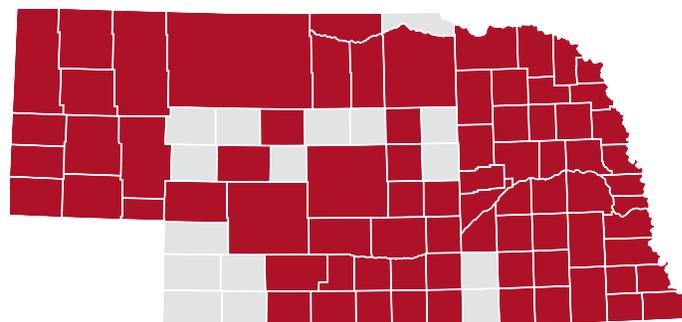
- Supported 27 behavioral health trainees in multiple disciplines (psychiatry residents, psychiatric nursing, psychology and counseling) in rural or medically underserved communities.
- Expanded doctoral psychology internships in underserved areas of the state to six (LB901).
- Funded 797 clinical trainees in 12 disciplines at two sites serving urban underserved consumers – the Lasting Hope Recovery Center and Community Alliance.

Education and Outreach

- Launched a free behavioral health career website for both employers and job seekers. To date, over 80 employers are registered with 6,517 job views.
- Trained 2,314 behavioral health students and professionals online and in person.
- Hosted an annual conference focusing on School Mental Health (270 participants).

Future Directions

- Collaborate with the Nebraska Department of Education to launch a statewide “Intro to Behavioral Health” course for Nebraska high school seniors.
- Partner with Nebraska’s behavioral health training programs to improve training in primary care integration and telehealth and place a majority of graduates in Nebraska jobs.
- Develop specific programs to recruit veterans, Spanish-speaking students and underrepresented minorities into behavioral health professions to improve access.

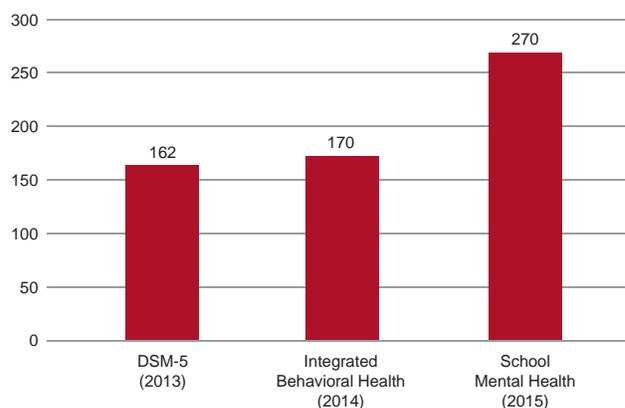


Counties reached through Ambassador Program, training, and outreach activities, July 1, 2009 - June 30, 2015.

FY 2014-15 BHECN Supported BH Trainees



BHECN Conference Enrollment



CONTINUING EDUCATION

The UNMC Center for Continuing Education (UNMC-CCE) is one of the nation's oldest providers of continuing education for physicians and other healthcare providers. Our mission is to support the continuing professional development of healthcare providers within Nebraska, the region and the nation through premier educational activities. The center is accredited with Commendation by the Accreditation Council for Continuing Medical Education through July 2020. Continuing education activities are structured around five thematic areas:

- 1. Outreach** – CCE's outreach education program enables UNMC faculty to share their expertise with Nebraska's rural healthcare providers in a variety of formats: in-person, live via the Telehealth Network, desktop streaming or archived video. In FY 2014-15, 15 different topics were offered in such areas as oncology, heart disease and pain management. Outreach education reached over 500 unique healthcare providers in 110 Nebraska communities and twelve other states. The center also continued collaboration with Nebraska Medicine Trauma Services to certify local trauma review activities.
- 2. Emergency Medical Services/Trauma Education** – The center operates one of the largest American Heart Association training programs in Nebraska. Courses are offered on campus or at over 100 locations throughout Nebraska and parts of Iowa. In the last fiscal year, the center issued 4,412 BLS cards, 693 PALS cards, 806 ACLS cards and 3,630 Heart Saver cards, for an overall increase of nearly 35% over the previous year. CCE also trained 66 new instructors. During FY 2014-15, the center continued to expand the opportunity for healthcare providers to take advantage of one-on-one skills testing for our AHA offerings. In total, 182 healthcare providers took advantage of this opportunity. The center also continues to support ATLS courses offered by Nebraska Medicine. Within UNMC, CCE also provides BLS and ACLS training for medical students, residents and faculty as well as physician assistant students.
- 3. Regularly Scheduled Series** – A total of 54 regularly scheduled series such as grand rounds, case conferences, etc., were offered in FY 2013-14 and reached over 1,500 individual healthcare providers on the UNMC campus. In FY 2014-15, the center introduced a call-in registration system for the regularly scheduled series which enables credits to be logged onto participants' CME transcripts within 24 hours after registering.
- 4. Clinical Medicine and Enduring Materials** – In FY 2014-15, the center certified approximately 800 unique live and enduring activities. The center, in collaboration with UNMC Departments and Nebraska Medicine clinical service lines, continued to support educational activities such as the Diabetes Update, Midwest Thoracic and GI Oncology Conference, Parkinson's Disease, Extraordinary Innovations in Transplantation and Oncology, the Lymphoma Study Group and a variety of other clinical topic activities. The center also partners with external educational partners



in areas that build on UNMC expertise in areas such as ophthalmology and oncology. New efforts in the last fiscal year included a national lecture series in HIV, collaboration with Nebraska Medicine and the UNMC College of Public Health in Ebola education, as well as the Health Literacy Massive Open Online Course (MOOC) by the College of Public Health, and the College of Allied Health Professions' Advancing Rural Primary Care.

- 5. Faculty Development** – The UNMC Center for Continuing Education collaborates with the UNMC-wide Faculty Development Program described on page 37.

EMERGING EFFORTS

The UNMC Center for Continuing Education continues to work closely with clinical leadership to better align educational offerings to meet the needs of Nebraska Medicine, the Nebraska Health Network and the Enhance Health Network. In the fall of 2015, the center worked with the Enhance Health Network to support their first annual meeting of members and associate members. The center also continues to seek partnerships with external educational organizations that build on UNMC and Nebraska Medicine clinical expertise or support the overall mission of the UNMC campus and Nebraska Medicine.

Additionally, UNMC-CCE's Executive Director participates as a member of the Education and Practice Support Subcommittee of the Nebraska Medicine Quality Steering Committee.

FOCUS ON CONTINUING DENTAL EDUCATION

The UNMC College of Dentistry Continuing Education Program hosted six three-hour programs (Pulpal Therapy/Trauma in Pediatric Patients, Antibiotic Use and Abuse, Periodontal Inflammation/Implantitis, Update in Removable Prosthodontics, Medical Emergencies, and Contemporary Denture Technique) and two six-hour programs (Global Diagnosis and Pharmacology for Oral Health Providers) in 2015. The total number of participants for these courses was 516. Two courses were held for dental assistants: Radiology in May and December with 25 attendees in Lincoln and eight in Gering, and Coronal Polishing in July with seven attendees in Lincoln and four in Gering. The program was awarded full accreditation status through the American Dental Association's Continuing Education Recognition Program (ADA CERP) for a four-year period through December 31, 2019.

INTERPROFESSIONAL EDUCATION

UNMC is recognized as a national leader in the area of interprofessional education (IPE) and provides students in all health professions training programs with experiential learning opportunities to prepare them for collaborative practice. The past year has seen continued expansion of UNMC's IPE program at both the local and national levels.

Students and faculty from UNMC provided presentations at the Collaborating Across Borders meeting in Roanoke, Va., in the fall of 2015. UNMC student representatives led a workshop describing the formation of UNMC's Student Interprofessional Society and helped students from other institutions across the country take the initial steps towards organizing their own local societies.

In November 2015, UNMC hosted a faculty development event to help local educators develop innovative approaches to providing IPE to their learners. Three national IPE experts led the session and attendees were provided with the opportunity to apply for educational development awards to provide startup funding for their projects. Four interprofessional teams with student and faculty representatives from the Omaha and Kearney campuses participated and spent the day designing and receiving feedback about their planned activities, which are scheduled to be implemented in the coming year.

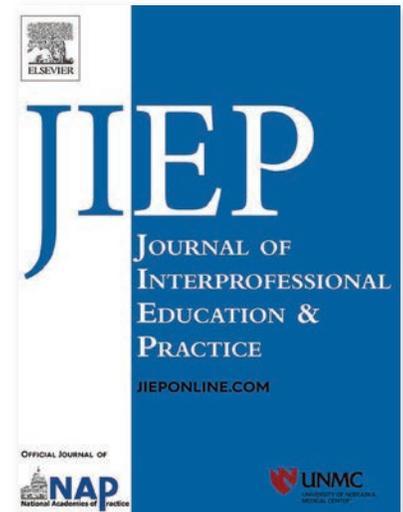
UNMC has been selected as one of five regional sites to form the Midwest AIDS Training and Education (MATEC) Center's HIV Interprofessional Education Project (HIPEP). This four-year, HRSA-funded initiative will plan and develop team-based training programs for health professions students to prepare a workforce that is ready and able to optimize care and outcomes for persons living with HIV/AIDS through interprofessional, collaborative practice.

UNMC has taken a major step in expanding IPE in the clinical setting by joining 31 medical schools to form the AMA's Accelerating Change in Medical Education Consortium (ACE). Participants are committed to sustained transformation in medical education, including the development of flexible, competency-based pathways in education and novel approaches to integrating education into healthcare delivery systems. The College of Medicine will launch an entirely new curriculum in July 2017 and the college leadership is dedicated to building both clinically-based IPE and competency-based assessment into all stages of medical student training.

2015 also saw the launch of the Journal of Interprofessional Education & Practice (<http://www.jieponline.com>), a new journal published by Elsevier and co-sponsored by UNMC and the National Academies of Practice. UNMC's Assistant Dean for Interprofessional Education, Devin Nickol, M.D., serves as founding co-editor-in-chief for the journal. JIEP seeks to advance scholarly output in the field of interprofessional education and practice, and has already published articles authored by educators from UNMC, across the country, and around the world.



UNMC dental and nursing students review a radiograph while providing interprofessional care at a dental SHARING clinic



Cover of the Journal of Interprofessional Education & Practice

E-LEARNING

Interactive E-Learning Program

Turning Bright Ideas into Creative Solutions

With technology playing a larger role in the classroom, UNMC has taken steps to ensure we remain leaders in health sciences education. Our Interactive E-Learning Program allows faculty and students to create innovative e-modules blended with interactive classroom activities to maximize learner engagement and higher-order thinking. Since the initial successful faculty cohort in FY 2013-14, two additional cohorts have been funded.

FACULTY COHORT 2: BUILDING UPON EARLIER SUCCESSES

The second cohort of faculty awardees began their projects in September 2014 and built upon the previous group's successes to refine the innovative education process. Projects were completed by April 2015 and showcased in the UNMC Innovators in Education event the following May.

- Total participants: 57
- E-modules created: 34
- Learners impacted: 609

STUDENT COHORT 1: A UNIQUE PERSPECTIVE

At the beginning of 2015, a third round of funded projects started, this time led by students working with faculty advisors. The students were able to identify areas for enhancement in existing curricula and created innovative ways to make the learning experience easier for their peers.

- Total participants: 49
- E-modules created: 14
- Learners impacted: 155

Implementation and Impact

Over 60% of the projects have been implemented and the majority of the remaining projects are scheduled to be deployed within the 2015-16 academic year. Further, many projects are being multipurposed across departments and some are being utilized outside of the UNMC community.

- Over 2,240 learners have been impacted
- 75% of projects resulted in a positive impact in learner satisfaction
- 58% of learner assessments showed improvement
- 20% of project directors have been published or presented at a local or national conference
- 95% of project directors rated their e-learning participation as either valuable or very valuable — the highest rating categories offered

Future Directions

The success of the e-learning program has led to the establishment of a third cohort of faculty awardees who, instead of creating individual projects, will be redesigning an entire curriculum to incorporate e-learning techniques. A second cohort of student awardees is also in progress.

Total Program Results (through June 2015)

Over 2,240 learners have been impacted*



46
E-Learning
Projects



111
Individual
E-Modules



181
Total
Participants



\$436,700
Invested in
E-Learning

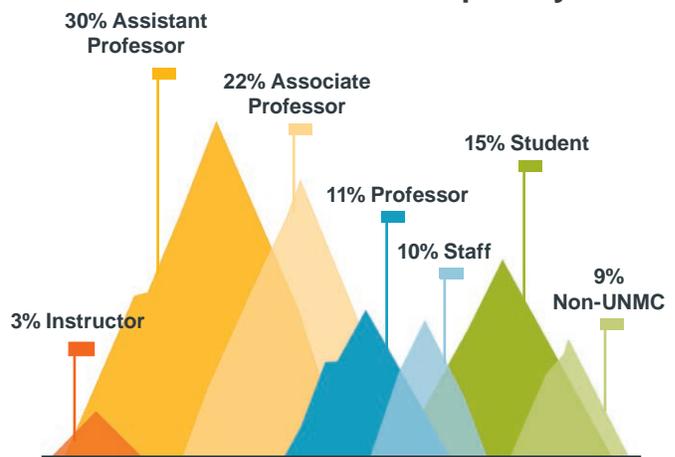


All 7
Colleges &
Nebraska Medicine



58%
Learner Assessment
Improvement*

Developers by Rank



* Does not include massive open online course (MOOC) results.



Showcase Event Was a Success

Students and faculty participants showcased their e-learning projects at the May 2015 UNMC Innovators in Education event. (From right to left: Gary Beck, PhD, Vice Chancellor H. Dele Davies, MD, MS, MHCM, David O'Dell, MD and Alex Walker.)

Faculty Cohort 2 Participants

(list of project directors only)

COLLEGE OF ALLIED HEALTH PROFESSIONS

Betsy J. Becker, P.T., D.P.T., CLT-LANA — completed 2 projects

COLLEGE OF DENTISTRY

Fahd Alsalleeh, B.D.S., M.S., Ph.D.
Mary Lynn Froeschle, D.D.S., MBA

COLLEGE OF MEDICINE

Charity Evans, M.D., MHCM
Oveys Mansuri, M.D., FACS
Paul Paulman, M.D.
Sarah Richards, M.D.

COLLEGE OF NURSING

Suhasini Kotcherlakota, Ph.D.
Peggy Pelish, Ph.D., APRN-NP
Katherine Hoffman, M.S.N., APRN-NP

COLLEGE OF PUBLIC HEALTH

Brandon Grimm, Ph.D., M.P.H.
Patrik Johansson, M.D., M.P.H.
Oveys Mansuri, M.D., FACS
Jim P. Stimpson, Ph.D.
Fernando Wilson, Ph.D.

Student Cohort 1 Participants

(list of students and faculty advisors only)

COLLEGE OF ALLIED HEALTH PROFESSIONS

TEAM 1

Arixa Herrera - student director
Halah Alhawil - student director
Maheswari Mukherjee, Ph.D., M.S., CT(ASCP)^{CM} — faculty advisor

TEAM 2

Marisa Johnson - student director
Taylor Majerus - student director
Betsy J. Becker, PT, D.P.T., CLT-LANA — faculty advisor

TEAM 3

Elizabeth Truhe - student director
Kim Michael, M.A., R.T.(R), RDMS, R.V.T. — faculty advisor

COLLEGE OF MEDICINE

TEAM 4

Tyler Chonis - student director
Michaela Klesitz — student director
Jackson Wagoner — student director
Geoffrey Talmon, M.D. — faculty advisor

TEAM 5

Tate Johnson - student director
Amy Cannella, M.D., M.S. — faculty advisor

TEAM 6

Cory Rohlfen - student director
Jim Medder, M.D., M.P.H. - faculty advisor
Paul Paulman, M.D. — faculty advisor

TEAM 7

Cory Rohlfen - student director
David O'Dell, M.D. — faculty advisor

TEAM 8

Alex Walker - student director
Matthew DeVries, M.D. — faculty advisor

COLLEGE OF MEDICINE & COLLEGE OF PHARMACY

TEAM 9 – ONLY INTERPROFESSIONAL TEAM

Caitlin Fee (College of Medicine) - student director
Beau Ehlers (College of Pharmacy) - student director
David McMillan, Ph.D. (College of Medicine) — faculty advisor

COLLEGE OF NURSING

TEAM 10

Amanda Hug - student director
Lauren Awe - student member
Crystal Epstein - student member
Heidi Keeler, Ph.D., RN - faculty advisory
Lyndsay Dean, MSN, FNP, APPMH — faculty advisor
Marlene Lindeman, MSN, RN, CNS — faculty advisor

COLLEGE OF PUBLIC HEALTH

TEAM 11

Yang Wang - student director
Rajvi Wani - student member
Sankeerth Rampa - student member
He Zhu - student member
Fernando A. Wilson, Ph.D. — faculty advisor
Jim P. Stimpson, Ph.D. — faculty advisor

Learn about the program at unmc.edu/elearning.

DISTANCE LEARNING



UNMC's Colleges of Allied Health Professions, Nursing and Public Health provide a combined total of 11 online health sciences degree or certificate programs. These programs allow distance students the opportunity to complete advanced degrees from their home location while remaining employed in their discipline of study and pursue professional growth and advancement. Distance learning allows for expansion of quality healthcare services in students' home communities. Single-course offerings allow students to meet prerequisite requirements for courses their home campuses may not offer or do not offer at a time convenient for them. National enrollment trends have been static for the past several years, however, enrollment in UNMC online courses and programs have shown modest increases

Since 2010, UNMC Distance Learning efforts have collaborated with the other NU campuses through the University of Nebraska Online Worldwide (NUOW) initiative to provide increased access to educational opportunities and professional advancement. This arrangement gives the NU system a broader online presence and enhances the networking opportunities between campuses for sharing experiences with technology in online education. These collaborations have also led to the development of new programs for UNMC, utilizing the expertise of faculty in areas not represented on the UNMC campus.

In FY 2014-15, Online Worldwide awarded grant funding to UNMC for the development of three new programs: Master of Healthcare Delivery Science, Graduate Certificate in Quality Improvement and Graduate Certificate in Applied Health Informatics. In addition, NUOW continues to aid each campus in meeting the state authorization requirements for distance education so these programs can continue to offer coursework and degrees to students in all states.

UNMC continues to support educational opportunities for military personnel, their spouses and dependents. UNMC educates a significant number of active service military in our online programs and participates with our sister NU campuses in:

- Post 9/11 GI Bill Yellow Ribbon Program
- Got Your 6
- Military Times Best for Vets Colleges
- G.I. Jobs Military Friendly Schools
- Guide to Military Friendly Colleges and Universities
- Department of Defense Memorandum of Understanding
- ACE Toolkit for Veteran Friendly Institutions



	FY 2012-13			FY 2013-14			FY 2014-15		
	# of courses offered	# of credit hours	# of students	# of courses offered	# of credit hours	# of students	# of courses offered	# of credit hours	# of students
College of Nursing	6	941	80	12	676	60	6	830	78
College of Public Health	6	390	107	41	939	182	49	1,158	211
College of Allied Health Professions	63	2,633	239	77	2,680	280	95	2,470	221
Total	75	3,964	426	130	4,295	522	150	4,458	510

GRADUATE STUDIES

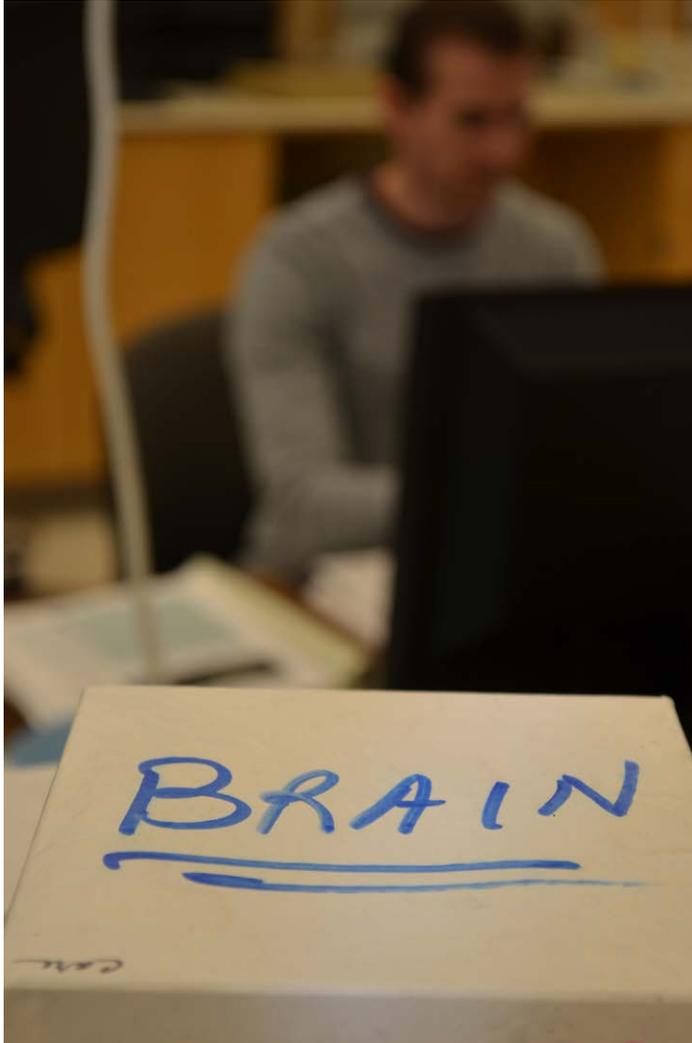
UNMC Graduate Studies had 479 students enrolled in fall 2015. There were 391 Ph.D. students and 71 M.S. students in 17 graduate programs, as well as 17 nondegree-seeking students. These students represent a slight (4.6%) decline in enrollment over the previous year. Highlights of the 2015 calendar year include:

- Eighty-four new Ph.D. students and 40 new M.S. students were admitted to the UNMC Graduate Studies programs.
- Eighty-four Ph.D. degrees and 37 M.S. degrees were awarded, including the inaugural class of 13 students who completed the new non-thesis, two-semester M.S. in Medical Anatomy program.
- Over 80% of graduates from the 2014-15 academic year considered their academic experience to have been very good or excellent, and 78% would likely recommend UNMC to someone considering their field of study.
- Very successful and popular matriculation and convocation ceremonies were held to celebrate milestones for incoming and graduating students, respectively. Convocation ceremony highlights included:
 - Presentation of the Thomas Jefferson Innovation Award, recognizing a Ph.D. student who has exhibited unmatched creativity and ingenuity in completing the research requirements of his/her doctoral dissertation.
 - Presentation of the Praesto Award, recognizing the most exceptional graduate, based on overall excellence or excellence in multiple areas.
 - Acknowledgement of Graduate Students of Distinction, a designation reserved for students who have received national or international recognition (extramural fellowship support, service on a standing committee of a national scientific society or professional organization, etc.).
 - Presentation of the Graduate Student Association's Distinguished Graduate Mentor Award. Traditionally, the award recipient serves as keynote speaker at that year's matriculation ceremony.
- Twenty-one new graduate faculty were welcomed to UNMC.
- The UNMC Office of Graduate Studies funded 27 new fellowship/assistantship awards, 24 renewals and 10 award supplements worth almost \$1.4 million.
- Five graduate programs underwent five-year comprehensive reviews.
- The Graduate Council approved seven new graduate courses and 84 other courses were administratively revised.
- The Graduate Council approved electronic submission of M.S. theses and Ph.D. dissertations to the UNMC Institutional Repository (DigitalCommons@UNMC), thereby eliminating the need for providing bound copies to the



library for archiving. Working with staff from the McGoogan Library of Medicine, a streamlined process for submitting these documents was developed and implemented in mid-May 2015. Comprehensive guidelines regarding thesis/dissertation content and format were created for use by students nearing completion of their degree programs.

- The Graduate Council approved a new Student Termination Policy, based on input from students and graduate faculty.
- Phase 2 of Seguidor™ (the secure, online information system for graduate student progress tracking) was rolled out and activated. This provides the functionality necessary for scheduling of major exams (qualifying, comprehensive, and final oral) and establishing examining committees, as well as submission of exam grades.
- The Board of Regents approved restructuring of the College of Medicine's five basic science graduate programs and the Eppley Institute's Cancer Research Graduate Program to form the Interdisciplinary Graduate Program in the Biomedical Sciences (IGPBS). Interdisciplinary training is valued not only by the National Institutes of Health, which is a major source of training program funding, but also by incoming students who desire a broad spectrum of training opportunities that will make them more competitive in the job market. The IGPBS is accepting applications for fall 2016.
- Graduate Studies adopted a new centralized application service (UniCAS) that streamlines the application submission and review processes.
- Graduate Studies began offering Transferable Skills Workshops (held monthly during the fall and spring semesters) designed to hone student skills that span multiple career pathways. During fall 2015, guest speakers from UNO led sessions focusing on writing and critical thinking.



- Graduate students played a major role in a variety of science outreach events, including a Physiology Understanding (PhUn) Day event organized by UNMC's NIH-funded Science Education Partnership Award (SEPA) program. More than 250 children participated in the event designed to strengthen the math and science curriculum of American Indian youth living on reservations and in urban areas in Nebraska and South Dakota.
- The National Cancer Institute renewed the long-standing Cancer Biology Training Program T32 grant. The training grant, awarded to the Eppley Institute and UNMC (with Jennifer Black, Ph.D. as the Program Director), is the only cancer biology-focused T32 supported by the NCI within the nine-state region. The \$1.2 million training grant involves more than 30 UNMC faculty mentors across multiple departments and annually supports six Ph.D. students pursuing cancer-related research.

RURAL HEALTH DELIVERY AND EDUCATION

College of Public Health

RURAL HEALTH EDUCATION NETWORK (RHEN)

Interest in learning about career opportunities in public health is growing among undergraduate students in Nebraska. In its third year, the annual Weeklong Undergraduate Public Health Workshop hosted by the College of Public Health Rural Health Education Network (RHEN), introduced 22 students from Nebraska undergraduate institutions to the multidisciplinary world of public health. The students were engaged in interactive presentations from both public health academe and practice. As part of their time in the program, student participants toured the Northeast Public Health Department in Wayne, as well as the Indian Health Service Unit at Winnebago. Guided by public health graduate students, program participants gained essential research methods and writing skills and engaged in group research projects. The undergraduate students presented their group projects in the form of a scientific poster presentation session. Curriculum for this program is aligned with Undergraduate Baccalaureate Critical Component Elements identified by the Association of Schools of Public Health. Evaluations showed that the students gained statistically significant increases in knowledge across all undergraduate public health domains introduced in the workshop. Students also indicated an increased interest in pursuing careers in public health as a result of their participation in the program.



In collaboration with Peru State College (PSC) and the UNMC Office of Public Health Practice, RHEN developed and piloted an on-line undergraduate public health course with a service learning component, titled, "Principles of Community Engagement in Public Health: Service Learning, Community-based Participatory Research, Leadership, and Civic Engagement." Faculty involved with teaching the course were

TOTAL HEALTHCARE PROVIDERS - NEBRASKA UNMC GRADUATES - NEBRASKA

Profession	PRACTICING IN NEBRASKA			PRACTICING IN NEBRASKA DOUGLAS OR SARPY COUNTIES			PRACTICING IN NEBRASKA LANCASTER COUNTY			PRACTICING IN NEBRASKA RURAL		
	Practicing	UNMC Educated	%	Practicing	UNMC Educated	%	Practicing	UNMC Educated	%	Practicing	UNMC Educated	%
Medicine												
Physician (MD)	3,922	2,099	54%	2,106	1,104	52%	636	399	63%	1,180	596	51%
Osteopathic Physician & Surgeon (DO)	193	46	24%	94	33	35%	31	4	13%	68	9	13%
Dentist	1,043	702	67%	431	188	44%	207	177	86%	405	337	83%
Pharmacist	2,023	1,131	56%	974	483	50%	300	185	62%	749	463	62%
Physician Assistant	875	577	66%	338	240	71%	172	93	54%	365	244	67%
Advanced Practice Registered Nurse												
Nurse Practitioner	1,072	614	57%	524	266	51%	211	145	69%	337	203	60%
Clinical Nurse Specialist	56	43	77%	32	25	78%	15	10	67%	9	8	89%
Physical Therapist	1,265	610	48%	784	359	46%	7	1	14%	474	250	53%
Total	10,449	5,822	56%	5,283	2,698	51%	1,579	1,014	64%	3,587	2,110	59%
UNMC does not have program												
Certified Registered Nurse Anesthetist	330			153			41			136		
Certified Nurse Midwife	33			22			5			6		
Occupational Therapist	719			429			9			281		

Notes: Includes practitioners with a primary or satellite practice location in Nebraska
Includes programs and training received through UNMC - COM, COP, COD, CON and CAHP
Includes Residency, Fellowship and Specialty Training
Excludes current Residents, House Officers, and Temporary Licenses



Pictured left to right: Co-PIs Kyle Ryan, Ph.D., Associate Professor of Kinesiology School of Education, Peru State College, and Patrik Johansson, M.D., Director of the Rural Health Education Network, UNMC College of Public Health, with Charles P. Schroeder, founding Executive Director, Rural Futures Institute.



from Chadron State College, Peru State College, Wayne State College, the University of Nebraska at Kearney, and UNMC's College of Medicine and Office of Public Health Practice. This innovative on-line course included modules developed by public health departments and elected officials in Nebraska. Eighteen Peru State College students enrolled in the course in the spring of 2015. All students who completed the course evaluation agreed or strongly agreed that the course was intellectually challenging. One student described the course as extraordinary, "...by far, the most thought-provoking, engaged, challenging online course I've taken, ...learning from top professionals and professors in Public Health has given the students in this course many collective viewpoints..." Students felt the service learning and reflection paper components of the course were valuable experiences through which they were able to further develop their critical thinking and problem solving skills. Dr. Kyle Ryan, Associate Professor of Exercise Science at Peru State College taught the course in the spring semester of 2015. Dr. Ryan; Dr. Brandon Grimm, Director of the Office of Public Health Practice; and Dr. Patrik Johansson, Director of the Rural Health Education Network, received the Nebraska Campus Compact **Outstanding Community and Campus Collaboration Award** for the development and teaching of this course. The Rural Futures Institute (RFI) supported the development of the course through the Teaching and Engagement grant program.

In 2015, RFI awarded RHEN an additional Teaching and Engagement grant to develop Rural Interprofessional UNMC Student Rotations. This collaborative initiative will bring together students from the UNMC College of Dentistry, College of Medicine, College of Nursing, College of Pharmacy, College of Public Health, and the College of Allied Health Professions to engage in interprofessional team projects in partnership with the East Central District Public Health Department in Columbus,



Nebraska. During the three-week rotation, students will engage in team-based service learning-based activities, focusing on tobacco policy, a priority area that aligns with the East Central District Health Department Community Health Improvement Plan.

CENTRAL STATES CENTER FOR AGRICULTURAL SAFETY AND HEALTH (CS-CASH)

Since 2011, the Central States Center for Agricultural Safety and Health (CS-CASH), a multi-project center in the UNMC College of Public Health, has aimed to ensure that evidence-based prevention and intervention findings, best practices, tools, approaches, technologies, guidelines and policies reach rural communities and workplaces. CS-CASH has developed novel communication strategies to reach rural communities in the center's seven states (North Dakota, South Dakota, Nebraska, Kansas, Minnesota, Iowa and Missouri). Along with innovative pulmonary and hearing research aimed at improving the health of rural communities, CS-CASH has implemented outreach strategies that effectively utilize all programs and projects within

the center, has conducted comprehensive systematic reviews of all available published information on agricultural health and safety interventions, and has translated this information to content that is appropriate for rural communities and workers. In 2015, the CS-CASH Outreach team conducted training, safety demonstrations and presentations in over 90 rural communities in the center's seven states region. The center is responsive to

College of Nursing

A study of rural family caregiving during cancer treatment is currently being conducted at the NCI-designated Fred & Pamela Buffett Cancer Center by UNMC College of Nursing's Karen L. Schumacher, R.N., Ph.D. (Principal Investigator), and June Eilers, R.N., Ph.D. (Co-Investigator), in collaboration with numerous cancer center clinicians. The longitudinal study aims to comprehensively characterize rural family caregiving across the first six months of cancer treatment and to distinguish uniquely rural caregiving characteristics from characteristics common across both urban and rural locales. It focuses on what family caregivers actually do and how that changes over the course of cancer treatment. Family caregivers and patients with head and neck, thoracic, gastrointestinal, or pancreatic cancer are invited to participate in the study, which is in the third year of four years of funding from the American Cancer Society.

An increasing demand for primary care clinicians and access to high quality care is particularly challenging in rural areas. The College of Nursing offers two programs for family nurse practitioners (FNPs) to help fill that gap by providing care and ensuring that the population remains healthy, able to take care of themselves and enjoys a high quality of life.

The Advanced Rural Hospital Care (ARHC) program is designed to improve patient outcomes in rural hospitals by providing emergency care education to family nurse practitioners (FNPs) who are currently in training. The goal of the program is to increase patient access to high quality emergency care and

College of Dentistry

The College of Dentistry has a proud and storied past in successfully addressing the oral health needs of rural Nebraskans. The commitment to the rural needs of the citizens of our state starts with the admissions process. The Admissions Committee's mission statement is "The University of Nebraska Medical Center College of Dentistry seeks to admit a regionally diverse class of academically qualified applicants, with strong consideration given to Nebraska's applicants from rural underserved backgrounds." The large imprint of the college on Nebraska's rural health is evidenced by the fact that 83% of Nebraska dentists practicing outside of the Lincoln and Omaha metropolitan areas are UNMC College of Dentistry graduates. Statewide, 67% of all Nebraska dentists graduated from UNMC. Currently, 47% of the student body are from a rural background. In a recent (October 2015) article in the Journal of the American

emerging issues and was at the forefront of educating poultry workers about respiratory and other occupational hazards during the 2015 avian influenza outbreak. Over 90 participants, including rural health care providers and students, have received training as part of the CS-CASH annual Agricultural Medicine Course. The aim of this 32-hour course is to improve the healthcare outcomes of patients in rural communities.

improved inpatient outcomes in rural and medically underserved areas. The ARHC program includes three courses, each providing additional education and clinical experience to increase FNPs' competencies to practice in rural critical access hospitals, which have a maximum of 25 acute inpatient beds and are over 35 miles from another hospital. Students complete their clinicals in rural hospitals.

The Advancing Rural Emergency and Acute care (AREA) program is a 20-credit-hour post master's certificate program to provide currently practicing certified family nurse practitioners with the additional skills and preparation needed to lead teams in the management of multiple chronic conditions. The goal of the program is to increase the workforce of skilled healthcare providers in rural communities which will not only increase access to care but also improve the quality of that care and impact patient outcomes in rural, medically underserved areas of Nebraska. FNPs who practice in rural areas are often required to provide care for patients in emergency departments and acute care units of critical access hospitals. During the AREA program, the FNPs learn by utilizing interprofessional education (IPE) models that include emergency and internal medicine residents and health literacy content provided by faculty from the College of Public Health. Students have clinical practicums in clinical sites that prepare them to provide acute care for patients with complex needs in rural critical access hospitals. Upon completion of the certificate, the graduates are eligible to sit for board certification as ACNPs.

Dental Association, UNMC ranked first of all U.S. dental schools in graduates that return to rural communities to practice.

The College of Dentistry has a 25-year history with the Rural Health Opportunities Program (RHOP). Since 2010, 27 dentists and dental hygienists from 15 counties have successfully completed the RHOP Program. Importantly, 83% of the college's RHOP graduates have returned to rural Nebraska between 1997 and 2012.

The college has outreach programs that serve the oral health needs of the underserved in our state. Children's Dental Health Day and Panhandle Dental Day are annual outreach events that have provided an estimated \$2.8 million in free service to approximately 5,600 children since 2001. Other programs



that reach out to the underserved include the Dental Hygiene Program's sealant program which, since 2003, has provided over 30,000 sealants to more than 10,000 children. Dental hygiene students also make weekly visits to nursing homes in the Seward and Milford communities and have served more than 160 patients since the program's inception in 2012. Other programs include the Third City Extraction Clinic in Grand Island as well as faculty, staff and student involvement in the Nebraska Mission of Mercy Project.

Extramural rotations program allows dental students to experience first-hand rural community practice opportunities. The college has 32 rural sites that host students for extramural rotations. Since 2011, 266 students have placed 7,989

restorations and have provided 3,133 oral surgeries and 5,210 oral diagnostic procedures. Additionally residents from the Pediatric Graduate Program also provide services to outstate underserved children while spending six weeks every year in practices that serve Columbus, Macy, Hastings and Gering.

The College of Dentistry remains committed to finding new opportunities to enlarge our capacity to meet the dental needs of our citizens. The college is exploring an increased presence at the University of Nebraska at Kearney with the hope of establishing a collaborative agreement with UNK similar to the RHOP program. Another new opportunity is underway: Our general practice residents will be participating in rotations working with veterans at the VA Medical Center in Grand Island.

HIGH SCHOOL ALLIANCE

The mission of the UNMC High School Alliance is to immerse highly motivated secondary students from varying educational and socioeconomic backgrounds into an environment which will introduce them to health professions, leading to a more diverse Nebraska workforce.

The UNMC High School Alliance opened its doors to its first class in 2010-11 and has expanded to bring 60 high school students to our academic medical center every weekday afternoon for an entire school year. Students are taught by UNMC faculty, receive high school credit and, in some cases, college credit for the courses they take. The students complete the program with a greater understanding of science and health topics, the specific steps to accomplish their career goals and are better prepared to enter postsecondary education.

UNMC High School Alliance by the numbers

- Twenty-six metro area public high schools have participated in the program.
- Fifteen different public school districts have participated with Elkhorn Public Schools joining during the 2016-17 school year.
- Nearly 35% of all students who attend the program qualify for free or reduced lunch.
- Male students comprise 30% and female students comprise 70% of the program's participants.
- Two hundred forty-two students, both juniors and seniors, have graduated from the program with a 94% completion rate.
- Seventy-seven percent of students who completed the program and who are in college have indicated that they are pursuing a health-related STEM (science, technology, engineering, mathematics) education career path.
- The program has a 97% college attendance rate.
- Seventy-seven percent of the students who have completed the program remain in Nebraska for college.
- Two students from the first High School Alliance class are attending medical school at UNMC.
- Two students from the second High School Alliance class are in nursing school at UNMC – one on the Omaha campus and the other on the Kearney campus.
- UNMC professional and graduate students continue to host the Mentor/Mentee Lunch and Learn sessions throughout the school year.



Left to Right: Maggie Fritch (Papillion-LaVista South), Raheem Jones (Bellevue East) and Morgan Daffer (Gretna) evaluate their Gram stains in the lab of Infectious Diseases class.



Left to Right: Barrett McDonald (Millard South), Omid Sidiqi (Millard West), Noah Fant (Omaha South) and Quentin Mays (Papillion LaVista South) learn phlebotomy techniques in Pathology class.

- The program sponsors a HOSA (Health Occupation Students of America) Chapter for students.
- Nearly 150 UNMC faculty, staff and students have been involved with the program.
- Drs. Geoff Talmon and Joe Rohr published a paper in the American Journal of Clinical Pathology on teaching pathology to high school students.

INTERPROFESSIONAL ACADEMY OF EDUCATORS



Interprofessional Academy of Educators Advisory Council

Overseen by UNMC's Vice Chancellor for Academic Affairs, the mission of the Interprofessional Academy of Educators (IAE) is to foster a vibrant interprofessional community of educators through faculty development programs, educational scholarship and the development of innovative curricula. An organization made up of experienced instructors with a passion for furthering UNMC's educational mission, the IAE has three main goals:

- To improve educational quality through innovation, curriculum design and implementation of evidence-based teaching methods
- To promote the dissemination of UNMC faculty members' educational innovation through scholarship
- To provide a mechanism for mentorship for new and developing faculty members with an interest in education

Although many teaching academies exist nationwide, UNMC's IAE is unique. It is interprofessional by design, meant to connect educators with similar interests regardless of their college or campus. While being an academy member is a distinct honor, IAE will require members to give back to the university and Nebraska Medicine through an annual service requirement. The involvement of community healthcare educators is critical to the IAE's mission, and membership criteria and requirements are designed to be inclusive of all interested in education. Finally, the IAE values the involvement of learners and provides a mechanism for their involvement.

Academy Interest Groups

Each academy member is required to participate in at least one interest group to share their talents with like-minded educators, develop expertise and foster scholarly collaboration. While the groups' activities will be led by academy members, they are open to participation by the entire campus. The groups will develop new educational activities; participate in continuing education

activities; collaborate on manuscripts, studies and grants; and provide peer review and consultation across the institution. Interest groups include:

- Clinical Teaching
- Curricular Design, Instructional Methods, Assessment and Evaluation
- Educational Technology
- Simulation
- The Science of Learning
- Rural Health Care Education
- Interprofessional Education
- Learner Environment and Wellness

Academy Programs

The Interprofessional Academy of Educators has partnered with numerous groups on campus, including Faculty Development, Faculty Mentoring, the McGoogan Library of Medicine, e-Learning, and the iEXCELSM Global Center for Advanced Interprofessional Learning to develop programs and further each other's missions. Programs in development for 2016 include:

- An educational boot camp for new faculty
- An educational leadership program (in collaboration with Faculty Development)
- A just-in-time tool kit for community educators

Learn more:

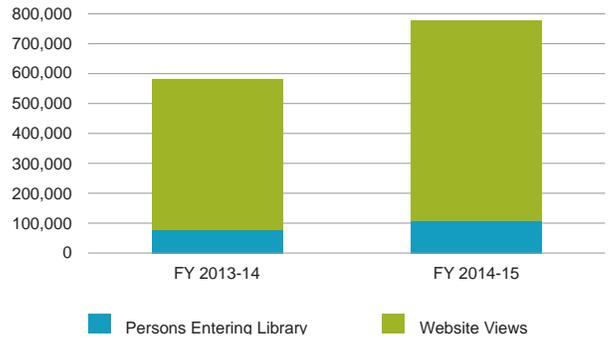
The IAE will begin accepting applications for membership in the first quarter of 2016. Learn more at <http://www.unmc.edu/academicaffairs/faculty/academy/index.html>.

MCGOOGAN LIBRARY OF MEDICINE

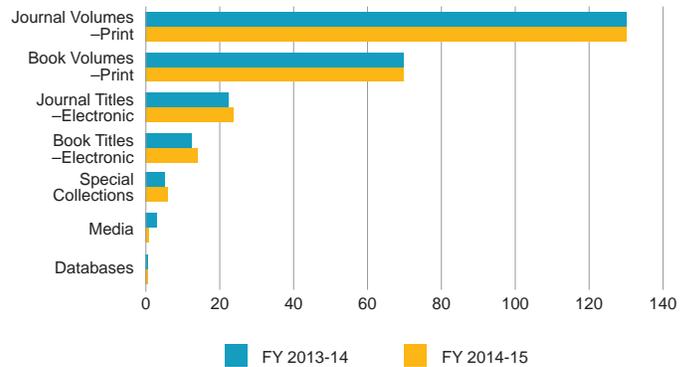
New Services

- The McGoogan Makerspace is located on the sixth floor of the library. The Makerspace is the home of two 3D printers, a digitizer for scanning objects to be printed on a 3D printer, and a workstation for creating 3D objects using different imaging software. Printing is available for all UNMC students, faculty and staff. A wide variety of 3D objects have been submitted for printing, ranging from models of DNA and germs to skulls and brains. A group of UNMC graduate students formed a 3D printing group called UNMC Makers. The library hosts a meeting space, equipment, and a librarian serves as faculty sponsor. Expansion plans are currently underway.
- Digitization of materials from the library's archives and special collections has been ongoing throughout the past year. Among the many items digitized and uploaded to Digital Commons@UNMC are documents from UNMC's predecessor institution, the Omaha Medical College. As well as the history of UNMC, materials from the collection of Wolf P. Wolfensberger, Ph.D. (1934-2011), a faculty member at the Nebraska Psychiatric Institute from 1964 to 1971, have also been placed online. Statistics show a global audience for our digitized collections, including positive comments from alumni and non-UNMC researchers.

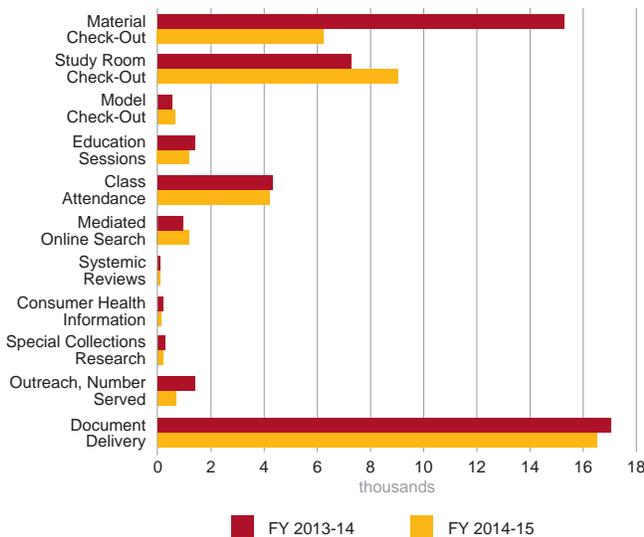
Library Access Points



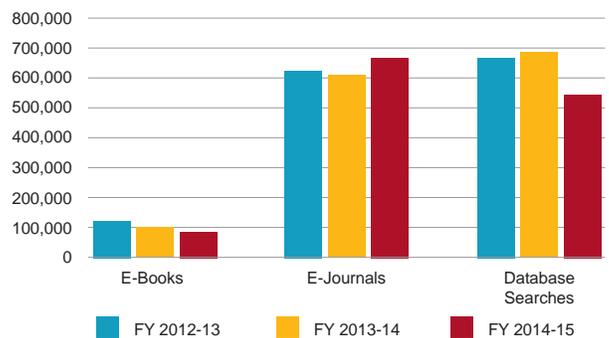
Library Collections/Holdings



Library Service Requests



Library Usage



Note: Material check-out decrease FY 2014-2015 due in large part to change from physical to electronic use. Electronic requests not included.

Achievements

- Support for education and research services continues to increase as the library evolves to meet the changing needs of educators and researchers.
 - Increased support for CON and CAHP students at all campus locations.
 - Developed new online educational modules in response to growing demand.
 - Research requests between August 2014 and April 2015 were up 41% compared to the August 2013-April 2014 time period.
 - Library faculty handled an increase in consultations for the new NIH biosketch requirement. They continue supporting an increased need for systematic reviews.
- A new organizational structure went into effect in February 2015.
 - New departments better organized to meet the needs of our users.
 - Identified staffing priorities as the library aligns positions with changes in delivery of services and collections.
 - Implemented new processes, which will result in better service for our users.
 - Recruited three new faculty and three new staff.
 - Expanded training program for enhancing skills.

Future Plans

- The McGoogan Library is in the preliminary stages of planning a major renovation of library space to meet the ongoing requests from our users. We have an opportunity to reinvent the library from a place of storing materials to facilitating access and collaboration for users.
- We are exploring new models of purchasing or accessing content as a way to manage inflation with our current budget. The McGoogan Library is entering a new era of cooperation with other University of Nebraska libraries in providing increased access to shared resources across all campuses.

FACULTY DEVELOPMENT



Faculty Development helped establish the Advisory Council for the launch of the Interprofessional Academy of Educators

The Office of Faculty Development at UNMC aims to enhance our diverse faculty's skills in clinical and classroom teaching, research, leadership and scholarship. It is our mission to provide faculty with the tools they need to navigate a successful career at UNMC.

Developing Tomorrow's Leaders

- Registration for the annual Premier Education Banquet increased 50% over the previous year and allowed Faculty Development to give out its inaugural awards recognizing courageous teaching, visionary leadership and spirit of service.
- 31 new leaders graduated from our intensive, year-long Interprofessional Leadership for Excellence and Academic Development (iLEAD) program, which includes 56 hours of content from local, regional and national experts.
- 120 faculty and staff regularly participated in two Faculty Development learning communities, the Education, Technology and Collaboration (ETC) and the Simulation Interest Group.

Creating the Next Wave of Innovation

- Faculty Development, in collaboration with the Vice Chancellor for Academic Affairs, led efforts to establish the Interprofessional Academy of Educators.
- We led two campus-wide education retreats in partnership with the Education Council and new iEXCELSM leadership.
- Faculty Development partnered with the Interactive E-Learning Program to assist 119 faculty and 27 student innovators to create over 110 e-modules for integration into the curriculum.

Future Directions

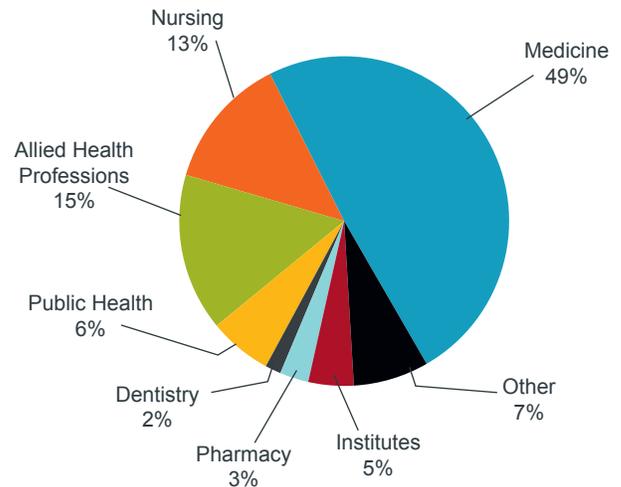
- Partner with the Office of the Vice Chancellor for Research, Human Resources and Nebraska Medicine to further develop an interprofessional leadership community.
- Partner with the Vice Chancellor for Academic Affairs to lead strategic planning retreats to enhance campus-wide collaboration on educational development and leadership development.
- Implement a needs assessment survey of all UNMC faculty to identify priority training needs and target them through future programming.

Provided by UNMC Vice Chancellor for Academic Affairs

FY 2014-15 Campus-Wide Impact

- 1,487 registered faculty
- 84 hours of training
- 29 events
- 31 leadership graduates

Our events draw attendees from all units of campus



After the event, **93%** strongly agreed or agreed that their knowledge was enhanced.

Learn more about Faculty Development at unmc.edu/facdev.

FACULTY MENTORING

“A mentor is someone who sees more talent and ability within you than you see in yourself, and helps bring it out of you.”

Bob Proctor, Proctor Gallagher Institute

The Faculty Mentoring Program was established in Academic Affairs in 2013 to assist the colleges and institutes of UNMC in the professional development of their faculty through attainment of individual career goals and prioritization of the necessary work-life balance for a successful academic career.

UNMC Mentoring Program Vision

To enhance and sustain the career success of the faculty of the University of Nebraska Medical Center.

Mission and Goals

- Facilitation and attainment of individual faculty career goals
- Professional development of faculty
- Increased job satisfaction of faculty
- Long-term faculty retention
- Improved work-life balance for faculty
- Prevention of faculty burnout
- Documentation of faculty mentoring success

Outreach

The establishment of a Mentoring Committee with representation from all colleges of UNMC has widened the outreach of mentorship activities to UNMC with planning seminars, the revision of the mentoring website and through service as a resource to the colleges and institutes that are expanding their mentoring activities. Mentoring Program outreach includes presentations on the importance of mentoring at new faculty orientation and seminars focused on being a mentor; on being a mentee/protégé; peer mentoring; the importance of on-boarding of new faculty; developing mentoring programs within colleges, institutes and departments; and of the value of mentoring for rank advancement.

Planning

The recently developed UNMC mentoring website provides information on being a mentor, being a mentee, and establishing relationships with mentors. A mentoring manual that describes development of mentoring relationships for new faculty when their department or college does not have a formal mentoring program is also available. With help from Ms. Megan Blusys, the website is user-friendly and focuses on just-in-time mentoring education with links to public mentoring websites. Webpage



views during the prior year totaled 2,026 as of November 2015. The promotion and tenure website has also been updated with revised UNMC guidelines, the necessary documents for rank advancement and links to all UNMC College guidelines.

Continuing and Emerging Efforts for 2016

- Meetings with College of Medicine chairs to consider establishing departmental oversight committees for mentoring.
- Meetings with executive leadership groups to emphasize the value of formal mentoring.
- Continued growth of the Women's Mentoring Group under the leadership of Dr. Shilpa Buch.
- Two new mentoring groups will be initiated in 2016:
 - for LGBT faculty
 - for faculty considering retirement
- Establishment of mentoring outcome measures.
- Mentoring workshops as requested.
- Direct one-on-one mentoring as requested.
- Assistance with mentor-mentee/protégé matching.
- Training seminars on mentoring for colleges and departments.
- Periodic seminars utilizing College Promotion Committee Chairs on rank advancement, curriculum vitae principles, building a teaching resume, and writing a narrative for rank advancement.



The Interprofessional Experiential Center for Enduring Learning

The Interprofessional Experiential Center for Enduring Learning (iEXCEL) is a transformative project designed to distinguish the State of Nebraska by creating a new model for education, training and research for healthcare professionals. This model supports the curriculum for the health science colleges and is built around, and incorporates a wide range of simulation technology. These simulation modalities enable healthcare professionals to learn and become proficient in professional and procedural skills and to prepare for patient care in safe and simulated healthcare settings.

The goal is to address three critical issues faced by the U.S. healthcare system:

- Medical errors and avoidable deaths
- An outmoded educational model and a new generation of learners
- Healthcare provider shortages

A new facility called the Global Center for Advanced Interprofessional Learning will serve as the headquarters for iEXCEL starting June 2018. The Global Center will be a multi-level, 134,000-square foot, highly advanced interprofessional clinical simulation facility on the UNMC campus in Omaha. Planned for the southeast corner of 42nd and Emile Streets, the facility will be purposefully sited proximal to the hospital, colleges and clinics with skywalk connectors.

This advanced interprofessional simulation facility will form a hub for a statewide network of interconnected simulation centers for the professional development of healthcare providers. These connected centers will provide state-of-the-art education incorporating hands-on training opportunities as well as unique research opportunities that are made possible by advanced modeling and simulation technologies.

INTERPROFESSIONAL EMPHASIS

The Global Center will house spaces that promote interdisciplinary collaboration in the medical fields, as well as with other disciplines such as engineering, instructional design and technology. In addition to training, the goal is to conduct research and develop new and relevant learning methods, including

interactive e-learning, experiential learning, new clinical products, training modules and 3D software. In partnership with Nebraska Medicine, iEXCEL will develop improved healthcare processes that are consistent with the vision of improving patient outcomes.

TECHNOLOGY

Simulation modalities will include skill task trainers, human patient simulators, surgical simulators and fresh tissue capabilities in replicated healthcare environments. Cutting-edge 3D, holographic and Virtual Immersive Reality (VIR) technology will also be incorporated. Collectively, these technologies serve to accelerate the development of advanced training for individuals and interdisciplinary teams, at all levels of training and re-training, so that participants develop discipline-specific proficiencies, including learning to work in highly effective healthcare teams.

The Global Center will incorporate tele-education and tele-presence opportunities and, in partnership with Nebraska Medicine, will support tele-health networking capabilities bringing benefits to healthcare providers and patients.

RECENT OUTCOMES

- The Nebraska Legislature supported the construction needs and operating budget for iEXCEL and the Global Center including \$25 million for construction and \$2 million for operations and maintenance
- The University of Nebraska Board of Regents unanimously approved iEXCEL
- iEXCEL and UNeMed partnered to host the first annual iEXCEL Expo, in October 2015, which featured nine industry partners and eight university innovators
- A statewide technology network assessment process began
- Actively developing collaborative business relationships with global industry partners, academia and military
- Completed Architect and technology integrator selection
- Installed the MultiTaction iWall, a multiuser, interactive 2D touch screen ideal for collaboration and innovation and provided training



ECONOMIC IMPACT

In addition to attracting diverse visitors to Nebraska and UNMC, iEXCEL will stimulate innovation in education, training and research, and contribute to the workforce development for the State of Nebraska through specialized training and industry collaboration opportunities in simulation technology and 3D/VIR content development.

BUSINESS DEVELOPMENT

The iEXCEL business strategy model is a unique blend of academic, industry and military collaboration with a fundamentally solid short-term, mid-term and long-term financial foundation. The goal is to create a vibrant model for entrepreneurship and rigorous business development which can lead to licensing and commercialization.

MOVING FORWARD

iEXCEL will expand by:

- Increasing opportunities for 3D/VIR medical content creation
- Developing Centers of Excellence within the Global Center
- Negotiation of value-added support from industry

Creation of a 3D/VIR Visualization Hub in the Sorrell Center - including a LED CADWall, developer software and workstations, and integrated hardware (Ibench, Interactive mirror)

Early acquisition of visualization technologies will allow educators and learners to adapt to the technology expansion in preparation for the opening of the Global Center in June 2018.

LEADERSHIP

Leadership for iEXCEL is provided by Chancellor Jeffrey P. Gold, M.D., and Dele Davies, M.D., Vice Chancellor for Academic Affairs. Pamela Boyers, Ph.D., Associate Vice Chancellor for iEXCEL, a national leader in simulation education, along with Suzanne Torroni-Roberts, BSBA, Executive Director for Business Development, and Benjamin Stobbe, MBA, RN, Executive Director for Clinical Simulation and Integration, have been successfully recruited to lead the implementation of the project. This team will work closely with the UNMC faculty and students to ensure that iEXCEL is relevant for their present and future academic needs.

Meeting the goals for iEXCEL depends on the expertise and knowledge of UNMC faculty, staff, students and community supporters as well as the successful adoption of simulation into the curriculum and research. To ensure full engagement in the development of iEXCEL, a Strategic Advisory Group, comprised of UNMC leaders (representing all health science colleges, UNMC and Nebraska Medicine), oversees five faculty and student work groups:

- Education & Clinical Outcomes
- Faculty Engagement
- Research
- Communications/Outreach
- Business Development

A Technology Selection & Integration Group and Construction Group complement the overarching Strategic Advisory Group by serving as experts in their respective area.

ALLIED HEALTH EDUCATION AT UNMC



Kyle Meyer, Ph.D., Founding Dean, College of Allied Health Professions

UNMC's sixth college, the College of Allied Health Professions, was born on July 1, 2015. It was a long labor, lasting almost 45 years.

What began as hospital-based training programs in medical technology and radiologic technology in the 1930s eventually became the School of Allied Health Professions (SAHP). Established in October 1972 by the Board of Regents of the University of Nebraska as a formal entity under the College of Medicine, the SAHP incorporated those early programs along with Physician Assistant (PA) and Physical Therapy (PT) programs, which had been added in the two years prior.

Throughout the next several decades, the school responded to allied health workforce needs of the state and region by adding essential programs in Nuclear Medicine Technology, Radiation Therapy, Medical Nutrition, Diagnostic Medical Sonography, Computed Tomography (CT), Magnetic Resonance Imaging (MRI), Cardiovascular Interventional Technology, Clinical Perfusion, and Cytotechnology. Some began as certificate or undergraduate programs and advanced to master's or doctoral degree programs as the professions evolved.

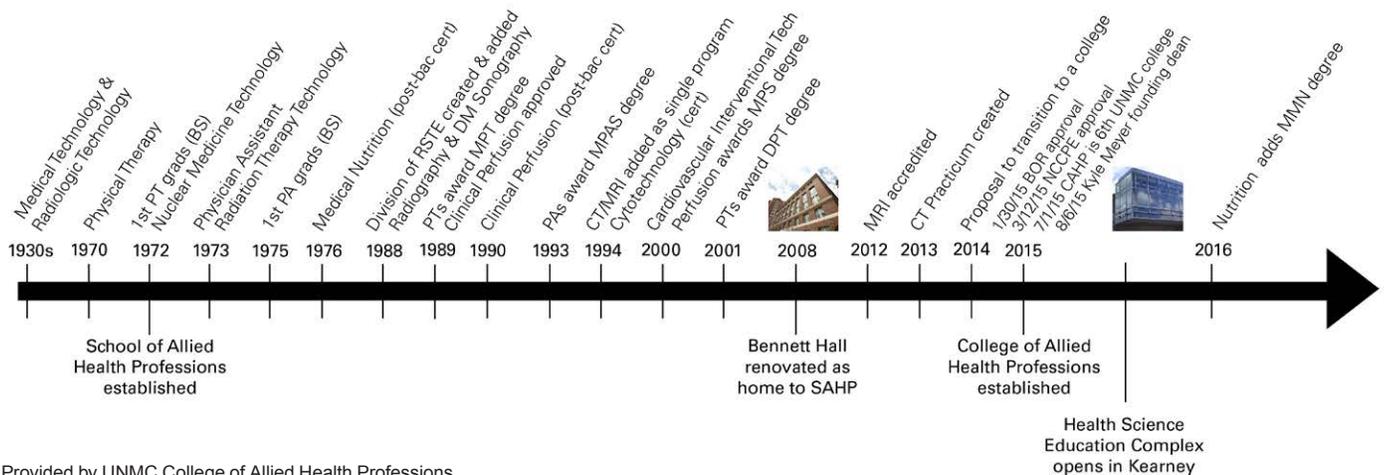
Under eight deans in the College of Medicine, seven different associate deans have led the SAHP throughout its history. As head of the school from 1974 through 1985, William Ruegamer, Ph.D., established and expanded most of the SAHP programs. He was followed by Reba Benschoter, Ph.D. (1985-95), who ushered in the Rural Health Opportunities Program (RHOP), broadening health professions education into rural areas by partnering with Chadron State College. The next era, under Mary Haven, M.S., FASAHP (1995-2006), brought collaborative partnerships, saw an expansion in distance education, and began to grow the research enterprise of the school. Ms. Haven also began the planning for unification of all SAHP programs under one roof.

Kyle Meyer, Ph.D., who took the helm in 2006, saw the unification plan to its fruition. In 2008, for the first time in the school's history, all the programs came together in one building with the completed renovation of Bennett Hall, built in 1918.

Throughout its history, the SAHP has grown considerably in the depth, breadth and geographical reach of its educational programs. In 1972, the SAHP had 75 graduates. By 2006, enrollment was 356 and by 2015 it had reached 417. In addition to higher enrollment under Dr. Meyer, the SAHP saw increased use of technology, dramatically enhanced extramural funding, including the addition of numerous endowed faculty and chair positions, and an expansion of its international programs.

In addition to RHOP program expansion to Wayne State College in 2007 and Peru State College in 2015, the SAHP saw a historic expansion of its programs to Kearney with the opening of the Health Science Education Complex on the UNK campus in August 2015.

In response to the SAHP's growth, in early 2015 the Board of Regents of the University of Nebraska unanimously approved a proposal submitted under Chancellor Jeffrey P. Gold, M.D., to transition the school to college status. The Nebraska Coordinating Commission for Postsecondary Education unanimously approved the transition on March 12, 2015, and on July 1, 2015, the school officially became UNMC's sixth college — the College of Allied Health Professions (CAHP). Dr. Meyer was appointed as founding dean of the college shortly thereafter.



Provided by UNMC College of Allied Health Professions

RESEARCH TAB

RESEARCH TAB

RESEARCH AWARD SUMMARY

TOTAL RESEARCH AWARDS PER REGENTS REPORT FY 2003-04 THROUGH FY 2014-15

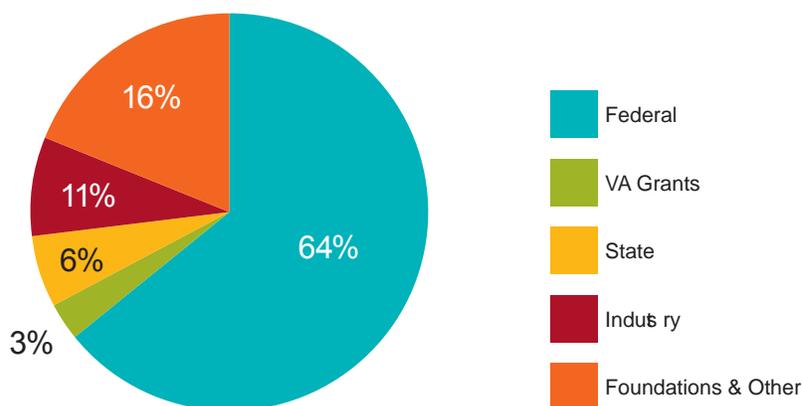
NET AWARDS	AMOUNT	INCREASE/ (DECREASE)	# PRINCIPAL INVESTIGATORS	# RESEARCH GRANTS
FY 2003-04	\$68,068,921	22%	205	404
FY 2004-05	\$72,764,843	7%	227	427
FY 2005-06	\$74,951,631	3%	226	399
FY 2006-07	\$75,199,879	0%	238	428
FY 2007-08	\$63,819,775	(15%)	220	392
FY 2008-09	\$100,929,069	58%	242	487
FY 2009-10	\$115,024,194	14%	255	498
FY 2010-11	\$79,703,053	(31%)	244	409
FY 2011-12	\$88,902,488	12%	248	443
FY 2012-13	\$94,109,544	6%	239	425
FY 2013-14	\$89,895,973	(4%)	261	471
FY 2014-15	\$93,313,397	4%	265	466

Research Funding Categories

	FY 2013-14	FY 2014-15	Increase/ (Decrease)
Federal	\$58,648,816	\$61,639,323	5.1%
VA Grants ^(a)	\$2,677,565	\$2,605,181	(2.7%)
State	\$5,805,273	\$5,848,320	0.7%
Industry	\$7,630,730	\$10,931,442	43.3%
Foundations & Other	<u>\$17,811,154</u>	<u>\$14,894,312</u>	<u>(16.4%)</u>
Total	\$92,573,538	\$95,918,578	3.6%

(a) VA grants are not included in the BOR award report above

Percent of Total Funding by Category FY 2014-15



ANNUAL RESEARCH AWARDS

EXTRAMURAL RESEARCH FUNDING TOTAL RESEARCH AWARDS						
	FY 2012-13	FY 2012-13	FY 2013-14	FY 2013-14	FY 2014-15	FY 2014-15
Research Totals	Projects	Funding	Projects	Funding	Projects	Funding
Federal	165	\$65,736,189	151	\$58,648,816	159	\$61,639,323
State	35	\$5,280,115	52	\$5,805,273	53	\$5,848,320
Industry	89	\$9,714,973	116	\$7,630,730	100	\$10,931,442
Other	136	\$13,378,266	152	\$17,811,154	154	\$14,894,312
Total	425	\$94,109,544	471	\$89,895,973	466	\$93,313,397

TOTAL CLINICAL RESEARCH AWARDS						
	FY 2012-13	FY 2012-13	FY 2013-14	FY 2013-14	FY 2014-15	FY 2014-15
Clinical Research Totals	Projects	Funding	Projects	Funding	Projects	Funding
Federal	36	\$33,244,098	38	\$25,753,079	55	\$30,210,115
State	7	\$246,457	6	\$136,514	8	\$192,205
Industry	74	\$7,041,184	84	\$4,699,280	72	\$6,927,437
Other	53	\$6,817,829	60	\$10,746,282	72	\$8,149,794
Total	170	\$47,349,568	188	\$41,335,154	207	\$45,479,550

UNMC Fiscal Year July 1 - June 30

UNMC FACULTY VETERANS AFFAIRS RESARCH GRANTS (NOT INCLUDED ABOVE)			
	FY 2012-13	FY 2013-14	FY 2014-15
Department of Veterans Affairs	\$2,840,953	\$2,677,565	\$2,605,181

Summary Data provided by VA Nebraska Western Iowa Health Care System

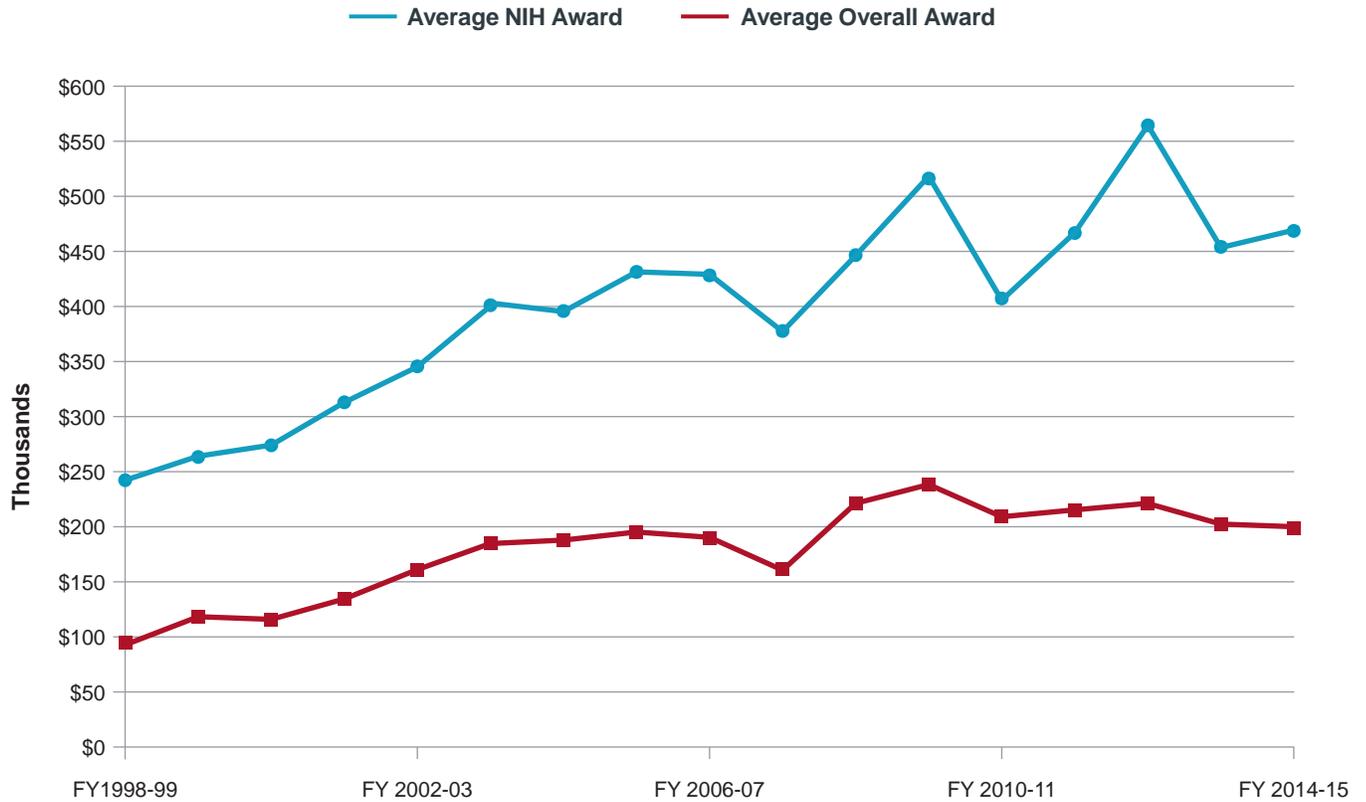
TOTAL EXTRAMURAL FUNDING BY COLLEGE UNMC FISCAL YEAR JULY 1 – JUNE 30			
Colleges	FY 2013-14	FY 2014-15	Increase/(Decrease)
College of Medicine	\$55,393,980	\$62,764,266	13.3%
College of Allied Health Professions	\$475,426	\$109,780	(76.9%)
College of Dentistry	\$1,852,869	\$1,637,339	(11.6%)
College of Nursing	\$2,034,981	\$2,683,493	31.9%
College of Pharmacy	\$6,859,678	\$8,569,641	24.9%
College of Public Health	\$9,359,876	\$1,882,043	(79.9%)
Eppley Cancer Center	\$9,963,936	\$12,373,895	24.2%
Munroe-Meyer Institute	\$3,626,926	\$3,292,940	(9.2%)

Summary Data provided by Sponsored Program Administration

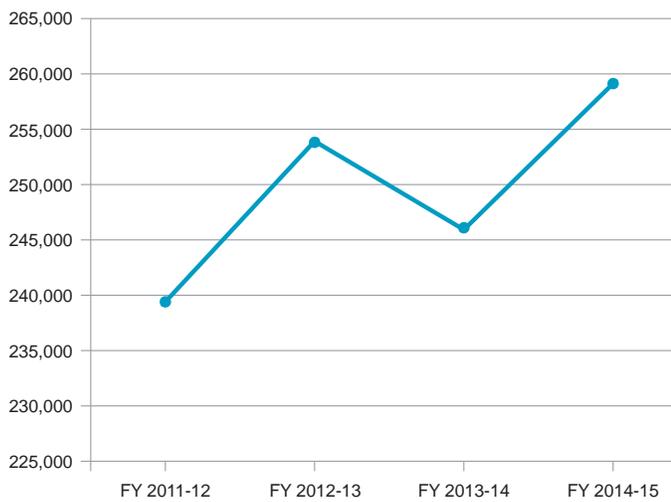
NIH Ranking. FY 2014-15 data from NIH has been found to have numerous errors in the latest update. For example, grants may be credited to a parent organization but not to the college or department. Until these errors are corrected, it is impossible to calculate national rankings for colleges and departments based on the awards listed in the publically available NIH database.

AVERAGE RESEARCH AWARDS

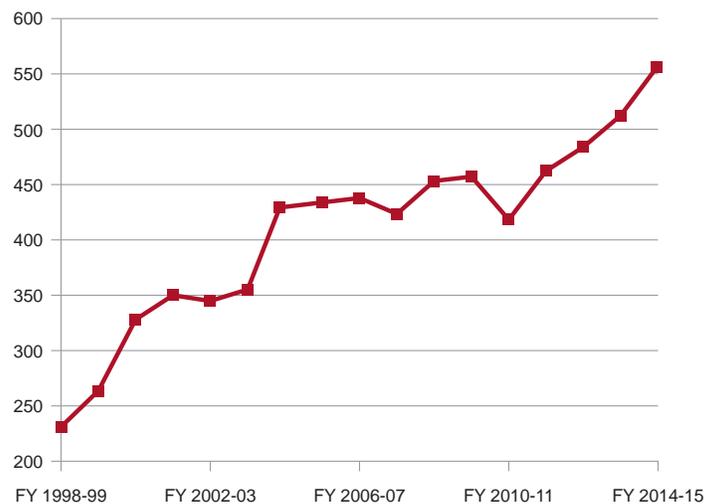
Average Award Amount



Average ROI



Number of Faculty as Grant Participants



RESEARCH STRATEGY

UNMC has experienced a steady increase in total funded research projects and funded investigators despite recent sequestration and relatively flat research funding. We have focused on five general strategies to grow our research portfolio:

- 1. Recruit well-funded investigators and leaders.** Many of our largest funded programs result from the recruitment of funded leaders. We continue to strategically recruit faculty who will bring new expertise to complement our established strategic planning areas.
- 2. Expand translational teams.** Teams are critical to developing innovative approaches required for competitive grant applications as well as speeding translation. A number of collaborative pilot grant programs and a recent Research Interest Group initiative are designed to incentivize team development.
- 3. Diversify our funding portfolio.** NIH continued to have a flat budget resulting in decreased average award amounts so we focused on other sources and mechanisms to fund and grow our research, including the following:
 - *National Strategic Research Institute (NSRI).* Dr. William Charlton and Dr. Eric Van Geisen have been added to the research leadership team to identify research opportunities. Commitments have been made to expand research in biosensing, traumatic brain injury, combat casualty care, and emerging infectious diseases.
 - *Comparative Effectiveness Research (CER).* PCORNet, UNMC's involvement in the University of Kansas Medical Center-led National Patient-Centered Outcomes Research Institute Network, provides opportunities for new research programs that can be conducted across a seven-state network.
 - *Health Technology and Enhanced Commercial Collaborations.* The newly formed University of Nebraska Technology Institute for Health (UNeTech) was established by the legislature as an NU-wide institute focused on developing health technology devices and products of commercial relevance. The ongoing bioengineering collaboration with UNL, the biomechanics CoBRE at UNO, and iEXCELSM all contribute to this institute. UNeMed will also be deeply involved and continues to develop contacts with alumni and industry to help inventors advance their discoveries into commercial products that improve healthcare.
 - *Training grants.* The Vice Chancellor for Academic Affairs has created initiatives to increase both individual and training grant submissions.



- *Large grant programs.* Center grants provide resources to support our shared resources, grow mentors and sustain research programs. One new CoBRE was submitted in January of 2016. UNMC faculty were part of two CoBRE grants submitted regionally. Plans are underway to submit two other IDeA program large grants (IDeA-CTR and ECHO) as well as other U awards.
- 4. Mentor grant writers.** We have created the Grant Resource Library and expanded the Editorial Office to support large grant project submissions.
 - 5. Streamline research processes.** The corporate-sponsored clinical trial contract process has been markedly streamlined and many other resources are now available for clinical trial development and management aimed at improved time to contract with improved subject recruitment. The cancer center Scientific Review process is being incorporated into the electronic IRB protocol submission and the electronic IACUC protocol submission process was implemented.

GROWING GRANTS – LARGE AND SMALL

Program and Center Grants

Large program and center grants become collaborative research hubs that support critical resources, mentor junior investigators, and attract new researchers to UNMC.

Rob Lewis, Ph.D., Eppley Research Institute, submitted a new Center of Biomedical Research Excellence (CoBRE) grant in January 2016 entitled “Nebraska Center for Molecular Target Discovery and Development,” which focuses on rapid screening of small molecules that may be of relevance to diagnostics or therapeutics. CoBRE grants are particularly strategic because they grow funded investigators through mentorship and support of junior faculty as well as create new or support existing infrastructure. UNMC faculty and expertise are also included in two CoBRE grants submitted by UNL and Creighton. These grants focus on rural substance abuse and peripheral vascular disease, respectively.



Rob Lewis, Ph.D.

NSRI focus areas including Combat Casualty Care

Continuing conversations with Department of Defense agencies have allowed us to articulate a broader range of capabilities to these agencies. One area that has sparked the greatest expansion in faculty with relevant expertise is in combat casualty care. Many faculty have been identified who have interests in improved training, developing technologies to improve patient assessment, point of injury and en route care through new devices aimed at improving vascular support, improved monitoring during transport, improved oxygenation by nontraditional means, and improved bandages to reduce blood loss and infections and promote healing. To better address complex problems, **Nick Markin, M.D.**, has been chosen to be the Combat Casualty Care Coordinator. Dr. Markin will identify teams and potential novel approaches to solve problems in response to the Department of Defense capability gaps and strategic objectives.



Nick Markin, M.D.

New Investigator Awards

Obtaining funding for the first time can be a challenge and requires good mentorship, making the most of opportunities as they arise, passion for the work and persistence. This year we will honor the second-largest class of faculty with new federal or substantial research funding during FY 2014-15. Newly independent researchers being honored with “New Investigator” awards for 2015 include the following:

Rebecca Oberley Deegan, Ph.D., *College of Medicine*
Alexey Kamenskiy, Ph.D., *College of Medicine*
Woo-Yang Kim, Ph.D., *Munroe-Meyer Institute*
James McClay, M.D., *College of Medicine*
Justin Mott, M.D., Ph.D., *College of Medicine*
Rene Opavasky, Ph.D., *Eppley Research Institute*
Sasha Shillcutt, M.D., *College of Medicine*
Tony Wilson, Ph.D., *College of Medicine*
Nicholas Woods, Ph.D., *Eppley Research Institute*
Jingwei Xie, Ph.D., *College of Medicine*

RESEARCH RESOURCES

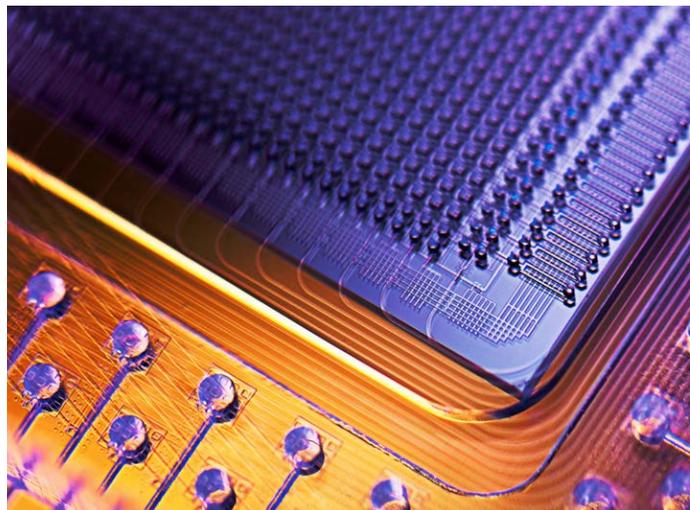
New Resources

A number of resources were created or enhanced for the benefit of UNMC researchers during FY 2014-15. The Office of the Vice Chancellor for Research released a Grant Resource Library to complement efforts of faculty to prepare competitive grant proposals. The library features examples of successful grants, templates and boilerplate language suitable for a variety of grant applications. The McGoogan Library established the DigitalCommons@UNMC, an online repository of the research, scholarly communications, and archival materials produced or owned by members of the UNMC community. Max Kuenstling joined the VCR Office as Grants Program Coordinator and is available to assist faculty with preparation of large grant programs. The role of Julie Sommer, Research Resource Manager, was expanded to oversee operations in all research facilities, not only the Durham Research Center towers. Infrastructure in support of Clinical Trials has been expanded. It now includes assistance with budgets, billing, regulatory issues and study subject recruitment. Electronic submission of IACUC protocols has replaced paper.

New Instrumentation

UNMC was awarded more than \$3.6 million from the Nebraska Research Initiative (NRI) for new research equipment during FY 2014-15. Some of the major instrumentation is highlighted here:

- The **Flow Cytometry Research Facility** received several new **lasers** that increase the diversity of cytometry and cell sorting research applications available to UNMC scientists.
- The Nanomaterials Characterization Facility acquired a **Typhoon optical assay imager**, a **Nanosight NS300**, and a **ZEN 3600 Zetasizer** for nanoparticle characterization.
- The Next Generation DNA Sequencing (NGS) Facility implemented **Single Cell Genomics** technology in collaboration with the Flow Cytometry and Advanced Microscopy Facilities. The NGS Facility also added **robotics** to improve sample processing efficiency and an Illumina **MiSeq** for sequencing the genomes of prokaryotes, eukaryotic single cells and for ChIPseq applications which evaluate protein-DNA interactions.
- The Mass Spectrometry and Proteomics Core acquired two mass spectrometers. The **6600 TripleTOF™ System (SCIEX)** integrates qualitative exploration, rapid profiling and high-resolution quantitation workflows on a single platform with improved detection sensitivity, resolution and speed. Use of SWATH™ Acquisition technology enables simultaneous quantitative and qualitative detection of all proteins and peptides in a single analysis. The **6500 Q TRAP® LC/MS/MS system (SCIEX)** is a hybrid triple



quadrupole/linear ion trap mass spectrometer. With high resolution and increased mass accuracy, it's the perfect solution for small molecule research including lipid identification and pharmaceutical quantification. The Core also received a **Seahorse BioScience Extracellular Flux Analyzer** to study cellular metabolism by analyzing the two major energy-producing pathways of the cell – mitochondrial respiration and glycolysis – in a microplate, in real-time.

- The Nebraska Bankers Association (NBA) provided funds for both an **EndoPAT System** for heart disease research and **High-Definition Transcranial Stimulation Systems** to support mind and brain health research.

TRANSFORMING CLINICAL RESEARCH INFRASTRUCTURE AND PROCESSES

Enrollment in clinical trials has been stagnant or decreasing for several years. Contributing factors include reduced funding of clinical trials by both national and commercial sponsors. Chris Kratochvil, M.D., Associate Vice Chancellor for Clinical Research, and LuAnn Larson, R.N., B.S.N., CCRP, Manager of the Clinical Research Center, have identified and targeted a number of factors for process improvement. These include new resources, specialized staffing, improved electronic health record processes and targeted assistance to investigators and their coordinators by the staff of the Center for Clinical and Translational Research (CCTR). These initiatives are summarized below.

- Centralized personnel within the CCTR, to support budgeting, regulatory requirements, billing, study coordination and compliance needs.
- The Nebraska Biobank continues to grow as a valuable translational resource for researchers. Over 37,000 de-identified samples linked to health information from the electronic health record are now available to researchers.
- The Clinical Trial Enrollment Initiative established a target timeline for initiation of clinical trials and identified new ways to identify and recruit potential research participants. This includes a revised clinical trials website which describes available trials (<http://www.unmc.edu/research/clinical-trials.html>), electronic health record recruitment alerts and hiring a clinical trials recruitment specialist.
- The UNMC Institutional Review Board (IRB) has established processes to work with several central IRBs, both federal and commercial, to streamline processes and reduce redundant regulatory efforts.
- The UNeHealth contracting team, led by Tara Scrogin, J.D., has identified and implemented efficiencies in negotiating commercial clinical trial contracts.
- Jon Beck, Pharm.D., Coordinator, Investigational Pharmacy, has recruited two additional research pharmacy staff to assist investigators with clinical trials.
- A clinical trial management system has been selected which will support the initiation and direction of clinical research enterprise-wide.
- Increased integration of clinical research leadership between UNMC and Nebraska Medicine is providing more robust synergy around clinical trial management which will allow greater growth.



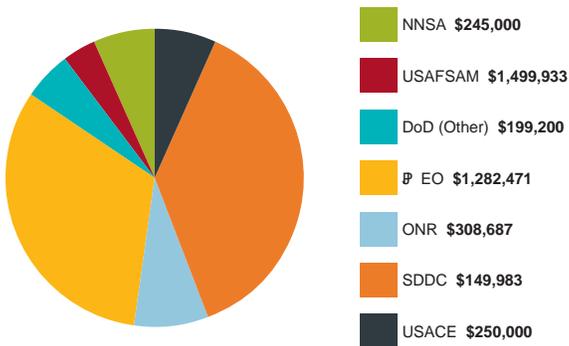
Jon Beck, Pharm.D.

NATIONAL STRATEGIC RESEARCH INSTITUTE UPDATE

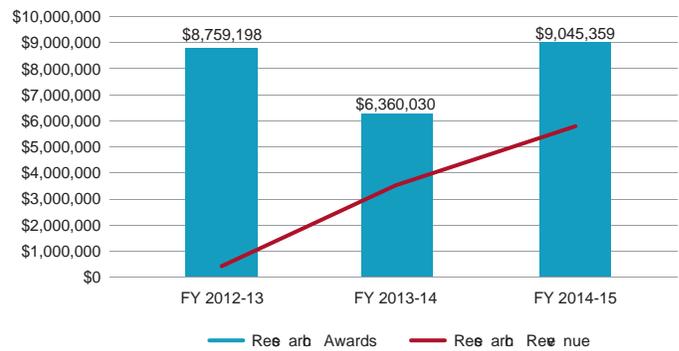
In late September 2015, the National Strategic Research Institute (NSRI) at the University of Nebraska celebrated its third year of operation as the CWMD-dedicated University Affiliated Research Center (UARC) for USSTRATCOM and the Department of Defense. As of September 30, 2015, the NSRI successfully completed 25 research projects while performing ongoing research for 20 additional projects. The NSRI does not receive any direct appropriated funding by the DoD or USSTRATCOM, therefore, completely relies on task order contracts generated through a sole-source Indefinite Delivery Indefinite Quantity (IDIQ) contract with USSTRATCOM and other direct contracts and grants. The NSRI continues to demonstrate its value to the nation as evidenced by its research supported by USSTRATCOM, other DoD agencies and the Department of Homeland Security.

\$24.1 million total research projects awarded

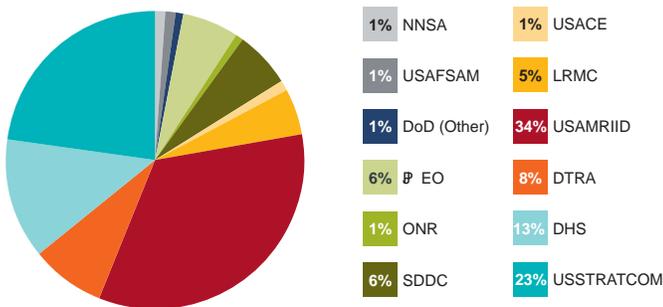
2012-15 Awards



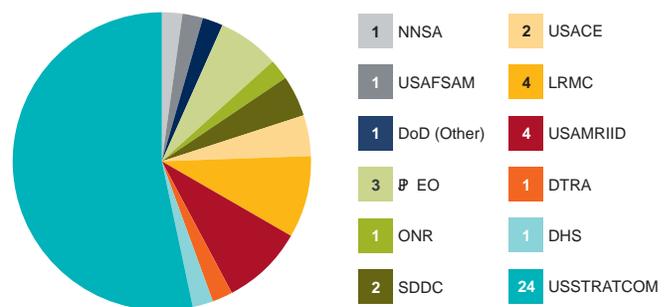
NSRI Expenditures Research Awards and Revenue



2012-15 Award by Customer



2012-15 Number of Task Orders, Contracts and Grants



HEALTHCARE AND COMMUNITY TAB

HEALTHCARE AND COMMUNITY TAB

NEBRASKA MEDICINE HEALTH SYSTEM UPDATE

Completing its first full year as a clinically and financially integrated academic healthcare system, the newly formed entity experienced unprecedented growth and performance successes. As such, the system applauded its most transformational and productive year to date with record activity in both the inpatient and ambulatory environments, strong financial performance and significant improvement in clinical quality and patient satisfaction measures. Of note, these record-breaking activity levels were driven in part by 24/7 trauma, clinical program growth and capitalization of the market opportunity created by CHI Health and Blue Cross Blue Shield (BCBS). Inpatient discharges were 10% over budget for the year and 11% higher than the prior year. The average inpatient daily census was 434 for the year, which

was 41 over budget and 32 higher than the prior year. Hospital-based outpatient visits were 6% over budget and 8% higher than the prior year. Physician clinic visits were 9% over budget and 15% higher than the prior year.

In March 2015, Nebraska Medicine welcomed Rosanna Morris as interim chief executive officer when Bill Dinsmoor announced his retirement. Rosanna joined Brad Britigan, M.D., interim president for the health system, and together they embarked on creating and implementing work focused on the top priorities for the health system. A national search for Nebraska Medicine's permanent CEO began in late fall 2015, and progresses with selected candidates advancing in winter and early spring 2016.

Top Five Strategic Priorities

FY 2015-16 officially launched Nebraska Medicine's Top Five Strategic Priorities. Approved by Nebraska Medicine's Advisory Board in spring 2015, the plan focused the health system on the most pertinent and immediate priorities. Nebraska Medicine's Top Five Strategic Priorities are outlined below:

Patient Experience and Access Transformation

The Nebraska Medicine Advisory Board fully embraced and endorsed elevating the Patient and Family Experience as the number one priority for the health system. Given the focus on population health, current patient and family feedback and perception of experience, the opening of several new sites of care in the next 24-36 months, and the collective desire to create a more optimal experience, this board endorsement captured the essence of "Serious Medicine. Extraordinary Care." Not only was the focus on the creation of an optimal patient experience, but ensuring patient and provider access to the health system was also evaluated and optimized. A new leadership dyad created for patient experience includes Executive Director Melissa Anderson and Medical Director Sarah Richards, M.D. A national search is currently underway for a Chief Experience Officer to lead this initiative. Highlights from this top priority are listed as follows:

PATIENT EXPERIENCE SCORES

Patient perception of care has continued to increase in almost all sites of service. Nebraska Medicine has seen favorable progress compared to local competition. Aggressive goals and targets have been set to position the organization in the top 10% of healthcare systems across the country in the next three years. Current priorities include provider engagement and recognition, communication and empathy training, data transparency, campus wayfinding, patient-focused technologies and humanizing the healthcare experience.

ONE CHART PATIENT PORTAL ADOPTION

Nebraska Medicine's One Chart Patient Portal has been activated by 46,000 patients and gains more than 1,000 patients each month. This represents approximately 25% of all patients

Top 5 Priorities



seen within the last year. Specific clinics, including most of the primary care clinics, have activation rates between 30-50%. Medical advice request messages from patients increased in FY 2014-15 by 70% and appointment-related messages increased by 85%, compared to FY 2013-14. A second-wave patient activation campaign will be initiated before the end of FY 2015-16, when a dashboard for portal metrics will be provided to assist in assessing and driving patient engagement and additional portal activations.

IMMEDIATE CARE CLINICS

In February 2015, three immediate care clinics opened across the organization, offering evening and weekend appointments for care that does not require an emergency room visit. The initiative created additional access for patients, as primary care providers' schedules continued to be near capacity due to an increase of Blue Cross Blue Shield of Nebraska patients, and also reduced volume in the emergency room. Care is provided to patients who do not need to be seen in an emergency setting and is billed as a primary care visit. Of those who visited the clinics in their inaugural weeks, nearly half said they would have otherwise waited to see their primary care provider, almost a third would have visited a different urgent care location and the remainder would have gone to the emergency room. The immediate care clinics are open from 6 to 10 p.m. on weekdays and noon to 10 p.m. on weekends. Currently, two locations are open at Nebraska Medicine – Bellevue and Nebraska Medicine – Eagle Run.



Work is underway to staff the third location permanently. The immediate care clinics are currently not being marketed outside of the Nebraska Medicine and UNMC community.

LUNG TRANSPLANT PROGRAM LAUNCH

In fall 2015, Nebraska Medicine announced the re-launch of its lung transplant program, making it one of fewer than ten centers in the U.S. providing all solid organ transplants. The program anticipates evaluating 20-30 patients and completing 10 transplants in its first year. The first lung transplant since the program's re-launch was completed in January 2016.

INPATIENT EXPANSION

In response to high patient volumes as continued demand for acute care services persisted, and Nebraska Medicine's commitment to patient experience and access, the new 7 Lied inpatient floor opened in February 2015, adding 20 private beds and decreasing the time patients have to wait in other venues, such as the Emergency Department and Post Anesthesia Care Unit before being assigned to a room. The opening of 7 Lied was successful, receiving both high patient satisfaction and quality scores for the unit. Similar construction will create a new 6 Lied unit, which will allow for an additional 20 inpatient medical-surgical beds by the end of the fiscal year.

DRESS CODE POLICY

Based upon and demonstrating responsiveness to patient and family feedback, an organization-wide team came together to evaluate and recommend a new dress code policy in early 2015. The updated dress code policy includes color-coded apparel designated by department and/or job title. Clinical apparel includes a color-coded, branded scrub top or T-shirt and a color-coded scrub bottom. All tops include the Nebraska Medicine logo on the front and "Serious Medicine. Extraordinary Care." on the back. To help support the transition, funds were offered to each affected colleague to purchase the first sets of the new uniform,

which took effect January 1, 2016. Initial feedback from patients, colleagues and providers has been extremely positive.

Performance and Quality Improvement

CLINICAL QUALITY

Our journey to eliminating patient harm continues without falter. Several initiatives center on prioritized patient safety issues and require complete organizational engagement and collaboration to ensure implementation of best practices. University HealthSystem Consortium data from FY 2014-15 showed year-over-year improvement in the organization's goal of becoming one of the safest academic health systems nationally. The quality data included our lowest calculated mortality rate on record, a 50% reduction in catheter-associated urinary tract infections year over year and numerous quality improvement initiatives with similar success. Additional quality-improvement projects include reduction of unnecessary telemetry in the inpatient setting and the creation of a screening tool within the electronic medical record to identify travel risk factors for highly contagious diseases, e.g., Ebola and Middle East Respiratory Syndrome (MERS). Additionally, Nebraska Medicine is collaborating with Epic in groundbreaking predictive analytics tools surrounding the detection and prevention of sepsis.

HIMMS ANALYTICS STAGE 7

In December 2015, Health Information and Management System Society (HIMSS) Analytics awarded Nebraska Medicine – Nebraska Medical Center and Nebraska Medicine – Bellevue the highest certification for electronic medical record adoption model, Stage 7 certification. This is a significant milestone for Nebraska Medicine in its journey to use collective data to drive clinical improvements, quality improvement and clinical effectiveness. Only 3.46% of U.S. health systems have achieved Stage 7. Nebraska Medicine is the first Nebraska-based healthcare

system to complete the site survey visit and achieve Stage 7 certification. Fewer than a dozen academic healthcare systems using Epic have earned this distinction.

Community and System Network Development

EXTENDING ONE CHART

In fall 2015, the One Chart team successfully completed the Community Connect project with Great Plains Health in North Platte, Nebraska. The project will improve patient care and outcomes through Epic electronic medical record integration and is expected to catalyze a substantial increase in affiliation interest with rural providers. Community Connect will extend to Hastings and Beatrice and is in discussion with multiple other health systems in the state.

UNIVERSITY OF NEBRASKA-LINCOLN UNIVERSITY HEALTH CENTER

Beginning in 2016, the University Health Center at the University of Nebraska campus in Lincoln became part of the Nebraska Medicine system and its employees became Nebraska Medicine colleagues. As part of the partnership with UNL, construction will begin in June 2016 on a new facility, which will house the University Health Center as well as UNMC's College of Nursing Lincoln Division. Nebraska Medicine had been overseeing operations at the student health clinic since summer 2014.

ENHANCE HEALTH NETWORK (FORMERLY REGIONAL PROVIDER NETWORK)

In late 2015, the Regional Provider Network was rebranded as the ENHANCE Health Network. The alliance includes independent healthcare providers working to enhance health at the community level. The network was formed in 2013 and is led by President and CEO Michael Hein, M.D. The nine founding owner members include Bryan Health in Lincoln, Columbus Community Hospital in Columbus, Faith Regional Health Services in Norfolk, Fremont Health in Fremont, Great Plains Health in North Platte, Mary Lanning Healthcare in Hastings, Nebraska Medicine, Nebraska Methodist Health System and Regional West Health Services in Scottsbluff. The ENHANCE Health Network is aimed at achieving two goals: first, to align the nine founding organizations to approach third-party payers as a clinically integrated network and, second, to deliver value to its members by reducing operating costs through collaboration. ENHANCE received the Transforming Clinical Practices Initiative grant from the U.S. Department of Health and Human Services, which will provide support to clinicians as focus is transformed from volume-based to value-based care over the next four years.

NEBRASKA HEALTH NETWORK

The Nebraska Health Network is the partnership between Nebraska Medicine, Methodist Health System and their affiliated physicians and hospitals. It is a physician-led accountable care network dedicated to improving the health of all patients by delivering high quality, affordable and accessible health services throughout Nebraska and Western Iowa. It includes more than 1,200 specialists and primary care providers and provides physicians with tools and resources so they are better educated

on healthcare costs and can make practice changes that retain high quality care with efficiency in mind.

2016 Operations and Financial Stewardship

For FY 2014-15, Nebraska Medicine ended the first fiscal year of operation as an integrated entity. It was a record year for Nebraska Medicine financially, with an annualized net income of \$68 million and a 5% operating margin, which is the highest income level achieved in the history of the legacy organizations. Nebraska Medicine also experienced record breaking activity levels, driven by 24/7 trauma and capitalizing on the market opportunity created by CHI Health and BCBS. The organization rebranded last fall, and for the first time shares its mark with UNMC. Nebraska Medicine and UNMC also adopted a common mission, providing focus for both organizations. In FY 2015-16, Nebraska Medicine is projecting a net income of \$65 million, with an operating margin of 4.5%, which is a decrease from FY 2014-15. The decrease is due mainly to a plan for somewhat reduced volumes in view of the settlement of the contract between BCBS and CHI Health. The margin is inclusive of the final year of a three-year performance improvement initiative.

PERFORMANCE IMPROVEMENT (PI) INITIATIVES

The focus of the performance improvement (PI) initiatives includes quality, patient experience, work environment and specific margin improvements. The implementation and monitoring of the PI projects continues and the portfolio tracked at a positive actual annualized benefit of \$78.4 million in FY 2014-15 as 18 of 22 work streams met or exceeded established targets. This level of performance enabled investment in physician and employee compensation programs; new investments in technology, equipment and facility expansion; and personnel to improve quality, manage capacity and the patient experience. For FY 2015-16, an additional \$25 million target has been established, and performance to date supports achievement of this additional revenue enhancement/cost containment.

System Master Facility Planning

Nebraska Medicine, in partnership with UNMC, launched the first-ever comprehensive effort towards the development of a comprehensive master facility plan. The objective, inclusive of all space needs for both the clinical enterprise and the university, specifically, administration, acute care, ambulatory, education, faculty, research and outreach, focuses on the development of an enterprise facilities space plan that is transformational, technology rich, flexible and accommodates strategic growth for ten years. Guiding principles include:

- Enhance the experience for all
- Create adaptable and expandable environments
- Improve efficiency and value
- Support the clinical, education, research and outreach missions
- Incorporate strategic deliverables/commitments

The work's deliverables incorporate space occupancy and utilization strategies across the enterprise, departmental blocking and stacking diagrams, phasing and sequencing of near-term projects, "Living Document" (the ability to update and recalibrate data in the future published document) hard copy and digital copy. Anticipated completion of the work is slated for early spring 2016.

VILLAGE POINTE AMBULATORY CENTER

The new outpatient surgery center, phase one of the Village Pointe campus expansion, will open its doors this spring. Another first for Nebraska Medicine, it will offer unique outpatient surgical services in West Omaha, including 23-hour observation capability. Two additional planned phases are well underway. The radiology expansion construction has begun and the internal medicine, pain and oral maxillofacial surgery clinics are nearing completion. Physical layouts are being finalized for the OB/GYN, ophthalmology and ENT clinics. All three phases are scheduled to be completed by summer.

LAURITZEN OUTPATIENT CENTER

Over the past year, the Lauritzen Outpatient Center & Fritch Surgery Center, located at 40th and Emile Streets, has progressed into four stories that will create the new outpatient space. The structure will include 169,500 square feet, and an underground parking garage. It will provide an environment that will benefit our patients, families and staff. When the doors open later this year, patients will have access to many services currently residing within other facilities on campus. Facilities brought under one roof at the Lauritzen Outpatient Center will include a state-of-the-art outpatient surgery suite with multi-specialty surgery rooms, including dedicated ophthalmic procedure rooms affiliated with the Truhlsen Eye Institute. Ear, nose and throat, general surgery, oral maxillofacial surgery, oral facial plastics, orthopaedics, plastic surgery and urology clinics will be housed in the new facility as well as support services, including physical and occupational therapy, laboratory, pharmacy and radiology. Education and research space will include orthopaedics and telemedicine. By creating one place for outpatient services, patients will have a better experience.

FRED & PAMELA BUFFETT CANCER CENTER

Construction continues on the new \$323 million Fred & Pamela Buffett Cancer Center, the largest project ever on the Nebraska Medicine/UNMC campus. Groundbreaking occurred in 2013 for the cancer center, which will house the 10-story Suzanne and Walter Scott Cancer Research Tower and eight-story C.L. Werner Cancer Hospital. When it opens in 2017, the Fred & Pamela Buffett Cancer Center will forever change the way cancer is diagnosed and treated. By harnessing the most advanced biomedical and technological tools available, UNMC and Nebraska Medicine will better identify the drivers behind cancer and create precise therapies that improve outcomes. Through the use of genomics and other new diagnostic tools, the medical center will employ precision medicine to customize therapies and care for each cancer patient.

While all forms of cancer will be treated at the Fred & Pamela Buffett Cancer Center, because of their prevalence in society and the center's potential to have a significant impact in their treatment, the following focus areas have been selected: breast cancer and other women's cancers, head and neck cancers, leukemia and lymphoma, lung cancer, pancreatic and gastrointestinal cancers, and prostate cancer.

In July 2015, plans for an outdoor healing garden, Leslie's Healing Garden, were presented as part of the Healing Arts Program. The Healing Arts Program is being developed using evidence-based research to aid in the healing of patients and will include the most motivating and meaningful works of art to help heal the human spirit. Leslie's Healing Garden will serve as a place where patients and their families can escape the realities of cancer and spend time outside enjoying the flowers, pine trees and heated walkways. It is being created through support from Marshall and Mona Faith and will be named for their daughter who lost her battle with pediatric cancer.

The cancer center project will create thousands of jobs citywide in construction and other industries. In addition, approximately 1,200 jobs will be needed at the medical center – each with an average salary of approximately \$70,000. In total, the project will provide 4,657 new jobs to the metro area, infusing \$537 million annually into the economy on an ongoing basis.

A major construction milestone was reached in August 2015, as structural framework construction concluded and a beam-raising ceremony was held as part of a press conference. Nine different beams, which traveled across the state and were signed by Nebraskans, were raised during the ceremony.

In October 2015, plans for the Chihuly Sanctuary were revealed. An internationally acclaimed artist, Dale Chihuly is credited with single-handedly elevating glass-blowing from craft to fine art. He is renowned for his ambitious architectural installations around the world, in historic cities, museums and gardens. Made possible with a gift from Suzanne and Walter Scott, The Chihuly Sanctuary will be a cornerstone of the Healing Arts Program and, when complete, it will have five distinct spaces, each with artwork created specifically for that space.

HEALTHCARE AND ACADEMIC HEALTH CENTERS

Healthcare Workforce

The Nebraska Legislature continues to discuss legislative initiatives to increase the health workforce in Nebraska. Interim studies examined opportunities and challenges facing the Nebraska healthcare systems, costs, providers and payers during the next 15 years. It focused on health planning for the state and brought together stakeholders with the shared objectives of controlling healthcare costs and improving healthcare quality. Legislative proposals introduced in 2015 and still being considered in the Nebraska Unicameral aim to give communities better tools to recruit healthcare workers through programs like the Health Enterprise Zones Act, the Student Loan Repayment Tax Credit Act and the Teacher Education and Health Care Professional Student Grant Program to improve loan repayment and loan forgiveness for health professionals. Also still under consideration are The Direct Primary Care Act to encourage better access to healthcare providers and the Transformational Health Insurance Act which would provide better coverage for citizens throughout the state.

UNMC Center for Agriculture Safety and Health

Established in 2011, the UNMC Central States Center for Agriculture Safety and Health (CS-CASH) is one of nine Agricultural Health Centers which focus on the health and safety of agricultural workers and their families. CS-CASH is part of the Department of Environmental, Agricultural and Occupational Health in UNMC's College of Public Health. The Center's research focuses on topics important to Nebraska farmers and ranchers, including ways to better protect the safety and health of livestock industry workers; improving the use of personal protective equipment in agricultural settings; and providing surveillance and reports of agricultural injuries. CS-CASH provides education to rural healthcare providers across Nebraska during the annual CS-CASH Agricultural Medicine Course. The Center's outreach activities have taken place at over 115 sites across Nebraska, with many sites visited annually. This multi-campus center offers practical applied research benefits, prevention strategies and outreach to Nebraska's agriculture industry. The Center is funded through the Centers for Disease Control and Prevention by the National Institute of Occupational Safety and Health (NIOSH).

Next Generation Simulation Education and Training

The education and training of health professionals is rapidly changing. UNMC is at the forefront of advancing a new model of world-class simulation and immersive virtual reality education. In 2015, the Nebraska Legislature and governor approved \$25 million toward the construction of the Interprofessional Experiential Center for Enduring Learning (iEXCELSM).



The new facility, called the Global Center for Advanced Interprofessional Learning, will serve as the headquarters for iEXCEL. The Global Center will be a multi-level, 134,000-square-foot, highly advanced interprofessional clinical simulation facility on the UNMC campus in Omaha. Planned for the southeast corner of 42nd and Emile Streets, and purposefully sited near the hospital, colleges and clinics, this facility will be connected by two skywalks — one to the Sorrell Center for Health Science Education to the north and the Lauritzen Outpatient Center to the east. This advanced interprofessional simulation facility will house the widest range of simulation technologies available. It also will form the hub for a statewide network of interconnected simulation centers for the professional development of healthcare providers.

These conjoined centers will provide state-of-the-art education, incorporating “hands-on” training opportunities as well as unique research opportunities that are made possible by the advanced modeling and simulation technologies. The Global Center is being designed to bring together all health professions and disciplines to learn in an experiential environment. With dedicated faculty to provide intellectual and logistical support to the center, learners would demonstrate attainment of clinical competencies within the virtual environment before treating patients.

The Global Center will position UNMC as the global leader in the delivery of highly integrated learning for the health sciences through immersive virtual reality and other methods. This will not only improve healthcare provider performance, but it also will lower costs and, most importantly, improve patient outcomes. The Global Center also offers the opportunity for increasing collaboration with federal agencies in both national training and research.

Graduate Medical Education

Graduate Medical Education (GME) remains a potential target for funding cuts. GME is an important program to residents at University of Nebraska Medical Center/Nebraska Medicine (UNMC/NM). In FY 2014-15, UNMC/NM received about \$28 million in GME payments. Congress continues to discuss whether to change GME. UNMC is fully engaged in the national discussion about new models to finance and deliver residency programs at both the national and state levels of government. Given the importance of GME to reduce the physician workforce shortages across the nation, it is vital that any changes to the system are sustainable and facilitate increasing the number of practicing physicians.

Accountable Care Act

Implementation of the Accountable Care Act (ACA) continues in FY 2014-15. The Nebraska Legislature is considering a new transitional insurance approach (LB 1032) that would allow uninsured citizens earning up to 133% (\$15,800 for an individual) of the federal poverty level (FPL) to qualify for a subsidy to purchase a private insurance policy. LB1032 uses the private health insurance market, emphasizes personal responsibility, leverages employer-sponsored insurance, strengthens Nebraska's healthcare system, emphasizes job training and employment, and supports transitioning individuals off public programs and into private coverage as they advance economically. LB1032 would allow eligible Nebraskans to access health insurance in one of three ways:

- The majority of participants would enroll in private health insurance through a premium assistance model in which Medicaid dollars are leveraged to purchase private health plans.
- Participants with access to employer-sponsored insurance (employer pays at least 50% of the employee's premium) could receive assistance in purchasing employer-sponsored insurance.
- Participants exempt from premium assistance, including the "medically frail," would be enrolled in Medicaid coverage. Program participants with incomes over 50% of FPL must contribute 2% of their monthly household income as a premium, along with an enhanced copayment for non-emergency emergency room use.

The bill would allow between 54,000-77,000 lower-income Nebraskans the ability to purchase private health insurance with assistance from federal matching funds. The bill includes a termination clause if the federal match falls below 90%.



340B Drug Discount Program

The ACA law expanded eligibility for the 340B drug discount program to Critical Access Hospitals, which serve the most seriously ill patients. The 340B drug discount assists in reducing the cost of pharmaceutical purchases. Oversight of the 340B program will continue to increase in 2016. Pharmaceutical manufacturers are pushing for significant restrictions on the 340B program as a way to eliminate the 340B program. Proposed rules would affect a range of issues from patient eligibility to use of the discounts in offsite clinics.

HEALTHCARE VOLUME AND PATIENT SATISFACTION

NEBRASKA MEDICINE - CLINIC VISITS	FY 2014-15 ACTUAL	FY 2015-16 BUDGETED
Primary Care	179,335	170,022
Specialty Care	242,906	275,374

NEBRASKA MEDICINE - HOSPITAL ACTIVITY	FY 2014-15 ACTUAL	FY 2015-16 BUDGETED
Source - Census Days File (Excludes Newborns)		
Discharges	28,574	28,186
Patient Days	158,304	156,647
Average Length of Stay	5.54	5.56

NEBRASKA MEDICINE - PATIENT SATISFACTION SCORES	FY 2014-15 % SCORE	
Measures: patients' overall satisfaction with their healthcare experience	Mean/ Top Box %	Comparison Percentile Rank
Overall UNMC Physicians Mean Score	90.8	41st
Nebraska Medicine Overall Inpatient Satisfaction (HCAHPS)	73.7%	61st
Bellevue Medical Center Overall Inpatient Satisfaction (HCAHPS)	76.6%	73rd



COMMUNITY ENGAGEMENT



Carnegie Foundation Community Engagement Designation Awarded to UNMC

In January 2015, UNMC became the only academic health science center in the United States to be awarded the “Community Engagement” designation by the Carnegie Foundation for the Advancement of Teaching. The classification recognizes UNMC’s commitment of more than six decades to Nebraska’s urban and rural communities and provides a way for institutions to describe their identity and commitment to community with a public and nationally recognized classification. A total of 361 institutions in 33 states and U.S. territories now hold the Community Engagement classification, a status earned by a voluntary submission of required materials that describe the nature and extent of engagement with the community.

Community Engagement Permeates the Mission of All UNMC Colleges and Units

We reach thousands of Nebraskans each year through Science Cafés, the Speakers Bureau, the United Way Drive and other efforts. In addition, UNMC outreach clinics operate throughout Nebraska to serve patients with needs that only specially trained experts can meet. And we work collaboratively with local physicians and healthcare providers to bring the latest treatments to people, right in their hometown.

UNMC’s goal is to improve the health and welfare of the community by:

- Providing healthcare services to underserved populations
- Offering resources and enhancing the educational opportunities of UNMC students
- Expanding opportunities for diverse students to become health professionals
- Working collaboratively with other agencies and organizations to provide programs and services to residents of the community

UNMC Engages the Community Through Various Initiatives

SCIENCE CAFÉS

Begun in February 2009, the UNMC Science Cafés involve a face-to-face conversation with a scientist about current science topics. Open to everyone, they take place in casual settings like pubs and coffeehouses. A science café’s casual meeting place, plain language and inclusive conversation create a welcoming and comfortable atmosphere for people with no science background. For more information, visit www.unmc.edu/sciencecafe.

ANNUAL UNITED WAY DRIVE

Each year, UNMC employees are encouraged to participate in the annual United Way Drive. In October 2015, the UNMC drive

netted \$170,896 (and UNMC recorded a campus participation goal of 53%) for the United Way and the agencies it serves.

SPEAKERS BUREAU

UNMC's Speakers Bureau offers community groups across Nebraska a resource of experts for meetings and conferences. Contact Public Relations to tap into the expertise of university faculty members for presentations and discussions at no cost. Our volunteer speakers come from many areas including cancer research, stem cell research and biosecurity preparedness. Nearly 20 UNMC experts speak to approximately 600 people each year.

SHARING CLINIC

The five UNMC SHARING clinics strive to enhance the well-being of the greater community by providing high-quality, low-cost health care to those in need. The original SHARING Clinic opened in 1997 and continues to serve patients weekly at the UNMC Specialty Care Center. Another weekly clinic, RESPECT, opened in 2001 and treats patients for sexually transmitted diseases. The GOODLIFE Clinic opened in 2005 and primarily serves patients with diabetes. In 2011, the VISION Clinic opened to provide basic ophthalmology services. SHARING also partners with the SHARING Dental Clinic, housed at the College of Dentistry in Lincoln. The clinics provide care to approximately 800 patient visits per year. With students from 12 professions working in the clinics, SHARING offers a multidisciplinary educational setting while empowering patients and instilling the values of service and compassion in UNMC students.

NEBRASKA SCIENCE FESTIVAL

The Nebraska Science Festival began in 2013 as an initiative of UNMC, which continues to administer the festival with the assistance of a number of organizations and individuals interested in the advancement of science literacy. The Science Festival is designed to make science accessible, interactive, relevant and fun for kids and adults alike. In 2015, the eight-day festival continued its tradition of popular signature events, including the student and public science expos and the keynote presentation. It featured events in cities and venues across the state and drew more than 13,500 people.

SERVICE LEARNING ACADEMY

UNMC's service learning experiences, facilitated by the Interprofessional Service Learning Academy, are one way that students from various colleges and units can use their classroom skills and engage with community organizations. Among the service learning projects are:

- Bridge to Care – refugee health and education
- Do JuSTice – jail STI screening, treatment and education
- EMPOWER – domestic violence awareness and health education
- Finding a Voice – homelessness, art and recovery
- Decreasing the Donor Deficit – bone marrow donation awareness



ALUMNI RELATIONS

About the UNMC Alumni Association

In 2010, the UNMC Alumni Association was incorporated as a 501c3 non-profit organization with a mission to enrich and engage the lives of alumni, students and friends by helping them establish lifelong relationships with UNMC and each other. In 2015, in an effort to reinvent alumni engagement at UNMC, the Alumni Association board of directors voted to welcome all alumni with automatic membership, thus eliminating the long-standing membership dues program. This change ushered in a New Era of Engagement, in which the Alumni Association is now working in closer partnership with UNMC deans and alumni volunteers to develop innovative programs for alumni in the areas of: serving and engaging graduates, disseminating effective communications, forming meaningful connections between alumni and students, and facilitating opportunities for alumni to invest in their specific areas of passion for UNMC.

UNMC Alumni Association by the Numbers for 2015

- 1,680 Number of alumni and student participants in alumni association events
- 40 Number of student events supported or sponsored through UNMC alumni chapters
- 379 Number of alumni who contributed to support the first year students' professional induction ceremonies, including White Coat Ceremonies

Alumni Reunion Weekend

Each year, the UNMC Alumni Association welcomes alumni and their guests back to campus for class parties, tours, conversation with the UNMC deans, education sessions and the celebration and awards banquet. Since 2007, over 2,000 alumni have returned to UNMC to reunite with their classmates and see how campus has grown. In 2015, Alumni Reunion Weekend had its largest attendance in five years, serving over 300 alumni and their guests from the Colleges of Medicine, Nursing and Pharmacy. Continuing education programs were included for nursing alumni at the 2015 reunion and the College of Medicine Alumni Engagement Council hosted the 30th John S. Latta Lecture featuring alumnus Luanne Thorndyke, M.D., '83. In 2016, Alumni Reunion Weekend will for the first time incorporate programming for UNMC Graduate College alumni and will include events as part of a new partnership with UNMC Research and Innovation Week.

Top Five States Where UNMC Alumni Live

Source: Raiser's Edge Database

1. Nebraska 16,966
(Approximately 43% of living alumni reside in Nebraska)
2. Texas 2,215
3. Colorado 1,828
4. California 1,620
5. Iowa 1,169

Provided by UNMC Alumni Association



Photo captions (top to bottom):

UNMC Alumni Association Engagement Council volunteers gather at the all-board member retreat in July 2015.

Members of the College of Medicine Class of 1995 gather for their 20-year reunion in fall 2015.

College of Allied Health Professions alumni at the UNMC Alumni Association's 2015 Showdown in O-Town alumni outreach event.

GLOBAL TAB

GLOBAL TAB

UNMC'S GLOBAL STRATEGY

UNMC's global mission is to promote health through excellence in education, research, outreach and care by creating accountable and strategic partnerships.

Since June 2009, the University of Nebraska's plan for a global university has emphasized:

- Recruiting talented international students and offering study abroad programs.
- Supporting international relationships for faculty.
- Increasing research collaborations.
- Developing strategic partnerships for mutual economic benefit.

UNMC has had active international collaborations since the 1970s, with a marked increase in activity in the last decade. The reasons are compelling:

- The 2011 United States census states approximately 185,000 people living in Nebraska speak any one of 116 non-English languages as their first language.
- Omaha and Lincoln had 5,240 enrolled international students (F1 and J1 student visas) in FY 2014-15, contributing \$130.4 million to the local economies of these geographical areas and creating or supporting 1,417 jobs.
- Nebraska's global export shipments of merchandise in 2011 totaled \$7.6 billion. Over 600 Nebraska companies participate in export activities.
- UNMC had almost 1,000 international students and scholars in 2015. More than 16% of our faculty has international origins, and the number of student exchanges increase annually.

UNMC must prepare our students to succeed at home and abroad in different cultures. This can be accomplished through study abroad and by having international students on this campus. We must also compete globally for intellectual talent (both research and clinical). Faculty exchanges and joint clinical and research projects enhance our reputation, competitiveness and success.



At its November 2011 "Big Ideas" retreat, the Chancellor's Council agreed that a unifying institutional vision and a coordinated international plan will have substantial benefits.

The UNMC Global Strategic Plan for 2012-2017 addresses the issues listed below in order to match UNMC's strengths with available opportunities and to produce return on our investments:

- International mission statement — Must be consistent with UNMC's mission statement.
- Focus/scope — What countries with whom to partner and what programs to offer.
- Infrastructure — Single point of contact and what services to offer.
- Leadership — How to organize the structure; advisory committee.
- Risk Identification — Liability and intellectual property issues.
- Branding — How to present ourselves within the University, to the community and internationally.
- Revenue Enhancement — How to partner with business NGOs and other universities and what ventures to pursue.
- Alignment with overall University of Nebraska strategic plan.

GLOBAL ACTIVITIES



UNMC's global mission is to promote health through excellence in education, research, outreach and care by creating accountable and strategic partnerships.

2015 Activity Highlights of International Health and Medical Education

- International Health and Medical Education (IHME) directed document processing for an ever-increasing international participant population of 994 participants in 2015, representing 73 countries, dominated by China and India. These figures include employees, degree-seeking students and the individuals registered as international visitors on the UNMC campus.
- For the fourth year, UNMC offered a separate new international student orientation, in conjunction with the Ambassador program, pairing new international students with established UNMC students. The orientation and ambassador programs are sponsored by Academic Affairs and IHME.
- A new and popular component this year was a sale of household goods. Items included in the sale included staff donations and UNMC surplus furniture. Proceeds from the sale were divided between two student organizations, the Graduate Student Organization, and the newly established International Student Association.
- UNMC offered tax preparation assistance to the international participant population, with 124 individuals participating.
- One hundred twenty-three UNMC students from COM, CAHP, CON, COP, and CPH participated in global health experiences during FY 2014-15, ranging in length from one week to nine months in 17 different countries. The most popular countries for these student experiences were Nicaragua (42), China (29), and Jamaica (24). One medical student completed a nine-month fellowship with Partners in Health.
- UNMC offered four-week Medical Spanish/Global Health courses that took place in Managua, Nicaragua, during February, March, June and July. Ten students/medical residents completed the course, representing four different institutions. UNMC's partners in Nicaragua are Universidad Americana and Los Chavalitos Maternal Child Health Clinic, both in Managua.
- The Student Alliance for Global Health sponsored four medical service trips during the university spring breaks to Jamaica, Nicaragua and a Native American reservation. Also offered were short-term Medical Spanish courses and monthly global health speakers and programs. The FY 2015-16 SAGH philanthropy project is raising awareness and fundraising for Doctors Without Borders.
- The Medical Doctor Observer program continued with 102 participants, representing 18 countries. Of the 102 total, 77 were from India. To date, 452 foreign medical graduates have participated in this program.



- UNMC is expanding its activities in Oman by offering exchanges and training opportunities through the College of Medicine, College of Allied Health Professions, College of Pharmacy, and the College of Nursing. The IHME Office sponsored a pilot summer study tour to Muscat, Oman, in July with supporting scholarship funds from President Bounds' office. Two College of Public Health students traveled to Muscat July 20-30, 2015, and were hosted by the Sultanate of Oman Ministry of Health. In October 2015, the first university-wide delegation traveled to Muscat representing every campus: UNMC, UNO, UNL, UNK, and the NU President's Office. The Department of Cardiology accepted an Omani physician for a three-year Cardiology Fellowship.
- The Emergency Medicine department and Solid Organ Transplant Department engaged in collaboration with higher learning institutions in Vietnam.
- The International Visitor Program, initiated in 2013, is highly utilized by campus units bringing in unpaid visitors for short-term engagements. Visitors must meet immunization requirements and complete compliance training. UNMC registered 242 international visitors in 2015, representing 18 different countries. Visitors from China comprised 64% of the total.

Current and Anticipated Activity of International Health and Medical Education

- Sixty-seven UNMC students will participate in SAGH medical service trips during the March spring break, taking place in Nicaragua (36 students), Jamaica (27 students) and a Native American reservation (four students). Beginning and intermediate Spanish courses are offered on campus for students.
- Tax preparation assistance for international participants will again be offered in spring 2016.
- A second Oman summer study tour is planned for late spring. A medical student clerkship exchange with Sultan Qaboos University is under development. It piloted its first exchange this spring with one UNMC student visiting SQU February 19-March 17, and two SQU students scheduled at UNMC for May 2-June 24, 2016.
- A delegation of UNMC faculty and staff is exploring Rwanda-based partnership activities.
- A UNMC delegation will travel to Cuba in June to explore collaboration with Cuba-based partners.
- Four-week Medical Spanish/Global Health programs, sponsored by IHME, will be offered in Nicaragua during February, March, April, June and July, 2016. A total of seven individuals (medical students and medical residents) from three different institutions have enrolled in the February-April programs.
- Physicians from Vietnam, sponsored by the Ministry of Science and Technology, will visit UNMC this spring.



Yimei Huang, Pharm.D., and Xin Zhang, D.P.T., the first two CSC health professions degree programs graduates.

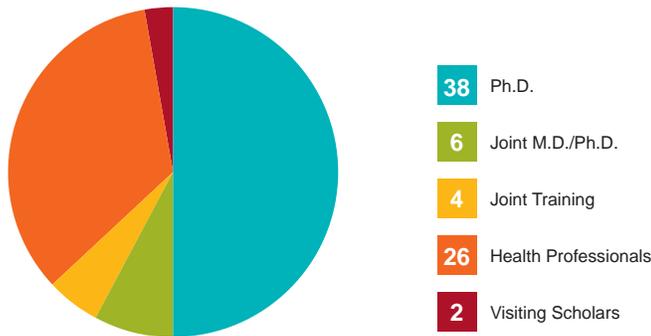
2015 Asia Pacific Rim Development Program Summary and Accomplishments

The Asia Pacific Rim Development Program (APRDP) continues to leverage UNMC's position as a global leader in health education, research and patient care, especially in the Asia Pacific Rim. It strives to increase research scope and efficiency, provide meaningful exchange programs for faculty and students, and foster friendships and cultural understanding, ultimately improving health education, care and science in China, the United States and worldwide.

EDUCATION

The UNMC-China Scholarship Council (CSC) program continued to be successful in recruiting students. 2014 recruitment events took place in Beijing, Xi'an and Shanghai. Enrollment for 2015 included 19 new CSC students and faculty members. In 2015, the APRDP formed a Joint Selection Committee with experts from the U.S. and China, invited by the China Scholarship Council (CSC); the committee evaluated CSC applications chosen by UNMC programs, and as a result, all degree-seeking and health profession applicants successfully received CSC funding this year. Since 2006, UNMC has had a total of 160 CSC members, with eleven students graduating in 2015. The first two graduates from the CSC health professions degree program graduated from the Doctor of Pharmacy and the Doctor of Physical Therapy programs. Currently, there are 78 CSC members on campus. The APRDP's Summer Research Program hosted 16 students from four Chinese universities for short-term rotations. Medical, nursing, and pharmacy exchange programs continue to grow with 48 students participating from June 2014 through June 2015. Twelve Chinese M.D. students came to UNMC while 10 M.D. students from UNMC went to China. Eight Chinese and 14 UNMC students embarked on a short-term nursing student exchange. Four UNMC Pharmacy students traveled to China for rotations in October 2014. Twelve Tongji University clinical faculty members spent two months training at UNMC.

2015 Enrolled CSC Students and Scholars



PARTNERSHIPS

With APRDP's support, UNMC's College of Medicine and College of Allied Health Professions continued to make strides in collaboration with China. Primary care improvement is one of China's healthcare reform goals for the future. The focus for the annual family medicine symposium in Shanghai and Xi'an in October 2014 was on communication between doctors and patients. UNMC faculty made presentations to hundreds of trainees. UNMC hosted the 4th U.S.-Sino Family Medicine Leadership Course, which was attended by 17 trainees including Dr. Shanzhu Zhu, president of the Chinese Society of Family Medicine. A new memorandum of understanding (MOU) was signed between UNMC and Tongji University in October 2014, which includes a partnership on curriculum development, faculty appointments and exchanges, as well as Chinese student exchange and enrollment in UNMC's physical therapy programs. In April 2015, UNMC and its Biocontainment Unit hosted the first Chinese training course for Ebola and other infectious diseases for Chinese healthcare officials from Shaanxi Province. UNMC's Fred & Pamela Buffett Cancer Center and Tianjin Medical University Cancer Institute & Hospital signed an agreement in March 2015.

RESEARCH

David Oupicky was named the Changjiang Scholar in November 2014. Ten UNMC students participated in the Tenth Annual International Student Research Forum held during the summer of 2015 in Aberdeen, Scotland. In total, 48 students from Griffith University (Brisbane, Australia), the Graduate University of the Chinese Academy of Science (Beijing, China), the University of Southern Denmark (Odense, Denmark), the University of Aberdeen (Aberdeen, Scotland), and UNMC shared their research and looked for ways to collaborate on their projects.

UNMC-China

Since its inception, UNMC-China continues to focus on expanding its relationship with partners in China. UNMC has entered an agreement with China-Link Medical Investment, Inc. of Shuangwei Group in Hainan, China, to provide professional



consultation in the design, operation and management of a new hospital and to provide assistance in training clinical and managerial professionals. The agreement has led to two profitable, completed hospital consulting and clinical training work orders for UNMC/Nebraska Medicine (NM). In addition, the UNMC/NM delegation led by Don Leuenberger participated in the groundbreaking ceremony of the Hainan Chaotan Bay International Hospital, which marks progress in the collaboration between and deepening of the relationship with China-Link/Shuangwei group. In November 2015, Chancellor Gold, on behalf of UNMC-China, signed a MOU with Lanhai Medical for collaboration in the new Shanghai Bund International Hospital. Lanhai Medical may engage UNMC/NM for consulting in hospital business operation management, in addition to hospital design and planning. This promising new business opportunity will expand UNMC/NM's partnership worldwide and influence healthcare in China.

LAUNCH OF THE TELEMEDICINE, TELEPATHOLOGY PROGRAM

UNMC-China created and established a unique cloud-based telemedicine program between UNMC/NM and China in 2015. Through our connections in multiple hospitals and medical centers in China, we have been asked for cardiology, pathology and oncology case consulting services providing professional opinions to our Chinese clients. With the support from our new Shanghai, China, office, we can communicate with our Chinese patients quickly, efficiently and in Mandarin.

CONCIERGE MEDICINE PROGRAM INITIATIVE

Through collaboration of UNMC, Nebraska Medicine, and our new UNMC Shanghai office, we are launching a concierge medicine program for patients from China. Our potential clients will be patients from sister medical centers and telemedicine consultation case clients in China. We are preparing, not just for patients coming to Omaha, but also for their family members. We anticipate providing not just professional healthcare services with great health outcomes, but wonderful experiences in Nebraska as well.

INTERNATIONAL PERSONNEL ON UNMC SPONSORED PROGRAMS

The international participant population in 2015 (995) was more than 2.4 times greater than in 2004-05 (410).

- Six continents are represented: Asia, Africa, Australia, Europe, North America and South America.
 - Seventy-three different countries are represented.
 - Participants from China (395) and from India (308) account for 703 of the 994 total participants, or 71% of UNMC's international participant population.
 - The largest geographical/ethnic areas represented are the Asia Pacific Rim with 438 and Central Asia with 345.
- These areas comprise 80% of the total participants.
 - Participants from Asia (886) represent 89% of the total.
 - Other major geographical/ethnic areas represented:
 - Europe - 48
 - Middle East - 47
 - Latin America - 16
 - Africa - 42
 - Canada - 16

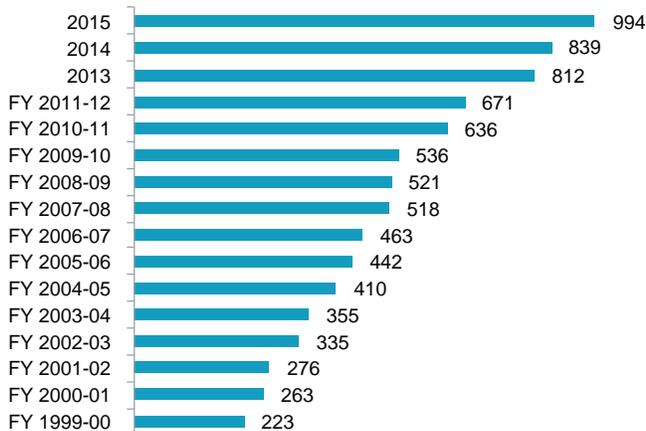
From UNMC's 2015 International Participant Analysis

International Participation at UNMC

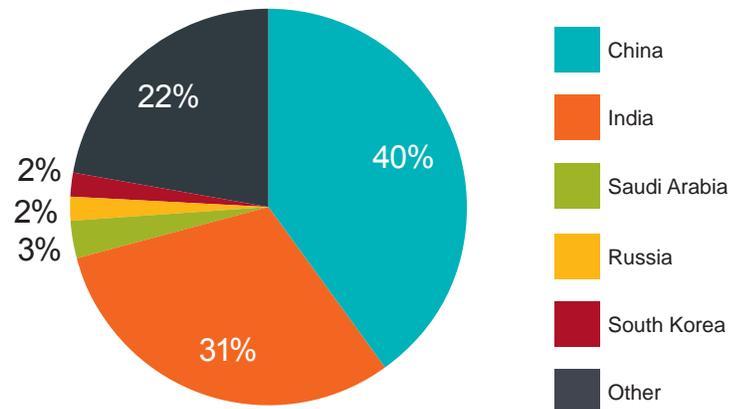
Antigua & Barbuda	1	Dominican Republic	1	Iraq	3	Nigeria	13	Sweden	1
Argentina	1	Egypt	9	Ireland	3	Oman	3	Syria	1
Australia	1	El Salvador	1	Israel	3	Pakistan	16	Taiwan	3
Austria	1	France	2	Italy	6	Panama	1	Thailand	3
Bangladesh	3	Gabon	1	Japan	8	Peru	3	Turkey	10
Belarus	1	Gambia	1	Jordan	2	Philippines	1	UAE	1
Botswana	1	Georgia	2	Kazakhstan	2	Portugal	3	Ukraine	3
Brazil	6	Germany	5	Kenya	7	Romania	2	United Kingdom	7
Cameroon	2	Ghana	1	Kyrgyzstan	1	Russia	20	Uzbekistan	1
Canada	16	Greece	3	Lebanon	8	Saudi Arabia	31	Venezuela	1
Cape Verde	1	Haiti	1	Mali	1	Singapore	6	Vietnam	1
China	395	Hong Kong	1	Mauritius	2	South Africa	2	Zambia	1
Colombia	3	India	308	Mongolia	1	South Korea	17	Zimbabwe	1
Croatia	1	Indonesia	3	Nepal	14	Sri Lanka	4		
Denmark	1	Iran	1	New Zealand	1	Sudan	2		

*These figures do not reflect visitors at UNMC with B1/B2 visas.

Sixteen-Year Graph of International Activity



Top Five Countries



CULTURAL COMPETENCY/DIVERSITY TAB

CULTURAL COMPETENCY/DIVERSITY TAB

UNMC AND COMPARATIVE DIVERSITY DATA

UNMC	NONRES ALIEN	ASIAN	NATIVE	BLACK NOT HISP	HISPANIC	AMER IND/ AK NATIVE	WHITE NOT HISP	TWO OR MORE RACES	UNKNOWN	TOTAL	UNDER-REPRESENTED		WOMEN
			HAWAIIAN/ PAC ISLAND								MINORITY (note a)	MINORITY (note b)	
Full-time Faculty (inc. Admins. who hold academic rank, 10/01/15)	46 4.0%	191 16.7%	2 0.2%	21 1.8%	21 1.8%	2 0.2%	856 75.0%	3 0.3%	0 0.0%	1,142 100.0%	240 21.0%	49 4.3%	480 42.0%
Asst Prof & Above (no Admin or NRA, only tenured/HP Appt-LB 389, 10/01/15)		116 17.5%	0 0.0%	11 1.7%	14 2.1%	1 0.2%	517 78.2%	2 0.3%	0 0.0%	661 100.0%	144 21.8%	28 4.2%	237 35.9%
All Employees (Workforce Analysis - see exclusions on next pg, 10/01/15)		437 12.4%	5 0.1%	121 3.4%	106 3.0%	9 0.3%	2,817 80.2%	18 0.5%	0 0.0%	3,513 100.0%	696 19.8%	259 6.9%	2,087 59.5%
Students Fall, 2015 (see Education section)	321 8.5%	174 4.6%	1 0.03%	73 1.9%	140 3.7%	9 0.2%	2,927 77.2%	64 1.7%	81 2.1%	3,790 100.0%	461 12.2%	223 5.9%	2,426 64.0%
Peer Comparisons													
Faculty LB 389 peers, 2014 Full and part-time	1,317 4.8%	3,245 11.9%	19 0.07%	905 3.3%	1,054 3.9%	105 0.4%	20,052 73.3%	169 0.6%	490 1.8%	27,356 100%	5,497 20.1%	2,252 7.6%	9,781 35.8%
Students at peer institutions (IPEDS, Fall, 2014)	22,451 10.1%	16,535 7.4%	212 0.1%	10,939 4.9%	15,192 6.8%	590 0.3%	142,098 63.7%	5,869 2.6%	9,015 4.0%	222,901 100%	49,337 22.1%	32,802 12.1%	116,216 52.1%
All NE higher education students (IPEDS, Fall, 2014)	5,121 3.8%	3,539 2.6%	211 0.2%	7,332 5.4%	9,977 7.3%	894 0.7%	99,911 73.5%	2,989 2.2%	5,891 4.3%	135,865 100%	24,942 18.4%	21,403 13.6%	75,676 55.7%
US CENSUS (notes c, d & e)		ASIAN	NATIVE HAWAIIAN/ PAC ISLAND	BLACK	HISPANIC OR LATINO	AMER IND/ AK NATIVE	WHITE	TWO OR MORE RACES		TOTAL			WOMEN
Douglas County (531,057)		2.9%	0.0%	11.3%	11.6%	0.7%	71.4%	2.9%		100.8%			50.8%
Nebraska (1,896,190)		2.2%	0.1%	4.9%	10.2%	1.4%	80.5%	2.0%		101.3%			50.2%
United States (321,418,820)		5.4%	0.2%	12.2%	17.4%	1.2%	62.1%	2.5%		101.0%			50.8%

- a) Asian, Native Hawaiian and Pacific Islander, Black, Hispanic, Native American, and Two or More Races.
 - b) Native Hawaiian and Pacific Islander, Black, Hispanic, Native American, and Two and More Races.
 - c) Differences in UNMC and Census categories preclude direct comparisons. Census populations shown in parenthesis.
 - d) Census estimates are from U.S. Census Bureau Quick Facts, 2015, racial/ethnic estimates from 2014. Douglas County is 2014 only. Totals are not exactly 100% due to rounding and (e).
 - e) Hispanic or Latino may be of any race; may also be included in applicable race category.
- Note: Outside Sources = IPEDS and US Census websites

WORK FORCE ANALYSIS SUMMARY

UNIT	FEMALE (as of 10/01/2015)									
	TOTAL	TOTAL MINORITY	TOTAL	WHITE-NOT HISPANIC/LATINO	BLACK-NOT HISPANIC/LATINO	HISPANIC OR LATINO	ASIAN-NOT HISPANIC/LATINO	AMERICAN INDIAN OR ALASKA NATIVE	NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER	TWO OR MORE RACES - NOT HISPANIC/LATINO
Academic Affairs	100	13 13.0%	75 75.0%	66 66.0%	5 5.0%	0 0.0%	3 3.0%	1 1.0%	0 0.0%	0 0.0%
Business and Finance	359	53 14.8%	157 43.7%	129 35.9%	15 4.2%	6 1.7%	6 1.7%	1 0.3%	0 0.0%	0 0.0%
Chancellor's Office	36	5 13.9%	23 63.9%	20 55.6%	0 0.0%	1 2.8%	0 0.0%	1 2.8%	0 0.0%	1 2.8%
College of Allied Health Professions	83	5 6.0%	69 83.1%	65 78.3%	0 0.0%	0 0.0%	3 3.6%	0 0.0%	0 0.0%	1 1.2%
College of Dentistry	220	29 13.2%	133 62.7%	122 57.5%	2 0.9%	7 3.3%	8 3.6%	1 0.5%	0 0.0%	1 0.5%
College of Medicine	1628	403 24.8%	898 55.2%	719 44.2%	40 2.5%	20 1.2%	111 6.8%	1 0.1%	1 0.1%	6 0.4%
College of Nursing	206	12 5.8%	188 91.3%	179 86.9%	1 0.5%	2 1.0%	5 2.4%	0 0.0%	0 0.0%	1 0.5%
College of Pharmacy	90	32 35.6%	29 32.2%	22 24.4%	1 1.1%	0 0.0%	5 5.6%	0 0.0%	0 0.0%	1 1.1%
College of Public Health	127	46 36.2%	77 60.6%	51 40.2%	7 5.5%	5 3.9%	13 10.2%	0 0.0%	1 0.8%	0 0.0%
Eppley Institute	122	38 31.1%	62 50.8%	45 36.9%	2 1.6%	1 0.8%	13 10.7%	0 0.0%	0 0.0%	1 0.8%
Information Technology	117	12 10.3%	32 27.4%	30 25.6%	1 0.9%	1 0.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Munroe-Meyer Institute	321	30 9.3%	273 85.0%	248 77.3%	5 1.6%	10 3.1%	10 3.1%	0 0.0%	0 0.0%	0 0.0%
Research	104	18 17.3%	71 68.3%	58 55.8%	2 1.9%	4 3.8%	7 6.7%	0 0.0%	0 0.0%	0 0.0%
UNMC Total % of Total	3513	696 19.8%	2087 59.5%	1754 50.0%	81 2.3%	57 1.6%	184 5.4%	5 0.1%	2 0.1%	12 0.3%
UNMC Physicians* % of Total	528	99 18.8%	193 36.6%	154 29.2%	4 0.8%	5 0.9%	28 5.3%	0 0.0%	0 0.0%	2 0.4%
Nebraska Pediatric Practice** % of Total	167	35 21.0%	79 47.3%	66 39.5%	2 1.2%	0 0.0%	9 5.4%	1 0.6%	0 0.0%	1 0.6%

*528 employees are counted both as UNMC and UNMC Physicians-Nebraska Medicine employees. Counts are effective on 02/29/2016. All UNMC Physicians employees officially became Nebraska Medicine employees on 01/01/15.

**167 employees are counted both as UNMC and Nebraska Pediatric Practice employees, counts are effective on 01/01/2016.

Report includes regular full-time and part-time employees.

Report does not include temporary employees or individuals in the following employee subgroups: House Officers, Graduate Assistants, Student Workers, Volunteers W/O Pay, or Retirees.

UNIT	MALE (as of 10/01/2015)							
	TOTAL	WHITE-NOT HISPANIC/ LATINO	BLACK-NOT HISPANIC/ LATINO	HISPANIC OR LATINO	ASIAN-NOT HISPANIC/ LATINO	AMERICAN INDIAN OR ALASKA NATIVE	NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER	TWO OR MORE RACES - NOT HISPANIC/ LATINO
Academic Affairs	25 25.0%	21 21.0%	4 4.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Business and Finance	202 56.3%	177 49.3%	13 3.6%	11 3.1%	0 0.0%	0 0.0%	0 0.0%	1 0.3%
Chancellor's Office	13 36.1%	11 30.6%	0 0.0%	0 0.0%	0 0.0%	1 2.8%	1 2.8%	0 0.0%
College of Allied Health Professions	14 16.9%	13 15.7%	0 0.0%	0 0.0%	1 1.2%	0 0.0%	0 0.0%	0 0.0%
College of Dentistry	79 37.3%	69 32.5%	0 0.0%	1 0.5%	9 4.2%	0 0.0%	0 0.0%	0 0.0%
College of Medicine	730 44.8%	506 31.1%	14 0.9%	26 1.6%	179 11.0%	2 0.1%	1 0.1%	2 0.1%
College of Nursing	18 8.7%	15 7.3%	0 0.0%	1 0.5%	1 0.5%	0 0.0%	0 0.0%	1 0.5%
College of Pharmacy	61 67.8%	36 40.0%	0 0.0%	1 1.1%	24 26.7%	0 0.0%	0 0.0%	0 0.0%
College of Public Health	50 39.4%	30 23.6%	5 3.9%	3 2.4%	10 7.9%	0 0.0%	1 0.8%	1 0.8%
Eppley Institute	60 49.2%	39 32.0%	1 0.8%	0 0.0%	20 16.4%	0 0.0%	0 0.0%	0 0.0%
Information Technology	85 72.6%	75 64.1%	3 2.6%	5 4.3%	1 0.9%	1 0.9%	0 0.0%	0 0.0%
Munroe-Meyer Institute	48 15.0%	43 13.4%	0 0.0%	1 0.3%	4 1.2%	0 0.0%	0 0.0%	0 0.0%
Research	33 31.7%	28 26.9%	0 0.0%	0 0.0%	4 3.8%	0 0.0%	0 0.0%	1 1.0%
UNMC Total	1418	1063	40	49	253	4	3	6
% of Total	40.5%	30.3%	1.1%	1.4%	7.2%	0.1%	0.1%	0.2%
UNMC Physicians*	335	275	5	13	40	0	0	2
% of Total	63.4%	52.1%	0.9%	2.5%	7.6%	0.0%	0.0%	0.4%
Nebraska Pediatric Practice**	88	66	4	3	15	0	0	0
% of Total	52.7%	39.5%	2.4%	1.8%	9.0%	0.0%	0.0%	0.0%

DIVERSITY, INCLUSION & ENGAGEMENT

UNMC is committed to creating an environment where everyone is appreciated, valued and welcomed. Having a diverse and inclusive campus community is important to the university's success. Chancellor Jeffrey Gold has been diligent in addressing diversity and the UNMC campus climate and has called for all leadership to increase diversity efforts, create measurement rubrics to impact engagement and inclusion, and carry forward current initiatives that will create a healthy campus climate for students, faculty, staff and visitors. There is still considerable work to be done, but UNMC continues to move in the right direction. Included below are a few significant accomplishments over the past year.

Campus Engagement

MINORITY FACULTY WORKING GROUP

The AAMC Diversity Engagement Survey was sent to faculty, students and staff during January and February of 2015. The survey was developed as a tool to measure institutional climate and culture through the lens of diversity and inclusion. The same survey has been administered at 14 other academic medical centers, giving us access to benchmark data on measuring and assessing inclusion in our institution. Nine thousand two hundred individuals at UNMC were contacted by email and 1,997 responded (22%). Overall, UNMC respondents' scores were close to the mean benchmark values with the exception of Black/African American respondents who consistently scored lower in almost all domains, particularly vision/purpose and cultural competence.

DIVERSITY ADVISORY STEERING COMMITTEE

Committee members and senior leadership participated in a Diversity Dialogue session on inclusion and equity. Membership provided the chancellor with suggestions and recommendations to improve the campus climate which included the development of a Chief Diversity Officer position.

HUMAN RESOURCES

- Culture Fest highlighted the cultural celebrations of Mardi Gras (United States), Day of the Dead (Mexico), The Lantern Festival (Taiwan), Oktoberfest (Germany) and Carnival (Brazil) at the annual festive event attended by over 400 faculty, staff and students.
- Heritage Month Celebrations
 - Black History Month – “The Journey,” a play about Aaron Douglas, was presented. In 1922, Douglas was the first black graduate of the UNL Art Department and he went on to become known as the father of the Harlem Renaissance. His artwork graced the pages of magazines and walls of homes and communities, providing both an affirmative mirror for African-descended peoples as well as an alternative to the racist propaganda of the day and beyond. The play was written by UNO Professor Peggy Jones and attended by faculty, staff, students and the community.
 - Women's History Month – The movie “Sisters of Selma”

was shown. It is a documentary telling the story of Catholic sisters from around the country going to Selma to support Martin Luther King Jr. in his quest for equality for all Americans.

- LGBT Pride Month – A speaker from PFLAG came to elevate awareness around sexual orientation and gender identity topics.
- Training workshops on Cultural Competence and Healthcare, CLAS standards and Valuing Others in the Workplace was provided to several departments.

FACULTY DEVELOPMENT

A Women's Mentoring Group was launched in 2015, chaired by Dr. Shilpa Buch. The group hosted several events for faculty women. More are planned for 2016.

FAMILY MEDICINE

In collaboration with the Nebraska Department of Health & Human Services Office of Health Disparities & Health Equity, provided training on cultural competency to Family Medicine House Officers.

MUNROE-MEYER INSTITUTE FOR GENETICS AND REHABILITATION

Leadership Education in Neurodevelopmental and Related Disabilities (LEND) University Center for Excellence in Developmental Disabilities (UCEDD) held a Grand Rounds presentation titled “Addressing Cultural Competency and Cultural Diversity in an Academic Medical Setting” with guest speaker Tawara Goode, M.A., the Founding Director of the National Center on Cultural Competence (NCCC) at Georgetown University Center for Child and Human Development in Washington, DC. (<http://nccc.georgetown.edu/>) Ms. Goode has developed initiatives and programs to facilitate the design, implementation and evaluation of cultural and linguistic competency that address the needs of diverse audiences (e.g. health care, mental health, community organizations, professional societies, institutions of higher education).

Community Engagement

CENTER FOR REDUCING HEALTH DISPARITIES (CRHD) — COLLEGE OF PUBLIC HEALTH

- Athena Ramos was a speaker at TEDx UNO in February 2015 where her presentation “Speak to Make a Difference” was on the power of words in creating community. We encounter about 100,000 words every day. Those words can often be poison to the public health of a community, but more importantly, they are often the antidote. Imagine what life would be like if almost all 100,000 of those words were positive. (<https://youtu.be/YoEdQ0qZam0>)
- CRHD partnered with a student in the Great Plains Public Health Leadership Institute to develop and implement a Latina women's health summit, El Encuentro de La Mujer Sana, in May 2015 in Schuyler, Nebraska. All programming was conducted in Spanish and 75 people participated.

- Antonia Correa conducted six Mental Health First Aid training sessions in Spanish.
 - Center for Reducing Health Disparities partnered with BHECN to conduct the first South Omaha High School Ambassador Conference in March 2015 to talk about opportunities and careers in behavioral health.
 - Staff and faculty from the College of Public Health created the Latino Public Health Advisory Committee. The committee made recommendations for increasing recruitment of diverse students. Two cultural events were held:
 - An ofrenda celebration for Dia de los Muertos
 - A holiday posada
 - Center for Reducing Health Disparities trained four South Omaha youth groups on Lead & Seed, a youth empowered, evidence-based environmental approach to preventing and reducing alcohol consumption, teen tobacco use, drug use and prescription drug misuse in the community.
 - Athena Ramos partnered with the Rural Community Workers Alliance in Milan, Missouri, to develop and implement a study of rural Latino immigrant hog farmworkers to explore health and safety needs and develop resources to meet those needs. The project was funded by the Central States Center for Agricultural Safety and Health (CS-CASH) NIOSH (U54 OH010162).
 - CRHD presented on research and outreach initiatives within the Hispanic/Latino and underserved communities at regional and national conferences.
 - Midwest Rural Agricultural Safety and Health Conference
 - Cambio de Colores Conference
 - Society for Research on Nicotine and Tobacco 2015 Annual Meeting
 - Athena Ramos was a speaker on cultural humility and health disparities for the Nebraska Medicine Nurse Residency Program.
 - Renaisa Anthony, M.D., Deputy Director of the Center for Reducing Health Disparities, was selected by the American Medical Association (AMA) as a representative for the 15th Annual Congressional Health Disparities Brain Trust in Washington, D.C. The Health Disparities Brain Trust brings thought leaders and health professionals committed to eradicating health disparities to the nation's capital to discuss the current state of disparities and identify solutions. Congressional leaders are briefed on policy recommendations to accomplish Healthy People 2020 goals to “eliminate health disparities, achieve health equity and improve the health of all.” The Surgeon General of the United States, Vice Admiral Vivek Murthy, M.D., was the Brain Trust’s 2015 honoree for his commitment to health equity.
- Dr. Renaisa Anthony — Community presentations
 - March 25, 2015, UNK Presentation Closing Keynote, Super Nurse to the Rescue: Caring for the 21st Century College Woman, <http://healthedu4unk.org/conference-agenda/>.
 - April 2, 2015, Living with Cancer in Nebraska, NET Television Special, Cancer Disparities and Women's Health, <http://netnebraska.org/node/966662>.
 - September 15, 2015, “Honest and Helpful Answers to Embarrassing Questions” Information about sexual and reproductive health over the female lifespan, Olson Center Brown Bag, <http://www.unmc.edu/news.cfm?match=17477>.
 - September 21, 2015, Holistic Approaches to Positive Youth Development in Addressing Health Disparities, The Healthy Youth Nebraska: Addressing Risks, Resiliency & Barriers to Success Conference, <http://dhhs.ne.gov/publichealth/MCAH/Documents/HYN2015Brochure.pdf>.
 - Dr. Renaisa Anthony — Academic Presentations
 - April 2015, Creighton University, 8th Annual Addressing Health Disparities Conference, “Academic-Community Partnerships for Health Equity,” <https://healthsciences.creighton.edu/sites/healthsciences.creighton.edu/files/course/file/Health%20Disparities%20Seminar%20Brochure.pdf>.
 - May 2015, Clarkson College “A Differential Diagnosis for Health Equity.”

Diversity in Action at UNMC

Martin Luther King Jr. Event — The 2015 theme was “The Legacy Lives On.” UNMC and Nebraska Medicine hosted a luncheon featuring Felicia Webster, inspirational poet, teaching artist, host and healing arts facilitator. The keynote speaker was the Rev. Darryl Eure, pastor of the Freestone Baptist Church.

INCLUSIVITY EFFORTS

In early November 2015, UNMC Chancellor Jeffrey Gold announced strategies and the vision for the campus to become an inclusive campus. This focus included initiatives and programs to embrace diversity, increase engagement and value inclusivity. The Inclusivity Committee was established to develop and carry out short-term and intermediate strategies, goals laid out by Dr. Gold. Before students left campus for the semester break, Dr. Gold met with student groups to listen, discuss issues, build engagement and seek solutions. Student groups sought out for their perspective include the Student Senate and the Student Senate Executive Committee. The Chancellor also met with the Campus Diversity Committee, whose members are students, faculty and staff. They discussed their views of the issues and recommended initiatives.

Current challenges and opportunities to improve diversity and inclusivity were discussed at length with the Chancellor's Staff and Chancellor's Council. Dr. Gold emphasized those issues in his "Under the Microscope" videos with key campus and community leaders. Out of those discussions, 23 short-term initiatives were developed and assigned to the Chancellor's Office, the Vice Chancellor of Academic Affairs, the Director of Human Resources, and the College Deans and Institute Directors to implement.

The implementation process began with meetings across campus with groups such as the Faculty Senate, the Student Senate and others. Early priorities identified were developing a website devoted to inclusivity and a mobile app to allow students, staff and faculty to find information and report instantly, if needed.

The Bias Assessment Response Team (BART) was formed to enhance the process of responding to bias incidents and to support those who have become or witnessed someone become a target of an act of bias, with institutional transparency. The committee is modeled after similar efforts at UNL and UNO. Their goal is to address incidents and trends as they are identified, prevent future occurrences and improve the campus climate. UNMC has joined Nebraska Medicine in creating a welcoming campus climate.

Individuals who have experience or witnessed a bias-related incident will be able to report events to a BART team member (<http://www.unmc.edu/student-services/student-life/inclusion/bart.html>), call the UNMC Compliance Hotline (866-568-5430), use the UNMC Mobile App or use the reporting website (<http://app1.unmc.edu/forms/student-services/biasreports/>).

UNMC and Nebraska Medicine have policies that prohibit biased behavior and discrimination as well as provide procedures for addressing prohibited behavior. The BART will follow up to ensure that events are addressed or monitored, as appropriate. The committee will serve as a central repository for reports to be able to proactively address emerging trends and issues.

Other key initiatives include incorporating inclusivity into UNMC's strategic plan and having each operating unit develop initiatives to address those issues in their areas. Further use of surveys



and other tools to measure progress and create faculty and staff programs to become better engaged in these issues will be explored.

UNMC has completed 11 of the 23 short-term initiatives. Eight initiatives are ongoing and longer-term plans are being made to keep these issues visible so that immediate action can be taken when needed. UNMC will continue to evaluate the internal and external environment. As a community, UNMC will continue to work together to address emerging needs and engage students, faculty, and staff across the entire university enterprise.

For Bias Incident Reporting

Notify the BART Team

<http://www.unmc.edu/student-services/student-life/inclusion/bart.html>

Call the UNMC Compliance Hotline **866-568-5430**

Use the **UNMC Mobile App**, or

Use the Reporting Website

<http://app1.unmc.edu/forms/student-services/biasreports/>

EMPLOYEE LOYALTY TAB

EMPLOYEE LOYALTY TAB

EMPLOYMENT GROWTH

14-Year Employment Growth

UNMC experienced sustained growth from 2002 through 2015, with an increase of 24.0% in regular employees and an increase of 26.3% in total overall employment.

When growth is viewed by primary occupational activity, the greatest growth is in the Faculty category (53.4%), followed by the Technical/Paraprofessional category (50.7%), which includes non-faculty research positions. This reinforces the fact that most growth was the result of increased activity in research, patient care and education. Executive/Administrative and support categories showed smaller growth or declines over the 14-year period.



EMPLOYMENT GROWTH 2002 THROUGH 2015

	January 2002	December 2015	Total Difference	
	Count	Count	Count	% Growth
Regular Full- and Part-Time Employees	3,336	4,136	800	24.0%
Total Employment*	3,890	4,914	1,024	26.3%

EMPLOYMENT GROWTH BY PRIMARY OCCUPATIONAL ACTIVITY ACTIVE REGULAR FULL- AND PART-TIME EMPLOYEES

	January 2002		December 2015		Total Difference	
	Count	% Total	Count	% Total	Count	% Growth
Clerical/Secretarial	505	15.1%	510	12.3%	5	1.0%
Executive/Administrative	74	2.2%	62	1.5%	(12)	(16.2%)
Faculty	968	29.0%	1,485	35.9%	517	53.4%
Professional/Managerial (Non-Faculty)	1,405	42.1%	1,640	39.9%	235	16.7%
Service Maintenance	149	4.5%	146	3.5%	(3)	(2.0%)
Skilled Crafts	87	2.6%	70	1.7%	(17)	(19.5%)
Technical/Paraprofessional	148	4.4%	223	5.4%	75	50.7%
Total	3,336	100.0%	4,136	100.0%	800	24.0%

* Total employment includes full- and part-time regular employees plus temporary full- and part-time employees, graduate assistants and student workers.

FULL-TIME FACULTY, FALL 2015

	Male	Female	Total
Professors	219	68	287
Associate Professors	165	104	269
Assistant Professors	240	237	477
Instructors	38	71	109
TOTAL	662	480	1,142

UNMC FACULTY BY COLLEGE/PROGRAM, FALL 2015

	Full-time	Part-time	Total
Allied Health	48	3	51
Dentistry	56	33	89
Medicine	739	135	874
Nursing	107	27	134
Pharmacy	38	2	40
Public Health	51	7	58
Eppley	38	0	38
Munroe-Meyer	51	3	54
Library	14	0	14
TOTAL	1,142	210	1,352

EMPLOYEE ENGAGEMENT, RETENTION AND WELLNESS

UNMC is committed to creating a culture that builds employee engagement and retention and promotes wellness.

Human Resources Activities

- The Management Series graduated 47 managerial/professional staff in May 2015. The series began in October 2015 with 53 staff enrolled. This highly successful eight-month series provides supervisors, managers and administrators with the necessary tools to become effective leaders.
- Foundations for Success is a four-month series that provides an opportunity for office/service employees to acquire the knowledge and skills to enhance job performance, maximize career potential and bring value to UNMC. Fifty-six employees graduated from the series in May 2015.
- The Manager's Forum was launched in 2015. The year-long series is offered to employees in a leadership role. The topics included coaching for higher performance, conflict resolution and performance management. Over 200 managers and supervisors attended the training sessions.
- A total of 355 employees participated in the 2015 New Employee Orientation program. Starting in June, the orientation program was reconfigured to a half-day from a full-day program where we immerse new employees into the mission and vision of UNMC and provide the nuts and bolts of how to navigate as a new employee.
- HR promoted and administered the following Reward and Recognition programs: Service Award Dinner, Gold U Award, Silver U Award, Thank U Medallions and Vital Pins.
- In 2015, UNMC had six recipients of the Gold U Award; 98 employees received the Silver U Award; 1,502 employees received Thank U Medallions; 268 Vital Pins were awarded and 355 employees were recognized at the Service Award Dinner for their loyalty and tenure at UNMC.
- Human Resources coordinated the UNMC Administrative Professionals Day Celebration at the Truhlsen Campus Event Center that was attended by more than 250 office/service staff.
- HR provided targeted training programs in FMLA which was attended by 111 administrators and leave coordinators.
- A departmental needs assessment was performed utilizing Engagement Survey results. Managers were provided targeted coaching and training in performance management topics.
- Launched a Learn@Lunch series attended by 531 employees
 - A Healthier You! Focused on topics about living, eating and cooking well for a healthier new year.
 - Financial Wellness focused on investing, budgeting and preparing for retirement.

TITLE IX OFFICE

- Implemented Title IX online training for students, faculty and staff in Blackboard. As of December 31, 2015, 92% of employees and 93% of students successfully completed the online training.
- Launched "It's on US" National Campaign at UNMC. "It's on us — all of us — to stop sexual assault" is the message of the national "It's On Us" campaign, which aims to shift the way we think about sexual assault. 
- Facilitated various training sessions for students, faculty and staff; coordinated in collaboration with EMPOWER the "It's On US' Week of Action" November 9-13, 2015; and hosted the screening of "The Hunting Ground," a documentary produced by award-nominated director Kirby Dick about sexual assault on college campuses.
- In collaboration with UNO, UNK and UNL, coordinated the two-day Civil Rights Investigator Level One Training Certification Course. It was sponsored by the office of University of Nebraska President Hank Bounds, Ph.D., and was held at the University of Nebraska-Lincoln Nebraska Innovation Campus.
- Twenty-nine employees from UNMC were part of a group of 140 university-wide faculty and staff who took part in Title IX training with the Association of Title IX Administrators (ATIXA) on June 1 and June 2, 2015.
- Generated and distributed the "Sexual Assault Confidential Resource Poster" and updated the "Sexual Violence" brochures for students, faculty and staff with additional resource information across the campus.
- Designed and launched the UNMC Title IX website (<http://www.unmc.edu/titleix/index.html>).

Hotlines – 24/7

National Sexual Assault	1-800-656-HOPE (4673)
National Domestic Violence	1-800-799-SAFE (7233)
UNMC Title IX Website	unmc.edu/titleix

HUMAN RESOURCES IT

- In collaboration with the Payroll Department, implemented the Affordable Care Act (ACA) online time entry in CATS.

COMPENSATION

- Implemented the Market Pay System. The Market Pay System will provide a much more efficient means of accessing our current library of more than 30 salary surveys, having the functionality to integrate employee data from our SAP system, as well as maintaining university-wide/campus-specific job analysis and trending, all in one system.
- Implemented the Pay Transparency Policy, which states that UNMC will not discharge or in any other manner discriminate against employees or applicants because they have inquired about, discussed or disclosed their own pay or the pay of another employee or applicant.
- Continues to annually compile and analyze salary survey data for the NU Values compensation program to ensure that market-relevant pay structures are maintained.

STAFFING

- Hosted the regional PeopleAdmin Roundtable (User Group) event on November 9, 2015. UNMC, UNL, UNO, UNK, UN Central Administration and other universities in the region participated in the event.
- Rebranded UNMC's Job@UNMC page with improved format and applicant directions. It now includes sister campuses and affiliates.
- Compensation and Staffing implemented PeopleAdmin user enhancements which include Quick Helpful Tools for users and a Streamlined Workflow for Non-Faculty Volunteer & Temporary Requisitions.

RECORDS

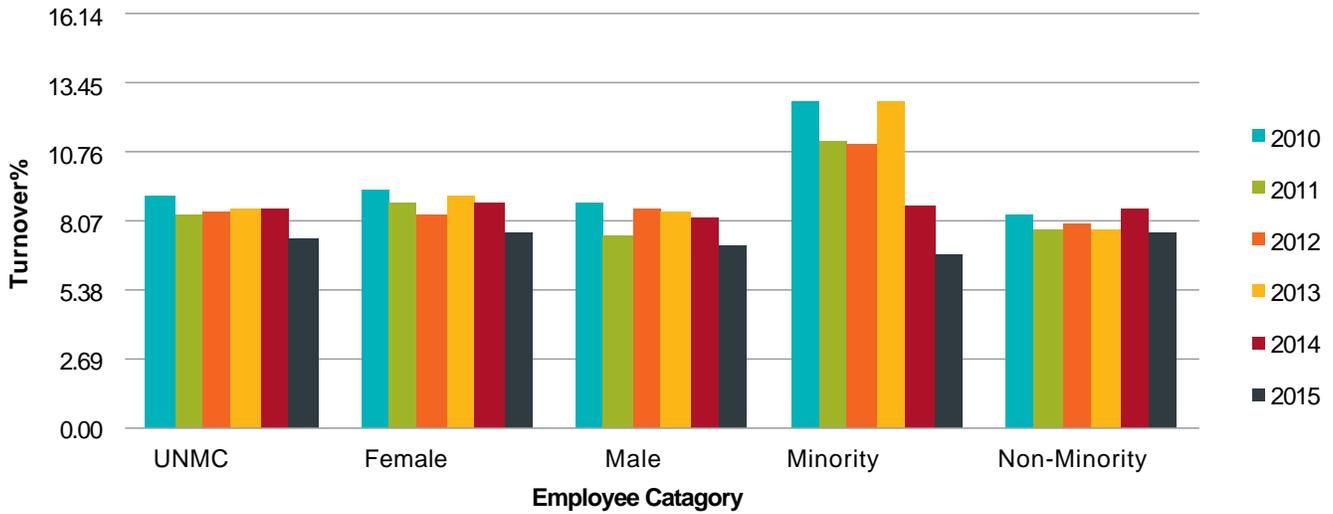
- Implemented the COM Transitioning Employees Online Dependent Scholarship Program.
- Continued to promote and administer the Employee and Dependent Scholarship Program where eligible full-time employees may take up to 15 credit hours per year at any University campus. This program promotes career development and reduces educational expenses for employees and their dependents, thus increasing retention and loyalty rates.



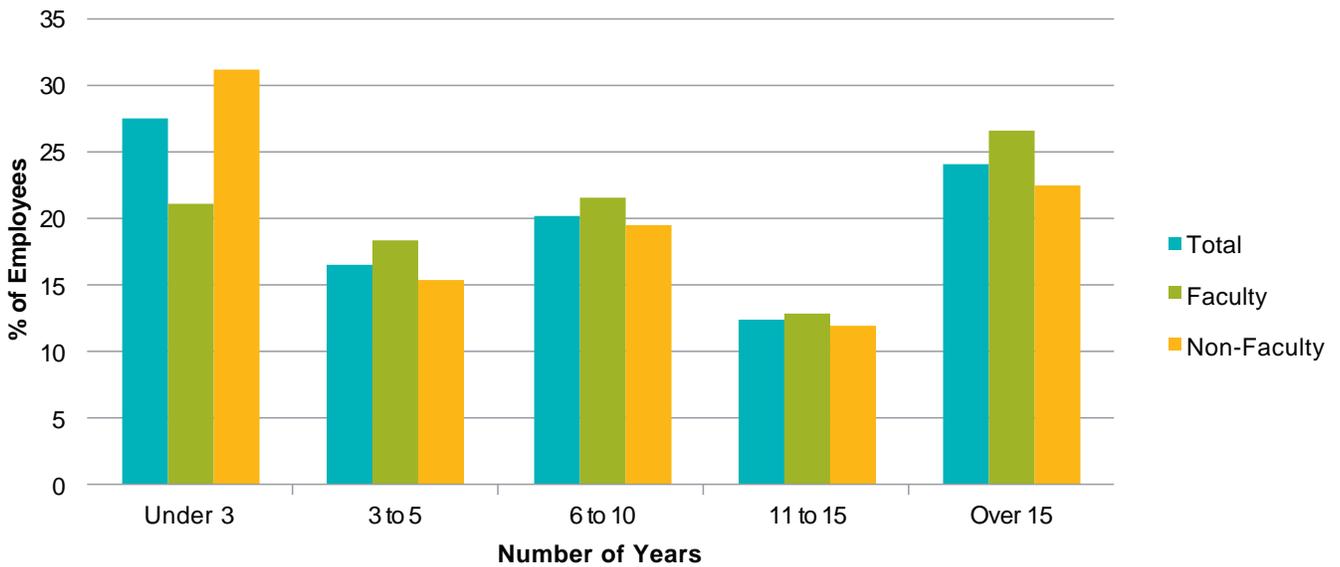
EMPLOYEE TURNOVER AND LENGTH OF SERVICE

The first graph compares turnover* rates by year for all employees**, and for employees grouped by gender and by minority status. The second graph displays length of service at UNMC for all employees**, and for employees grouped by faculty and by non-faculty.

Turnover Rates by Category



Average Length of Employment



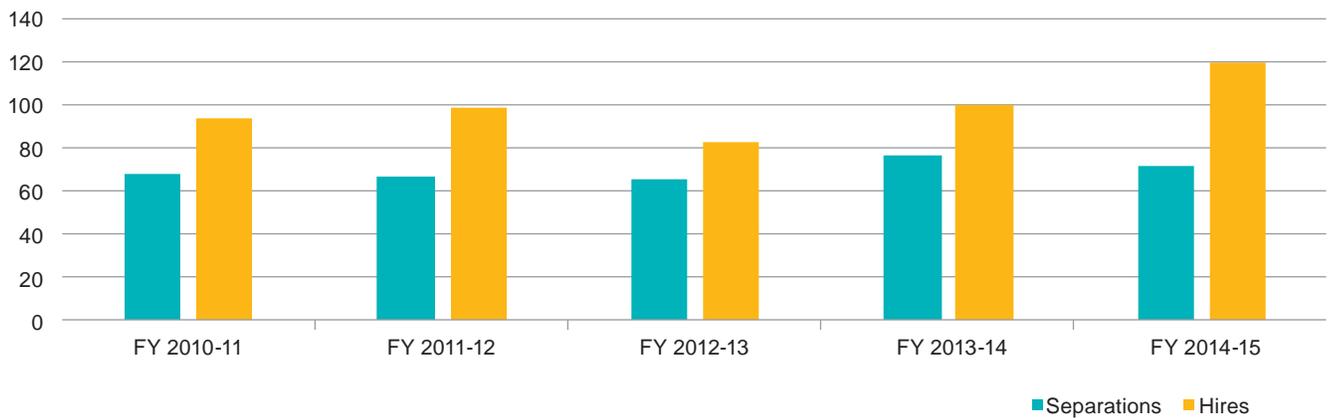
*Turnovers include resignations, retirements, appointment expirations, terminations and deaths

**Regular Full and Part-time Employees. House officers not included.

FACULTY TURNOVER

COLLEGE/INSTITUTE	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Chancellor/Library of Medicine	0%	0%	0%	8%	0%	14%
College of Allied Health Professions	5%	3%	7%	2%	11%	6%
College of Dentistry	5%	5%	4%	4%	2%	5%
College of Medicine	6%	8%	6%	7%	8%	6%
College of Nursing	2%	6%	6%	6%	8%	9%
College of Pharmacy	0%	0%	8%	14%	12%	3%
College of Public Health	18%	6%	8%	4%	4%	14%
Eppley Institute	8%	5%	10%	5%	6%	5%
Munroe-Meyer Institute	6%	6%	12%	6%	3%	5%
Total UNMC Campus	5.3%	6.6%	6.5%	6.4%	7.3%	6.7%

Faculty Turnover Comparison



Separations include resignations, retirements, appointment expirations, terminations and deaths

Faculty Turnover Comparison

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
Separations	68	67	66	76	72
Hires	93	98	83	100	119

Increase in number of female faculty for 5-year period:	
New hires	228
Resignation	139
Net Gain	89

Increase in number of male faculty for 5-year period:	
New hires	265
Resignation	210
Net Gain	55

Increase in number of minority faculty for 5-year period:	
2010	112
2015	144
Net Gain	32

EMPLOYEE ENGAGEMENT SURVEY

Kenexa, an IBM company, defines employee engagement as the extent to which employees are motivated to contribute to organizational success and are willing to apply discretionary effort to accomplish tasks important to the achievement of organizational goals. More specifically, the world's most validated measure of employee engagement is an index consisting of UNMC workforce's responses to the following questions:

1. I am proud to work for this company.
2. Overall, I am extremely satisfied with this company as a place to work.
3. I would gladly recommend this company as a great place to work.
4. I rarely think about looking for a new job with another company.

The UNMC Engagement Survey was administered from March 9, 2015 through March 27, 2015 via web survey by Kenexa, a third party consultant. Of the 4,304 employees invited to participate in the survey, 3,283 employees returned a completed survey, resulting in a 76% response rate. This is a 9% increase in participation from the 2013 survey, owing in part to the inclusion this year of Survey Champions – volunteers from each unit who engaged employees in the survey process – survey completion stickers and participation incentive prizes.



The survey consisted of 55 questions grouped in 16 categories: Involvement & Belonging, Communication, Growth & Development, Manager Effectiveness, Recognition, Future/Vision, Trust, Engagement, Compensation & Benefits, Job Satisfaction, Immediate Supervisor/Manager, Performance Management, Teamwork, Values, Work/Life Balance and Survey Credibility. UNMC results were compared to Kenexa's normative database which contains responses from organizations worldwide. This is a three-year rolling database of over 400 companies with over 15 million employee participants.

KEY FINDINGS

- UNMC's overall scores have improved from the 2013 Engagement Survey in every area. UNMC employees are very proud to work here and are satisfied with their jobs.
- Priority areas to focus on in the next two years are Communication, Recognition and Future/Vision.
 - UNMC and Nebraska Medicine have begun this work by forming a joint mission/stand statement and have created a Values Committee to formulate shared values. Once the values are established, they will be communicated to both UNMC and Nebraska Medicine.
- Communication and Recognition will be addressed through training UNMC-wide and at the department level.

NEXT STEPS

COMMUNICATE RESULTS

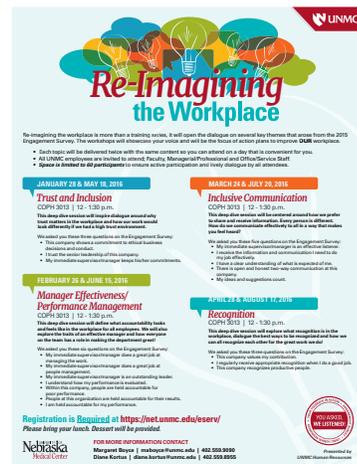
Human Resources has shared college/unit and UNMC-wide Engagement Survey results with all deans and vice chancellors. Fourteen meetings with senior leadership and 22 meetings with individual departments were conducted to share survey results and develop action plans for future efforts.

YOU ASKED. WE LISTENED.

We take employee feedback seriously. On the Engagement Survey, employees responded with valuable information on how we could support their needs. To identify efforts created or enhanced as a result of the survey feedback, HR has created a "You Asked. We Listened." icon that now appears on posters and other communication related to those efforts

RE-IMAGINING THE WORKPLACE

"Re-Imagining the Workplace" is more than a training series. The workshops are designed to address several key themes that arose from the 2015 Engagement Survey (Trust and Inclusion, Manager Effectiveness/Performance Management, Inclusive Communication and Recognition). The sessions will showcase employee feedback and will be the focus of action plans to improve our workplace. The program is open to all employees and each topic will be delivered twice from January – August 2016.



TOPICS

TRUST AND INCLUSION

Noon-1:30 p.m. | January 28 and May 18
College of Public Health, Room 3013

This deep dive session will inspire dialogue around why trust matters in the workplace and how our work would look differently if we had a high trust environment.

MANAGER EFFECTIVENESS/ PERFORMANCE MANAGEMENT

Noon-1:30 p.m. | February 26 and June 15
College of Public Health, Room 3013

This workshop will define what accountability looks and feels like in the workplace for all employees. We also will explore the traits of an effective manager and how everyone on the team has a role in making the department great!

INCLUSIVE COMMUNICATION

Noon-1:30 p.m. | March 24 and July 20
College of Public Health, Room 3013

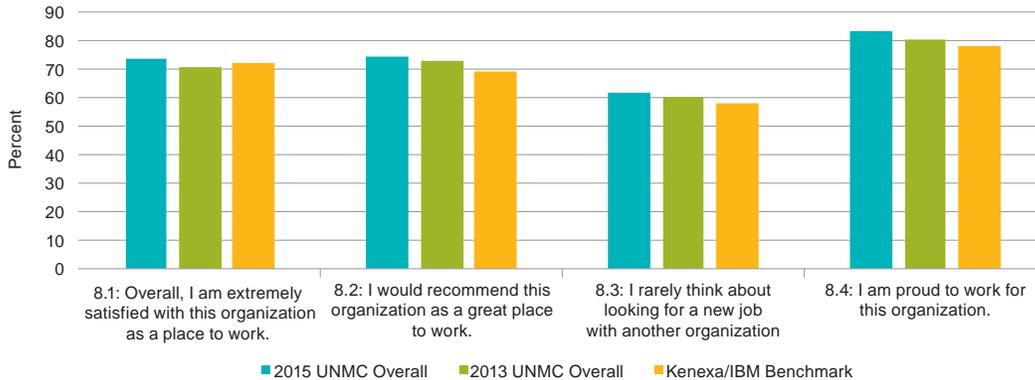
This session will be centered on how we prefer to share and receive information. Every person is different. How do we communicate effectively to all in a way that makes you feel heard?

RECOGNITION

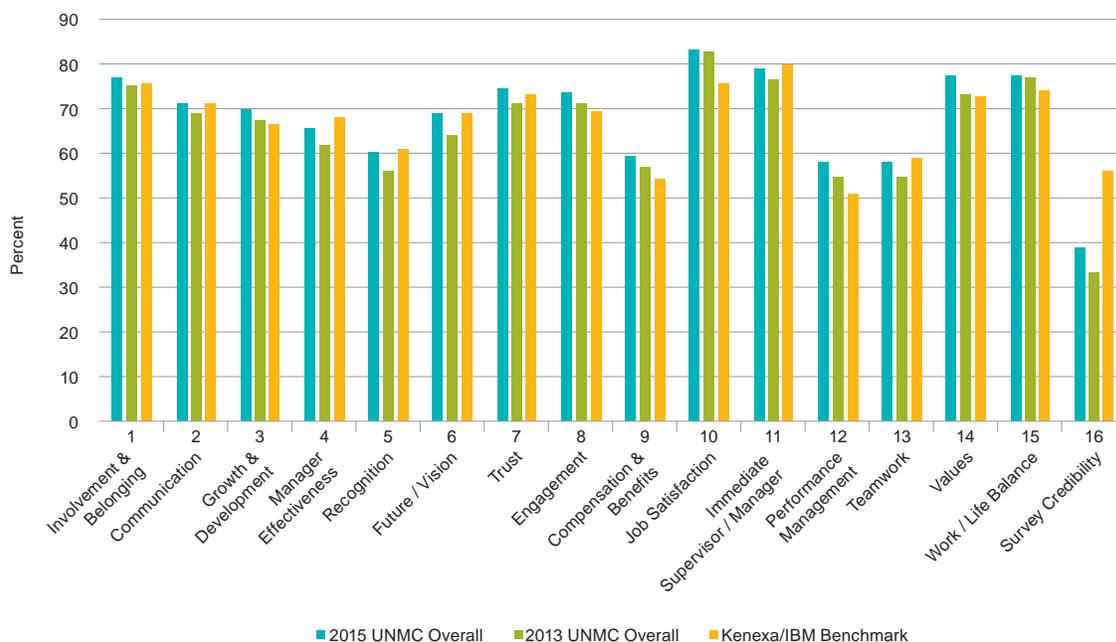
Noon-1:30 p.m. | April 28 and August 17
College of Public Health, Room 3013

This workshop will explore what recognition is in the workplace, dialogue the best ways to be recognized and how we can all recognize each other for the great work we do.

Employee Engagement Items



Dimension Summary for UNMC



OMBUDSTEAM

UNMC Ombudsteam Hotline 402-559-2491

The word “ombudsman” originated in Sweden and means “representative of the people.” The Ombudsteam for the UNMC campus was established in 1996 as part of the response to equity issues and concerns at that time. Under the leadership of Chancellor William Berndt, and with input from the Faculty Senate, Human Resources and the Counseling and Student Development office, Ombudsteam members were appointed by the chancellor to work with faculty, staff, residents, and students to informally resolve problems and to promote fair and equitable treatment for all members of the UNMC community. Rather than taking sides in a dispute, the ombudsperson assists consultees, a.k.a. visitors, in gathering accurate information, identifying options and seeking non-adversarial solutions. Although the Ombudsteam members have changed over the past 20 years, questions involving many of the same issues continue to arise. Susan Swindells, M.B.B.S., Professor of Internal Medicine – Infectious Disease and noted HIV/AIDS researcher, was appointed Director of the Equity Office and Faculty/Staff Ombudsperson in 2013. David Carver, Ph.D., continues in his 20th year as the designated Student/Staff Ombudsperson. Although ombudspersons are assigned for specific populations, campus community members may see either ombudsperson. The Ombudsteam Assistant is Pat Oberlander.

Confidentiality and Independence

Confidentiality and independence are critical characteristics of the ombuds role. The ombudsperson receives every new question/complaint with the presumption of confidentiality and never divulges a consultee’s name or the nature of a complaint to anyone without the person’s consent. The only exception to confidentiality is in imminent life-threatening situations. Written records of individual complaints with identifying information are not kept.

The Ombudsteam provides an annual report to the Chancellor and Vice Chancellor for Academic Affairs. The report includes the number of visits, phone calls, and electronic communications

received by the office. The contacts will be categorized to help identify trends or emerging institutional problems. However, the confidentiality of any individual Ombudsteam visitor will be protected. Broad areas of reporting include behavior issues, benefits, academic concerns, sexual orientation, termination, offensive materials, gender issues, performance issues, harassment and outplacement. Many visitors consult with an ombudsperson for information on policies and procedures.

Standards of Practice for University Ombudspersons

The UNMC Ombudsteam is guided by the following principles (based on the International Ombudsman Association Standards of Practice): 1) independence (not part of the formal administrative hierarchy), 2) informality (not an “office of notice” for filing formal complaints or grievances), 3) neutrality (does not take sides or serve as an advocate in formal proceedings), and 4) confidentiality. The ombudsperson considers all complaints objectively.

An ombudsperson acts as independently as possible of the formal administrative chain of command.

An ombudsperson is readily accessible to all members of the UNMC community and avoids either the reality or appearance of bias toward any individual or group.

An ombudsperson treats with confidentiality all matters brought to him or her. The ombudsperson keeps no written records, case notes, or copies of official documents. However, with the permission of the complainant, some pertinent information may be carried forward by the ombudsperson. This is done at the discretion of the ombudsperson.

If a complainant reports a serious problem but is unwilling to be part of any steps taken to address it, an ombudsperson tries to find a way to address the problem that is acceptable to the complainant, or that does not compromise the identity of the complainant.



Susan Swindells, M.B.B.S.



David Carver, Ph.D.



Patricia Oberlander

However, if an individual speaks about the possibility or thoughts about serious harm to self or others, or if the complainant confesses to serious misconduct that could endanger patients or colleagues, an ombudsperson must use personal discretion in determining whether or not this information is reported to appropriate parties.

The ombuds confidentiality standard of practice precludes complying with requests for information in the context of formal legal proceedings on or off campus.

An ombudsperson is guided by a concern for and commitment to fair process. This requires that individual interests be carefully balanced with the consideration of the good of the larger academic community. An ombudsperson's commitment to fair process includes the understanding of power differentials, identification of the use and misuse of power and authority, and recognition of the need for access to power by the members of the institution.

An ombudsperson has a responsibility to maintain and improve professional ombudsperson skills and to assist in the development of new ombuds practitioners when possible.

Functions of the Ombudsperson

INFORMATION, OPTIONS AND REFERRAL SOURCE

The ombudsperson is an information source on policies, procedures and regulations. In a complex organization like UNMC, it is often difficult to figure out where to go with an issue or concern. Policies and procedures can be confusing. The ombudsperson can answer the question "Where do I start?" by answering questions or referring the complainant to the appropriate person or office. A related ombuds function is assisting visitors in identifying and evaluating viable options for addressing a concern.

FACILITATIVE CONVERSATIONS

When a problem cannot be resolved at the information/options/referral level, the ombudsperson may act as an informal facilitator between parties in a dispute. The facilitative process encourages open communication and often produces a solution that both parties find acceptable. The ombudsperson may choose to meet directly with both parties in a dispute or more often will utilize "shuttle diplomacy" where the ombudsperson talks with each party individually. The ombudsperson does not speak with anyone else without the permission of the original complainant. If the dispute cannot be resolved through informal discussion, the ombudsperson will inform the complainant about formal "due process" grievance or appeal procedures as options. When formal processes are utilized, the likelihood of achieving a mutually satisfactory, non-adversarial solution may be reduced. The ombudsperson will not serve as the advocate or the spokesperson for a student or employee during a formal appeal or grievance process.

POLICY RECOMMENDATIONS

Ombudspersons gather facts and data on recurring problems. They may recommend changes in policies, procedures and organizational structures to promote greater fairness and equity. The ombudsperson is independent of the regular UNMC chain of command and reports to the Vice Chancellor for Academic Affairs and the Chancellor when describing trends or recommending policy changes. The ombudsperson protects the identity of individual complainants in making such reports or recommendations.

Consult an Ombudsperson if You...

- are unsure about which UNMC policies, procedures or regulations apply in your situation.
- have a specific problem or complaint that you have not been able to address or resolve through regular channels.
- need help in deciding whether to appeal an evaluation, a grade, or an administrative decision.
- feel that you have been treated unfairly and would like an objective opinion about the matter.
- believe you may have experienced discrimination based on gender, ethnic origin, race, religious beliefs, sexual orientation or other personal characteristics. The ombudsperson is not an "office of notice" for filing formal complaints related to sexual harassment or discrimination, but will direct you to the appropriate administrator if you decide to file a complaint.
- have a problem that requires a neutral third party to facilitate constructive dialogue with another person or group.
- think that a policy or procedure has been applied to you unfairly or erroneously and you would like to identify your options.

ECONOMIC GROWTH TAB

ECONOMIC GROWTH TAB

UNeMed

UNeMed Corporation is the technology transfer office for the University of Nebraska Medical Center, helping faculty, students and staff move their innovations and discoveries from their laboratories and notebooks to the marketplace where they can contribute to a healthier world.

UNeMed, a for-profit company owned by the Board of Regents of the University of Nebraska, has established itself as a national leader among technology transfer offices, reaching far above and beyond the traditional role of licensing technologies and filing patent applications.



(Photo: Charlie Litton/UNeMed)

In another record-breaking year, UNeMed showed increases in several core metrics during FY 2014-15. The University of Nebraska's tech transfer leader closed out its 24th year with a record 417 agreements and more than \$1.1 million in sponsored research support, a 221% increase over the previous year.

MISSION

UNeMed improves healthcare by fostering innovation, advancing biomedical research and engaging entrepreneurs and industry to commercialize novel technologies.

Activities

All UNMC innovations — such as new drug candidates, medical devices and diagnostics — are evaluated for their intellectual property and market potential by UNeMed's experienced group of expert staff.

UNMC employees first disclose their inventions and discoveries to UNeMed, which then works to identify and collaborate with non-university commercial partners to fully develop those innovations into market-ready products and solutions that improve public health. After evaluating a new

discovery's patentability and marketability, UNeMed then protects the technology in various ways. Confidential disclosure agreements and material transfer agreements are developed; and patent, copyright or trademark applications are filed.

UNeMed then develops a marketing plan to identify and establish a commercial partnership for the technology. These technologies can also be used to form a new startup company that can ultimately help improve the local and state economies.

YEAR	GROSS REVENUE	SPONSORED RESEARCH	LICENSES ISSUED	IP RELATED AGREEMENTS	INVENTIONS EVALUATED	PATENT APPLICATIONS
FY 2005-06	\$293,388	n/a*	7	245	34	14
FY 2006-07	\$914,201	\$128,800	13	249	68	36
FY 2007-08	\$1,208,347	\$241,808	12	281	69	69
FY 2008-09	\$3,161,618	\$2,134,905	14	270	64	55
FY 2009-10	\$2,155,024	\$145,205	17	313	56	36
FY 2010-11	\$1,511,066	\$44,982	8	332	98	79
FY 2011-12	\$2,307,508	\$38,408	19	340	106	87
FY 2012-13	\$1,628,010	\$572,775	22	405	66	107
FY 2013-14	\$1,172,805	\$334,427	14	408	78	100
FY 2014-15	\$1,949,649	\$1,106,241	20	417	63	89

*UNeMed did not begin tracking sponsored research agreements until FY 2006-07.

Tech Transfer at 25

As UNeMed Corporation turns 25 in 2016, it can look back at a long and steady track record of continued improvement.

Each year, new benchmarks are met and old records fall. In FY 2014-15, UNeMed Corporation secured \$1.11 million in sponsored research funding, a 221% increase over the previous fiscal year. In fact, FY 2014-15 was better than the previous four years combined.

UNeMed also showed notable improvements in nearly all major metrics including revenue, licenses and agreements. The improving metrics are not just momentary outliers. They are continuing trends marked by steady and growing five-year rolling averages.

In FY 2005-06, UNeMed's five-year average for licenses stood at 4.2 per year. Five years later, that number improved to 12.6, and today it stands at 16. Similar rates can be seen across the board, but none are perhaps as stark as the number of inventions evaluated. In FY 2005-06, UNeMed averaged 35 new inventions, which has since exploded to 81 today.

But as much as UNeMed celebrates the impressive growth, the numbers tell another story: The improvements are as much a testament to the emerging talent and continued excellence of UNMC's research and innovation machine.

Perhaps the most visible of UNMC's innovative spirit in FY 2014-15 was that of Virtual Incision, a UNeMed startup that spun out of a collaboration between UNMC surgeon Dmitry Oleynikov and University of Nebraska-Lincoln engineering professor Shane Farritor.



(Photo: Virtual Incision)

Together, they built a robotic surgical platform that has the potential to transform traditionally invasive surgeries into laparoscopic procedures. In FY 2014-15, their startup company, Virtual Incision, raised more than \$11 million from local and national investors as they approach human trials.

Virtual Incision's initial focus is perfecting a colon resection, where a portion of damaged or diseased bowel is removed from the patient. Using current practice, such a procedure requires months of recovery and rehabilitation. Virtual Incision's system could dramatically change outcomes for patients.

	5-year Average	FY 2014-15
Gross Revenue	\$1,754,882	\$1,949,649
Sponsored Research	\$229,159	\$1,106,241
Licenses Issued.....	16	20
IP-Related Agreements	341	417
Inventions Evaluated	81	63
Patent Applications	88	89

ANNUAL ECONOMIC AND SOCIAL CONTRIBUTION OF THE UNIVERSITY OF NEBRASKA

For nearly 150 years, the University of Nebraska has existed to serve the citizens of the state through high-quality, affordable education, research that improves the quality of life for Nebraskans and others and engagement with citizens in every county. Thanks to stable support from the state, the university has been successful in fulfilling its responsibility to Nebraskans. Today the four campuses of the University of Nebraska serve as major economic drivers for the state, providing 10,000 graduates annually for the workforce, conducting and commercializing innovative research, delivering high-quality clinical care and leveraging partnerships with a range of public and private entities to attract talent and create jobs. The university also is a key contributor to a thriving arts and cultural community in Nebraska that enriches citizens' lives. The university engaged Tripp Umbach, a leading national consultant, to conduct an independent analysis of the University of Nebraska's impact on the state to demonstrate the many ways the university drives Nebraska's economic and social vitality.



ECONOMIC IMPACT

\$3.9 billion in total economic impact generated by NU. **This is 3.7% of overall gross state product.**



EMPLOYMENT IMPACT

34,730 jobs are supported by NU in total. **One out of every 36 jobs** in the entire state is directly or indirectly supported by the University of Nebraska.



RESEARCH IMPACT

\$385.4 million generated through research supporting **2,478 jobs** and **\$6.8 million** in state and local government revenue.



GOVERNMENT REVENUE IMPACT

\$138.5 million in tax revenue to state and local governments, including sales, property and business tax payments.



COMMUNITY IMPACT

\$87.2 million generated by NU faculty, staff and students annually in charitable donations and volunteer services.

ECONOMIC IMPACT OF THE UNIVERSITY OF NEBRASKA MEDICAL CENTER (ACADEMIC ONLY)

A vital enterprise in the nation's heartland, the University of Nebraska Medical Center has its eye on improving the future of healthcare in Nebraska and beyond.

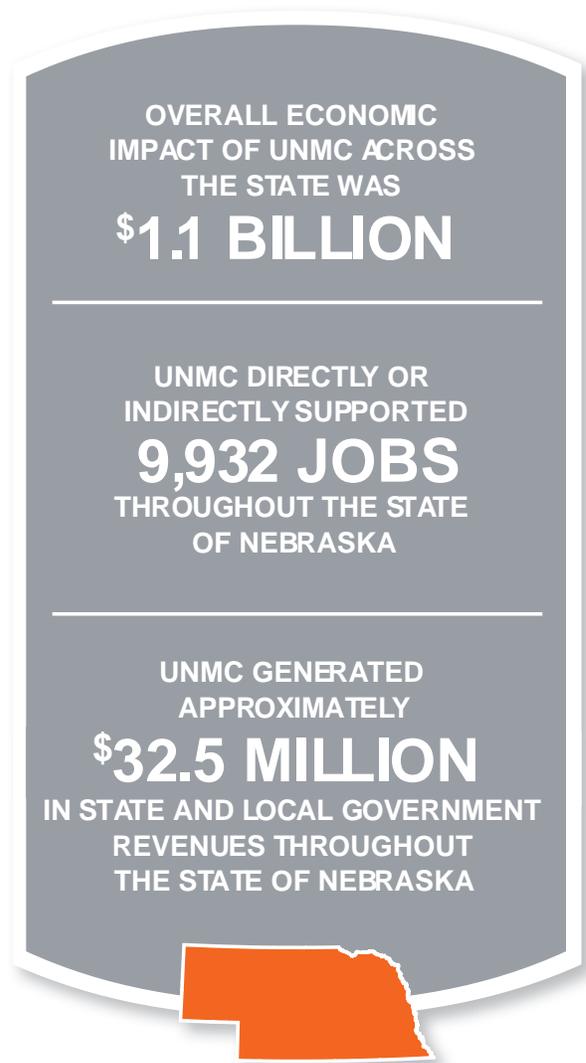
As Nebraska's only public academic health sciences center, UNMC is committed to the education of a 21st-century healthcare work force, to finding cures and treatments for devastating diseases, to providing the best care for patients, and to serving the state and its communities through award-winning outreach. UNMC also is committed to embracing the richness of diversity, and is a major economic engine for the state of Nebraska.

UNMC has six colleges and two institutes, serving about 3,800 students in more than two dozen programs. UNMC's primary care program was recently ranked fourth in the nation by U.S. News & World Report, and its physician assistant program was ranked ninth. The university's physical therapy, pharmacy and public health programs also are ranked among the top in the country.

Included within the economic impact of the University of Nebraska is the portion related directly to academics. The impact of UNMC academics is \$1.1 billion annually, supporting 9,932 jobs. It is noteworthy that 25.3% of the overall \$3.9 billion University of Nebraska impact is related only to academics.

In a previous study, the economic impact of UNMC/Nebraska Medicine and its affiliates totaled \$4.2 billion, supported 28,927 jobs throughout the state, and generated \$99.1 million in state and local government revenue.

UNMC's growth and expansion includes the Fred & Pamela Buffett Cancer Center which is a \$370 million project, one of the largest projects in the history of the university. It is a major public-private partnership that will create even more jobs and attract talent and grow research activity and improve the lives of people with cancer.



STATEWIDE IMPACT

UNMC provides care throughout the state of Nebraska, including the following:

- **UNMC OMAHA – MAIN CAMPUS**

The University of Nebraska Medical Center's main campus is in Omaha. In the 10 square blocks that make up the campus, there are classrooms, labs, outpatient care, the Lied Transplant Center, Munroe-Meyer Institute and other university facilities, including the Stanley M. Truhlsen Eye Institute and the Fred & Pamela Buffett Cancer Center. Two hospital towers — University Tower and Clarkson Tower — also are located on campus. They are operated by UNMC's primary clinical partner, Nebraska Medicine.

- **UNMC LINCOLN**

The Lincoln division of the UNMC College of Nursing is located on the University of Nebraska-Lincoln's City Campus. The College of Dentistry is located on East Campus.

- **UNMC KEARNEY**

The Kearney division of the UNMC College of Nursing is located on the University of Nebraska at Kearney campus. The newly opened Health Science Education Complex at UNK houses an expanded Kearney nursing division as well as UNMC allied health programs. UNK also offers bachelor's degrees and pre-professional programs for preparation for further studies at UNMC.

- **UNMC SCOTTSBLUFF/GERING**

The University of Nebraska Medical Center College of Nursing-West Nebraska Division is located in the Harms Technology Center in Scottsbluff. The West Nebraska Division was opened in the fall of 1987 to prepare nurses for a Bachelor of Science in Nursing degree and a Master of Science in Nursing degree.

- **UNMC NORFOLK**

The Norfolk division of the UNMC College of Nursing is located on the Northeast Community College campus. The J. Paul and Eleanor McIntosh College of Nursing opened in August 2010 and offers a Bachelor of Science in Nursing degree and graduate nursing programs.

- **PANHANDLE LEARNING CENTER**

In August 2003, the College of Dentistry expanded its dental hygiene program to western Nebraska. Students attend classes at Community Action Partnership of Western Nebraska in Gering and use distance learning technology to access Lincoln classes.

As an academic health science center, UNMC offers patients world-class healthcare backed by the latest research innovations and practiced by faculty training the next generation of health providers. With its clinical partner, Nebraska Medicine, UNMC provides services in about 50 specialties and subspecialties, including cancer, neurosciences, heart disease and others.

Its experts also provide dental care and services in physical and developmental disabilities. UNMC is the home of cutting-edge research and clinical facilities, including the Fred & Pamela Buffett Cancer Center, and has become a world leader in the global fight against Ebola in the areas of patient care and research. Through this unique combination of academic, scientific and healthcare experience, UNMC transforms the discoveries of the laboratory and theory of the classroom into breakthroughs for the health of Nebraskans and the broader community.

FINANCIAL STRENGTH TAB

FINANCIAL STRENGTH TAB

COMBINED FINANCIAL STRENGTH

University of Nebraska Medical Center, UNMC Physicians, and Nebraska Medicine

	(THOUSANDS)		
	UNMC & UNMC PHYSICIANS (a)	NEBRASKA MEDICINE (b)	COMBINED
ASSETS AND LIABILITIES, JUNE 30, 2015			
Current Assets	396,307	491,938	888,245
Noncurrent Capital and Other Assets	1,090,640	501,706	1,592,346
Total Assets	1,486,947	993,644	2,480,591
Liabilities	122,566	307,448	430,014
Net Assets	1,364,381	686,196	2,050,577
FY 2014-15 OPERATING HIGHLIGHTS			
Total Revenues and Transfers (c)	742,789	996,551	1,739,340
Total Expenses	689,095	928,301	1,617,396
Excess of Revenues over Expenses	53,694	68,250	121,944
Other changes in Net Assets (c)	110,989	(15,251)	95,738
Increase in Net Assets	164,683	52,999	217,682
Net Assets at Beginning of Year	1,199,698	633,197	1,832,895
Net Assets at End of Year	1,364,381	686,196	2,050,577
	UNMC (d)	NEBRASKA MEDICINE (e)	COMBINED
FY 2015-16 Operating Budgets			
State General Fund	145,765		145,765
Grants, Contracts and Gifts	346,000		346,000
Patient and Professional Services Revenue	36,266	1,220,304	1,256,570
Tuition, Auxiliaries and Other Income	169,814	9,731	179,545
Total Revenue Budget	697,845	1,230,035	1,927,880
Personal Services	330,237	616,845	947,082
Operating Expenses & Anticipated Awards	367,608	547,948	915,556
Total Operating Expense	697,845	1,164,793	1,862,638
Revenue Over Expense	0	65,242	65,242

a) UNMC per FY 2014-15 audited financials per blended audit report, including UNMC Physicians, UNeHealth, and UDA

b) Nebraska Medicine per FY 2014-15 audited financials

c) UNMC Total Revenue and Transfers excludes the capital transfers from the University of Nebraska Facilities Corporation which is now shown in Other changes in Net Assets

d) UNMC Operating Budget per FY 2015-16 University of Nebraska General Operating Budget

e) Nebraska Medicine Budget per FY 2015-16 Nebraska Medicine Budget Executive Summary

UNMC SUMMARY FINANCIAL INDICATORS

	FY 2013-14	FY 2014-15	FY 2015-16
Growth in state general fund appropriation State support underpins key instructional and operational activities.	3.7%	3.3%	4.6%
Growth in non-state general fund revenues Non-state support includes gifts, grants, contracts, professional fees, transfers from Nebraska Medicine and auxiliary operations. These funds support the majority of UNMC's research and service activities. See next note.	4.0%	3.5%	0.4%
Ratio of non-state general fund revenues to total revenues As with most public research institutions, UNMC is "state-assisted" not "state-funded." While UNMC seeks to increase its state funding, an increasing ratio of non-state funding demonstrates entrepreneurial success. It may also indicate increasing level of risk, depending on the stability of the non-state funding sources.	79.8%	79.8%	79.1%
Beginning-of-year ratio of current assets to current liabilities This ratio measures liquidity or the ability to meet short-term financial obligations. A ratio of 2.0 or above is generally considered to be reasonable.	3.2	3.3	3.6
Prior year growth in net assets This ratio measures total economic return and growth in UNMC's financial capacity to achieve its mission; positive growth is expected.	9.9%	8.7%	13.7%
University credit ratings Moody's Standard and Poor's Moody's describes its Aa rating as "high quality by all standards." S&P's assigns an AA rating to those with "very strong capacity to meet financial commitments."	Aa1 AA	Aa1 AA	Aa1 AA



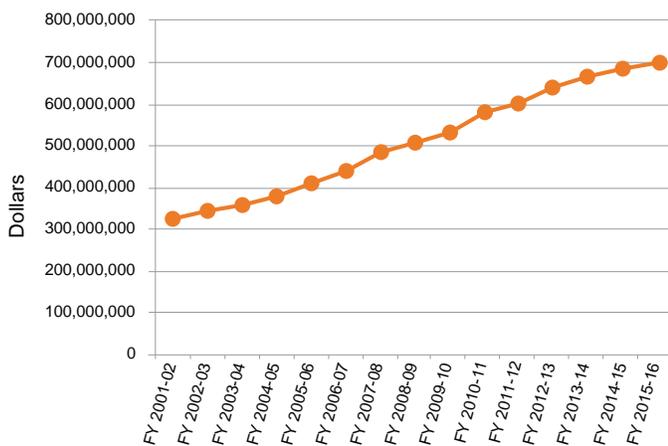
GENERAL FUND, STATE-AIDED AND TOTAL BUDGET FY 2001-02 THROUGH FY 2015-16

YEAR	GENERAL FUND	STATE-AIDED BUDGET	TOTAL BUDGET	GENERAL FUND AS % OF TOTAL BUDGET
FY 2001-02	\$93,690,463	\$148,549,053	\$328,049,053	28.6%
FY 2002-03	\$99,196,841	\$153,762,045	\$345,262,045	28.7%
FY 2003-04	\$95,089,086	\$156,450,262	\$359,617,262	26.4%
FY 2004-05	\$97,923,813	\$164,705,961	\$382,366,211	25.6%
FY 2005-06	\$101,365,977	\$175,237,576	\$416,461,246	24.3%
FY 2006-07	\$108,619,726	\$186,653,338	\$444,853,338	24.4%
FY 2007-08	\$114,982,346	\$200,188,464	\$485,943,464	23.7%
FY 2008-09	\$122,476,053	\$213,461,149	\$511,789,349	23.9%
FY 2009-10	\$126,893,695	\$223,650,642	\$534,748,342	23.7%
FY 2010-11	\$125,708,136	\$228,070,631	\$583,743,531	21.5%
FY 2011-12	\$127,556,718	\$235,023,354	\$602,523,354	21.2%
FY 2012-13	\$130,209,072	\$240,223,071	\$641,623,071	20.3%
FY 2013-14	\$134,976,544	\$248,627,266	\$666,627,266	20.2%
FY 2014-15	\$139,415,339	\$236,486,115	\$689,486,115	20.2%
FY 2015-16	\$145,764,744	\$244,845,368	\$697,845,368	20.9%

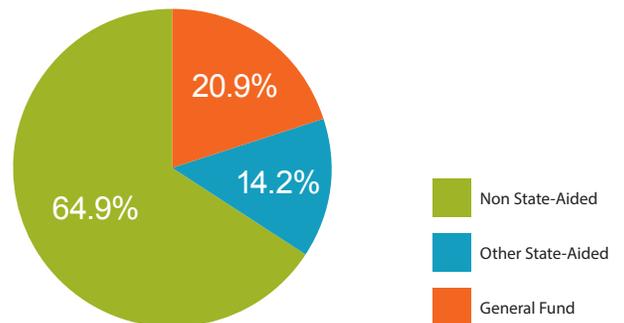
State-aided funds include state general fund, tuition, investment income, indirect cost reimbursement, patient revenue, state cigarette tax, and state tobacco settlement funds.

Total Budget is as of July 1 and does not include Nebraska Research Initiative funding or Legislative budget reductions for the current fiscal year.

Total UNMC Budget

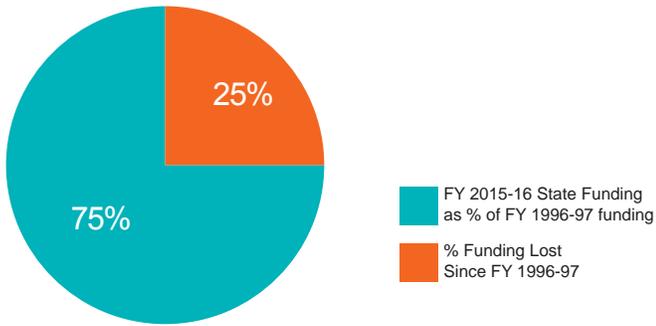


**UNMC Budget by Funding
FY 2015-16**

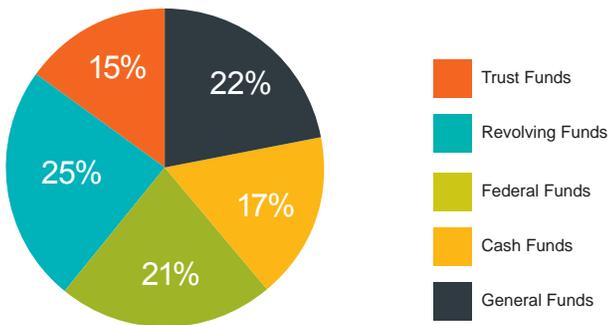


STATE AND UNIVERSITY BUDGETS

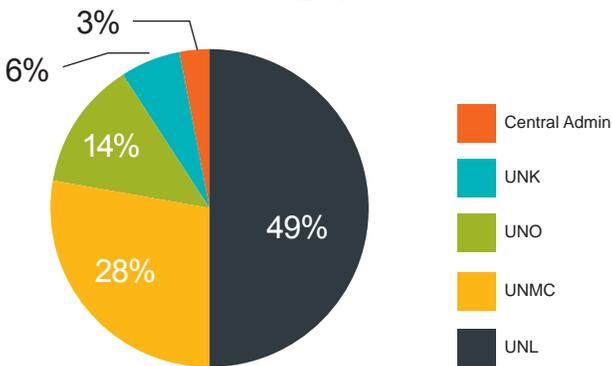
Share of State Funding Lost from FY 1996-97 to FY 2015-16



University Revenue Budget by Source FY 2015-16



University Expense Budget by Campus FY 2015-16



UNIVERSITY GENERAL FUNDS AS SHARE OF STATE GENERAL FUNDS (AS OF JULY 1)

FY 1996-97	17.6%	100%
FY 1997-98	17.3%	98%
FY 1998-99	16.0%	91%
FY 1999-00	16.0%	91%
FY 2000-01	15.9%	90%
FY 2001-02	15.6%	89%
FY 2002-03	15.7%	89%
FY 2003-04	14.7%	84%
FY 2004-05	14.4%	82%
FY 2005-06	14.3%	81%
FY 2006-07	14.3%	81%
FY 2007-08	14.3%	81%
FY 2008-09	14.1%	80%
FY 2009-10	14.8%	84%
FY 2010-11	14.5%	82%
FY 2011-12	14.2%	81%
FY 2012-13	13.7%	78%
FY 2013-14	13.5%	77%
FY 2014-15	13.2%	75%
FY 2015-16	13.2%	75%

UNIVERSITY REVENUE BUDGET BY SOURCE JULY 1, 2015

General Funds	\$560,734,262
Cash Funds	414,634,536
Federal Funds	516,051,594
Revolving Funds	621,106,403
Trust Funds	372,294,807
Total	\$2,484,821,602

UNIVERSITY EXPENSE BUDGET BY CAMPUS JULY 1, 2015

UNL	\$1,218,791,201
UNMC	697,845,368
UNO	343,740,738
UNK	151,473,603
Central Admin	72,970,692
Total	\$2,484,821,602

UNIVERSITY OF NEBRASKA FOUNDATION STATEMENT OF ACTIVITIES

Mission: The University of Nebraska Foundation, an independent 501c(3) corporation, encourages private financial support of the University of Nebraska from individuals, corporations and other foundations. It oversees the distribution of these gifts and of the interest earned on its endowed funds. Gifts to the foundation add a margin of excellence over and above the appropriate level of state support and are not intended to replace state funds.

	FY 2014-15 (THOUSANDS)	FY 2013-14 (THOUSANDS)	FY 2012-13 (THOUSANDS)
SOURCES OF FUNDS			
Gifts, bequests and life insurance proceeds	\$212,727	\$258,109	\$236,741
Investment income	29,122	29,740	31,446
Change in value of split-interest agreements	1,191	(499)	564
Realized and unrealized gains (losses) on investments, net	(10,906)	169,804	94,641
Total	\$232,134	\$457,154	\$363,392
USE OF FUNDS			
Academic support	\$61,660	\$37,731	\$44,760
Student assistance	33,976	26,952	21,440
Faculty assistance	5,323	5,453	4,712
Research	8,378	7,297	6,650
Museum, library and fine arts	1,975	2,247	2,384
Campus and building improvements	118,526	92,707	93,929
Alumni associations	868	868	838
Deferred compensation	7	9	10
Subtotal	\$230,713	\$173,264	\$174,723
Management and fundraising	24,051	21,015	20,482
Other operating expenses	3,819	3,811	4,078
Total Use of Funds	\$258,583	\$198,090	\$199,283
Increase (decrease) in net assets	(26,449)	259,064	164,119
Plus: beginning net assets	1,889,455	1,630,391	1,466,272
Ending net assets	\$1,863,006	\$1,889,455	\$1,630,391

UNIVERSITY OF NEBRASKA FOUNDATION UNMC STATEMENT OF ACTIVITIES

	FY 2014-15 (THOUSANDS)	FY 2013-14 (THOUSANDS)	FY 2012-13 (THOUSANDS)
SOURCES OF FUNDS			
Gifts & Pledges	\$57,303	\$104,200	\$117,035
USE OF FUNDS			
Academic support	\$4,394	\$6,300	\$5,055
Student assistance	1,715	1,800	1,778
Faculty assistance	1,874	2,600	2,072
Research	5,313	3,900	3,646
Museum, library & fine arts	204	300	270
Campus & building improvements	29,794	39,700	34,472
Alumni associations	230	200	230
Total Disbursements to UNMC	\$43,523	\$54,800	\$47,523

UNIVERSITY OF NEBRASKA FOUNDATION



In the first full year following completion of the University of Nebraska Foundation's most successful fundraising campaign, Campaign for Nebraska, the momentum generated by benefactors' investments in the University of Nebraska was evident on each of the four campuses, but particularly at UNMC.

During the last calendar year, more than 4,200 donors contributed \$57.95 million to the foundation to benefit the people, projects and priorities of UNMC. While the gifts ranged in size, together they helped elevate UNMC in a number of key areas. These gifts included:

- A major gift from **Ruth and Bill Scott**, which allows UNMC and its clinical partner, Nebraska Medicine, to become one of the top centers in the country for treatment and research of inflammatory bowel disease. Their gift creates the Ruth and Bill Scott Presidential Chair of Internal Medicine and the Frederick F. Paustian Inflammatory Bowel Disease Center.
- A \$5 million gift from the estate of **Glenn Korff** established the Glenn Korff Precision Medicine Prostate Cancer Program at the Fred & Pamela Buffett Cancer Center. This funding enables the cancer center to attract leaders in prostate cancer research who will influence the discovery

of new treatments and care. This gift is one of several investments made through an initiative to raise \$100 million in support of the Fred & Pamela Buffett Cancer Center's programs. To date, \$92 million has been committed.

- Creation of the Chihuly Sanctuary and Leslie's Healing Garden, cornerstones of the Fred & Pamela Buffett Cancer Center Healing Arts Program, will be possible thanks to two major gifts. A gift from **Suzanne and Walter Scott** supports the sanctuary, to be created by Dale Chihuly, one of the world's foremost artists working in glass. It will provide inspiration to patients on their journey toward healing. Leslie's Healing Garden is supported by a gift from **Mona and Marshall Faith** whose young daughter Leslie died at the age of 2 ½ years from cancer 60 years ago. The garden will feature flowers, pine trees and heated walkways.
- **Phyllis and Duane Acklie** provided a major gift to complete the fundraising for a new College of Nursing Lincoln Division building on the UNL campus. When the facility is complete it will further enable the college to address the critical shortage of nurses and nursing educators in the state. The facility will also house the University Health Center.

- UNMC and the University of Nebraska at Kearney dedicated the \$19 million, 46,000-square-foot **Health Science Education Complex** in August. Funding for the building included public support from the state of Nebraska and private gifts from numerous donors. A current graduate student in UNMC's physician assistant program was among the first students to use the new building this fall. She said all Nebraskans should be proud of the complex because it brings training to the middle of the state. "I know rural areas are really lacking for providers in healthcare, and I'm just really excited to try to fix that," she added.

On July 1, the University of Nebraska and the foundation launched *Our Students, Our Future*, a \$200 million, two-year fundraising initiative to help increase access and success for current and future NU students. It will run through 2017.

Attracting and preparing the best students to become Nebraska's frontline healthcare providers is essential for UNMC. In the next decade, retirement and population changes will challenge the state's healthcare community, leaving a shortage of healthcare professionals, especially in rural areas and areas with concentrated levels of poverty. Through this initiative, financial support is being sought to lessen the considerable education-related debt UNMC students incur, to encourage students from diverse socio-economic backgrounds to consider healthcare professions, and to invest in cutting-edge teaching and learning techniques. Among the areas of focus are:

- **iEXCELSM:** UNMC's Interdisciplinary Experiential Center for Enduring Learning is a bold, visionary initiative that will change health education and training for new and continuing learners. Fundraising is underway for the Global Center for Advanced Interprofessional Learning which will house iEXCEL.
- **Recruiting Students:** UNMC is being outpaced by other institutions in recruiting diverse student populations. It must be able to compete for students to meet the healthcare needs of Nebraska, particularly in rural and impoverished communities. Building a pipeline to serve these areas begins with recruiting highly qualified students from those areas.



Support for programs that provide early exposure to UNMC during students' high school and undergraduate years can have a tremendous influence in attracting students to health careers. Faculty mentoring and financial assistance also play a critical role.

- **Graduate Students:** Those who will teach and conduct lifesaving research tomorrow are graduate students today. These students are heavily recruited by other institutions because they are entrepreneurs and leaders in biomedical research, pharmaceuticals and other areas of healthcare and innovation. Fellowships and stipends are critical to keeping this population in Nebraska.

For more information about *Our Students, Our Future* and other fundraising efforts, please contact the foundation's Amy Volk at 402-502-4112 or amy.volk@unfoundation.org.

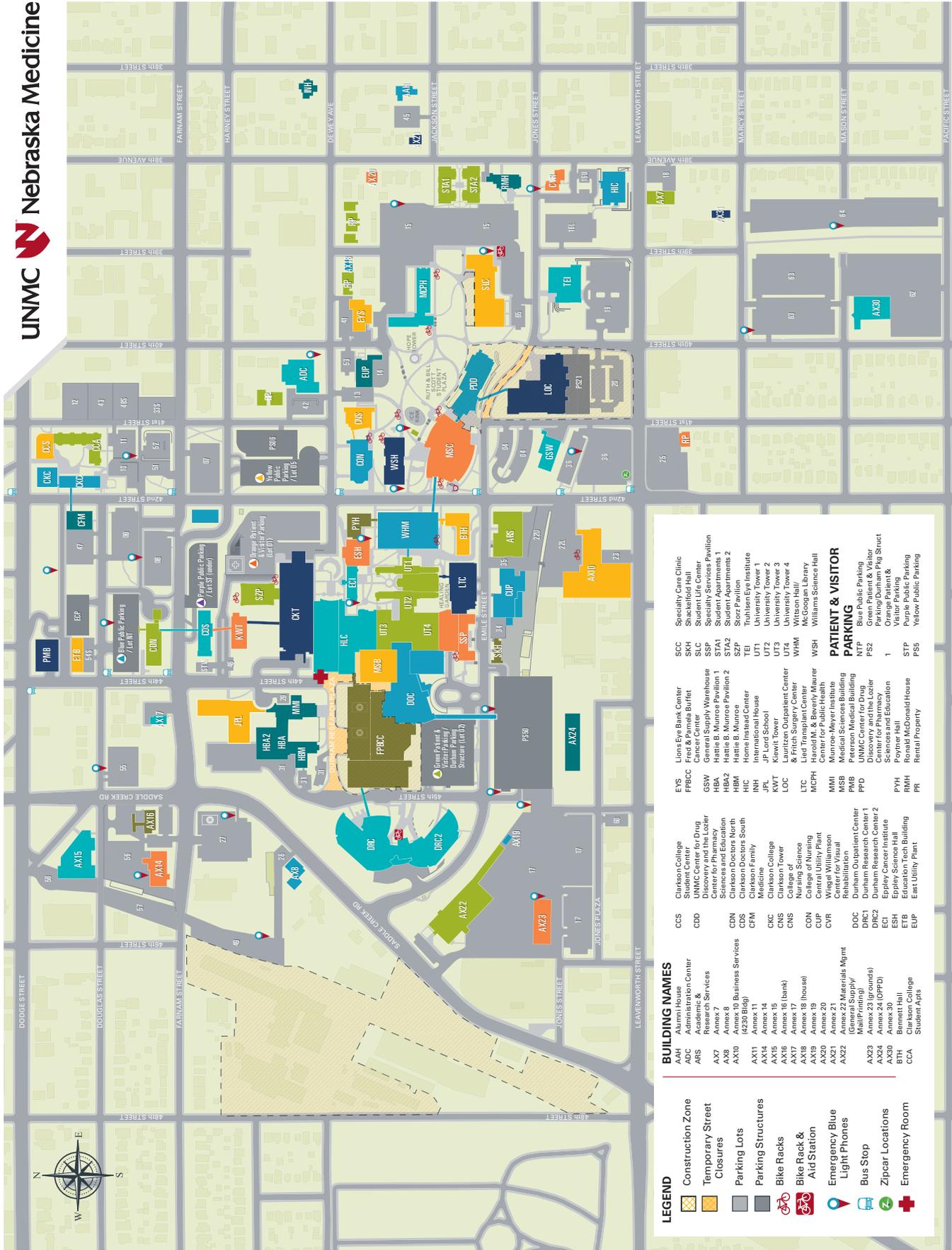
INFRASTRUCTURE TAB

INFRASTRUCTURE TAB

UNMC FACILITIES DEVELOPMENT PLAN

	SIZE (SQ. FT.)	FUNDING (MILLIONS)	STRATEGIC ALIGNMENT	STATUS
PROVIDE FACILITIES TO ACHIEVE CAMPUS VISION AND STRATEGIC GOALS				
GROW RESEARCH:				
Fred & Pamela Buffett Cancer Center – Suzanne and Walter Scott Cancer Research Tower	253,000	\$110.0	Basic and translational research focused on developing treatments for cancer and related diseases.	Construction in progress. In service early 2017.
UNMC Center for Drug Discovery and the Lozier Center for Pharmacy Sciences and Education	85,000	\$35.0	Basic and translational research labs focused on treatments for infectious diseases, replace COP education space, dean's office.	Construction in progress. In service spring 2016.
EXPAND PATIENT CARE:				
Lauritzen Outpatient Center	169,500	\$70.8	Outpatient surgery and clinical services, Orthopaedic Surgery and Rehabilitation faculty and research space.	Construction in progress. In service fall 2016.
Lied Transplant Center Level 6 Renovation		\$4.0	Add 20 medical/surgical beds.	Open summer 2016.
Fred & Pamela Buffett Cancer Center – C.L. Werner Cancer Hospital – Chihuly Sanctuary and Dining Addition	355,000 7,000	\$213.0	Clinical care, clinical research, education programs.	Project construction in progress. In service 2017.
Village Pointe Campus Development		\$46.4	Clinic addition, radiology, outpatient surgery.	Construction in progress. Phased opening: February-July 2016.
UNL University Health Center	55,000	\$24.0	New building combined with CON-L. Clinic operated by Nebraska Medicine.	Construction in progress. Opening 2018.
Primary Care Expansion	TBD	TBD	Addition of new community locations.	
Central Sterile Relocation	TBD	TBD		
RENEW AND EXPAND EDUCATION SPACE:				
College of Nursing – Lincoln Division	50,000	\$17.5	New building to replace leased space and to increase capacity to address shortage of nurses.	Project approved by BOR; Design in progress. To be combined with a new UNL University Health Center. In service 2018.
UNMC Center for Drug Discovery and the Lozier Center for Pharmacy Sciences and Education (see above)				
Global Center for Advanced Interprofessional Learning	190,000	\$102.0	New building to house the activities of iEXCEL SM plus 120 parking stalls.	Project approved by BOR; design in progress, construction to start pending completion of funding.
DEVELOP FUTURE CAMPUS CONFIGURATION				
Acquisition of former industrial property west of Saddle Creek Road			Future community and campus development.	Land acquired, development board established.
IMPROVE CAMPUS QUALITY AND EFFECTIVENESS				
Campus Utility Improvements		\$15.0	Further reduce energy consumption and expand chilled water production capacity.	2016 construction.
East Utility Plant Addition	4,220	\$8.0	Increase emergency generating capacity.	Construction in progress. In service 2015.
Student Life Center Expansion	4,849 14,812 renovation	\$6.0	Renovate and enlarge fitness center.	Construction in progress. In service August 2016.
Strategic Energy Initiatives	Campus-wide	\$18.1	Utility plant and building efficiency improvements to achieve substantial energy savings.	Ongoing.
Joint Campus Traffic & Wayfinding Update		TBD	Develop plan to align area traffic circulation with facilities development for new campus construction.	Plan complete. Project development in progress.
2016-2025 COMBINED FACILITIES DEVELOPMENT PLAN				
	Campus-wide	TBD	Plan to guide the future development of the combined UNMC/Nebraska Medicine campus.	Planning in progress. Completion June 2016.

CAMPUS MAP



BUILDING NAMES

AX1	Alumni House	CLS	Clarkson College
AX2	Alumni Center	CDD	UNMC Center for Drug Discovery and the Locker Center for Pharmacy
AX3	Academic & Research Services	CDN	Clarkson College North
AX7	Annex 7	CDS	Clarkson Doctors South
AX8	Annex 8	CFM	Clarkson Family Medicine
AX10	Annex 10 Business Services	CCK	Clarkson College
AX11	Annex 11	CNS	Clarkson Nursing School
AX14	Annex 14	CNS	Clarkson College
AX15	Annex 15	CNS	Clarkson College
AX16	Annex 16 (bank)	CON	College of Nursing
AX17	Annex 17	CLP	Central Utility Plant
AX18	Annex 18 (house)	CVR	Center for Visual
AX19	Annex 19	CVR	Center for Visual
AX20	Annex 20	DOC	Durham Outpatient Center
AX21	Annex 21	DRC1	Durham Research Center 1
AX22	Annex 22 Materials Mgmt (General Supply/Mail/Printing)	DRC2	Durham Research Center 2
AX23	Annex 23 (grounds)	ECI	Epilepsy Center Institute
AX24	Annex 24 (OPPD)	ESH	Epilepsy Science Hall
AX30	Annex 30	ETB	Education Tech Building
AX31	Bennett Hall	EUP	East Utility Plant
AX33	Annex 33		
AX34	Annex 34		
AX35	Annex 35		
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UNMC SPACE FACTS

	# OF BLDGS.	GROSS SQ. FT.	# RESEARCH LABS	LAB SQ. FT.	ACRES
UNMC-Omaha	52	3,409,655	376	418,623	117
Nebraska Medicine-Omaha	13	1,220,250			29
Subtotal	65	4,629,905	376	418,623	146
UNMC Parking Structures	4	986,050			
Nebraska Medicine Parking Structures	6	1,012,277			
Subtotal	10	1,998,327			
UNMC-Greater Nebraska					
Omaha	8	91,508			
Lincoln	2	152,736	7	7,993	
Norfolk	1	35,000			
Kearney	1	44,000			
Scottsbluff	2	0			
Subtotal	14	323,244	7	7,993	
Nebraska Medicine - Off Campus	12	388,175			2.56
Bellevue Medical Center	2	333,000			21
Subtotal	14	721,175			23.56
Grand Total	103	7,672,651	383	426,616	169.56

NEW CONSTRUCTION (not included in totals above)

Fred & Pamela Buffett Cancer Center					
Suzanne & Walter Scott Research Tower	1	253,000	98	91,499	
C.L. Werner Cancer Hospital	1	355,000			
Chihuly Sanctuary and Dining Addition		7,000			
UNMC Center for Drug Discovery and the Lozier Center for Pharmacy Sciences and Education	1	85,000	15	18,435	
Lauritzen Outpatient Center and Fritch Surgery Center	1	169,500			
Lauritzen Outpatient Center Parking	1	97,223			
Student Life Center Addition and Renovation		4,849			
College of Nursing - Lincoln Division UNL University Health Center	1	105,000			
West Village Point Outpatient Surgery, Clinics, Radiology		TBD			
Total New Construction	6	1,076,572	113	109,934	

SUSTAINABILITY INITIATIVES

Sustainability lines up very well with the health-oriented missions of both UNMC and Nebraska Medicine, as it involves protecting human and environmental health and using resources wisely to provide for the future while meeting current needs. For example, by reducing electricity use on campus, we decrease the amount of pollution and emissions produced by coal-fired power plants supplying the energy. This decrease aids in the reduction of chronic bronchitis, asthma attacks, emergency room visits, and even premature death.

UNMC continues to increase the awareness of sustainability initiatives on campus by engaging students, faculty, and staff on sustainability and energy-related issues. The volunteer-based LiveGreen Committee works with the Sustainability Manager to achieve the goals lined out in the joint UNMC/Nebraska Medicine Sustainability Master Plan. This comprehensive Sustainability Master Plan will guide the campus over the next ten years, as an integrated effort to consume fewer resources, even while expanding the campus, and to provide strategic direction across operations while representing the two organizations' ongoing commitment to work together toward common goals. The plan is available on the LiveGreen website, livegreennebraska.com.

The LiveGreen Committee planned and carried out a week's worth of activities in April to celebrate Earth Day, including:

- Tree planting, tree giveaway and celebration of UNMC's re-certification as a Tree Campus USA by the Arbor Day Foundation.
- A Pinterest-inspired "ReUse It Challenge" where individuals submitted projects made of items that had outlived their original intention.
- Collection of prescription eyeglasses to be given to those in need at UNMC's Bridge to Care Health Fair.
- Celebration of the 45th anniversary of Earth Day, with special attention given to the plight of the monarch butterfly.
- Personal document shredding, and personal electronics, techno trash and alkaline battery recycling.
- Sustainability Expo, featuring booths with food, compost, gardening, recycling, wellness and transportation information, master gardeners, "ask the arborist" and Community Supported Agriculture information.

More than 5,000 pounds of personal electronics, 2,700 pounds of personal documents, 385 pounds of techno trash and 90 pounds of alkaline batteries were collected for recycling. This prevented 12 metric tons of carbon dioxide from entering the atmosphere.

LiveGreen also worked with the UNMC High School Alliance to educate the campus on the threat of the Emerald Ash Borer (EAB). Ash trees on campus were wrapped with green informational ribbons as part of a city-wide effort to educate the public on the prevention, treatment and costs associated with an EAB infestation.



The largest endeavor undertaken this year was the development and implementation of the TravelSmart Program. The TravelSmart program promotes active transportation which includes biking, carpooling, taking the bus and walking. Members of campus can take advantage of free Metro bus passes, free indoor bike parking and locker room access, and carpoolers may receive free parking. Support programs like the free emergency ride home and daily rate flexible parking make it easy for people to use active transportation without worry.

Not only will TravelSmart help to meet the Sustainability Master Plan goal of 20% of students and staff regularly traveling to and from campus using active transportation, it also provides staff and students with cost-effective options for travel, promotes active health, reduces parking pressure and traffic congestion on campus, and reduces vehicle emissions and pollution on campus and in Omaha.

Only six months after implementation of the TravelSmart program, we have seen a 5.7% increase in the number of students/employees using active transportation, are freeing up (on average) 293 parking stalls per day on campus, maintaining an additional 137 parking stalls, and preventing 8,182 single occupant vehicle miles from being driven each week. This will result in almost 400 barrels of oil a year not being consumed.

The Sustainability Master Plan has eight focus areas, all of which have a current baseline and defined goal. Updates by category are listed below:

ENERGY

- Baseline: Used 2,369,866 MMBtu per year with 28,920kW peak use
 - Equivalent: Same amount of energy used by 12,343 average Nebraska homes
- Goal: Reduce peak demand by 25% by 2015 and another 10% by 2023
- Goal: Reduce annual building energy consumption by 25% by 2015 and another 10% by 2023
- Progress: Peak demand at 20,800 kW, a 28% reduction
- Progress: Using 1,763,647 MMBtu, a 25.6% reduction

EMISSIONS

- Baseline: Produced 154,793 metric tons of carbon dioxide equivalent (CO₂eq) each year
 - Equivalent: Equal to emissions produced by 32,588 average-size passenger vehicles over the course of a year
- Goal: Reduce greenhouse gas emissions by 30% by 2023 and achieve zero net emissions by 2050
- Progress: Produced 123,946 metric tons of CO₂eq, a 20% reduction

WATER

- Baseline: 224,124,272 gallons of water per year
- Equivalent: 340 Olympic-size swimming pools
- Goal: Reduce annual gallons of water used by 10% by 2023
- Progress: Used 173,959,028 gallons, a 22% reduction

MATERIALS/WASTE

- Baseline: 7,459,002 pounds of trash and medical waste per year
- Goal: Reduce total weight of outgoing material by 25% by 2023
- Goal: Increase recycling rate to 35% by 2023
- Progress: Total weight 6,824,945 pounds, an 8.5% reduction
- Progress: Recycling rate is at 19%

FOOD SERVICES

- Baseline: Uses over 280,000 Styrofoam clamshells per year
 - Equivalent: Placed end to end, clamshells would stretch for 39 miles
- Goal: Divert 90% of kitchen and café waste away from landfill by 2023
- Progress: Work taking place to remove Styrofoam from campus

TRANSPORTATION

- Baseline: 12% of campus employees/students use an active transportation mode to commute
- Goal: 20% of campus employees/students use an active transportation mode to commute to campus by 2023
- Progress: Currently 18.6% of campus employees/students are using active transportation

CAMPUS PLANNING

- Goal: Maintain current density of 73,326 gross square feet of built space per developed acre by 2023
- Progress: 52,056 square feet of built space per developed acre

CAMPUS ENGAGEMENT

- Baseline: Sustainability Engagement Score is 45 (out of a possible 100)
- Goal: Achieve a Sustainability Engagement Score of 75 by the end of 2023
- Progress: Current Sustainability Engagement Score is 52

STRATEGIC ENERGY & INFRASTRUCTURE INITIATIVES

UNMC achieved more than a 25% reduction in energy consumption and demand by the end of 2015, compared to the 2010 baseline. Presently UNMC has joined the Better Buildings Challenge through the Department of Energy and has committed to reduce an additional 20% in energy consumption, compared to the 2012 baseline.

On May 7, 2013, UNMC and Nebraska Medicine broke ground on the \$323 million Fred & Pamela Buffett Cancer Center. Figure 1 shows the cancer center under construction. The complex will include the Suzanne and Walter Scott Cancer Research Tower, the C.L. Werner Cancer Hospital and a multidisciplinary cancer outpatient center. The cancer center complex, including the Chihuly Sanctuary and the dining addition, consists of 615,000 square feet designed and constructed within the main campus core. The complex will be extremely energy intensive, requiring approximately 3,500 tons of chilled water, 3,450 kW of emergency power and 30 MBTU of heating capacity. The complex is scheduled for completion in early 2017.



Figure 1

In June 2013, UNMC held a ceremonial groundbreaking for the UNMC Center for Drug Discovery and the Lozier Center for Pharmacy Sciences and Education. Figure 2 shows work in progress on this facility. This high intensity laboratory consists of 85,000 square feet and is located at 40th and Emile Streets. This building will require 1,500 tons of chilled water, 1,600 kW of emergency generation and 15 MBTU of heating capacity. The facility will be completed and in service later this spring.



Figure 2

Efforts are well underway to plan, design and renovate the utility system to meet current and future campus growth. UNMC and Nebraska Medicine have joined efforts to upgrade the remaining energy management systems on campus, including the Clarkson Tower. The primary funding source comes from the Nebraska Energy Office through an allocation of \$6.2 million in Qualified Energy Conservation Bonds providing the capital at near 0% interest over 15 years. These efforts are on schedule for completion by the end of 2017.

In November 2015, UNMC completed construction on the new 4,220-square-foot addition to the East Utility Plant located at 40th Street and Dewey Avenue. This project, shown in Figure 3, added two new 2,000 kW standby-rated diesel generator sets along three new concrete-encased 4160V feeder circuits from the addition to the Fred & Pamela Buffett Cancer Center located at 44th Street and Dewey Avenue.



Figure 3

The Board of Regents approved a \$15 million bond issue in January 2016 to implement several strategic utility projects that maintain the N+1 redundancy and allow infrastructure to be built for the new iEXCELSM facility on campus. These projects include addition of a 3,500-ton chiller, expansion of the heating and hot water system, installation of heat recovery chillers, LED lighting and a pilot project incorporating photovoltaics.

INFORMATION TECHNOLOGY SERVICES

FY 2016-17 Planning Indicators

Technology Trends

Staying abreast of current technology trends is essential to cultivating a highly flexible and scalable technology foundation for UNMC's mission. Mobility, cloud services, simulation and big data lead the way in transforming the way we think about, use, deliver and support technology.

Technology Master Plan for an Innovative Campus

INFORMATION SECURITY

Cyber security continues to be a top priority for UNMC and Nebraska Medicine. Increased mobility, multiple and diverse end user devices and cloud services increase the risk of cyber security incidents. Prevention, detection and responding to threats are the key components to UNMC's security plan. This past year, funding was secured and recruitment completed for three additional information security positions and an information security project portfolio was developed and is in progress.

NETWORK INFRASTRUCTURE PLANNING

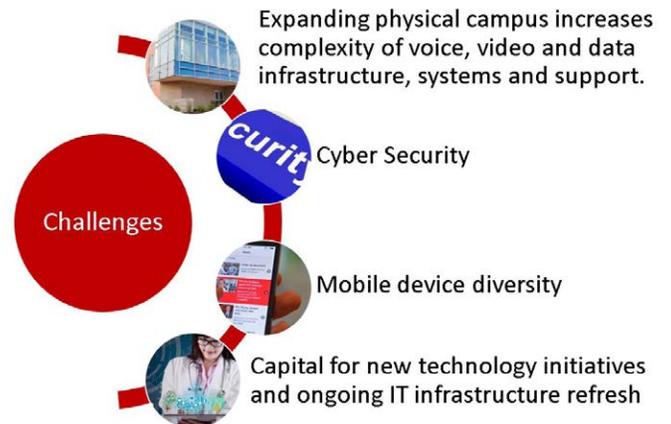
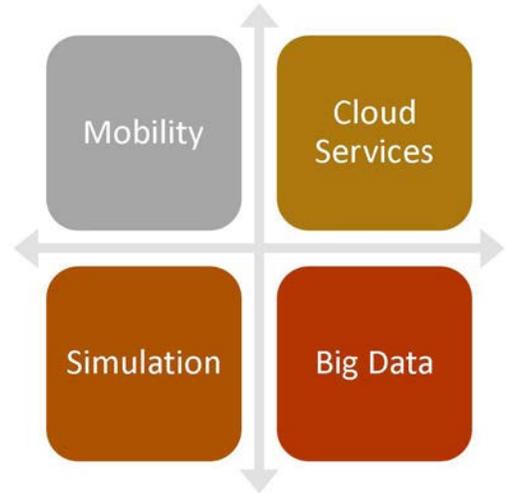
ITS is in the process of a major wired and wireless network refresh to replace components that are at capacity and end of life. In addition, planning is underway to design a higher bandwidth infrastructure to support new initiatives and new buildings. An RFP was issued to ensure UNMC receives the best pricing for core network and new building infrastructure purchases.

CELLULAR COVERAGE

ITS is exploring approaches to expand cellular coverage throughout the campus for faculty, staff, students, patients and other visitors. An engagement is underway to develop recommendations to determine the best cellular coverage approach for the enterprise.

CLOUD SERVICES

ITS is in the midst of a phased approach to migrate UNMC email accounts to Microsoft's cloud-based Office 365. This provides simplified access from off-campus, improved collaboration capabilities and increased mailbox quotas. In addition to increased functionality, this cloud-based service enables UNMC to avoid replacing expensive email servers that are at capacity and end of life. To date, all students and several departments have been migrated for a total of 4,600 accounts. ITS is also utilizing cloud-based storage services and a learning management system.



COMPLIANCE TAB

COMPLIANCE TAB

COMPLIANCE AND INTERNAL AUDIT STRATEGY

UNMC is committed to assuring compliance with applicable federal and state laws and University policies, and maintaining appropriate controls to address risks. In FY 2016-17, UNMC will focus on implementing systems to meet regulatory requirements and manage risk related to new clinical care integration initiatives and research affiliations.

FY 2015-16 Accomplishments

- Presented UNMC Compliance Matrix to the Board of Regents. The Compliance Matrix provides the campus with who is responsible for compliance areas.
- Participated in monthly meetings with other compliance and audit personnel at other University of Nebraska (NU) campuses to collaborate and enhance our relationships and share information on compliance plans and processes.
- Established or updated the following policies: Honest Broker, Healthcare Vendor Interactions and Social Security.
- Presented on newly established policies at the Department Administrative Roundtable Meeting (DART), Clinical Research Coordinators meeting and the College of Dentistry.
- Implemented OMB Uniform Guidance requirements, including NIH-specific program guidance; created website and offered education for employees.
- Submitted Federal Facilities and Administrative (F&A) Cost Proposal for FY 2014-15.
- Negotiated new fringe benefit rates with the federal government. Proposal accepted.
- Created a quarterly forum for research administrators at UNMC and held three forums, with focus on compliance.
- Completed Quality Assurance Review (QAR) of the Internal Audit Program (by Protivity, a third party vendor) in June 2015.
- Conducted the annual risk assessment in the spring of 2015 and set audit plan for the next 12 months.
- Collaborated with Compliance on specific projects that required an internal audit perspective.
- Presented at the DART meeting on the function of Internal Audit on campus.
- Performed follow-up procedures on all past internal audit projects.
- Participated in quarterly Internal Audit meetings with the other NU campuses to collaborate and enhance our relationships.

FY 2016-17 Goals

- Assess the current compliance structure to confirm effective tracking, monitoring and training as well as ensure institutional awareness of compliance resources and governance structure to reinforce clear responsibilities and accountabilities across campus.
- Collaborate with the other NU campuses to coordinate compliance strategies and processes.
- Continue to educate UNMC on policy updates as well as ongoing education of policies and regulations.
- Formalize compliance support for external Institutional Review Board implementation.
- Continue to implement OMB Uniform Guidance requirements, including new procurement regulations that will go into effect on July 1, 2017.
- Submit annual fringe benefit rate proposal with the federal government.
- Negotiate new F&A rates with the federal government by August 2016.
- Continue roll-out of Administrator's Guide (iBook and PDF versions on Controller's Office web page) that includes chapters on Compliance and Sponsored Programs along with many other topics at <https://info.unmc.edu/management/finance/controller/index.html>.
- Implement changes to the current internal audit structure based on the Quality Assurance Review (QAR) results.
- Collaborate with the other NU campuses to implement standard policy and procedures, work programs and reporting products.
- Conduct annual risk assessment and set audit plan for the next 12 months.
- Continue to educate UNMC on the current internal control framework and recommend strategies for improvement.
- Continue to increase the frequency of internal audit projects, focusing on quality and outcomes and completion of the audit plan.
- Enhance current internal audit relationship with other NU campuses to create a synergistic group.
- Collaborate with the internal audit department of Nebraska Medicine (NM) on joint projects that impact the University and the hospital.

STATE AND FEDERAL TAB

STATE AND FEDERAL TAB

ECONOMIC OUTLOOK

Global

Disappointments, Risks, and Spillovers. Global growth again fell short of expectations in 2015, decelerating to 2.4 percent from 2.6 percent in 2014. The disappointing performance mainly reflected a continued growth deceleration in emerging and developing economies amid post-crisis lows in commodity prices, weaker capital flows and subdued global trade. Global growth is projected to edge up in the coming years, but at a slower pace than envisioned in June 2015, reaching 2.9 percent in 2016 and 3.1 percent in 2017-18. This pickup is predicated on continued gains in major high-income countries, a gradual tightening of financing conditions, a stabilization of commodity prices, and a gradual rebalancing in China. The forecast is subject to substantial downside risks, including a disorderly slowdown in major emerging market economies, financial market turmoil arising from sudden shifts in borrowing costs amid deteriorating fundamentals, lingering vulnerabilities in some countries, and heightened geopolitical tensions. Weakening growth and sharply lower commodity prices have narrowed the room for policy makers to respond, especially in commodity-exporting countries, should risks materialize.

*The World Bank - Global Economic Prospects
January 2016*

United States

In 2016, the federal budget deficit will increase, in relation to the size of the economy, for the first time since 2009, according to the Congressional Budget Office's estimates. If current laws generally remained unchanged, the deficit would grow over the next 10 years, and by 2026 it would be considerably larger than its average over the past 50 years, CBO projects. Debt held by the public would also grow significantly from its already high level.

CBO anticipates that the economy will expand solidly this year and next. Increases in demand for goods and services are expected to reduce the quantity of underused labor and capital, or "slack," in the economy — thereby encouraging greater participation in the labor force by reducing the unemployment rate and pushing up compensation. That reduction in slack will also push up inflation and interest rates. Over the following years, CBO projects, output will grow at a more modest pace, constrained by relatively slow growth in the nation's supply of labor. Nevertheless, in those later years, output is anticipated to grow more quickly than it has during the past decade.

Outlays for Medicare (net of premiums and other offsetting receipts), Medicaid, and the Children's Health Insurance Program, plus subsidies for health insurance purchased through exchanges and related spending, are expected to be \$104 billion (or 11 percent) higher this year than they were in 2015.

*Congressional Budget Office
"The Budget and Economic Outlook: 2016 to 2026"
January 25, 2015*



Midwest

The Mid-America Business Conditions Index for January, 2016, a leading economic indicator for a nine-state region stretching from Arkansas to North Dakota, expanded for the first time since June of last year, but remained below growth neutral.

Overall index: The January Business Conditions Index, which ranges between 0 and 100, improved to a still weak 48.3 from December's 39.5. The regional index, much like the national reading, is now in negative territory indicating manufacturing losses linked to the strong U.S. dollar and to economic weakness among global trading partners.

"The U.S. dollar strengthened by almost 9 percent since June of last year and on Friday, the dollar posted its largest gain against the Japanese yen since the fourth quarter of 2014. This, along with economic weakness among the nation's chief trading partners, has squeezed, and will continue to squeeze, U.S. and regional manufacturers. Recent declines are the result of lower agriculture and energy commodity prices and downturns in manufacturing. Over the last 12 months, prices for farm products have fallen by approximately 15 percent, and for fuels by roughly 20 percent," said Goss.

*Ernie Goss, Economic Outlook, January 2016
Jack A. MacAllister Chair in Regional Economics at Creighton
University's Heider College of Business*

Nebraska

Three factors will limit the rate of economic growth in Nebraska in the coming years. First, the Nebraska economy has fully recovered from the "Great Recession" of 2007 to 2009, implying limited potential for a postrecession bounce. Second, population



growth remains modest in Nebraska, at around 0.6% to 0.7% per year, which restrains growth in the work force. Third, there will be little change in farm incomes as crop and livestock prices remain low. As a result, the rate of economic growth will be moderate from 2016 to 2018 (Table 1).

Employment will grow by 1.2% to 1.3% per year. This is solid growth but below national job growth rates discussed earlier. Nonfarm income will grow between 3.9% and 4.2% each year. This growth is sufficient to exceed inflation and population growth, implying growth in real per capita income. Farm income will change little from 2016 to 2018, with a modest decline in 2016 reversed in 2017.

Table 1. Key Economic Growth Rates

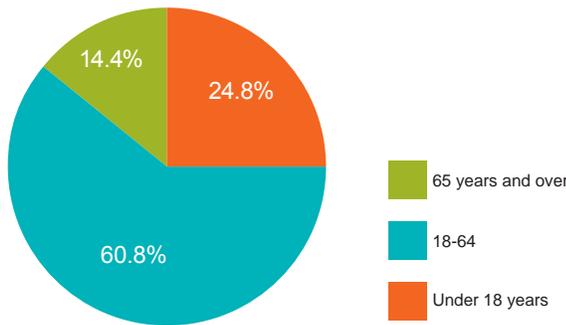
	NON-FARM EMPLOYMENT	NON-FARM PERSONAL INCOME	NET FARM INCOME
2015	1.1%	4.5%	-24.5%
2016	1.3%	4.2%	-11.2%
2017	1.2%	4.0%	11.2%
2018	1.2%	3.9%	3.3%

*UNL Bureau of Business Research,
January 2016*

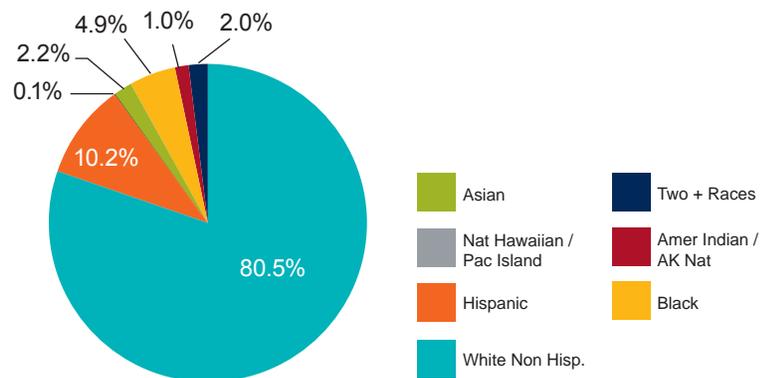
POPULATION CHARACTERISTICS OF NEBRASKA

		POPULATION ESTIMATES									
TOTAL INCREASE 2006-2015	GEOGRAPHIC AREA	2015 Estimate	2014 Estimate	2013 Estimate	2012 Estimate	2011 Estimate	April 1, 2010	July 1, 2009	July 1, 2008	July 1, 2007	July 1, 2006
		Nebraska	1,896,190	1,881,503	1,868,969	1,855,525	1,842,234	1,826,341	1,796,619	1,781,949	1,769,912
7.7%	% Increase from previous yr	0.8%	0.7%	0.7%	0.7%	0.9%	1.7%	0.8%	0.7%	0.5%	0.5%
	United States	321,418,820	318,857,056	316,497,531	313,914,040	311,587,816	308,747,508	307,006,550	304,374,846	301,579,895	298,593,212
7.6%	% Increase from previous yr	0.8%	0.7%	0.8%	0.7%	0.9%	0.6%	0.9%	0.9%	1.0%	1.0%

Age Estimates of Nebraskans, 2014

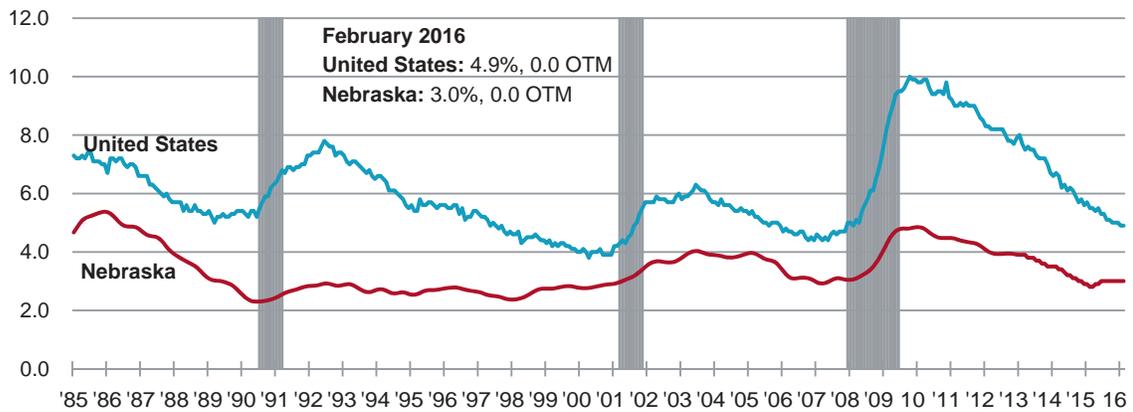


Nebraska Residents by Race, 2014



From U.S. Census estimates, does not total exactly 100%

United States vs Nebraska
Unemployment Rate
(seasonally adjusted) 1985-2016



Business Cycles from National Bureau of Economic Research (NBER)

Recession Period

UNIVERSITY STATE LEGISLATIVE ISSUES

In 2015, the 104th Legislature's first session, a number of UNMC's Priority Bills were passed and signed by the governor:

- LB110, which appropriated \$300,000 for the recruitment of pediatric cancer specialists on an annual ongoing basis was amended into and passed as part of appropriations bill LB657.
- LB154, which appropriated \$750,000 in FY 2015-16 and \$1,000,000 in FY 2016-17 in start-up funding for UNeTech, Nebraska's Biomedical Technology Institute, was amended into and passed as part of LB657.
- LB417, which provides \$1,500,000 for pediatric cancer research on an annual ongoing basis was amended into and passed as part of LB657.
- LB532, which provided \$25,000,000 in one-time funding to support construction of the Global Center for Advanced Interprofessional Learning, also known as iEXCELSM, was amended into and passed as part of appropriations bill LB662.
- LB533, which provided \$1,000,000 in FY 2015-16 and \$2,000,000 in FY 2016-17 to support academic programs and operations costs for the iEXCEL Global Center for Advanced Interprofessional Learning was amended into and passed as part of appropriations bill LB657.
- LB657, provided \$1,424,000 in FY 2015-16 and \$2,424,000 in FY 2016-17 to support academic programs and operating costs at the UNMC Health Science Education Center at the University of Nebraska at Kearney (UNK).

The Nebraska Economic Forecasting Advisory Board met on October 30, 2015, and voted to lower revenue projections for FY 2015-16 by \$70.8 million. Projected total revenue receipts for FY 2016-17 were decreased by \$83.4 million, resulting in a \$140 million shortfall for the current two-year budget. The board's forecast restrains budgetary spending flexibility for the Legislature when looking at priorities. The Forecasting Board met again on February 26, 2016, and raised its tax revenue projections by \$30 million for the two-year biennium ending June 2017. The new projections bring the revenue total for the current budget period to \$8.9 billion. State law requires \$17 million of the additional revenue expected to be collected this fiscal year go into the state's cash reserve, which has about \$730 million. These new figures will assist the Legislature and Governor Ricketts as they make final decisions about the state budget, including how much to use out of the cash reserve to fund major proposals and how much to go toward property tax relief.

The 104th Legislature's second session convened on January 6, and will adjourn April 20, 2016. Short sessions – 60 working days – are historically spent on deficit appropriations, carryover legislation from the previous session and introducing new legislation. Legislative priorities include balancing the state budget, property tax relief, state prison system reform, water regulation, juvenile justice issues, and Medicaid funding.

UNMC priority bills in the 2016 session include:

- LB858, introduced by Speaker Hadley, creates a 12-year capital construction program for NU projects to provide renovation, repairs and deferred maintenance and for replacement projects on the four campuses. At UNMC, this would include the renovation of Wittson Hall, the College of Pharmacy, the Omaha campus of the College of Nursing, Eppley Science Hall and the Administration Building.
- LB1013, introduced by Senator Gloor, changes the tax on cigarettes and other tobacco products and provides for distribution of proceeds.
- LB1032, introduced by Senator McCollister, adopts the Transitional Health Insurance Program Act and provides for duties for the Department of Health and Human Services.
- LB1109, introduced by Senator Murante, changes provisions and provides for an enhanced public scrutiny process for certain University appointees.

Other UNMC bills of interest include:

- LB471, introduced by Senator Howard, changes prescription drug monitoring provisions and creates the Veterinary Prescription Monitoring Program Task Force.
- LB691, introduced by Senator Morfeld, creates the Teacher Education and Health Care Professions Student Grant Program.
- LB696, introduced by Senator Howard, provides for a Medicaid state plan waiver to provide coverage for treatment of opioid abuse.
- LB722, introduced by Senator Baker, adopts the Stroke System of Care Act.
- LB804, introduced by Senator Hilkemann, adopts the Investigational Drug Use Act.
- LB817, introduced by Senator Riepe, adopts the Direct Primary Care Agreement Act.
- LB901, introduced by Senator Kolterman, changes dental assistant and licensed dental hygienist provisions.
- LB987, introduced by Senator Morfeld, creates the Bioscience Steering Committee.
- LB990, introduced by Senator Davis, adopts the Fetal Dignity Protection Act.
- LB1028, introduced by Senator Morfeld, changes provisions relating to funding under the Business Innovation Act and requires the Department of Economic Development to contract with certain entities.
- LB1083, introduced by Senator Williams, adopts the Next Generation Business Growth Act under the Community Development Assistance Act.

UNIVERSITY FEDERAL ISSUES



NATIONAL INSTITUTES OF HEALTH FUNDING

National Institutes of Health (NIH) is the primary federal agency that funds medical research and is the source of about 88% of the total federal research funding that the University of Nebraska Medical Center (UNMC) obtains. Annual funding for NIH has lagged behind the rate of biomedical inflation, resulting in fewer research proposals being funded. The FY 2015-16 omnibus bill included \$32 billion for NIH. UNMC recommends NIH be funded at least at \$33.1 billion in FY 2016-17.

CANCER MOONSHOT

The Cancer Moonshot proposed by the Obama Administration in the FY 2016-17 budget is launched as UNMC completes the Fred & Pamela Buffett Cancer Center. The administration is proposing a \$1 billion initiative to provide the funding to accelerate research and development of new cancer detection and treatments. The Moonshot Initiative will begin with \$195 million in new cancer activities at the National Institutes of Health in FY 2015-16. The FY 2016-17 budget proposes to continue this initiative with \$755 million in mandatory funds for new cancer-related research activities at NIH and the FDA. The Departments of Defense and Veterans Affairs are increasing their investments in cancer research, through funding Centers of Excellence focused on specific cancers, and conducting

large longitudinal studies to help determine risk factors and enhance treatment. Within HHS, there will be increased investments for prevention and cancer vaccine development, early cancer detection, cancer immunotherapy and combination therapy, genomic analysis of tumor and surrounding cells, enhanced data sharing, oncology center of excellence, and pediatric cancer. UNMC, with the upcoming opening of the Fred & Pamela Buffett Cancer Center in 2017, supports the initiative and intends to pursue these new grant opportunities.

INSTITUTIONAL DEVELOPMENT AWARD PROGRAM

More than half of all NIH research funds are awarded to researchers in six states, while more than one-half of states receive less than 10% of NIH research funds. Congress created the Institutional Development Award (IDeA) Program for less populous states to develop science and healthcare career pipelines and build research infrastructure. Nebraska competitively receives about \$15 million annually in IDeA funding from two components: 1) Centers of Biomedical Research Excellence (COBREs) and 2) a science and healthcare career pipeline called the IDeA Networks of Biomedical Research Excellence (INBRE). Nebraska INBRE is a network of public and private colleges and universities. More than 66% of participating junior faculty in the IDeA COBRE program successfully obtain their own NIH funding. Over 70% of the 300 undergraduate

The federal fiscal year runs from October 1 of the prior year through September 30 of the year being described. We are referencing what the federal government describes as FY 2016 as FY 2015-16, to be more consistent with the way fiscal year notation is listed throughout the Planning Information and Quality Indicators.

INBRE scholars in Nebraska pursue a science or health professions career. As one example, UNK health science students have a medical school acceptance rate of 60%, three times the national average, due in part to the Nebraska INBRE program. The University of Nebraska Medical Center requests the IDeA program in FY 2016-17 be funded at \$330 million.

HEALTH PROFESSIONS TRAINING (TITLE VII) & NURSING EDUCATION (TITLE VIII) FUNDING

Title VII (Health Professions) and Title VIII (Nursing Education) of the Public Health Services Act were created in response to a shortage of healthcare providers. Titles VII and VIII programs are the only federal programs with the goal of improving the supply and distribution of health professionals, particularly in medically underserved communities. These programs provide scholarships and loan repayment to students who work in medically underserved areas for three years. Title VII programs provide grants to educational institutions that train and educate primary healthcare professionals in rural and urban underserved areas. Nebraska's Title VII grants provide dentistry care for 2,000-3,000 patients annually by sending dental residents to rural and underserved Nebraska communities and promote health professions workforce continuing education and community needs through Area Health Educational Centers. Title VII funds to Nebraska were cut from \$3.8 million in FY 2009-10 to \$1.9 million in FY 2014-15. Title VIII Nursing Workforce Development Programs help support the supply and distribution of qualified nurses in rural and underserved communities. Title VIII funds to Nebraska dropped from \$2.3 million in FY 2009-10 to \$1.5 million in FY 2014-15. UNMC urges Congress to support funding for Title VII (Health Professions) at \$265 million and Title VIII (Nursing Workforce) at \$231 million in FY 2016-17.

GRADUATE MEDICAL EDUCATION

Graduate Medical Education (GME) has been repeatedly targeted for budget cuts by the federal government. Ironically, this has occurred when it is universally acknowledged that there is a shortage of physicians and GME is the pipeline for our nation's future physicians. UNMC manages more than 475 medical residencies in Nebraska. UNMC opposes attempts to unilaterally decrease the indirect payment portion of GME because it will reduce payments to Nebraska Medicine (NM) by at least \$1 million annually. Significant reductions to the indirect (IME) portion of GME will likely reduce the number of residencies available in Nebraska. UNMC/NM received about \$28 million in FY 2014-15 for GME. Fewer residencies in the state means that more medical graduates will leave Nebraska for their residencies, which reduces the chance that they will return to work in Nebraska after their residencies have been completed. UNMC has suggestions for alternatives for the future of GME and until changes are adopted, supports funding GME at its current levels.

Congress established GME in 1965 to prepare an adequate supply of medical residents with supervised training by physicians. Of more than 700 medical residency training slots in Nebraska, 475 are through UNMC. GME funds medical residents in 19 Nebraska hospitals including Grand Island, McCook,

Norfolk, Omaha, York, Scottsbluff, Cozad, Valentine, North Platte and Kearney. Eighteen Nebraska counties have no physician and 20% of Nebraska's physicians are over 60. Reductions in GME would accelerate the shortage, reduce training opportunities, damage local economies, and hurt teaching hospitals. Reductions in GME would reduce funding for UNMC and Nebraska Medicine by \$1 million and reduce the number of residencies in Nebraska. UNMC is fully engaged in the national discussion about new models to finance and deliver residency programs at both the national and state levels of government. We urge Nebraska's Congressional delegation to sustain Graduate Medical Education funding at its current level in FY 2016-17.

BIOCONTAINMENT AND HIGHLY INFECTIOUS DISEASE TREATMENT, TRAINING AND RESEARCH

In 2015, the U. S. Department of Health and Human Services (HHS) named the University of Nebraska Medical Center a National Ebola Training and Education Center (NETEC) along with Emory University and New York Bellevue Hospital. This designation recognized UNMC's national reputation, established with the successful treatment of Ebola patients with the "Nebraska Ebola Method," as the leading national location for training, treatment and research of highly infectious diseases. UNMC's five-year goal is to expand the NETEC with the capabilities of the Advanced Simulation-iEXCELSM facility to establish the National Center for Health Security which will provide national and global training in highly infectious diseases and treatment for civilian and defense agencies, including DoD field labs for treatment of highly infectious diseases. UNMC seeks additional federal investments from the HHS and other federal sponsors to build UNMC's capacity to be a national resource for infectious disease training, preparation and clinical care. UNMC also seeks authorization language from Congress to improve collaboration between federal agencies (DoD, DHS and State) in the training and treatment of highly infectious disease.

APPENDIX TAB

APPENDIX TAB

SOURCES OF INFORMATION

NATIONAL EDUCATION AND HEALTHCARE RANKINGS

US News and World Report, America's Best Graduate Schools 2017,
<http://www.usnews.com/>

US News and World Report, Best Hospitals 2015-16,
<http://health.usnews.com/best-hospitals/area/ne/nebraska-medical-center-6660005>

UNMC AND COMPARATIVE DIVERSITY DATA

Integrated Postsecondary Education Data System,
<http://nces.ed.gov/ipeds/pas/>

US Census website,
<http://www.census.gov/quickfacts/>

ANNUAL ECONOMIC AND SOCIAL CONTRIBUTION OF THE UNIVERSITY OF NEBRASKA

The Economic and Social Contribution of the University of Nebraska to the Statewide Economy,
<http://www.nebraska.edu/docs/economic-impact/NU-Economic-Impact-Report.pdf>

ECONOMIC IMPACT OF UNMC (ACADEMICS ONLY)

The Economic and Social Contribution of the University of Nebraska to the Statewide Economy,
<http://www.nebraska.edu/docs/economic-impact/NU-Economic-Impact-Report.pdf>

STATEWIDE IMPACT

The Economic and Social Contribution of the University of Nebraska to the Statewide Economy,
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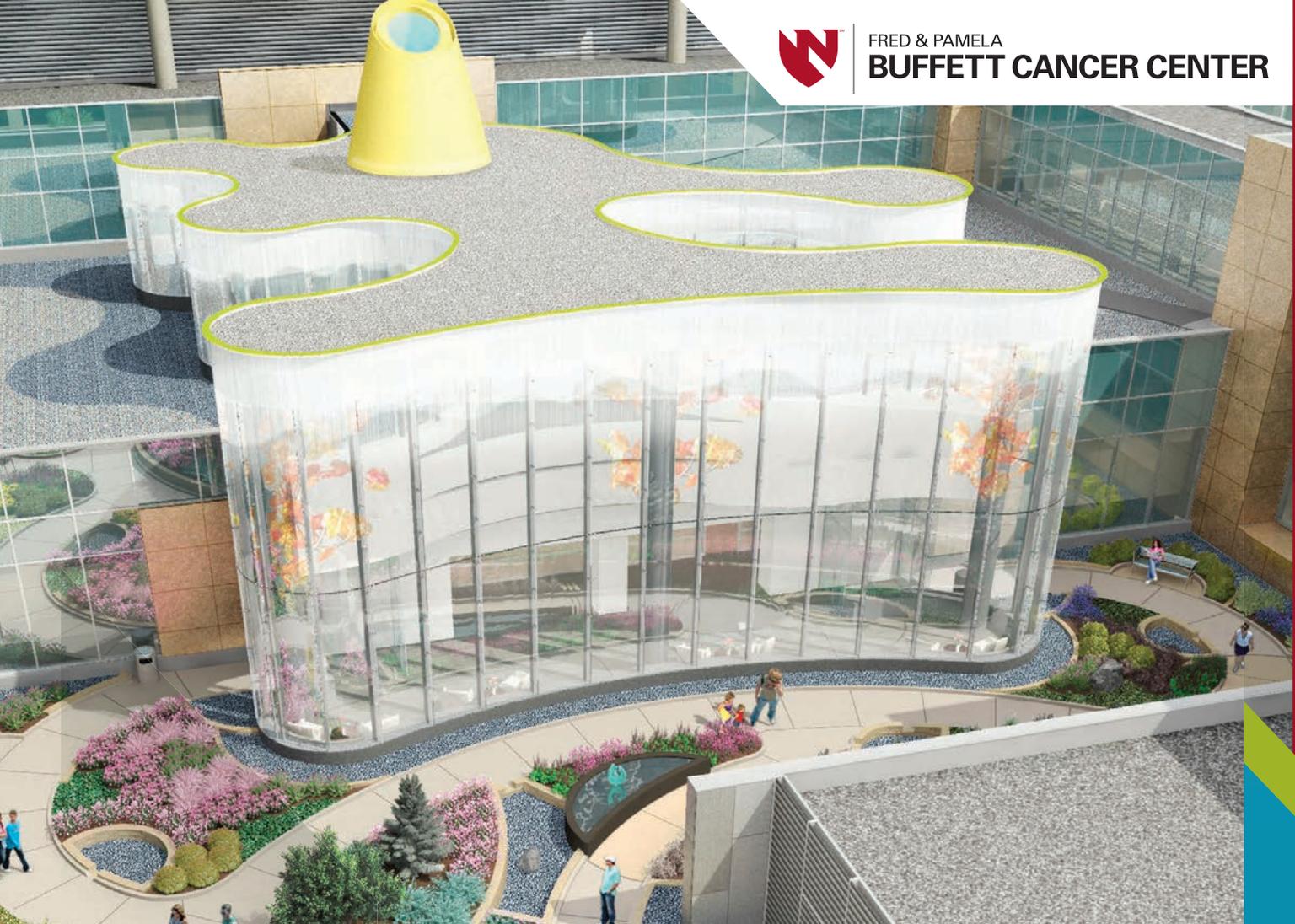
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