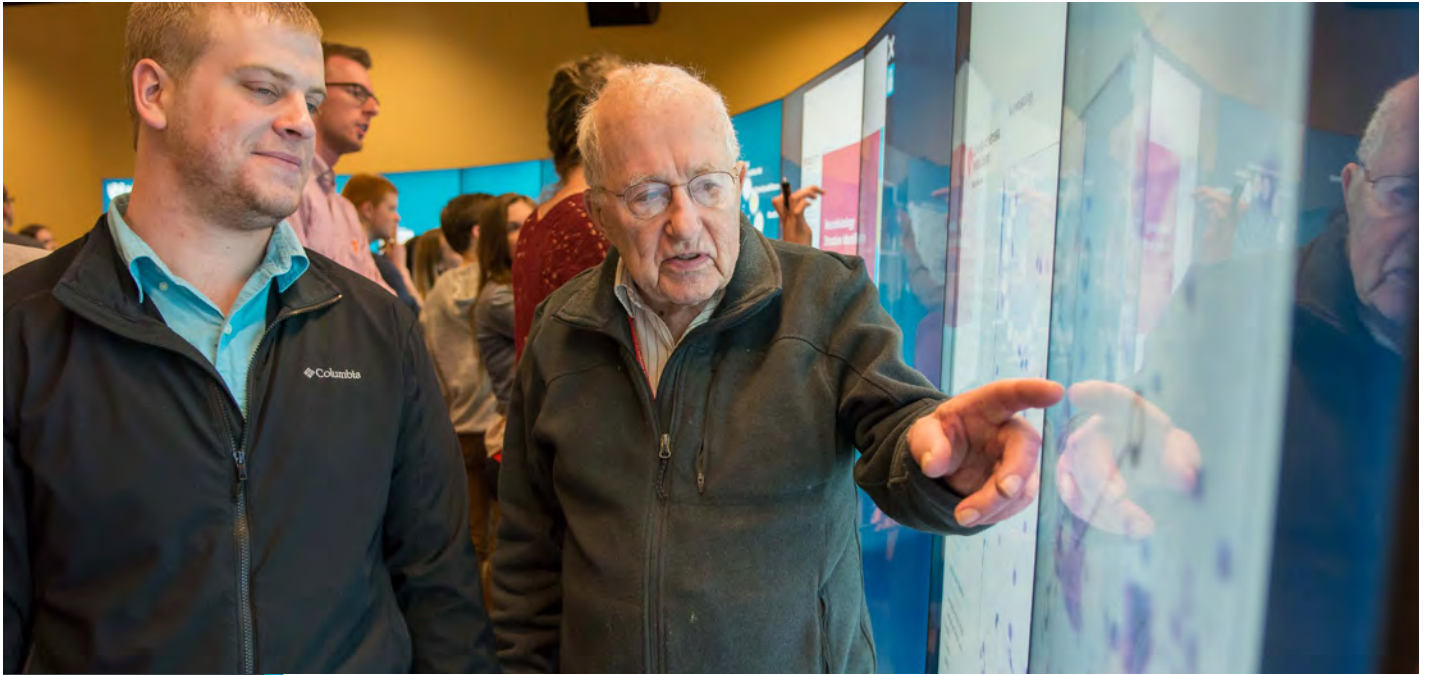




UNIVERSITY OF NEBRASKA MEDICAL CENTER

Planning Information and Quality Indicators

May 2018



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May 2018

prepared for the
Chancellor's Breakthrough Thinking Conference

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

986605 Nebraska Medical Center

Omaha, Nebraska 68198-6605

402-559-4200

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 now open and is receiving outstanding reviews. Our e-learning and other education-reform activities continue to grow, and construction continues on the state-of-the-art Dr. Edwin Davis & Dorothy Balbach Davis Global Center for Advanced Interprofessional Learning, which will house our iEXCELSM initiative.

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. We continue to provide opportunity for Nebraska's brightest students, and fill the workforce and healthcare needs of our state. We've deployed mobile training trucks that help train rural EMTs and small-town hospital personnel across Nebraska.

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 the communities that we serve, and it 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 most 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 20th annual edition of UNMC Planning Information and Quality Indicators is organized into 13 sections. The first section summarizes four major initiatives: UNMC/UNO Collaboration, The Davis Global Center, UNeTech and Children's Health Research Initiative. 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 Associate Vice Chancellor for Planning appreciates the cooperation and assistance of the Chancellor and his staff, the Senior Vice Chancellor for Academic Affairs and his staff, the Vice Chancellors for Business & Finance, External Affairs, Information & Technology and Research and their staffs; the Deans of the

Colleges of Allied Health Professions, Dentistry, Medicine, Nursing, Pharmacy and Public Health and their staffs; Public Relations, UNeTech, the Child Health Research Institute, Budget and Fiscal Analysis, Printing Services, Institutional Research, Graduate Medical Education, Behavioral Health Education Center of Nebraska, Continuing Education, IPE Curriculum and Evaluation Committee, Interprofessional Academy of Educators, NU Online Executive Committee, Graduate Studies, Health Professions Tracking Service, the High School Alliance, the McGoogan Library of Medicine, Faculty Development, Faculty Mentoring, iEXCELSM, Training the Physicians of Tomorrow Curriculum Transition Group, Sponsored Programs Administration, Government Relations, Alumni Association, International Health and Medical Education, Asia Pacific Rim Development Program, UNMC-China, International Studies and Programs, Human Resources, Wellbeing Coordinating Council, Center for Reducing Health Disparities, Faculty Senate, Academic Services, the Ombudsteam, UNeMed, the Controller's Office, Facilities Management and Planning, UNMC LiveGreen, Information Technology Department, the Compliance Office, Financial Compliance and Cost Analysis, Internal Audit, UN Central Administration, the University of Nebraska Foundation, National Strategic Research Institute, Nebraska Medicine, Children's Human Resources, 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

ITEACH

					
Innovation	Teamwork	Excellence	Accountability	Courage	Healing
Search for a better way. Seek and implement ideas and approaches that can change the way the world discovers, teaches and heals. Drive transformational change.	Respect diversity and one another. Communicate effectively and listen well. Be approachable and courteous. There is no limit to what we can achieve when we work together.	Strive for the highest standards of safety and quality in all that you do. Work to achieve exceptional results.	Commit. Take ownership. Be resilient, transparent and honest. Always do the right thing and continuously learn.	Make the tough decisions. Have no fear of failure in the pursuit of excellence. Admit mistakes and learn from them.	Show the empathy you feel. Be selfless in caring for patients, one another and the community.



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. The strategic framework emphasizes access and affordability, quality academic programs, workforce and economic development, research growth, engagement with the state, and accountability. Each goal has a number of related objectives, strategies and accountability measures developed for Board and university-wide monitoring over a multi-year period. These six goals are:

- The University of Nebraska will provide the opportunity for Nebraskans to enjoy a better life through access to high quality, affordable undergraduate, graduate and professional education.
- The University of Nebraska will build and sustain undergraduate, graduate and professional programs of high quality with an emphasis on excellent teaching.
- The University of Nebraska will play a critical role in building a talented, competitive workforce and knowledge-based economy in Nebraska in partnership with the state, private sector and other educational institutions.
- The University of Nebraska will pursue excellence and regional, national and international competitiveness in research and



scholarly activity, as well as their application, focusing on areas of strategic importance and opportunity.

- The University of Nebraska will serve the entire state through strategic and effective engagement and coordination with citizens, businesses, agriculture, other educational institutions, and rural and urban communities and regions.
- The University of Nebraska will be cost effective and accountable to the citizens of the state.



UNePlan Strategic Planning

UNePlan advances and extends the University of Nebraska Strategic Framework. Building on the shared foundations of UNMC and Nebraska Medicine's mission, vision and values, the UNePlan Strategic Plan focuses on eight strategies:

- **Education Programs:** Enhance UNMC's and Nebraska Medicine's educational programs as the most learner-centered academic medical center to meet the future health professions workforce needs.
- **Research Programs:** Increase the research scope and prominence of UNMC and Nebraska Medicine as a top-tier academic health sciences center.



- **Clinical Programs:** Continue to grow UNMC and Nebraska Medicine in clinical scope and size based upon extraordinary outcomes in quality and safety, as well as outstanding patient experiences. Provide enhanced patient access as a hub and spoke academic health system across Nebraska and beyond.
- **Institutional Outreach:** Advance UNMC's and Nebraska Medicine's urban and rural community outreach as well as national and global partnerships to build a healthier future.
- **Inclusivity & Diversity:** Create an exemplary, culturally-sensitive, diverse and inclusive organization across UNMC and Nebraska Medicine.
- **Economic Development:** Diversify and strengthen the regional and global impact of UNMC's and Nebraska Medicine's educational, research, outreach and clinical programs.
- **Organizational Culture:** Strengthen UNMC's and Nebraska Medicine's employee loyalty, satisfaction and wellness by continually enhancing the organizational culture.
- **Campus Leadership:** Provide exemplary campus-wide organizational leadership and management for planning and implementation of all strategies, goals and initiatives.

Goals and initiatives are included for each of the eight strategies. UNMC and Nebraska Medicine leadership keep the campuses informed about UNePlan 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 in Nebraska and beyond, here is a snapshot into how we've already made a difference.

Breakthrough Research

A UNMC College of Public Health research team found that a special mixture of good bacteria in the body reduced the incidence of sepsis in infants in India by 40% at a cost of only \$1 per infant. The findings were reported in the August 2017 journal *Nature*. UNMC's Pinaki Panigrahi, M.D., Ph.D., and his UNMC colleagues led the international research team. The results reflect a culmination of 15 years of research and could seriously impact infant health worldwide. But, most important, these results will help a family see a child grow up.

Leading the World

Imagine trying to communicate complicated medical diagnoses and scientific terminology, to people who may speak any number of different languages, in a way that's computable so bioinformatics is available all over the world. UNMC's Scott Campbell, Ph.D., is doing just that – creating a common, non-ambiguous language that puts the entire scientific world on the same page. It's called the Nebraska Lexicon. His team already has published a nomenclature for colon cancer and breast cancer and are working on melanoma and lung cancer. In time, the Nebraska Lexicon will be written and spoken all over the world.

Lifesaving Clinical Education

Lindsay Peterson, a member of the first class of physician assistants in UNMC's Kearney PA program, was on rotation in David City, Neb., when she found a lesion on a patient's tongue. It turned out to be a rare clear cell carcinoma of the salivary gland. But it was caught early, and the patient, whose cancer margins are now clear, called Peterson an "angel." Lindsay is one of three UNMC Peterson siblings – along with Landon, in dentistry; and Lori, in nursing – who grew up in an Osceola, Nebraska family, who will fill the healthcare workforce needs of our state.

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 2018-19

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.

UNMC/UNO COLLABORATION

On May 8, 2017, University of Nebraska President Hank Bounds appointed UNMC Chancellor Jeffrey P. Gold to serve as UNO Chancellor in addition to his UNMC responsibilities. Dr. Gold's leadership of both UNO and UNMC builds on efforts between the two campuses, which are collaborating on hundreds of initiatives, grants, educational programs and outreach efforts. A few of the many joint endeavors include UNeTech, the Urban Health Opportunities Program, the National Strategic Research Institute, and the Nebraska Applied Research Institute. The two campuses share a print shop, Institutional

Review Board, leadership development programs such as Re-Imagining U, and unified leadership of global engagement efforts, as well as shared leadership of Business and Finance and Student Affairs. Although many resources are shared, each campus maintains its own mission, identity and brand.

THE DAVIS GLOBAL CENTER

The future headquarters for the Interprofessional Experiential Center for Enduring Learning and the Global Center for Health Security, the Dr. Edwin Davis & Dorothy Balbach Davis Global Center for Advanced Interprofessional Learning will open in 2019. This state-of-the-art interprofessional clinical simulation facility at UNMC will serve as the catalyst for an integrated statewide, national and global simulation initiative. All five building levels will work together as one collaborative unit to create safe and innovative training environments as well as a venue for research and business development.

UNETECH

A joint project of UNMC and UNO, UNeTech helps both university researchers and community entrepreneurs by serving as an incubator and development resource. The biomedical research institute was built to translate new ideas, research and inventions into new businesses, investment opportunities and products.

CHILDREN'S HEALTH INITIATIVE

The Child Health Research Institute (CHRI) was established in 2017, the result of decades of partnership between UNMC and Children's Hospital & Medical Center. CHRI was established as an equal partnership between UNMC and Children's. Together, UNMC and Children's share considerable expertise in basic and clinical research in children, as well as outstanding pediatric facilities. CHRI will initially focus on four main scientific areas: childhood cancer, infectious diseases, heart disease and rare diseases. These focus areas take advantage of current research strength to build expanded research programs. CHRI supports its four focus areas with three research cores: drug development, genetics and population health. The institute will foster collaborations between basic scientists and clinicians, promote faculty development, support shared infrastructure, continue a highly successful small grant program and provide direction for strategic recruitment of key outside investigators. Through these focus areas and cores, the Child Health Research Institute will develop projects that advance medical knowledge and improve the health of children.

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 2017. Enrollment continues to increase. Total research awards increased by 1.7% to over \$117.0 million. Gross license revenue and sponsored research were both up. Twenty-three licenses were issued and UNeMed processed 118 patent applications, both increases over the previous year. Patient volume again increased both in the hospital and the clinics. Other positive trends included another successful year with energy cost reductions and completion and continuing progress of several simultaneous large construction projects.

Education

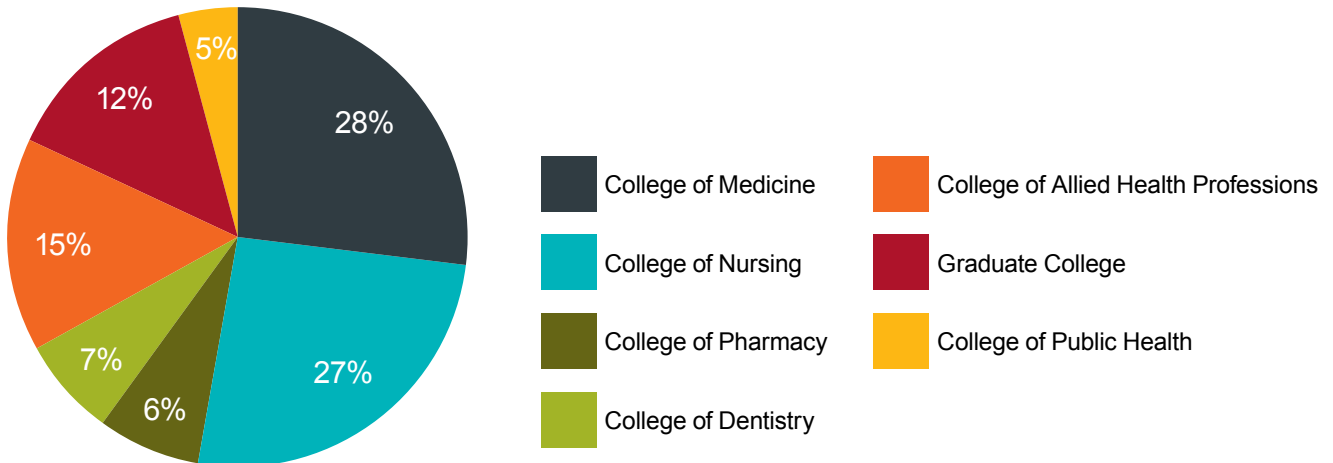
UNMC's fall enrollment in 2017 was 3,908, including 558 house officers. Total enrollment includes 2,517 women and 1,391 men. Budgeted net tuition amounts to \$44.5 million, or 6.1% of the total revenue budget. UNMC's enrollment has increased 22.35% since 2008 and its students, in general, continue to meet or exceed the national means on licensure, certification and board exams. In 2017, 34 College of Medicine graduates (27.9%) stayed in Nebraska for their first year of residency.

UNMC offers innovative pathway programs for undergraduate and high school students, including the Summer Undergraduate Research Program, the Rural Health Opportunities Program, the Kearney Health Opportunities Program and an annual healthcare career day. Because of UNMC's burgeoning research enterprise, students learn from scientists and clinicians who are at the leading edge of discovering new breakthroughs. Students also can engage in the rich cultures of Omaha, working in student-run clinics that assist underserved populations in the city. As part of its continuing effort to address the state's nursing shortage, UNMC's College of Nursing will offer an accelerated bachelor's degree in nursing (BSN) program at its Northern Division in Norfolk, in partnership with Wayne State College. The college currently offers accelerated BSN programs in four other divisions in Omaha, Lincoln, Kearney and Scottsbluff.

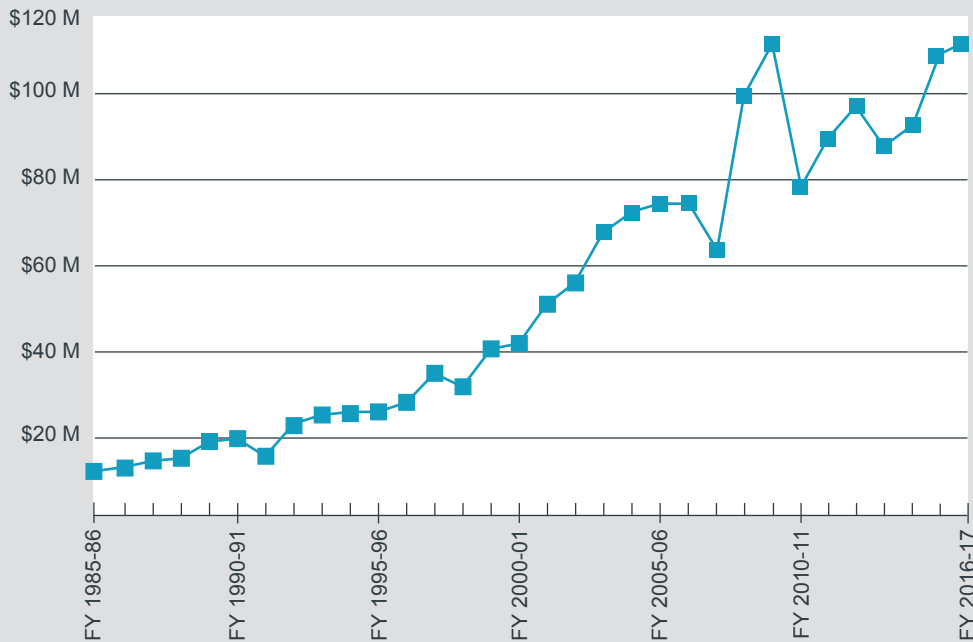
Executive Summary



FALL 2017 ENROLLMENT



NET RESEARCH FUNDING



During FY 2016-17, 284 investigators received a total of 495 research grants or contracts for a total of \$117 million. This is an increase of 1.7% from the prior year.

Research

During FY 2016-17, 284 principal investigators received a total of 495 research grants or contracts for a total of \$117,091,404, an increase of almost \$2 million. This increase is 1.7% more than FY 2015-16. Although NIH funding increased by just 1.95%, federal research funding as a whole increased by 5.8%. UNMC's ranking dipped slightly from 79th to 83rd in aggregate rankings out of the 2,679 academic medical centers, educational institutions, hospitals or corporate entities receiving NIH research funding. UNMC earned a total of \$73.1 million in NIH funding in FY 2016-17, which ended on September 30, 2017. This compares to \$71.7 million in FY 2015-16 and \$57.5 million in FY 2014-15, an increase of \$15.6 million in two years.

The College of Medicine led UNMC's rise in the national rankings, climbing two places to 53rd nationally in NIH funding, out of 149 schools or colleges of medicine. The College of Medicine, which had previously been ranked 55th, showed an increase of over \$2.5 million with an additional 4.3% over NIH funding received in FY 2015-16. The College of Pharmacy gained an additional 3% in NIH funding, however their ranking dropped one spot to 7th.

Further strengthening UNMC's partnership with Children's Hospital & Medical Center is the newly established Child Health Research Institute established to share basic and clinical research in four main scientific areas: childhood cancer, infectious diseases, heart disease and rare diseases.

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.

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 was dedicated on May 23, 2017, with former two-term vice president and head of the Cancer Moonshot Task Force, Joe Biden, serving as the keynote speaker. The Buffett Cancer Center is the only National Cancer Institute-designated cancer center in Nebraska and offers treatment options and clinical trials not found elsewhere.

The Office of Community Engagement was established in 2016. It advocates for community-engaged research, healthcare and service-based education. It oversees five student-led, service learning projects.

Global Engagement

UNMC continues to expand its global engagement through international education, research and patient care. During FY 2016-17, 131 UNMC students from five colleges participated in global health experiences of lengths between one week and nine months in 12 different countries. We have strong institutional partnerships in China, India, Oman and Nicaragua. In total, 979 international personnel from six continents and 73 countries work and study on UNMC-sponsored programs and visas.

UNMC was one of 11 institutions accepted into the 15th cohort of the ACE Internationalization Laboratory, sponsored by the American Council on Education. The Lab process, which began in August 2017 and will conclude in April 2019, provides customized guidance and insight to help colleges and universities achieve their internationalization goals.

The Asia Pacific Rim Development Program's Summer Research Program hosted 15 students from four Chinese universities for short-term rotations. Medical, nursing and pharmacy exchange programs



continued to grow with 52 students participating from July 2016 through June 2017.

UNMC, UNO and Nebraska Medicine have established a new position, associate vice chancellor for global and student support, to cooperate on global engagement issues related to their mission areas of education, research and service. The three entities will identify opportunities for collaborations in areas related to the development and implementation of global engagement activities and programs, both on-campus and overseas.

Cultural Competence and Diversity

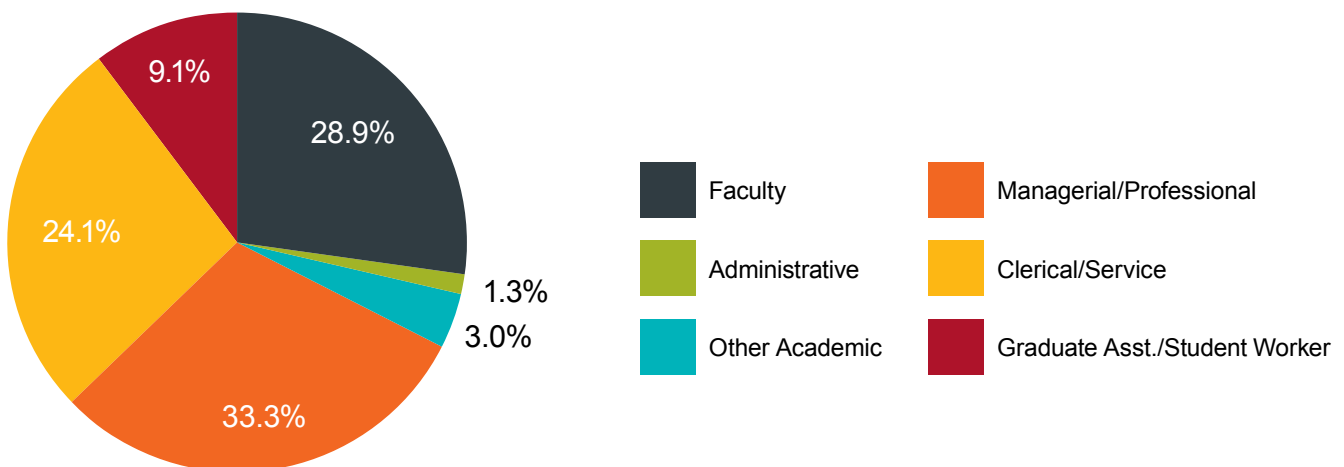
UNMC is committed to fostering an inclusive and diverse campus culture. Developing an organizational structure to support diversity, equity and inclusiveness builds a campus that attracts and retains diverse faculty, students and employees. Success for UNMC starts with a campus community where our faculty, 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 Graduates & Professionals Representing Achievement, Diversity and Service (GRADS), I-AM-HOME, the High School Alliance, Summer Medical and Dental Education Program, the UNMC and Nebraska Medicine LGBTQ+ Employee Alliance Group, the agreement with the Chinese Scholarship Council, Faculty Development and Mentorship, African American History Month, International Week activities and the annual Culture Fest. The Diversity Committee and the Chancellor's Inclusivity Committee are both working towards developing a more diverse and inclusive campus culture. UNMC has several members on the university-wide Diversity Officers Collaborative, a group established to maintain ongoing collaboration for system-wide diversity officers. Their mission is to foster collective ownership of diversity, access and inclusion efforts across the four-campus system to achieve equitable outcomes for faculty, staff and students.

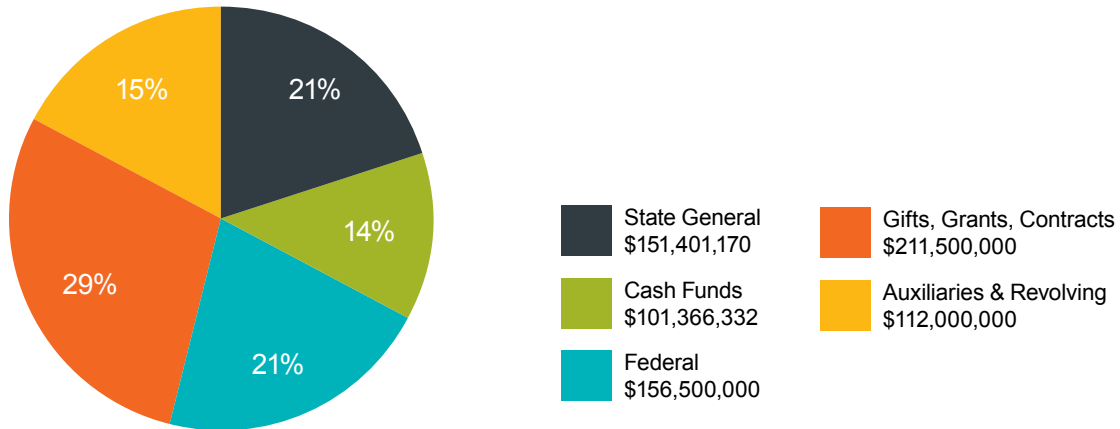
Employees

UNMC employs 5,187 people, with an FTE of 4,456. Personnel costs amounted to 67.55% of expenditures (based on total operating expenditures from all funding sources through February 28, 2018).

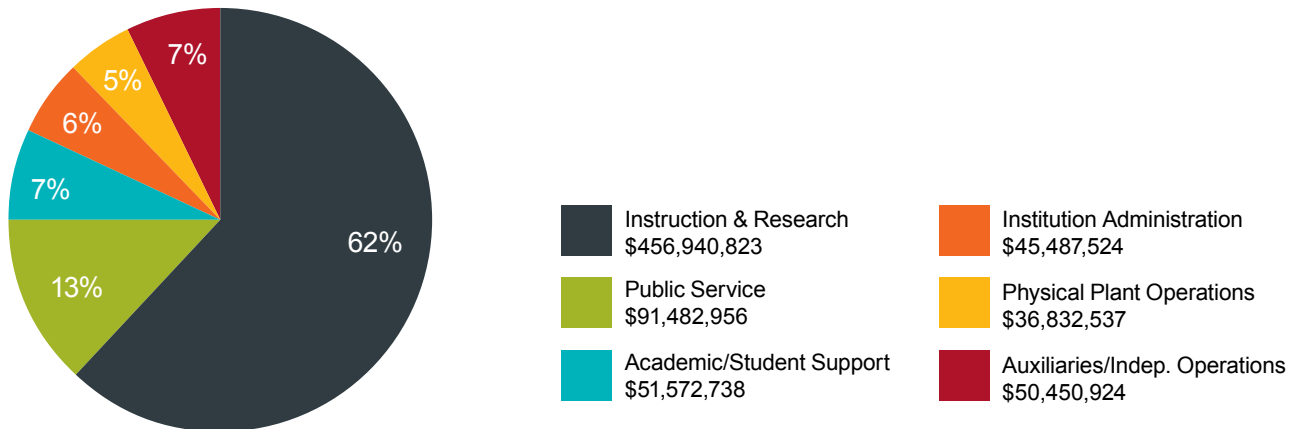
EMPLOYMENT, FEBRUARY 2018



REVENUE BUDGET FY 2017-18



EXPENSE BUDGET FY 2017-18



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 27th year, FY 2016-17, UNeMed showed improvements in most metrics. Gross revenue was up over \$0.5 million and sponsored research grew by over \$0.25 million. It was another record year for IP agreements, with 514 signed, edging out the previous year's record of 507. Eighty-one inventions were evaluated and 118 patents applications were made. UNeTech, the incubator for a variety of university-derived and community-based startup companies, continues to partner with UNeMed in providing research funding to advance commercial opportunities for university intellectual property for both UNMC and UNO.

Financial Strength

UNMC is 79.3% self-supporting. UNMC's FY 2017-18 operating budget is \$732.8 million, of which \$456.9 million, or 62.4%, is designated for instruction and research. The State provides \$151.4 million, or 20.7% 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, as well as research grants, contracts, gifts and University of Nebraska Foundation support.



MAJOR PROJECTS UNDER CONSTRUCTION

College of Nursing – Lincoln Division, UNL University Health Center **\$41.5 million**

Dr. Edwin Davis & Dorothy Balbach Davis Global Center for Advanced Interprofessional Learning **\$118.9 million**

Infrastructure (Facilities, Information Technology and Library)

FACILITIES

Last spring, the largest public-private project ever on the UNMC campus, the Fred & Pamela Buffett Cancer Center was completed. Dedicated to the research and treatment of cancer, funding for the \$323 million, 615,000 square foot cancer center was generously supported by private and public funds, with \$50 million provided by the state of Nebraska, \$35 million from the city of Omaha, \$5 million from Douglas County and over \$200 million in private philanthropy. Expected to be in service this fall is the new College of Nursing – Lincoln Division and UNL University Health Center building. The new facility will reduce the need for leased space and help to increase capacity to reduce the nursing shortage as well as provide space for the clinic, which will be operated by Nebraska Medicine. Also currently under construction is the Dr. Edwin Davis & Dorothy Balbach Davis Global Center for Advanced Interprofessional Learning, which should be completed next year. The 191,884 square foot Davis Global Center will serve as the headquarters for the Interprofessional Experiential Center for Enduring Learning and the Global Center for Health Security.

Sustainability awareness continues to improve. The comprehensive Sustainability Master Plan guides the campus as an integrated effort to consume fewer resources, even while expanding the campus, and to provide strategic direction across operations while representing the UNMC and Nebraska Medicine's

ongoing commitment to work together toward common goals. In early 2017, four goal areas of the Sustainability Master Plan were updated. Each area was given a more ambitious target and accelerated timeline. Those changed are Emissions, Energy, Water, and Materials.

INFORMATION TECHNOLOGY

UNMC's Information Technology Services Department and Nebraska Medicine's Department of Enterprise Technology have been combined to create an integrated Information Technology Department to better serve the needs of the entire enterprise. The departmental goal is to provide the technology required for operations, as well as to drive innovation to enhance educational programs, innovative research and the highest quality of patient care while being more efficient and collaborative across the enterprise.

LIBRARY

The library expanded its online journal collection by subscribing to the Wiley Publisher journal package, with content meeting many needs of UNMC users, through the University of Nebraska Consortium of Libraries (UNCL). UNCL initiated a collection analysis of the electronic resources (e.g., online journal packages, ebook packages and databases) showing unique and duplicate resources across the four campuses. The goals of this on-going project are to identify opportunities for expanding access across the system for low additional costs; to analyze costs of the resources for any renegotiation scenarios; and to educate campus stakeholders on the costs of library resources.

As part of a pilot program, the library is providing information services to patients and families at the Resource and Wellness Center at the Fred & Pamela Buffett Cancer Center. A library staff member is on site to provide consumer health information.

Library staff and faculty incorporate diversity, inclusion and engagement throughout their work

with community groups, international students, professional associations and in library resources, events and services. Diverse voices and topics are part of library-sponsored events.

Compliance

Compliance requirements never end, and they never remain constant. This section documents FY 2017-18 compliance and internal audit accomplishments and presents FY 2018-19 compliance and internal audit goals.

State and Federal: Economy, Demographics, Politics and Government

In the Congressional Budget Office's (CBO) projections, the economy grows relatively quickly this year and next and then more slowly in the following several years. The federal budget deficit rises substantially, boosting federal debt to nearly 100% GDP by 2028. Locally, the Nebraska economy is expected to continue to grow through the third quarter of 2018, according to the most recent leading economic indicator report. Initial claims for unemployment insurance fell. Consumer and business confidence rose during March.

Nebraska's business confidence index rose to 110.4 in March. Nebraska's consumer confidence index, which is based on the monthly Survey of Nebraska Households, rose to 106.8 in March. All values are well above the neutral 100.0, indicating both strong business and consumer confidence. The most common concern of households was taxes. Businesses most frequently cited concern about customer demand, available labor force and competition from other businesses.

The Nebraska Economic Forecasting Advisory Board met on February 28, 2018, and voted to increase revenue projections. The revised projections include an estimated \$327 million increase in individual income tax receipts and \$8 million in corporate tax receipts as the result of the federal Tax Cuts and Tax Jobs Act of 2017.

Funding for Graduate Medical Education by the federal government remains a concern and 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.

UNMC/UNO COLLABORATION



On May 8, 2017, UNMC Chancellor Jeffrey P. Gold, M.D., added the leadership of the University of Nebraska at Omaha to his responsibilities after University of Nebraska President Hank Bounds, Ph.D., paused the UNO Chancellor search and appointed Dr. Gold to lead the campus. In addition to his UNMC responsibilities, Dr. Gold will serve as UNO Chancellor through the end of the 2018-19 academic year, at which time Dr. Bounds will revisit the leadership of that campus.

Dr. Gold's leadership of both UNO and UNMC builds on collaborative efforts that are growing Nebraska's economy and quality of life. Together, the campuses are collaborating on hundreds of initiatives, grants, educational programs and outreach efforts. For example, the two campuses combined on the new institution, UNeTech, which supports start-up companies grown from university research. They also partner on the Urban Health Opportunities Program, through which students receive scholarship support at UNO and then, upon successful completion of the program, are guaranteed admission to health professions programs at UNMC.

UNO and UNMC also work collaboratively in biomechanics research, an area where UNO is a national leader; in the university-wide National Strategic Research Institute, through which faculty conduct research focused on defense and national security; the Nebraska Applied Research Institute, which contracts with industry and government to address financial, security or life-threatening risks that businesses and public agencies face; and a number of other efforts. Separated by 2.5 miles, the campuses also share a print shop, Institutional Review Board, leadership development programs such as Re-Imagining U and unified leadership of their global engagement efforts.

In the fall of 2017, several specific functions were integrated to better support the academic mission, accelerate collaborative potential and align the two campuses' infrastructure. The strategies included the following key areas:

- Shared leadership of Business and Finance. The two open vice chancellor positions will become one, with the position expanded to include a focus on economic development and internal business development functions.
- Shared leadership of Student Affairs. UNO's leadership in student affairs will be leveraged to strengthen those functions on the UNMC campus. Dan Shipp, Ed.D., leads this effort as Vice Chancellor for Student Success, a new joint leadership position created to strengthen and coordinate these functions across the campuses.
- Changing the role of the UNMC Vice Chancellor for Academic Affairs. As part of the strategy, the UNMC deans now report to Senior Vice Chancellor for Academic Affairs Dele Davies, M.D.
- Utilizing the strengths of each campus to better align communications, marketing, public relations, and government relations — with coordination of Alumni Relations — under the UNMC Vice Chancellor for External Relations. As part of the change, UNO's Office of University Communications reports to the vice chancellor.

"As we make these changes, it's important to note that each campus will maintain its own mission, as well as its own identity and brand," Dr. Gold said. "That said, these changes will provide a foundation for UNMC and UNO to move forward, leveraging our collective talent and expertise."

THE DAVIS GLOBAL CENTER



Serving as the future headquarters for the Interprofessional Experiential Center for Enduring Learning (iEXCELSM) and the Global Center for Health Security, the Dr. Edwin Davis & Dorothy Balbach Davis Global Center for Advanced Interprofessional Learning (the Davis Global Center) will open in early 2019. This 192,000 square foot investment will house a state-of-the-art interprofessional clinical simulation facility at UNMC.

Proximal to the UNMC colleges and Nebraska Medicine, the facility will serve as the catalyst for an integrated statewide, national and global simulation initiative. All five building levels will work together as one collaborative unit to create safe and innovative training environments as well as a venue for research and business development.

CAPABILITIES OF THE DAVIS GLOBAL CENTER:

- 3D, augmented/virtual immersive reality and holographic technologies to help transform learning, teaching, training and research
- Dedicated spaces for the creation of innovative teaching modules and videos
- Replicated clinics, hospitals, ambulatory and home care units for simulating real incidents, events and patient care scenarios

- Opportunities for training to competency before encountering real-life patient care and emergency response situations
- Surgical skills procedure rooms/operating bays with fresh tissue simulation for practicing high-level, complex patient care procedures
- Collaboration with other disciplines, including engineering, IT, the arts and STEM initiatives
- Tele-education, telepresence and telementoring
- Dissemination of health-related information across Nebraska and beyond
- Hosting and educating teams of interdisciplinary practitioners and learners - of all disciplines and at all levels of training
- Highly specialized training in health security and biopreparedness.

LOWER LEVEL: IEXCEL SIMULATED COMMUNITY CARE

- Home care unit for training in emergency response, home safety evaluations and transfer from home to hospital
- Ambulance bay to practice transportation of patients and transfer of care from EMS to hospital

Global leadership in improving human performance and effectiveness.



GROUND LEVEL: NATIONAL CENTER FOR HEALTH SECURITY AND BIOPREPAREDNESS

- 6-bed biocontainment clinical training and simulation unit for professionals to learn to care for and conduct procedures for patients with highly infectious diseases
- 20-bed National Quarantine Unit
- Emergency operations center (EOC) and training facility

LEVEL 1: IEXCEL VISUALIZATION AND VIRTUAL REALITY

- 3D, augmented/virtual immersive reality and holographic technologies to inspire and foster curriculum innovation and industry and military collaborations
- Holographic Theater (130+ seats): Holographic stage produces extraordinary virtual images
- iEXCEL Helix: 280-degree 2D-curved screen provides an immersive, interactive, digital environment displaying images individually or simultaneously with other sites
- iEXCEL iSpace: Five-sided 3D laser CAVE expands learning and research and development opportunities

LEVEL 2: IEXCEL INTERPROFESSIONAL SIMULATION

- Realistic simulated hospital units where clinical competencies and team communication are learned, practiced and tested with life-like simulators and real-world clinical equipment.

- Operating room, nursing station, labor and delivery room, patient rooms, pediatric unit and debriefing rooms
- Critical Care Unit with a realistic, simulated emergency department, a trauma unit, an intensive care unit, patient rooms, an imaging room and debriefing rooms
- Pre-briefing and debriefing rooms and procedure labs for session preparation and review of recorded sessions

LEVEL 3: IEXCEL SURGICAL AND INTERVENTIONAL SKILLS

- Advanced surgical skills training in replicated operating rooms using fresh tissue and surgical simulators.
- The facility provides a venue for collaboration with industry for training workshops and research and development.
- Surgical Skills Suite with 20 operating room bays and a command center for recording and broadcasting locally, nationally and globally
- Hybrid OR/Interventional Suite for surgical training sessions
- Surgical Skills Labs with surgical simulators to practice and improve essential skills including hand-eye coordination, depth perception and suturing



UNeTech continues to refine its mission in its first year. The biomedical research institute was built to translate new ideas, research and inventions into new businesses, investment opportunities and products. And, it does so in a “university-adjacent” environment -- in both the literal and metaphorical sense.

A joint project of UNMC and the University of Nebraska-Omaha, UNeTech helps both university researchers and community entrepreneurs by serving as an incubator and development resource.

So, what’s the difference between UNeTech and UNeMed, UNMC’s technology-transfer arm? “Good question,” said Joe Runge, J.D., who holds appointments at both entities. UNeMed helps researchers protect intellectual property, and helps find commercial partners for that property. “UNeTech is a place where we create companies,” Runge said.

There were interesting developments for companies incubating at UNeTech in 2017. Among the highlights:

- Omaha native and co-founder of Centese, Evan Luxon, was named Innovator of the Year at the 2017 Pipeline Innovators awards in Kansas City. Centese is designing a self-irrigating chest tube less likely to clog. Centese was one of the first startups to sign with UNeTech’s incubator program, and is working with UNMC clinical faculty for crucial expertise. The company is housed in “half of the first floor” at UNeTech’s 3929 Harney office.
- Avert, founded by entrepreneur Preston Badeer and powered by research by UNO biomechanics chair Nicholas Stergiou, Ph.D., is working on a prototype and looking to

make the transition to expansion and scale-up. Avert will create a consumer product that uses balance to assess concussions and other brain injuries in athletes. It is a great example of bridging academia and entrepreneurship – Runge said when he first introduced Badeer and Dr. Stergiou, “They immediately started drawing equations on the board.”

- FutureAssure, founded by vascular surgeon and entrepreneur Jason Johanning, M.D., is currently building a third generation prototype device to rapidly assess patient frailty. Frailty is rapidly becoming the most critical factor in determining likely outcomes from surgery, especially among elderly or sick patients. FutureAssure is working closely with UNO’s biomechanics department to refine a simple, inexpensive device that will use a combination of patient questions and biometric analysis to quickly, accurately and inexpensively determine patient frailty.

A handful of other fledgling companies are working with UNeTech on how best to make their next moves. Runge credits UNeTech executive director Rod Markin, M.D., Ph.D., for this momentum. “A lot of the benefit of working with UNeTech goes back to Dr. Markin, and his understanding of venture capital, and his ability to ask the right questions,” Runge said.

“We focus on our companies having a plan to add value to their initial idea. We are a great source to find the resources that these companies need. For some, it might be finding the right surgeons for them to talk to. Or, identifying a team to help them get to those next stages of development.”

CHILDREN'S HEALTH RESEARCH INITIATIVE



The Child Health Research Institute (CHRI) was established in 2017 by the Board of Regents of the University of Nebraska as a new institute at the University of Nebraska Medical Center. This new institute is uniquely the result of decades of partnership between the University of Nebraska Medical Center and Children's Hospital & Medical Center, a relationship strengthened by the Institutional Affiliation Agreement 10 years ago.

Over the last decade, this partnership has propelled major growth in clinical programs, educational activities and research programs. In particular, our Pediatric Research Office now supports more than 200 clinical trials a year and our external research funding has grown considerably. Our clinical trials are a mix of investigator-initiated protocols, participation in multi-center trials and other trials, including participation in national databases and pharmaceutical research.

To further expand and formalize these research efforts, CHRI will bring together investigators working on child health-related research at Children's and UNMC, and its colleges and institutes. The shared goal is to support new research opportunities that will transform pediatric medicine in the 21st century. The vision of CHRI is "We will improve the health of children through innovative research, leading to advances in disease prevention and treatment."

CHRI was established as an equal partnership between UNMC and Children's Hospital & Medical Center. Together, UNMC and Children's share considerable expertise in basic and clinical research in children, as well as in outstanding research and clinical pediatric facilities. The new partnership also shares experience in research administration and pediatric infrastructure.

CHRI was established in concert with the formation of the Gary A. Perkins Pediatric Research Fund at Children's. CHRI and the Perkins Fund will provide the scientific and financial foundation for a major new dedication to child health research by UNMC and Children's.

CHRI will initially focus on four main scientific areas: childhood cancer, infectious diseases, heart disease and rare diseases. These focus areas take advantage of current research strength to build expanded research programs. We also have the capability to add additional focus area as needed to promote new areas of strategic growth. Within CHRI project areas, we currently have a full spectrum of research studies, ranging from detailed genetic studies of pediatric cancer and rare metabolic diseases to clinical trials in a variety of areas. Research also includes epidemiological studies and international studies in global health. CHRI also supports clinical trials through the Pediatric Research Office, supporting a wide range of pediatric clinical trials and the Nebraska Pediatric Clinical Trials Unit, sponsored by NIH to sponsor multi-center national pediatric trials in the Institutional Development Award (IDeA) states.

CHRI supports its four focus areas with three research cores: drug development, genetics and population health. The institute will foster collaborations between basic scientists and clinicians, promote faculty development, support shared infrastructure, continue a highly successful small grant program and provide direction for strategic recruitment of key outside investigators. Through these focus areas and cores, the Child Health Research Institute will develop projects that advance medical knowledge and improve the health of children.

QUALITY INDICATORS

INDICATOR	PAGE(S)	STANDARDS	QUALITY STATUS	CHANGE FROM PRIOR YEAR	SUBJECTIVE PERFORMANCE RATING
1. Certification/ licensure exams	15	Desired Outcomes 100% pass rate; UNMC exceed the median performance	92% for MD Step 1, National Avg 96%	Stable	Very Good
			98% for MD Step 2, National Avg 96%	Stable	
			95% for Pharmacy, National Avg 90%	Continuing	
			100% for DDS Part 2	Continuing	
2. Research funding and NIH rankings	43-46	Increase funding annually and improve NIH rankings annually	Net research awards increased by 1.7%	Improved	Very Good
			NIH research awards increased by 1.95%	Improved	
			Indirect cost recovery increased	Improved	
			All colleges ranked better	Improved	
3. Healthcare delivery and patient satisfaction	57	> 85% outpatient and physician satisfaction <i>Increasing volume and market share</i> <i>Inpatient patient satisfaction</i>	Patient activity increased 7% FY 2016-17	Continuing	Very Good
			HCAHPS score 78.8%	Improved	
4. Rural activities	27	> 60% rural practitioners from UNMC <i>Rural education sites and outreach</i>	58.2% of NE rural physicians, pharmacists, dentists, PAs, nurse practitioners & clinical nurse specialists are UNMC graduates	Stable	Very Good
5. Minority recruitment and retention	69	≥ 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 – 21.2% (4.6%)	Improved	
			All Employees – 20.7% (7.0%)	Improved	
6. Economic growth and technology commercialization	87-88	Economic impact: UNMC and Nebraska Medicine <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 healthcare benefits</i>	\$4.2 billion in FY 2015-16	Continuing	Excellent
			Approximately 29,927 (13,148 direct)	Stable	
			\$2.3 million FY 2016-17 revenue (31% increase)	Improved	
			Strong research & construction funding Advances in basic & clinical science	Continuing Stable	
7. Employee loyalty, satisfaction and wellness	75-84	90% retention rates Greater than 70% remain employed for 3 years or more <i>Health risk assessment participation</i>	91.2% employee retention	Continuing	Very Good
			69.3% employed 3 years or more	Continuing	
			Completion rate of 93.7%	Improved	
8. Financial strength	89-93	≥ 4% non-general fund growth ≥ 4% growth in prior year net assets <i>Fund facilities and program goals</i>	4.2% growth in non-general fund revenue	Improved	Very Good
			8.5% growth in FY 2016-17 net assets	Continuing	
9. Infrastructure	97-104	Meet annual construction and technology objectives <i>Implement facilities and ITS master plans</i>	Energy management upgrades	Improved	Very Good
			Cancer Campus advancing	Improved	
			IT infrastructure governance	Stable	
			Campus construction projects	Continuing	

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	Very Good
	—	<i>Campus participation and community support and involvement</i>	Strong community support	Declined	
	2-4 37-39 97-99		Campus growth and construction	Continuing	
	61-68		Global engagement expanding and strong	Continuing	
11. Compliance effectiveness	105-106	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 18th	Continuing	Very Good
			Physician Assistant ranked 9th	Continuing	
			College of Pharmacy ranked 25th	Improved	
			Nebraska Medicine ranked #1 in Nebraska	Continuing	
			8 highest ranking possible	Continuing	
			3 specialties nationally ranked	Continuing	
6 specialties ranked as high performing	Continuing				

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 2019	Ranking	U.S. News & World Report # of Colleges/ Programs	Ranking Factors
College of Medicine — Research - 2018 ranking	62	177	Student admission statistics (MCAT, GPA, acceptance rate), faculty-student ratio, faculty resources, total dollar amount of NIH research grants awarded and NIH grant funding per faculty member, total research activity, average research activity per faculty member, peer assessment and assessment by residency program directors.
Medical Schools — Primary Care - 2018 ranking	18	177	Student admission statistics (MCAT, GPA and acceptance rate), faculty-student ratio; faculty resources, the percentage of graduates entering primary care residencies, peer assessment, assessment by residency program directors and other factors.
Nursing (Master's)	62	296	Rankings based on student engagement, faculty credentials and training, peer reputation and assessment, student services and technology, admissions, selectivity. Also looked at were total research expenditure, faculty resources, mean grade-point average, acceptance rate, and program size.
Nursing (Doctor of Nurse Practitioner)	71	203	
Nursing (Online Graduate Programs) - 2018 ranking	58	159	
Physical Therapy - 2018 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 - 2018 ranking	9	154	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 - 2018 ranking	25	125	Based on academic quality of doctoral program.
College of Public Health - 2018 ranking	39	50	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 in 3 Specialties	Ear, Nose & Throat; Gynecology; Urology
Nebraska Medicine	Ranked in 6 "High-Performing" Specialties	Cancer; Gastroenterology & GI Surgery; Geriatrics; Nephrology; Neurology and Neurosurgery; Pulmonary
Nebraska Medicine	Highest Ranking Possible in 8 Procedures/Conditions	Abdominal Aortic Aneurysm Repair; Aortic Valve Surgery; Chronic Obstructive Pulmonary Disease (COPD); Colon Cancer Surgery, Heart Bypass Surgery, Heart Failure; Knee Replacement; Lung Cancer Surgery

EXTERNAL ACCREDITATIONS

CAMPUS UNIT	DEPARTMENT/PROGRAM	ACCREDITING BODY	NEXT ACTION
Institutional	University of Nebraska Medical Center	Higher Learning Commission	2016-2017
Allied Health	Clinical Perfusion	Accreditation Committee-Perfusion Education	2021
Allied Health	Cytotechnology	American Society of Cytopathology: Cytotechnology Programs Review Committee	2022
Allied Health	Medical Laboratory Science	National Accrediting Agency for Clinical Laboratory Sciences	2019
Allied Health	Medical Nutrition Education	American Dietetic Association	2018
Allied Health	Physical Therapy	Commission on Accreditation in Physical Therapy	2024
Allied Health	Physician Assistant Studies	Accreditation Review Committee on Education for Physician Assistant	2027
Allied Health	Radiation Science Technology	Joint Review Committee on Education in	
	Medical Sonography	Diagnostic Medical Sonography	2020
	Nuclear Medicine Technology	Nuclear Medicine Technology	2018
	Radiation Therapy	Radiologic Technology	2023
	Radiography	Radiologic Technology	2023
	Magnetic Resonance Imaging	Radiologic Technology	2019
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	2024
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	2027

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	Neurosurgery	Accredited	2016
Anesthesia	Accredited	2015	Obstetrics/Gynecology	Accredited	2015
Cardiothoracic Anesthesia	Accredited	2015	Ophthalmology	Accredited	2016
Pediatric Anesthesia	Accredited	2016	Orthopedics (CU/NU Program)	Accredited	2015
Critical Care Anesthesia	Accredited	2016	Otolaryngology	Accredited	2015
Pain Management	Accredited	2015	Pathology	Accredited	2015
Emergency Medicine	Accredited	2016	Hematopathology	Accredited	2015
Family Practice - Omaha	Accredited	2015	Molecular Genetic Pathology	Accredited	2015
Family Practice - Rural	Accredited	2015	Pediatrics (CU/NU Program)	Accredited	2015
Internal Medicine	Accredited	2016	Pediatric Cardiology	Accredited	2015
Adult Infectious Disease	Accredited	2016	Pediatric Gastroenterology	Accredited	2015
Cardiovascular Disease	Accredited	2016	Pediatric Infectious Disease	Accredited	2015
Interventional Cardiology	Accredited	2016	Pediatric Hematology/Oncology	Accredited	2017
Clinical Cardiac Electrophysiology	Accredited	2016	Pediatric Pulmonology	Accredited	2015
Gastroenterology	Accredited	2016	Pediatric Transplant Hepatology	Accredited	2017
Heart Failure	Accredited	2016	Physical Medicine & Rehabilitation	Accredited	2017
Hematology/Oncology	Accredited	2016	Diagnostic Radiology	Accredited	2015
Nephrology	Accredited	2016	Interventional Radiology	Accredited	2015
Pulmonary/Critical Care	Accredited	2016	Pediatric Radiology	Accredited	2015
Geriatrics	Accredited	2016	Radiation Oncology	Accredited	2015
Endocrinology & Metabolism	Accredited	2016	Surgery	Accredited	2016
Rheumatology	Accredited	2016	Pediatric Surgery	Accredited	2016
Sleep Medicine	Accredited	2016	Thoracic Surgery	Accredited	2015
Transplant Hepatology	Accredited	2016	Vascular Surgery	Accredited	2014
Medical Genetics	Accredited	2016	Plastic Surgery	Accredited	2016
Medicine/Pediatrics	Accredited	2016	Urology	Accredited	2015
Neurology (CU/NU Program)	Accredited	2016	Oral Surgery **	Accredited	2014

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

**American Dental Association

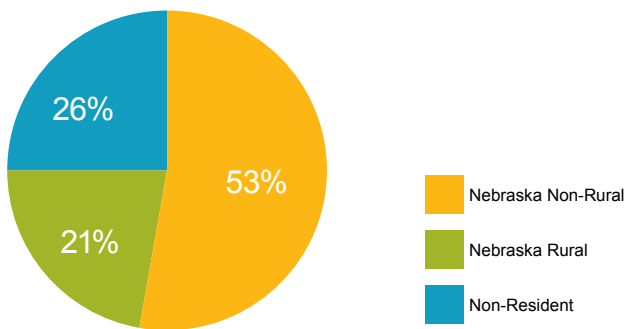
CU/NU Program - Creighton University and UNMC Program

ADMISSIONS STATISTICS

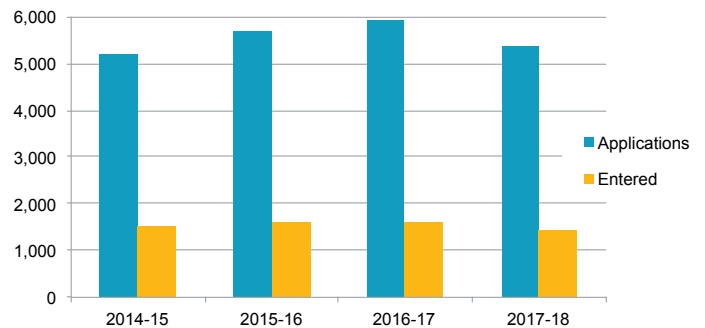
YEAR	TOTAL	NEBRASKA RESIDENTS	NON-RESIDENTS	MALE	FEMALE	MINORITY	UNDER-REPRESENTED MINORITY	RURAL NEBRASKA
	(a, b)					(c)	(d)	(e)
2017-18								
Applications Filed	5,411	1,956	3,454	2,161	3,241	859	376	527
Accepted	1,569	1,156	431	455	1,113	221	138	317
% Accepted	29%	59%	12%	21%	34%	26%	37%	60%
Entered	1,450	1,073	377	417	1,032	204	130	306
2016-17								
Applications Filed	5,866	2,066	3,792	2,359	3,481	1,098	388	588
Accepted	1,588	1,205	428	413	1,176	244	138	353
% Accepted	27%	58%	11%	18%	34%	22%	36%	60%
Entered	1,541	1,158	381	393	1,150	234	134	347
2015-16								
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
2014-15								
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

- a) Information is for 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
2017-18**



**Entering Students
2014-15 through 2017-18**



GPA AND ENTRANCE EXAM SCORES OF MATRICULANTS IN UNMC EDUCATIONAL PROGRAMS 2013-2017

National Data are in Parenthesis ()

PROGRAM	2013	2014	2015	2016	2017
College of Allied Health Professions					
Clinical Perfusion GPA	3.30	3.31	3.40	3.55	3.51
Physician Assistant GPA	3.72	3.80	3.77	3.80	3.76
Physical Therapy GPA	3.79	3.77	3.88	3.74	3.77
Medical Nutrition Education GPA	3.70	3.75	3.85	3.78	3.86
Cytotechnology GPA	3.00	3.05	3.12	3.28	3.01
Medical Laboratory Science GPA*	3.31	3.40	3.32	3.23	3.33
Radiography GPA	3.55	3.54	3.53	3.59	3.52
Magnetic Resonance Imaging GPA	3.39	3.18	3.40	3.65	3.30
Diagnostic Medical Sonography GPA	3.45	3.54	3.59	3.28	3.54
Nuclear Medicine Technology GPA	3.38	3.56	NA	NA	NA
Radiation Therapy GPA	3.53	3.41	3.42	3.57	3.56
College of Dentistry					
Dentistry GPA	3.76	3.74	3.78	3.67	3.73
Dentistry DAT	19 (19)	20 (18)	20 (NA)	20 (NA)	20 (NA)
Dental Hygiene GPA	3.55	3.55	3.50	3.48	3.52
College of Medicine					
Medicine GPA	3.74 (3.69)	3.78 (3.69)	3.77 (3.70)	3.73 (3.70)	3.76 (3.71)
Medicine MCAT verbal	9.9 (10.0)	9.9 (10.0)	9.9 (10.0)	no longer used	
Medicine MCAT phys.	10.2 (10.6)	10.2 (10.6)	10.2 (10.5)	no longer used	
Medicine MCAT biol.	10.5 (10.8)	10.6 (10.9)	10.8 (10.9)	no longer used	
In 2016, 80% of matriculants took the new MCAT exams					
MCAT - CHEM (chem & phys foundations)	-	-	-	127.1 (127.1)	127.6 (127.6)
MCAT - CARS (critical analysis & reasoning)	-	-	-	126.6 (126.7)	126.8 (126.9)
MCAT - BIO (biological & biochem foundations)	-	-	-	127.5 (127.4)	128.0 (127.9)
MCAT - PSYC (psychologic, soc & bio foundations of behavior)	-	-	-	127.0 (127.4)	127.7 (128.0)
College of Nursing					
Undergraduate Nursing GPA	3.62	3.66	3.63	3.62	3.43
Graduate GPA**	3.86	3.40	3.46	3.38	3.43
College of Pharmacy					
Pharmacy GPA	3.55	3.52	3.55	3.64	3.53
Pharmacy PCAT	65.0 (57.8)	66 (NA)	72 (NA)	69 (NA)	67 (NA)
Graduate College					
GPA	3.47	3.50	3.49	3.53	3.50
GRE - Verbal***	153	171	163	153	151
GRE - Quantitative***	157	181	288	156	153
GRE - Analytical Writing	4.5	3.6	3.7	3.6	3.5
College of Public Health					
GPA	3.59	3.56	3.50	3.55	3.54
GRE - Verbal***	500/153	151	149	152	150
GRE - Quantitative***	680/153	152	152	151	149
GRE - Analytical Writing	4.0	4.0	3.7	3.8	3.7

*Medical Laboratory Science was formerly called Clinical Laboratory Science

**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

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)							
2017	3,908	1,391	2,517	306	90	176	140	12	3,030	1	84	69
		35.6%	64.4%	7.8%	2.3%	4.5%	3.6%	0.31%	77.5%	0.03%	2.1%	1.8%
2016	3,862	1,365	2,497	297	88	185	152	7	3,000	1	77	55
		35.3%	64.7%	7.7%	2.3%	4.8%	3.9%	0.18%	77.7%	0.03%	2.0%	1.4%
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%	0.24%	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%	0.27%	78.8%	0.03%	1.2%	1.8%

a) Alien = foreign, non-immigrant

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

Enrollment by Age Category

AGE	2015	%	2016	%	2017	%
18-19	7	0.2	9	0.2	10	0.3
20-21	328	8.7	367	9.5	376	9.6
22-24	1,115	29.4	1,114	28.8	1,192	30.5
25-29	1,324	34.9	1,305	33.8	1,269	32.5
30-34	557	14.7	571	14.8	596	15.3
35-39	206	5.4	228	5.9	224	5.7
40-49	164	4.3	187	4.8	189	4.8
50-64	87	2.3	79	2.0	50	1.3
65+/Unk	2	0.1	2	0.1	2	0.1
Total	3,790		3,862		3,908	

Enrollment by College

COLLEGE	2015	2016	2017
College of Dentistry	255	263	267
College of Medicine	505	517	516
House Officers	519	535	558
College of Allied Health Professions	536	545	580
College of Nursing	1,036	1,078	1,072
College of Pharmacy	250	240	239
College of Public Health	180	201	181
Graduate Studies	479	443	475
Visiting - Undergrad Non Degree	30	40	20
Total Enrollment	3,790	3,862	3,908

DEGREES AWARDED 2013-2017

YEAR	B.S.	POST B.S. CERTIFICATE	M.S.	POST M.S. CERTIFICATE	PROFESSIONAL	PH.D.	TOTAL
(a)	(b)		(c)		(d)		
2017	639 (190)	50	405 (144)	31	291	70	1,486
2016	590 (170)	41	408 (160)	27	282	86	1,434
2015	621 (187)	30	605 (348)	29	287	81	1,653
2014	720 (254)	29	390 (90)	37	267	52	1,495
2013	646 (194)	12	423 (117)	21	294	42	1,438

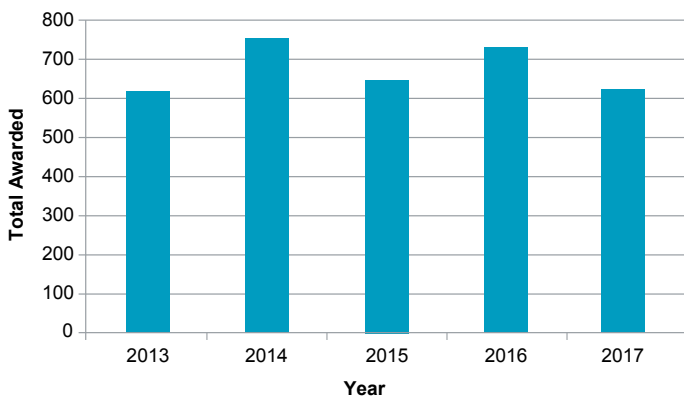
a) Year includes the May graduates plus graduates from the previous August and December.

b) B.S. Degrees include degrees awarded to military PA students, listed in ().

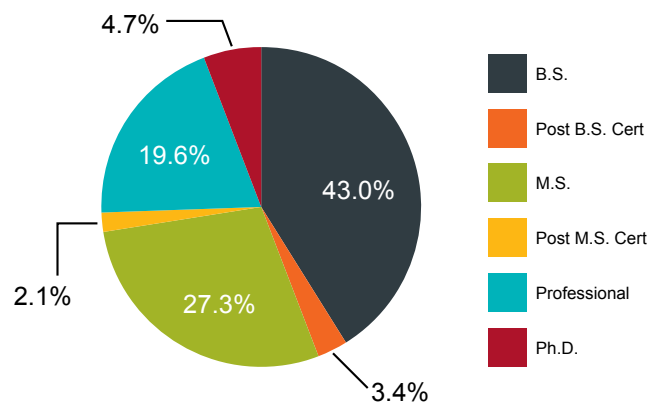
c) M.S. Degrees awarded to Distance Learning PA students, listed in ().

d) The Doctor of Nursing Practice (D.N.P.) was added in 2013.

B.S. Degrees Awarded 2013-2017



Degrees Awarded 2017



PERFORMANCE OF STUDENTS ON LICENSURE, CERTIFICATION OR BOARD EXAMS

	2015				2016				2017			
	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 Perfusion	0	9.1	152	150	0	10.4	NA	NA	7.1	6.1	NA	NA
Cytotechnology	0	9.4	649	515	0	10.3	640	525	0	14.3	659	514
Diagnostic Medical Sonography	NA	NA	NA	NA	0	NA	NA	NA	0	NA	NA	NA
Sonographic Princ & Instrumentation	0	29	NA	NA	0	NA	NA	NA	0	NA	NA	NA
Abdominal Sonography	0	37	NA	NA	0	NA	NA	NA	0	NA	NA	NA
OB/GYN Sonography	0	26	NA	NA	0	NA	NA	NA	0	NA	NA	NA
Medical Laboratory Science*	3.6	28.2	566	469	0.0	18.0	550	494	4.2	19.2	551	520
Medical Nutrition	0	NA	31.2	27.4	0	NA	33.5	29.0	0	0	30.2	25.7
Nuclear Medicine	0	13.2	79.8	77.9	NA	NA	NA	NA	NA	NA	NA	NA
Physical Therapy	6.7	8.4	697	678	4.3	6.5	702	681	0	6.8	718	681
Physician Assistant	0	4.0	NA	NA	0	4.0	NA	NA	NA	NA	NA	NA
Radiation Therapy	0	13.1	85	83	0	11.6	87	83	0	12.0	87	82
Radiography	0	11.6	88	84	0	12.8	87	83	0	10.7	88	84
College of Dentistry**												
DDS Part 1	2.0	3.4	88.9	NA	2.1	5.2	86.0	NA	9.8	NA	NA	NA
DDS Part 2	2.1	7.5	65.5	NA	8.7	8.7	71.9	NA	NA	NA	NA	NA
Dental Hygiene	0	3.3	96.0	NA	0	5.0	87.9	NA	0	NA	NA	NA
College of Medicine***												
MD Step 1	4.0	4.0	227	229	6.0	4.0	229	229	8.0	4.0	225	230
MD Step 2	5	5	243	240	1.0	4.0	246	242	2.0	4.0	244	242
College of Nursing												
BSN	11.0	14.5	NA	NA	7.4	14.7	NA	NA	NA	NA	NA	NA
College of Pharmacy												
	1.9	NA	104	102	4.9	12.2	99	96	5.0	9.8	99	97

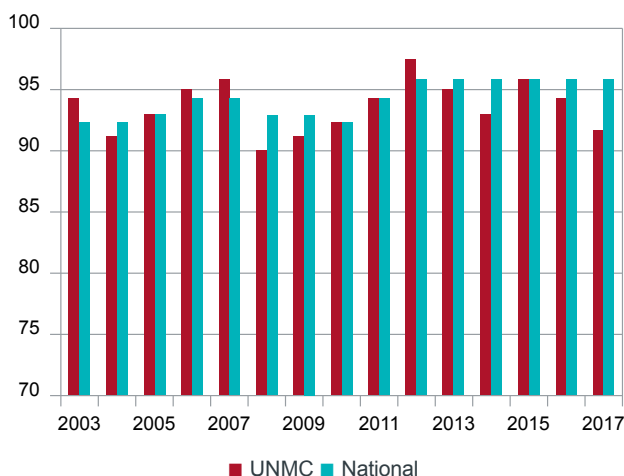
The scores are based upon information received by 04/05/2018.

*Medical Laboratory Science was formerly called Clinical Laboratory Science.

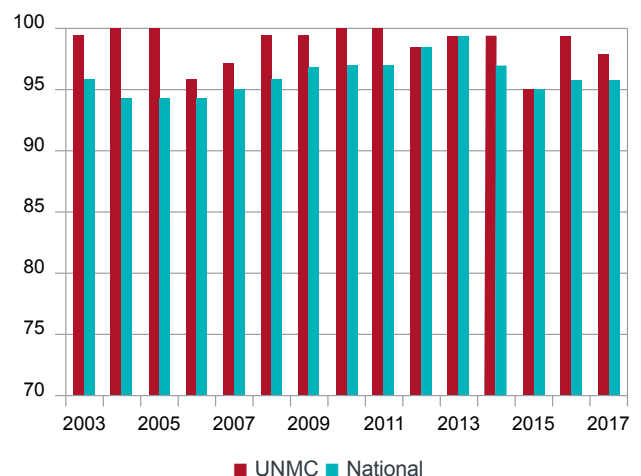
**The Dental Licensing Association changed the way they report their scores (starting in 2012) and no longer supply mean scores. Instead of mean scores, Dental and Dental Hygiene mean scores are expressed as percentile rankings.

*** MD Step 2 pass criteria changed in 2015.

Pass Rates on MD Step 1



Pass Rates on MD Step 2



Provided by UNMC Office of Institutional Research

FIRST YEAR RESIDENCIES - CLASS OF 2017

LOCATION OF FIRST YEAR RESIDENCY POSITIONS	
Alabama	1
Arizona	1
California	2
Colorado	1
District of Columbia	4
Georgia	2
Illinois	5
Indiana	2
Iowa	10
Kansas	2
Kentucky	1
Louisiana	1
Maine	1
Massachusetts	3
Michigan	2
Minnesota	5
Missouri	8
Nebraska	34 27.9% staying in Nebraska
Nevada	1
New York	1
Ohio	2
Oklahoma	2
Oregon	2
Pennsylvania	4
Rhode Island	1
South Dakota	4
Tennessee	3
Texas	5
Utah	2
Vermont	1
Washington	1
Wisconsin	6
Total	122

FIRST YEAR SPECIALTIES	
ANES	4
EMED	6
*FMED	15
*FMED/PRCA	6
*IMED	20
*IMED PRE	5
*IMED/PRCA	3
*MED PEDS	2
NSUR	2
*OBGY	5
ORTH	3
OTOL	2
PATH	1
*PEDS	16
PEDS/PSYC/CHILD PSYC	1
PSYC	14
SURG	9
SURG PRE	3
TRANS	5
Total	122

*Primary Care 72
% of class 59%

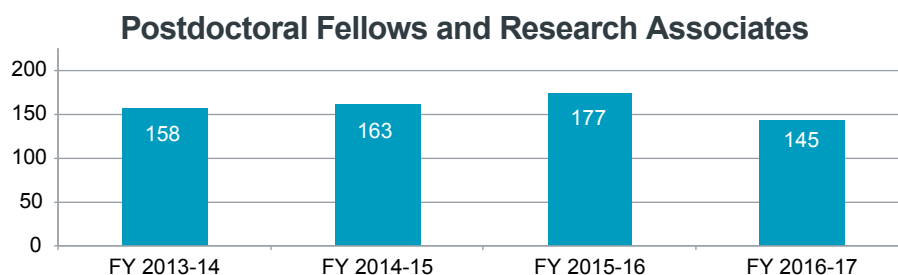
UNMC RESIDENCY PROGRAMS BOARD PASS RATES

Program	January 2012 Average % Pass*	January 2013 Average % Pass*	January 2014 Average % Pass*	January 2015 Average % Pass*	January 2016 Average % Pass*	January 2017 Average % Pass*
Anesthesiology	88%	92%	100%	100%	91%	85%
Emergency Medicine						
Written	86%	100%	100%	100%	88%	100%
Oral	100%	100%	89%	100%	75%	NA
Family Practice - Omaha	95%	94%	100%	100%	100%	100%
Family Practice - Rural	95%	100%	100%	100%	100%	100%
Family Practice - Lincoln	91%	100%	100%	88%	97%	98%
Internal Medicine	100%	100%	88%	98%	93%	100%
Medicine/Pediatrics						
Medicine	100%	100%	100%	93%	50%	100%
Pediatrics	50%	100%	100%	88%	100%	100%
Neurology	100%	100%	100%	100%	100%	100%
Neurosurgery						
Written	100%	100%	67%	50%	100%	100%
Oral	100%	100%	100%	100%	100%	100%
OB/GYN						
Written	100%	100%	100%	100%	100%	91%
Oral	100%	100%	NA	100%	100%	100%
Ophthalmology	100%	100%	100%	100%	50%	100%
Oral Surgery	93%	93%	100%	100%	100%	50%
Orthopaedics						
Part I	100%	100%	100%	90%	100%	100%
Part II	100%	100%	100%	94%	100%	100%
Otolaryngology	100%	100%	100%	100%	100%	100%
Pathology	100%	100%	100%	98%	100%	100%
Pediatrics	87%	80%	85%	77%	82%	92%
Plastic Surgery	100%	100%	100%	100%	100%	100%
Radiology	98%	100%	100%	95%	100%	100%
Surgery	88%	100%	100%	100%	88%	100%
Urology	100%	95%	100%	100%	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 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	# POSTDOCS WHO LEFT IN FY 2014-15	# POSTDOCS WHO LEFT IN FY 2015-16	# POSTDOCS WHO LEFT IN FY 2016-17
Postdocs by Department							
Anesthesiology			1	2			1
Biochemistry and Molecular Biology	6	13	18	22	1	4	3
Cellular & Integrative Physiology	9	5	7	10	6	1	
COD-Oral Biology/Surgical Specialties	3	3	2	1	1	1	2
COPH-HPRO	1	2	2	2	1	1	
Eppley	12	11	11	12	7	4	6
Emergency Medicine	1	1				1	
Genetics, Cell Biology & Anatomy	2	1	3	3	1		2
Internal Medicine	6	6	5	4	3	3	2
Munroe-Meyer Institute	16	11	16	15	13	6	12
Neurological Sciences			3	4			1
Nursing		2	3	3			1
Ophthalmology	4	8	2	3	2	5	1
Pathology/Microbiology	6	10	12	12	1	5	4
Pharmaceutical Sciences/Pharmacy Practice	23	17	16	23	14	3	4
Pharmacology & Experimental Neuroscience	4	11	11	13	3	8	4
Physical Therapy			2	2			
Surgery	2	4	7	12	2	3	1
UNeMed	3	2			2	2	
Total Postdocs	98	107	121	143	57	47	44
Senior Research Associates	23	17	17				
Research Associates	37	39	39	2			
Total Postdocs/Research Associates	158	163	177	145			
# of Citizens	46	47	50	33			
# of Immigrants	23	17	18	8			
# of Non-resident Aliens	89	99	109	104			
	158	163	177	145			
Placement							
Academic					12	7	7
UNMC Faculty					9	8	11
Government					2		1
Industry					2	2	
Accepted Another Postdoctoral Position					4	7	9
Other					13		10
Other UNMC Positions					3	4	4
No Information					3	12	1
Became a Senior Research Associate or Research Associate at UNMC					9	7	1
					57	47	44



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 licensed behavioral health professionals in rural and underserved areas.

Engage & Recruit Students to Behavioral Health

- Hosted first Behavioral Health Professions Conference for more than 100 Native American high school and college students, funded by Science Education Partnership Award (SEPA)
- Produced *Pathways to a Career in Behavioral Health* brochure featuring eight licensed Behavioral Health (BH) careers and academic pathways and distributed it to 10,000 students and advisors statewide
- Launched Ambassador Career Engagement Awards, funding seven community programs introducing local youth to BH professions and representing all BH regions of Nebraska

Prepare & Train Future Workforce

- Received 2016 grant funding from the Health Resources and Services Administration (HRSA) and the Nebraska legislature to train 21 clinical counselors in rural and underserved areas
- In 2017, the number of UNMC graduates matching in psychiatry (13%) was more than double the national average, and BHECN supported eight psychiatry resident rotations in rural and underserved locations
- Continued Nebraska BH Training Program Collaborative with the 15 academic institutions training BH providers in Nebraska with the goal of retaining 50% of these graduates by 2020

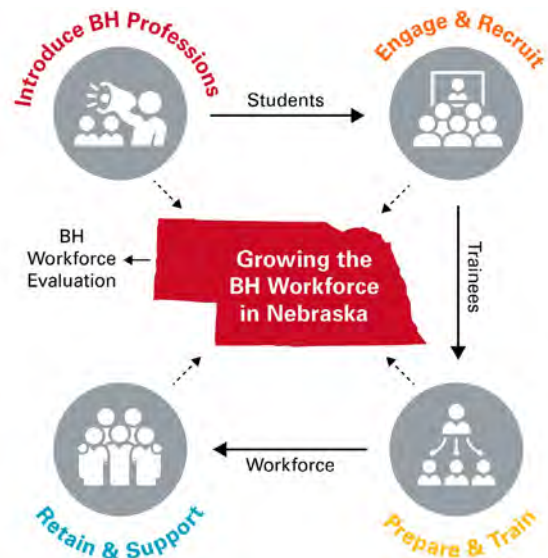
Retain & Support Current Workforce

- Launched a Psychiatric Nursing Workforce Summit to develop a three-year plan to address clinical, education and advocacy needs to grow the field – more than 25 stakeholder organizations represented
- Collaborated with Substance Abuse and Mental Health Services Administration to present workforce solutions in a national webinar attended by all 50 states
- Continued a free BH career website with more than 1,000 jobs posted and over 125,400 website views
- Trained 1,746 individuals statewide through live training, webinars, workshops and conferences, with 58% representing rural areas

Future Directions

- Activate 2017 funding from two Health Resources and Services Administration - Behavioral Health Workforce Education and Training (HRSA-BHWET) grants to grow BH providers in rural and underserved areas:
 - Train 70 community health workers (CHWs) and provisionally licensed addiction counselors (PLADCs) each year for four years

Behavioral Health (BH) Workforce Pipeline Model



Training Sites Funded by State and Federal Funds



- Funding Sources:**
- Psychiatric Rural Rotations
 - LB 901
 - MMI AmeriCorps Grant
 - HRSA-BHWET Grant
 - AmeriCorps UNK-CSP Grant
 - NADAAC Minority Fellowship
 - Corrections (LB242)
 - Interprofessional Training Sites

- With Munroe-Meyer Institute, train 28 psychologists, 20 counselors and 16 psychiatric nurses over four years
- Initiate BH training program with Nebraska Department of Correctional Services and DHHS for graduate level trainees in psychiatric nursing, addiction counseling, physician assistants (PAs), social work, psychiatry and psychology
- Launch specialized training to address opioid epidemic and support addiction and pain workforce through statewide Project ECHO virtual network and Medication Assisted Treatment (MAT) for Substance Use Disorders Training

CONTINUING EDUCATION

The UNMC Center for Continuing Education (UNMC-CCE) is one of this 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. Clinical Medicine and Enduring Materials** – In our last reporting year to the ACCME, the center certified over 1,100 live and 900 enduring activities. The center, in collaboration with UNMC College of Medicine departments and Nebraska Medicine clinical programs, continued to support educational activities such as for Congestive Heart Failure, Echocardiography, Updates in Rheumatology, Diabetes Update, Midwest Thoracic and GI Oncology Conference, Parkinson's Disease, the Lymphoma Study Group, Gifford/Truhlsen Advances in Ophthalmology and Visual Sciences and a variety other clinical topic activities highlighting our faculty expertise.

The center also partners with external educational partners in areas that showcase the clinical expertise of the College of Medicine faculty in areas such as infectious diseases, oncology and many other clinical specialties. UNMC College of Medicine faculty are included as course directors, faculty, moderators and peer reviewers for many of these activities.

National efforts include certifying multiple content areas on BoardVitals and offering credit for Maintenance of Certification - Part II for many physicians. The partnership with BoardVitals has enabled UNMC trainees and faculty free access to BoardVitals with over 300 UNMC individuals establishing accounts to date. Another national activity is the continuing medical certification of online e-echocardiography educational activities, which served over 225 cardiologists and anesthesiologists representing 38 states, Puerto Rico and Canada in the past academic year.

The center continues to support efforts by Nebraska Medicine in the areas of patient safety, sepsis and quality improvement education, as well as NETEC Collaborative Ebola activities.

- 2. Emergency Medical Services/Trauma Education** – The center operates one of Nebraska's largest training programs related to basic and advanced emergency care. Our courses are offered on campus as well as in over 100 locations throughout Nebraska and the region. In the last fiscal year, the center issued approximately 5,300 certifications related to basic and adult/pediatric advanced life support and 5,600 Heart Saver cards. Last year, 578 healthcare providers took advantage of one-on-one skills testing and there are ongoing efforts to expand the opportunity for others. The center recently started working with NAEMT



(National Association of Emergency Medical Technicians) as the leader in the state for educational courses in the areas of Trauma, Medicine, Leadership, Safety, Pediatrics and Geriatrics to be offered to EMS practitioners and other out-of-hospital healthcare providers and continues to support ATLS courses offered by Nebraska Medicine. Within UNMC, the center also provides BLS and ACLS training for medical students, residents and faculty as well as physician assistant students. For Nebraska Medicine, the center provides training to all clinical staff as well.

- 3. Outreach** – The center's outreach education program supports College of Medicine (COM) efforts to share their expertise with Nebraska's rural healthcare providers via in-person sessions, video using the Telehealth Network, desktop streaming and archived video. In FY 2016-17, 25 different topics were covered spanning a variety of clinical areas including stroke, sepsis, Hepatitis C, opioid

use, Parkinson's disease, inflammatory bowel disease, Alzheimer's disease and more. The center also continued collaboration with Nebraska Medicine Trauma Services to certify local trauma review activities. Over 1,500 healthcare providers took advantage of one or more of these educational activities.

4. **Regularly Scheduled Series** – The number of CME-certified regularly scheduled series (e.g., grand rounds, case conferences, journal clubs) has increased over the past two years from 64 to 75 total series per year. Much of this increase can be attributed to streamlined procedures within CME accreditation processes as well as a call-in attendance reporting system, which eases the burden of tracking and reporting credit. On average, approximately 1,500 unique healthcare providers on the UNMC/Nebraska Medicine campuses take advantage of these offerings.
5. **Faculty Development** – The center collaborates with the UNMC-wide Faculty Development Programs described on page 35.

Emerging & Collaborative Efforts

The Center for Continuing Education is working closely with leadership in the COM and Nebraska Medicine to better align its educational offerings. One such effort is planned for June 2018, with the Nebraska Antimicrobial Stewardship Summit sponsored by the Nebraska Department of Health and Human Services and the Nebraska Antimicrobial Stewardship Assessment and Promotion Program. The center also continues to participate in and support activities developed as part of the UNMC Wellbeing Coordinating Council and the Nebraska Coalition to Prevent Opioid Abuse.

INTERPROFESSIONAL EDUCATION



500 UNMC first-year students take part in a large-group experience during the orientation week IPE event

UNMC's Interprofessional Education (IPE) program fosters the development of collaborative practice skills for students in all health professions training programs. Several large, campus-wide events each year provide an introduction to IPE theory and give first- and second-year students the opportunity to work together to address clinical challenges in a small group setting. A wide variety of smaller scale, practice-based experiences are integrated into the clinical training of learners both on campus and in community settings in Omaha, Lincoln, Kearney and Scottsbluff.

Devin Nickol, M.D., College of Medicine, serves as founding co-editor-in-chief for the UNMC-affiliated Journal of Interprofessional Education & Practice (<https://www.jieponline.com>). JIEP seeks to advance scholarly output in the field of interprofessional education and practice, and publishes articles authored by educators from UNMC, across the country and around the world.

The American Interprofessional Health Collaborative (AIHC) (<https://www.aihc-us.org>) is co-sponsor of the premier North American IPE conference, Collaborating Across Borders (CAB). In October, 2017, four UNMC IPE faculty gave two oral presentations at the sixth international CAB meeting in Banff, Alberta (<http://www.cabvibanff.org>). Teri Hartman, MLS, Library of Medicine, and Corrine Hanson, Ph.D., College of Allied Health Professions, presented "Interprofessional Trailblazers: Outcomes of a Library, Sonography and Nutrition Pilot Program to Initiate Interprofessional Education." Gary Yee, Pharm.D., College of Pharmacy, and Devin Nickol, M.D., presented "Development and Implementation of Institution-Wide Entrustable Professional Activities (EPAs) for Interprofessional Education (IPE)". Dr. Nickol serves on the AIHC board of directors.

Also in 2017, Claudia Chaperon, Ph.D., College of Nursing, received a \$100,000 two-year grant from the National Center for



Kearney physician assistant, sonography and radiography students participating in an interprofessional ultrasound training course

Interprofessional Practice and Education to develop an innovative model focusing on care of older patients being transitioned from a hospital or home setting to a skilled nursing facility. The grant includes participating faculty from the Colleges of Nursing, Pharmacy and Medicine.

In January 2018, Cynthia Ellis, M.D., Munroe-Meyer Institute, was awarded the Impact in Education Interprofessional Scholar Award, recognizing an individual who has made significant contributions to interprofessional education locally, regionally, or nationally.

INTERPROFESSIONAL ACADEMY OF EDUCATORS

The Interprofessional Academy of Educators (IAE) is composed of more than 90 faculty and staff members representing all UNMC campuses, colleges and multiple units. The academy is a vibrant community of health science educators dedicated to serving UNMC's educational mission, collaborating to incubate innovative and learner-centered teaching through faculty development programs, educational scholarship and curricular development. The IAE's interprofessional nature is meant to connect educators with similar interests regardless of their administrative or physical location.

The Year at a Glance

FOSTERING EDUCATIONAL BEST PRACTICES

The 2017 Premier Education Banquet, cosponsored by the IAE, the Office of Faculty Development and Nebraska Medicine's Office of Health Professions Education, was attended by more than 200 UNMC and Nebraska Medicine educators. The event's theme was "Promoting Critical Thinking in Learners" and helped attendees identify how they currently could improve developing, utilizing and evaluating critical thinking in their students.

In early 2017, volunteer IAE members participated in a series of live faculty development sessions with College of Nursing faculty in Norfolk. Topics discussed included educational design, teaching strategies and classroom assessment techniques. Between sessions, participants chose a small amount of their own material to revitalize and share with the group for feedback from both their local and IAE peers.

FOSTERING EDUCATIONAL SCHOLARSHIP

In October, the IAE hosted John Creswell, professor of educational psychology at the University of Michigan and world-renowned expert in mixed methods research. During his visit, Dr. Creswell co-led a hands on workshop for academy members centering on qualitative research, in which attendees were able to advance educational research projects. Dr. Creswell also delivered a keynote seminar for the IAE on "Turning your Teaching into Scholarship."

The academy provides the opportunity for members or interest groups to apply for IAE seed grants to begin educational research projects. Two member-driven projects were funded in 2017. The first project was led by five IAE members and involved developing an interprofessional course teaching first year internal medicine residents how to use point of care ultrasound to aid in diagnosis and making therapeutic decisions. The other project developed by both IAE members and other faculty was a mixed methods study to assess critical thinking with the aim of improving instructor feedback.

The IAE has developed a research work station for member use meant to provide a one-stop resource for data collection, analysis and scholarly work.

FURTHERING OUR EDUCATIONAL VISIBILITY

Over 20 academy members obtained over \$27 million in funding for health science education projects. Many are multi-year and also include non-academy members.

In the last year, IAE members were authors on more than 30 articles that dealt with health science education, including publications.



Members of Education Technology Collaboration pose for a picture with Mr. Premier Ed. The horse was moved around campus as a marketing tool and people or groups took pictures, which they posted to Twitter and Facebook.



Premier Education Banquet attendees discuss critical thinking.

LEARN MORE:

For more information on the IAE, including members, programs and ways to get involved, visit <https://www.unmc.edu/academy>.

INTERACTIVE E-LEARNING PROGRAM

Making a difference at UNMC and beyond

The E-Learning Program's primary goal is to increase student engagement and promote active learning and flipped classroom models that better fit the learning style of millennial students. Since the program's inception in 2013, over 300 individuals have participated in the program, with student developers bringing creativity, digital aptitude, and a unique understanding of learners' needs, which have proven pivotal to the expansion of the program's impact.

ENHANCING CURRICULAR SUPPORT

The E-Learning Program has expanded to now provide each college dedicated time and access to an instructional technologist or designer. With this model, E-Learning has been able to support several campus initiatives, including the Canvas Conversion, Digital Initiative, and the new College of Medicine curriculum.

The E-Gallery was launched in January 2017 as an online resource housing UNMC e-modules, making them accessible to all UNMC faculty, staff, and students, irrespective of their location in Nebraska or the world.

- ✓ Access e-modules anytime, anywhere
- ✓ 150 modules featured
- ✓ 26,618 page views since launched

ESTABLISHING A NATIONAL PRESENCE

E-Learning partnered with the University of Nebraska Online (NU Online, formerly known as NU Online Worldwide) initiative to host the first health science focused OLC Collaborate event in June 2017.

The E-Learning Program created video-based modules for the Nebraska Health Information Exchange. The program is also contracted to develop the interactive e-learning content for the National Center for Health Security and Biopreparedness in iEXCELSM.

Moving forward, E-Learning is working with the UNMC High School Alliance to develop interactive online health science curriculum for use in Nebraska's K-12 Schools.

Collaborative relationships with Mayo Clinic and George Washington University are also in the works.

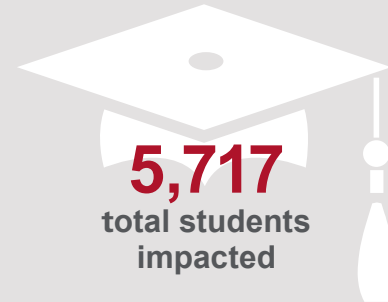
DRIVING EDUCATIONAL SCHOLARSHIP

E-Learning is partnering with the Interprofessional Academy of Educators and Biostatistics, to support the 2018 funded cohort of faculty e-learning developers to create an educational scholarship plan for their modules.

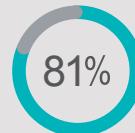
This systematic team approach will guide faculty through the educational research process on their modules, allowing them to study the modules' efficacy once they are implemented.

The 2018 funded cohort has faculty and student representation from all colleges and multiple campuses, ensuring the advancement of scholarship for all areas of UNMC.

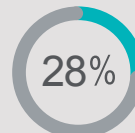
ONGOING IMPACT on faculty and students



of faculty participants strongly agree or agree **learner assessments were positively impacted**

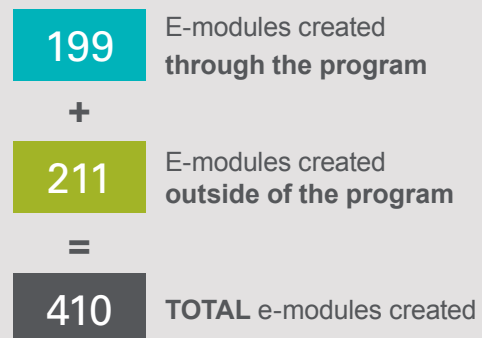


of faculty participants report a **positive impact in learner satisfaction**



of faculty participants have **earned awards, funding, or other recognition** as a result of the modules.

INNOVATION CONTINUES beyond the funded programs



unmc.edu/elearning

DISTANCE LEARNING

The UNMC Colleges of Allied Health Professions, Nursing and Public Health provide a combined total of 15 online health sciences degree or certificate programs. In addition, Munroe Meyer Institute has partnered with UNO to offer a program in Applied Behavior Analysis and Transferable Skills in Biomedical and Health Science. These programs allow distance students the opportunity to complete advanced degrees from their home location while remaining employed in their discipline of study and provide professional advancement and growth and expand the quality of healthcare services available in their home communities. Other single-course offerings allow students to meet prerequisite requirements for courses their home campus may not offer or offer at a time inconvenient for the student. UNMC online courses and programs have shown modest increases, which is reflective of the growth seen at other University of Nebraska campuses and national trends. New programs added in AY 2016-17 include the Masters of Health Professions Teaching and Technology and the Masters of Health Administration in the College of Public Health.

Since 2010, UNMC distance learning efforts have collaborated with the other NU campuses through the University of Nebraska Online (NU Online) (formerly known as NU Online Worldwide) 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. Beginning in 2017, NeSIS provides seamless intercampus registration so that students can easily take courses from another NU campus to complement or enhance their learning experience.

UNMC hosted the regional Online Learning Consortium (OLC) 2017 Collaborate meeting on June 6, 2017.

UNMC continues to benefit from year two of President Bounds' bridge funding award of \$976,064 to UNMC for the purpose of building instructional capacity and expanding course offerings for UNMC's distance programs. NU Online continues to aid the colleges in meeting state authorization requirements for distance education so that our distance programs can continue to offer course work and degrees to students in all states.

Each spring NU Online hosts an Education Symposium for all University of Nebraska System faculty. Many UNMC faculty attend and make presentations highlighting the many innovative methods UNMC employs in the delivery of distance education.

UNMC representatives also participated in the NU System Digital Education Budget Response Team. This team identified goals and strategies to enhance enrollment growth and new online program development. Ten strategies were approved by the BRT Steering Committee, Presidents Bounds and the chancellors. These include: increasing the number of online course sections, increasing the number of fully online programs and certificates, improving efficiencies in distance education recruiting and promotion, improving digital course design and support systems, and enhancing collaboration between campuses.

UNMC continues to support the educational opportunities for military personnel, their spouses and dependents. UNMC educates a significant number of active service military in its 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



	AY 2012-13			AY 2013-14			AY 2014-15			AY 2015-16			AY 2016-17		
	courses offered	credit hours	students	courses offered	credit hours	students	courses offered	credit hours	students	courses offered	credit hours	students	courses offered	credit hours	students
College of Nursing	6	941	80	12	676	60	6	830	78	6	1,112	103	6	976	101
College of Public Health	6	390	107	41	939	182	49	1,158	211	62	1,678	305	54	1,821	326
College of Allied Health Professions	63	2,633	239	77	2,680	280	95	2,470	221	105	2,303	240	91	1,872	221
Total	75	3,964	426	130	4,295	522	150	4,458	510	173	5,093	648	151	4,669	648

GRADUATE STUDIES

Paving the Path for Excellence in Health Science Research Training

The mission of Graduate Studies is to provide, promote, and enhance the highest quality graduate education in health sciences at UNMC.

Over the past year, graduate students, faculty, and staff have consistently raised the bar, excelling in creative research and dedicated scholarship, with a great number honored through accolades, fellowships, and publications.

CONTINUED PROGRAM GROWTH AND INNOVATION

- A new partnership program began between UNO and UNMC, called the Bioinformatics Research Education Pipeline (BREP). The coalition is designed to train prospective scientists for the U.S. Army Medical Research Institute of Infectious Diseases (USAMRIID) center in Maryland.
- The 2016 inaugural class of the Interdisciplinary Graduate Program in Biomedical Sciences (IGPBS) contained 19 students. In 2017, the number of students in the program rose to 57, showing students value flexibility as they explore their career options.
- The Medical Sciences Interdepartmental Area (MSIA) condensed 21 separate sub-plans into six, effective spring 2018. This change is intended to increase student engagement and interdisciplinary collaboration.

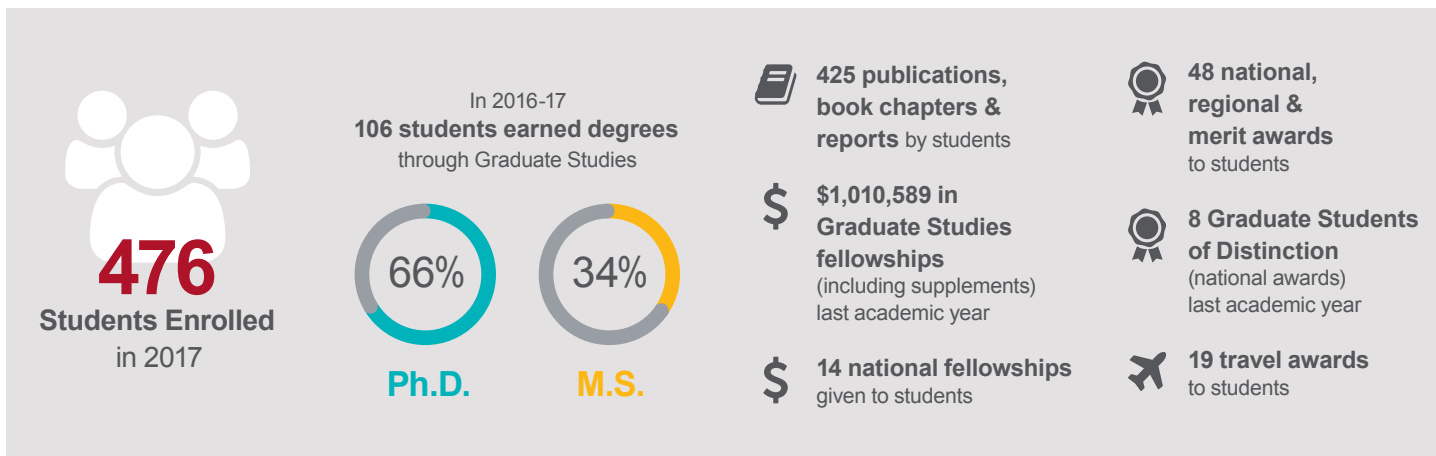
STUDENT SUCCESS AND ONGOING DEVELOPMENT

- Five Purdue Pharma Scholars were named in 2017, receiving funding for one-year graduate assistantships, as well as the opportunity for an additional scholarship for successfully competing for a national fellowship award.

- Seven professional development lunch and learn seminars were held, with a key focus on career development, communication, critical thinking, and organizational skills. Attendance has increased nearly 2.5 times since the 2015-16 academic year.
- By the end of 2017, 34 students had completed Dissertation Boot Camp, a four-day intensive workshop designed to help Ph.D. candidates overcome writing obstacles when completing a dissertation. Because each workshop is limited to 12 students, acceptance is competitive, with the last two events having a waitlist.

PLANS FOR THE FUTURE

- To fill the void left by the retirement of James B. Turpen, Ph.D., Kendra K. Schmid, Ph.D., accepted a role as the campus-wide Director of Assessment and Assistant Dean for Graduate Studies, while Pamela K. Carmines, Ph.D., assumed a new leadership role as the Executive Associate Dean for Graduate Studies.
- Graduate Studies is poised to evaluate and update its assessment strategies. By July 2020, every graduate program will have fully implemented a comprehensive assessment plan that meets certain universal core competencies and co-curricular competencies.
- Graduate Studies will participate in a national program to survey Ph.D. students and alumni regarding their career paths after graduation. Graduate Studies intends to utilize the data gathered from the survey to determine the viable careers its students enter and analyze if UNMC needs to update curriculum to better fit the qualifications for those careers.



unmc.edu/gradstudies

RURAL HEALTH DELIVERY AND EDUCATION

College of Dentistry

The University of Nebraska College of Dentistry has a successful track record in addressing the oral health needs of all Nebraskans. Not only does the college serve as part of the dental “safety net” for the state, it also provides the majority of dental professionals for Nebraska.

This is evidenced by the number of College of Dentistry graduates who practice in Nebraska:

- 67% of all dentists in Nebraska are UNMC graduates
- 83% of dentists practicing in rural Nebraska are UNMC graduates

Currently, nearly 60% of the student body come from rural backgrounds. While in school, dental students, dental hygiene students and postgraduate residents participate in various extramural rotations and are offered numerous rural service opportunities, such as the annual summer Panhandle Children’s Dental Day in western Nebraska. These opportunities are designed to specifically meet the needs of the underserved in those areas, as well as expose students to the joy of giving back to their communities.

In an October 2015 article in *The Journal of the American Dental Association*, UNMC was ranked first among all U.S. dental schools in graduates that return to rural communities to



practice. Thirty-three percent of the UNMC College of Dentistry’s graduates end up practicing in rural areas.

In February 2017, the College of Dentistry was awarded a \$4 million, 10-year contract from the State of Nebraska’s Oral Health Training and Services Fund. This grant has allowed the college to expand its rural efforts to an exciting new level, which greatly benefits the citizens of Nebraska by both service and education activities. The contract has provided new resources to develop a skilled and diverse workforce of oral health professionals to

TOTAL HEALTHCARE PROVIDERS - NEBRASKA UNMC GRADUATES - DECEMBER 31, 2017

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)	4,011	2,155	54%	2,217	1,167	53%	631	393	62%	1,163	595	51%
Osteopathic Physician & Surgeon (DO)	208	41	20%	102	31	30%	34	3	9%	72	7	10%
Dentist	1,077	723	67%	460	208	45%	211	180	85%	406	335	83%
Pharmacist	2,080	1,157	56%	1,007	490	49%	297	181	61%	776	486	63%
Physician Assistant	954	616	65%	374	269	72%	191	97	51%	389	250	64%
Advanced Practice Registered Nurse												
Nurse Practitioner	1,266	670	53%	645	298	46%	227	147	65%	394	225	57%
Clinical Nurse Specialist	47	33	70%	25	18	72%	12	8	67%	10	7	70%
Physical Therapist	1,406	666	47%	608	276	45%	261	113	43%	537	277	52%
Total	11,049	6,061	55%	5,438	2,757	51%	1,864	1,122	60%	3,747	2,182	58%
UNMC does not have program												
Certified Registered Nurse Anesthetist	346			159			48			139		
Certified Nurse Midwife	20			12			3			5		
Occupational Therapist	832			365			135			332		

- 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



serve the residents of Nebraska. The funding is focused on three key areas - scholarships for graduates pursuing rural practices, increased patient services and access and telehealth initiatives.

Beginning in May 2018, the college will award a limited number of shortage area scholarships to UNMC graduates who commit to

five years of practice in a designated dental workforce shortage area in Nebraska. The scholarship will pay 50% of the graduates' dental school tuition expenses over the five-year period.

The funds will also allow the college to increase the number of patients treated by faculty and students of the UNMC College of Dentistry at both rural and urban locations by 50% through:

- Expanded services at our clinics in Lincoln, the Durham Outpatient Center and Children's Hospital & Medical Center
- New and expanded partnerships with Charles Drew Health Center, OneWorld Community Health Center, Good Neighbor Community Health Center, Bluestem Health (formerly known as People's Health Center), Community Action Partnership of Western Nebraska and Omaha Public Schools

Finally, the students of the College of Dentistry will receive telehealth training, educational programming and use of new technologies offered through the Interprofessional Experiential Center for Enduring Learning at the Global Center for Advanced Interprofessional Learning (iEXCELSM) at UNMC. Students, faculty and community oral health providers throughout the state will have the latest technologies and training to practice at the highest levels.

College of Medicine Department of Family Medicine Rural Activities and Initiatives

ADVANCED RURAL TRAINING PROGRAM (ARTP)

There are currently 16 active participants in the Advanced Rural Training Program. Since the program's inception in 1993, there have been 78 graduates, 76% of which have entered practice in rural Nebraska communities and stayed for at least three years. All three graduates from the class of 2017 have entered rural practice in the communities of Kearney, David City and Callaway. The graduates from the class of 2017 will begin practice in the communities of Aurora, Stromsburg and Chadron.

RURAL TRAINING TRACKS (RTT)

The five rural training sites (Grand Island, Kearney, North Platte, Norfolk and Scottsbluff) have 15 active residents on site, with an additional seven residents completing their PGY1 year in Omaha. Since the program's inception in 1993, there have been 123 graduates. Of those graduates, 83% are practicing rural medicine in Nebraska or adjoining states. The graduating class of 2018 will establish rural practices in Neligh, Holdrege, Callaway, Kearney, and Cozad.

COMBINED OUTSTATE RESIDENCY EXPERIENCE (CORE)

All PGY3 residents participate in the CORE program in conjunction with the Lincoln Family Medicine Residency. Current sites include Valentine, Cozad, McCook, Lexington and St. Paul. Residents will provide 48 months of full-time coverage in these rural communities each year.



M3 FAMILY MEDICINE CLERKSHIP

Rural Nebraska serves as the primary training experience for the required third year medical student clerkship experience. During the current academic year, 120 individual students will serve eight-week blocks in 42 unique rural Nebraska communities.

College of Nursing

College of Nursing faculty, students and staff are heavily engaged in statewide outreach. Numerous health fairs are held annually throughout rural Nebraska, providing important health promotion and illness prevention screening services for Nebraskans and learning experiences for students. The HEROES program (Healthcare Emergency Responder Organization through Education and Simulation) is housed in the College of Nursing and collaborates with the Colleges of Medicine, Public Health (Center for Preparedness Education) and Allied Health Professions in holding statewide Preparedness Symposia in rural areas in Nebraska. The College of Nursing also works with the Nebraska Biocontainment Unit Training using the Mobile Simulation Unit. The project is funded by a state Programs of Excellence grant and has trained clinicians and community members throughout the state of Nebraska.

In addition to outreach education and services, the College of Nursing provides extensive opportunities for degree-seeking students in rural areas. In fall 2017, the College installed an iWall at the West Nebraska campus in Scottsbluff to begin the process of linking rural campuses with the iEXCEL program through immersive, technologically enriched learning. The College's Continuing Nursing Education program provides lifelong learning opportunities to nurses in Nebraska and beyond. In 2017, 908 rural nurses participated in UNMC CON Continuing Nursing Education programs.

College of Pharmacy

The College of Pharmacy has a long history committed to pharmacy practice throughout Nebraska. The Rural Health Opportunity Pharmacy Program (RHOP) and the Kearney Health Opportunity Program (KHOP) provide high school students the opportunity to matriculate to the UNMC College of Pharmacy following the successful completion of their undergraduate work.

College of Public Health

WEEKLONG UNDERGRADUATE WORKSHOP

Twenty-eight students from six undergraduate institutions from across the state were immersed into the multi-disciplinary world of public health through a wide range of activities and presentations from faculty, staff and students, including a one-day field visit to the Northeast Nebraska Public Health Department in Wayne, Nebraska. Students were placed into research teams led by College of Public Health graduate students. The students were guided through a literature review on a public health issue identified by their team and developed a scientific poster presentation that they showcased and presented to participating peers on the last day of the event. Research projects examined the correlation between exposure to air pollution and public health outcomes, possible health implications for workers in the poultry industries and the environment, rural mental health and telehealth outreach, lung and bronchus cancer in Nebraska and Douglas County, the effects of lifestyle on



Students in the Northern Division in Norfolk use sophisticated high fidelity simulations and use a wide variety of task trainers as part of their learning.

College researchers are leaders in studying rural health issues and developing new ways of improving access to care using technology. The College's Center for Chronic Care Management (CENTRIC) brings together interprofessional scientists to understand how best to promote health for people with chronic conditions, including those in rural areas.

As one of the oldest RHOP programs on campus, students from the RHOP/KHOP programs comprise approximately 25% of each year's pharmacy class. Since 2012, 43 RHOP graduates of the UNMC College of Pharmacy have returned to rural practice throughout Nebraska.



gestational hypertension and the rate of anesthesia error in the United States. This was the fifth year the weeklong workshop was hosted by the Rural Health Education Network (RHEN), College of Public Health.

PROMOTING MENTAL HEALTH

RHEN, in cooperation with the Behavioral Health Education Center of Nebraska and the ActiveMinds student chapter at Wayne State College (WSC) is in the process of developing a mental health promotion curriculum aimed at addressing stigma



and alleviating mental health difficulties among college students in rural Nebraska. ActiveMinds spearheaded the formation of learning communities charged with identifying challenges and solutions to mental health difficulties experienced among students at WSC. Chapter members participated in a half-day storytelling workshop that provided them with training in crafting and delivering their experiences with stigma and other emotional health difficulties. An interdisciplinary team of WSC students is in the process of developing resource brochures and mental health promotion guides tailored to members of their campus community. The first of four planned community forums was held on March 28, 2018. This two-year project is supported by funding from the Rural Futures Institute.

BARRIERS AND SOLUTIONS TO PROVIDING MENTAL HEALTH SERVICES

A collaborative initiative between students and faculty from Wayne State College, RHEN at the UNMC College of Public Health and the Center for Rural Affairs surveyed non-prescribing mental health practitioners in rural communities across the state. They examined views on barriers and solutions to providing mental health services. Findings confirmed results from previous studies regarding barriers to access to mental health services in rural communities, showing that affordability, insurance, stigma, aspects surrounding personal beliefs about mental health and travel distances represented key barriers to care. Findings also

revealed a need for public health oriented solutions in rural community settings, such as mental health promotion programs in schools and public education campaigns about mental health awareness in general. This project was supported through funding from the Rural Futures Institute.

ADDRESSING CARDIOVASCULAR RISK FACTORS AMONG RURAL ADULTS

RHEN conducted three focus groups to examine acceptability of and/or adaptations required to implementing an evidence-based Cardio Vascular Disease (CVD) risk reduction intervention among a diverse sample of rural Nebraskans identified with CVD risk factors. An overarching goal of this project was to help identify if the Community Outreach and Cardiovascular Health (COACH) trial, an evidence-based program for reducing CVD risk factors among urban populations, could be adapted to rural Nebraska populations and settings. Findings of this study were favorable, indicating acceptability among a diverse sample of rural patients toward a CVD risk reduction program modeled after COACH. This project was supported by a grant from the State Office of Rural Health, and is intended to help identify effective ways of addressing higher CVD rates and health disparities among rural Nebraskans.

RURAL INTERPROFESSIONAL STUDENT ROTATIONS

As a convener, promoter and catalyst of the interprofessional education and workforce development, RHEN, in collaboration with the East Central District Public Health Department in Columbus, Nebraska engaged a diverse group of health professions students from the UNMC Colleges of Allied Health Professions, Dentistry, Medicine, Nursing, Pharmacy and Public Health in population health-oriented team projects. Aligned with emphasis areas of the Interprofessional Education Collaborative competency domains, and the community-oriented primary care (COPC) principles and process approach, curricula immersed students in population health assignments aimed at identifying interventions that address tobacco use or improve colorectal cancer screening rates. Outcome evaluation findings revealed strong to marginally significant increases in knowledge of learning domains assessed. Students involved in this project expressed how their participation helped them better understand the importance of engaging diverse healthcare professionals in developing strategies to meet specific rural population health needs. They also gained an increased understanding of the need to embrace cultural diversity. These projects were supported by grant funding provided by the Rural Futures Institute (RFI).

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

The Central States Center for Agricultural Safety and Health is one of eleven CDC/NIOSH-funded agricultural health and safety centers across the United States. Since 2011, CS-CASH has served Nebraska and six surrounding states. Based out of the College of Public Health, CS-CASH is a partnership where public health, agricultural and grass roots organizations contribute to the common goal of reducing injury and illness in agriculture by utilizing their strengths and regional presence. The center's mission is to work with the agricultural community, conducting



research, intervention, education and outreach activities with the aim of discovering the mechanisms of injury and illness, and developing, implementing and evaluating prevention strategies that measurably improve the health and safety of members of the agricultural community.

CS-CASH provides training for health providers who serve the rural and agricultural communities in Nebraska and the region. A weeklong Agricultural Medicine Course is offered to rural health providers with over 110 participants completing this training since 2011. Courses, farm safety tours and lectures are provided to health professionals and public health students discussing occupational hazards and prevention measures. Outreach personnel and College of Public Health students attend agricultural events conducting trainings and demonstrations on selection and proper use of personal protective equipment, as well as teaching safety and health to FFA students. In collaboration with UNL Extension, CS-CASH conducts annual tractor safety certification courses across Nebraska for young farmers and ranchers. Approximately 100 students receive certification each year. An annual pilot grant program has awarded 33 pilot grants to researchers and community members throughout the center's seven state region. Recipients include rural health departments and hospitals. CS-CASH educational programs impact University of Nebraska students as well as professionals throughout the region in medical, nursing, veterinary, agricultural extension, insurance and other fields.

CENTER FOR REDUCING HEALTH DISPARITIES

Athena Ramos, Community Health Program Manager with the Center for Reducing Health Disparities at the College of Public Health, is a Rural Futures Faculty Fellow. The faculty fellows program recognizes those who have contributed significantly to rural communities and people through research, teaching and outreach and intend to continue to strengthen the statewide, national and international knowledge resource of rural. Through their work, RFI Fellows connect with partners from across the NU system, scholars from other academic institutions and experts in the public and private sectors to strengthen their capacity for research and application. They foster student experiences in concert with communities, strengthening the community-by-community presence of RFI throughout Nebraska, the Great Plains and the world.

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.

UNMC opened its doors to the first class of High School Alliance students in FY 2010-11. The program has expanded to bring 65 high school students to our academic medical center every weekday afternoon for an entire school year. We also bring five “Stellar Senior” students back to campus for a second year. Students are taught by UNMC faculty and receive high school 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 in the program.
- Between 35-40% 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.
- Three hundred eighty-five students, both juniors and seniors, have graduated from the program with a 95% completion rate.
- Seventy 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 94% college attendance rate.
- Seventy-five percent of the students who have completed the program remain in Nebraska for college.
- Five former High School Alliance students are students in the College of Medicine.
- Six former High School Alliance students have either completed or are in the process of completing their Bachelor of Science in Nursing degrees.
- Seven High School Alliance alumni are participating in the Urban Health Opportunities Program at UNO, which upon completion will guarantee them a spot in the UNMC College of Medicine.



- UNMC professional and graduate students continue to host the Mentor/Mentee Lunch and Learn sessions throughout the school year.
- The program sponsors a Health Occupation Students of America (HOSA) Chapter for students.
- Over 300 UNMC faculty, staff and students have been involved with the program.
- Dr. Geoffrey Talmon and Heidi Kaschke gave a presentation about the program to the National Career Academy Coalition in Nashville, Tennessee in October 2017.

MCGOOGAN LIBRARY OF MEDICINE

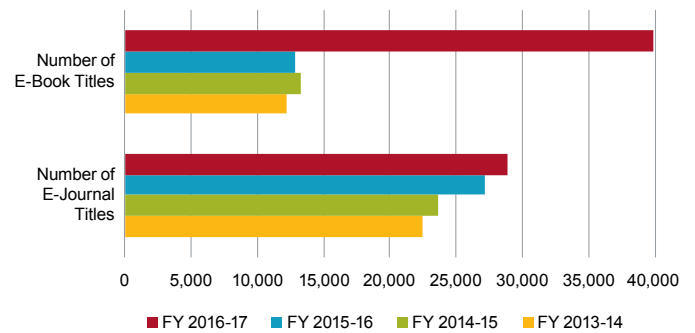
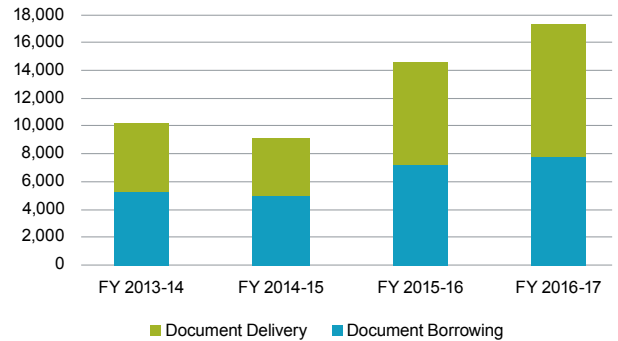
New Services

- During the past year, the library's Reflection Room has provided a quiet space to reflect and meditate for members of the UNMC and Nebraska Medicine community. Usage has exceeded expectations. The Department of Psychiatry, a full funding partner of the room, advised on several aspects of the setup and access.
- As part of a pilot program, the library is providing information services to patients and families at the Resource and Wellness Center at the Fred & Pamela Buffett Cancer Center. A library staff member is on site to provide consumer health information.

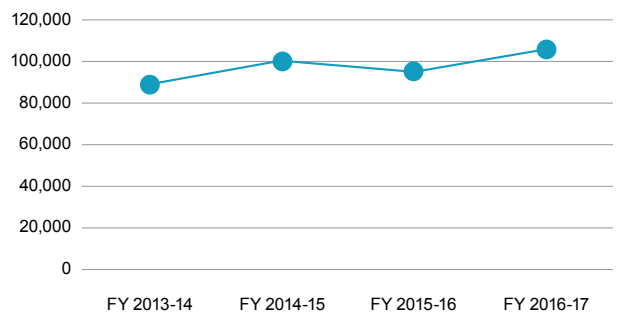
Achievements

- The library expanded its online journal collection by subscribing to the Wiley Publisher journal package, with content meeting many needs of UNMC faculty and students, through the University of Nebraska Consortium of Libraries (UNCL). UNCL spent the second half of 2017 undertaking a collection analysis of the electronic resources (e.g., online journal packages, ebook packages and databases) showing unique and duplicate resources across the four campuses. The goals of this on-going project are:
 - to identify opportunities for expanding access across the system for low additional costs;
 - to analyze costs of the resources for any renegotiation scenarios;
 - and to educate campus stakeholders on the costs of library resources.
- The library partnered with the Research Information Technology Office to provide instruction in REDCap (Research Electronic Data Capture) software for the IDeA-CTR network. During training sessions, at least 160 people were reached at UNMC and across the network. For in-person attendees, the sessions provided the additional benefit of an opportunity to troubleshoot project issues with the RITO REDCap support team. Library staff has also worked with the assessment team of IDeA-CTR to support tracking research output and compliance with the NIH Public Access Policy.
- During Research Month 2017, library faculty delivered sessions to UNMC faculty, staff and students. The "Predatory Publishing and Open Access" session focused on selecting a journal for publication of research articles, identifying potentially predatory journals and learning about the core tenets of open access. A panel of expert faculty members and librarians participated in "Systematic Reviews: What's It All About?" This panel session provided participants with a thorough understanding of the systematic review process. Faculty researchers shared their experience of developing systematic review projects, working with their teams, managing the information of the project and involving librarians in the process.
- In cooperation with UNL and the VCR office, the library collaborated to promote ORCID account creation and

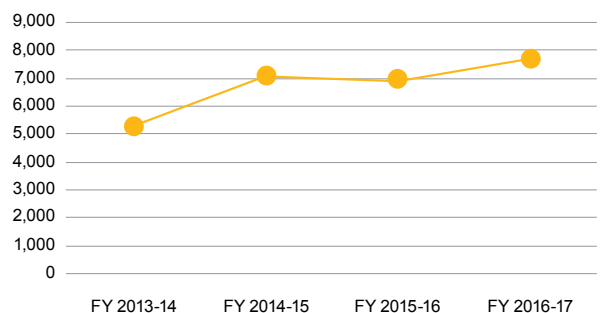
Inter-Library Loans



Persons Entering Library

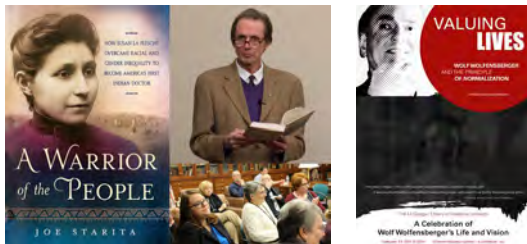


Study Room Checkouts



linking ORCID IDs to UNMC faculty profiles. ORCID ID accounts provide researchers the benefit of a professional profile, disambiguated name and ID for use in scholarly communication venues.

- The library entered into a full-cost partnership with INBRE to obtain a site license for EndNote X8 and to distribute it to UNMC faculty, staff, students and IDeA investigators beginning in January 2018. During 2017, the library offered EndNote instruction sessions, which helped establish the library as a source of support and expertise.
- McGoogan Sessions, initiated in 2017, continued with expanded offerings and opportunities. Sessions new to campus include EndNote, Embase, Scopus and searching grey literature resources. Sessions are offered multiple times in person or streaming.
- McGoogan Library continued developing the COM Research & Inquiry Coil in the Class of 2021's first semester. In addition to Research & Inquiry (R&I) activities conducted during pre-matriculation and orientation, the library introduced learning objectives and activities for five blocks.
- Library staff and faculty incorporate diversity, inclusion and engagement throughout our work with community groups, international students, our professional associations and in library resources, events and services. Diverse voices and topics are part of library-sponsored events, such as:



- A screening of the documentary, “Valuing Lives: Wolf Wolfensberger and the Principle of Normalization.”
- Joe Starita read from his book “A Warrior of the People” a story of Susan La Flesche Picotte, the first Native American physician.
- Dr. Loren Olson read from his book, “Finally Out: Letting Go of Living Straight.”
- The library hosted a traveling exhibit highlighting African American surgeons, “Opening Doors: Contemporary African American Academic Surgeons.” In conjunction

with the exhibit, Hassan Tetteh, M.D., delivered a presentation titled “Embracing Diversity for Improved Health Outcomes,” planned in partnership with Graduates & Professionals Representing Achievement, Diversity, and Service (GRADS).

- Library faculty participate in diversity and inclusion groups on campus, including Health Equity Working Group, LGBTQ+ Employee Alliance, and Interdisciplinary Association of Minority Health Professionals of the Omaha Metropolitan Area (I-AM-HOME). The library exhibited at several events reaching diverse audiences, including Black Family Health and Wellness Fair, Omaha Women’s Health and Wellness Conference Health Fair and the Nebraska Women in Agriculture Conference. This year, the library also reexamined its processes for meeting accommodation needs and approaches to accessibility and created a group to oversee diversity-related initiatives within the library’s strategic plan.
- University leaders and community members joined library staff in dedicating the Wigton History of Medicine Archives, in recognition of Robert Wigton, M.D. Library Director Emily McElroy hosted the event, recognizing Dr. Wigton as “the library’s biggest champion.” Dr. Wigton has provided support in developing, cataloging and displaying the library’s collections, both financially and through his active involvement in projects.
- Twenty-four oral histories from individuals who have had significant roles in UNMC’s history are now available on the library’s YouTube channel. Interview transcripts are available at http://digitalcommons.unmc.edu/oral_hist/. Through the support of Dr. Robert Wigton, interviews with Virginia Grissom, Rowen Zetterman, M.D., Richard Armitage, M.D. and Gerald Moore, M.D. took place in 2016 and 2017. Other interviews date back to 1980.

Future Plans

- Partnering with Children’s Hospital & Medical Center (CHMC), the library is expanding access to library resources to non-UNMC affiliated staff. This updated version of their existing “virtual library” will allow CHMC staff to have access to thousands of full-text journals. Additionally, the library is expanding its educational support so that CHMC staff can learn how to search effectively for information.
- The library is digitizing key special collections and conducting more oral histories of prominent members of the UNMC community in anticipation of presenting digital exhibits in the Heritage Center, making available corresponding online exhibits and increasing the global audience for our special collections and archives.
- The library continues planning for an extensive renovation. The renovation will add significant student study space, a centralized hub of faculty services with an improved learning space, more natural lighting and improved technology infrastructure. The library is excited to develop a space that reflects the vision of library staff in meeting the needs of students and faculty.

FACULTY DEVELOPMENT

Advancing UNMC as a National Leader in Faculty Development and Faculty Affairs



The most recent iLEAD cohort graduated in spring 2017.





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

- Elevated ConnectED, a portal for educators by educators, to the national scene. Through presentations at national conventions and expanded social media presence, we are reaching educators across the country and planning future collaborations with other institutions.
- Launched and led a national new Faculty and Leadership Coaching Community of Practice that explores the impact of coaching in a variety of domains that have been rapidly advancing in the health sciences and academic medical centers.
- Advanced a culture of coaching at UNMC through the training of vice chancellors, deans and directors. In 2018, UNMC will expand this investment through the training of over 100 senior faculty leaders.
- Successfully led a three-year, grant-funded, national learning community on faculty retirement and succession planning. The community met monthly to advance best practices and support national presentations and scholarship.
- Provided live training and new faculty onboarding on topics such as:
 - Teaching the next generation of learners
 - Learner assessment beyond the test
 - Digital transformation in education
 - The impact of unconscious biases
 - Using social media
 - Best practices for search committees
 - Designing and navigating a career in the modern academic health sciences environment
- To date, Faculty Development has advanced 233 iLEAD graduates, 70% of whom are still applying their leadership skills at UNMC today. The iLEAD reading list, curated by a librarian in the McGoogan Library, has been viewed over 2,200 times by other WorldCat users — ensuring the iLEAD program connects leaders globally.

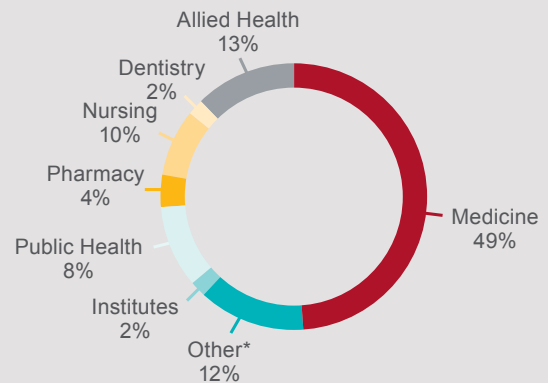
Provided by UNMC Senior Vice Chancellor for Academic Affairs

Campus-Wide Impact

in 2017 calendar year






-  **1,007 individuals registered** to attend our events; 22% registered for more than 1
-  **47 asynchronous learning opportunities or resources** available on iLearn Online
-  **54.5 hours of training** provided through our events
-  **31 educators spotlighted** as keynote presenters

Faculty Development by the Numbers



Nationwide Impact

in 2017 calendar year

-  **1 publication** in Academic Medicine & **1 book chapter** for clerkship directors
-  **14 presentations made** at national/external events
-  **Led a national coaching community of practice** with 70 members from 45 organizations
-  **190 open-access education posts in ConnectED** by UNMC faculty & staff experts
-  **Led retirement and succession planning learning community** for faculty that included 20 institutions across the nation

*NU faculty, staff and other stakeholders

FACULTY MENTORING

“We make a living by what we get, but we make a life by what we give.”

Winston Churchill

The Faculty Mentoring Program, established in Academic Affairs in 2013, assists in the professional development of faculty the faculty by the colleges and institutes of UNMC as the faculty achieve their career goals and prioritize the 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 Mentoring Committee includes representation from all colleges of UNMC and provides suggestions and counsel to continually improve the mentorship activities at UNMC. The committee supports seminar planning, website development, and as a mentoring resource to UNMC colleges and institutes. Mentoring Program outreach includes presentations on the importance of mentoring at new faculty orientation and seminars focused on being a mentor, being a mentee/protégé, peer mentoring, on-boarding of new faculty, developing mentoring programs within colleges, institutes and departments, and of the value of mentoring for rank advancement.

Planning

The UNMC mentoring website (<https://www.unmc.edu/mentoring>) provides information on being a mentor, being a mentee and establishing relationships with mentors. A mentoring manual for new faculty that describes how to find a mentor and develop the necessary mentoring relationship with that person when their department or college does not have a formal mentoring program is also available on the mentoring website. With help from Ms. Megan Blusys, the website is user-friendly and focuses on just-in-time mentoring education with links to other public mentoring websites. The link to the UNMC promotion and tenure website has also been updated with revised UNMC guidelines, the necessary documents for rank advancement and links to all UNMC college and institute guidelines.



Continuing and Emerging Efforts for FY 2017-18

- Direct one-on-one mentoring as requested
- Assistance with mentor-mentee/protégé matching
- Continued growth of the Women's Mentoring Group under the leadership of Dr. Kim Haynes-Henson
- Continued growth of the LGBTQ Mentoring Group under the leadership of Ms. Emily Glenn
- Continued growth of an under-represented Minorities Faculty Mentoring Group that includes members from other academic and practice sites in Omaha under the leadership of Dr. Maria McGee
- Establishment of a retired alumni, faculty and staff group in conjunction with UNMC Alumni Affairs
- Establishment of a faculty mentoring group for those considering retirement in the next 3-5 years
- Meetings with executive leadership groups to emphasize the value of formal mentoring
- Mentoring workshops as requested



The Interprofessional Experiential Center for Enduring Learning (iEXCEL) is a transformative project designed to distinguish Nebraska by creating a new model for education, training and research for healthcare professionals using experiential learning and visualization and simulation technologies.

iEXCEL enhances distance learning and collaboration

iEXCEL is a statewide asset created to advance interprofessional and experiential learning. Faculty and student adoption of simulation and visualization into the curriculum of all disciplines is one of the highest priorities. Thus, students, faculty and Nebraska Medicine (NM) staff have been involved in the decision-making for the Davis Global Center, including the selection of simulation technologies and use of iEXCEL resources to support the academic mission.



Thanks to extraordinary efforts, fundraising to support the design and construction of the Davis Global Center was completed. The many generous donations included a naming gift from the Dorothy B. Davis Foundation of Omaha. Thus, the official name, The Dr. Edwin Davis & Dorothy Balbach Davis Global Center for Advanced Interprofessional Learning, was revealed at a formal groundbreaking ceremony in April. Construction of the Davis Global Center began in May 2017, with completion projected by December 2018. Much teamwork has been accomplished to design this highly functional and innovative facility. An iEXCEL Executive Committee was formed in July 2017 to provide oversight for the project.

The Davis Global Center groundbreaking ceremony

Statewide Collaborative Network

At the invitation of the general chair for the 16th Annual IEEE International Conference, Pamela Boyers, Ph.D., Associate Vice Chancellor, iEXCEL, served on the planning committee with UNL and UNO representation to create a new healthcare track, "Advances in Modeling and Simulation in the Health Sciences: Opportunities for Collaboration." iEXCEL organized keynote speakers and panelists to address topics such as improving human performance, collaboration between medicine and engineering, and global trends in simulation and visualization.

As plans progressed to install interactive digital walls (iWalls) at UNMC teaching sites across Nebraska, events were held for faculty and staff to experience this advanced visualization technology and its collaboration software. Scottsbluff became the first site to receive an iWall, allowing immediate, interactive communication across nearly 500 miles and offering unique interprofessional educational opportunities.

In October, an inaugural ceremony led by UNMC Chancellor Jeffrey Gold, and supported by the Colleges of Nursing and Dentistry, was held simultaneously at the Omaha and Scottsbluff campuses. Participants at both locations interacted in "real-time" and student demonstrations illustrated the powerful learning

capabilities of this technology. This historic event, “iEXCEL Connect,” included a joint ribbon-cutting ceremony performed by the Scottsbluff/Gering and Greater Omaha Chambers of Commerce, thus launching the first in a series of statewide interconnected iWalls.

In addition, the iEXCEL visualization team created a holographic Chancellor Gold, who presented using telepresence to the University of Nebraska Board of Regents in Kearney.

Visualization & Simulation

With completion of the Visualization Hub renovation and installation of technology, the visualization team launched into 2D/3D, augmented and virtual reality (AR/VR) content development. Projects included:

- Visualizing and approaching tumors
- Demonstrating movements of the ear and eye
- Interactive syringe use and pharmaceutical order filling
- Surgical procedure planning

With requests for content development exceeding iEXCEL’s capacity, a Visualization Project Prioritization Work Group was formed, in cooperation with Education Council, to create procedures and provide a meticulous, yet fair and balanced, project selection process.

iEXCEL technology resources are being applied in remarkable new ways by Nebraska Medicine and UNMC students in both Omaha and Scottsbluff. Visualization has been used to teach nutrition concepts, demonstrate IV complication, understand genetic inheritance patterns and provide unique simulation exercises.

iEXCEL has hosted approximately 3,500 visitors in its Visualization Hub, including government officials (35), the U.S. military (17), international delegations (14) and for university/hospital recruitment (24).

With the design and construction of the Davis Global Center now well underway, new work groups are being formed to focus on statewide visualization technology collaboration, surgical activities and data capture and measurement.

WORKFORCE DEVELOPMENT

Workforce development in the growing visualization fields of AR/VR and holography is much needed. To stimulate interest in developing accurate medical content, iEXCEL has hosted multiple career exploration events and is currently establishing an EON Reality VR Innovation Academy (VRIA) in a newly renovated space on the UNMC campus. Recruitment for this career development opportunity has begun, and upon successful completion of this course, students will be awarded an EON Reality AR/VR Developer Industry Certification.



Angel Thunder 17, courtesy Staff Sgt. Corey Hook, 1st Combat Camera Squadron

MILITARY RELATIONS

In partnership with NSRI, iEXCEL team members supported a Joint Special Operations Command (JSOC) training focused on rehearsing medical response for individuals with chemical, biological, radiological or nuclear (CBRN) exposure. In May, this team also supported Angel Thunder 17, a live virtual constructive exercise (LVCE) in Arizona for 650 participants (U.S. and international troops), for training in combat casualty care and personnel recovery. These exercises used human patient simulators to provide realistic casualty training scenarios and effectively prepare teams to manage medical communication, demonstrate leadership skills and perform in high-stress situations.

Under the Educational Partnership Agreement with Wright-Patterson Air Force Base, iEXCEL participated in workshops on identifying medical mission essential competencies (MECs) related to biocontainment. Participants included highly experienced subject matter experts from UNMC/NM. The teams used the information to map experiences and identify knowledge, skills, developmental milestones and learning environments.

BUSINESS DEVELOPMENT

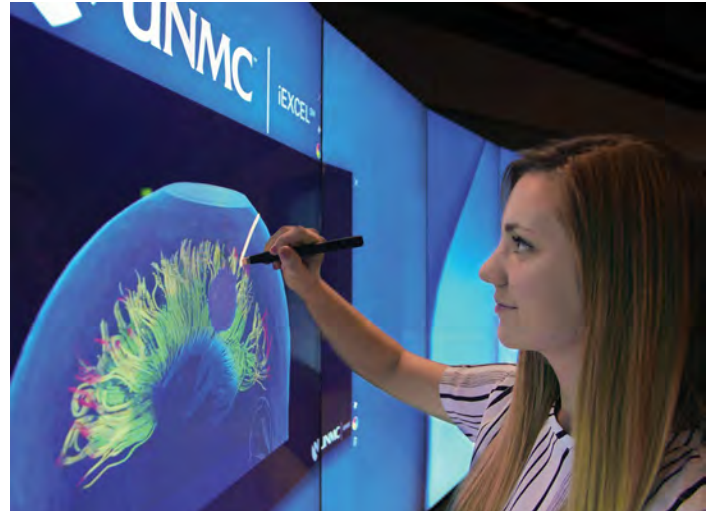
Relationships with strategic industry collaborators strengthened with participation in events such as the iEXCEL Expo, Industry Roundtable, the Davis Global Center groundbreaking ceremony, vendor demonstrations and iEXCEL Connect.

Results included:

- eight mutual non-disclosure agreements (NDAs)
- two additional memorandums of understanding (MOUs)
- formal Service Agreement with Home Instead Senior Care for content creation - completion early 2018
- two NDAs representing introductions between UNMC/ NM Innovators and UNeMed to explore opportunities and business relations
- iEXCEL engaged in the submittal of three grant applications

MOVING FORWARD

Focusing on the adoption of iEXCEL resources by faculty, staff and students is a continued priority, as is working closely with Nebraska Medicine on activities related to improving patient care outcomes. Accelerating the production of content development, strengthening and expanding statewide connectivity and developing enriching community relations are all major goals. Finally, next year will see the completion of the design, construction and equipping of the Davis Global Center in preparation for occupancy and a grand opening in spring 2019.



TRAINING THE PHYSICIANS OF TOMORROW



“We’re building upon our strong foundation by incorporating the best learning techniques, our exceptional faculty, and the tremendous opportunity that’s occurring on this campus to build a better future for our students, our faculty, and the citizens of Nebraska.”

Kelly Caverzagie, M.D., Associate Professor, Training the Physicians of Tomorrow, Associate Dean for Educational Strategy, College of Medicine

Vision Statement

The Training the Physicians of Tomorrow curriculum will produce physicians whose strong foundation in basic, clinical and health systems sciences prepares them to work collaboratively with other health professionals to promote health and reduce suffering for the patients and populations throughout Nebraska and the surrounding region.

Goals for Curriculum Redesign

The Training the Physicians of Tomorrow curriculum was established to enhance the acquisition of enduring knowledge and skills while integrating the emerging methodologies, technology and advancements critical to becoming a 21st century physician.

These foundational principles were used to guide the work of the curricular redesign:

- Integrated learning experiences based upon human body organ system
- Incorporation of Health Systems Sciences to support student learning of critical healthcare competencies
- Earlier clinical exploration for students to use in choosing a specialty for their career
- Enhanced career preparation in the student choice of specialty
- Promotion of active and engaged learners throughout the curriculum

Training the Physicians of Tomorrow

Training the Physicians of Tomorrow was initiated in August 2017. It will be implemented over the course of four years in three phases that reflect the collaborative 21st century medical environment.

- Foundations of Medicine (Phase I) integrates basic, clinical and health systems sciences into blocks that are organized by the organ systems of the body. In addition, focus is centered on prevention, diagnosis and treatment of specific diseases for both patients and populations.
- Clinical Applications (Phase II) provides extensive clinical learning experiences in six of the core disciplines of medicine. In these clinical experiences, students begin to apply the lessons learned from the Foundations of Medicine phase to care for patients in both the hospital and ambulatory settings.
- The Career Preparation (Phase III) provides individualized training for each student in their career specialty choice with the goal of preparing students for success in residency training and beyond. After enrolling in a self-selected Specialty Track, faculty will provide guidance through individualized learning experiences based upon the students’ backgrounds, anticipated plans and other interests.

Innovation in Action

To facilitate student learning and application of basic science in the clinical environment, basic sciences and clinical skills will be taught in a longitudinal fashion, interweaving essential information throughout the four-year curriculum. To facilitate this application a series of “Coils” have been developed which will weave throughout the four-year curriculum:

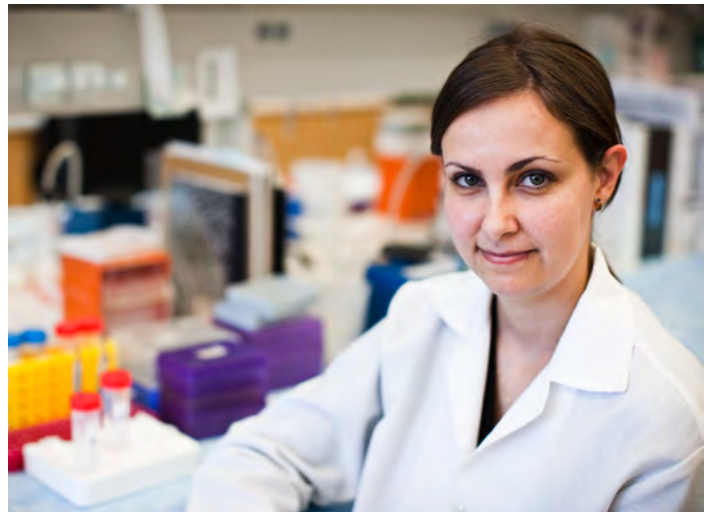
- Health Systems Sciences provides students with purposeful learning of key competencies required of physicians to practice medicine in the 21st century including population health, patient safety, quality improvement, team-based care and the utilization of the electronic medical record

- Clinical and Communication Skills facilitates student development of essential skills in communicating with patients and other health professionals with emphasis placed on unique or special situations
- Inquiry is a lifelong skill of physicians who consistently challenge their knowledge and understanding in order to promote health for patients and populations
- Evidence-Based Medicine will help students understand epidemiologic principles related to disease and how to interpret and apply medical literature to optimize patient care
- Point-of-Care Ultrasound (POCUS) actively incorporates the use of handheld, bedside ultrasound to facilitate student understanding of anatomy, physiology and clinical decision making while supporting the learning of basic bedside diagnostic and therapeutic procedures



Continuing and Emerging Efforts

- Continued development of class material that focused on active learning-centered pedagogy
- Collaboration with the Office of Medical Education to ensure a smooth logistical transition throughout the curriculum implementation
- Connecting staff and faculty with developmental resources to promote best teaching practices
- Conducting a comprehensive analysis of new curricular elements while ensuring LCME compliance
- Incorporating feedback from students to optimize the Training the Physicians of Tomorrow for future classes
- Ongoing analysis of curricular redesign principles with continuous adaptation and improvement



RESEARCH AWARD SUMMARY

TOTAL RESEARCH AWARDS FY 2006-07 Through FY 2016-17 Per Regents Report

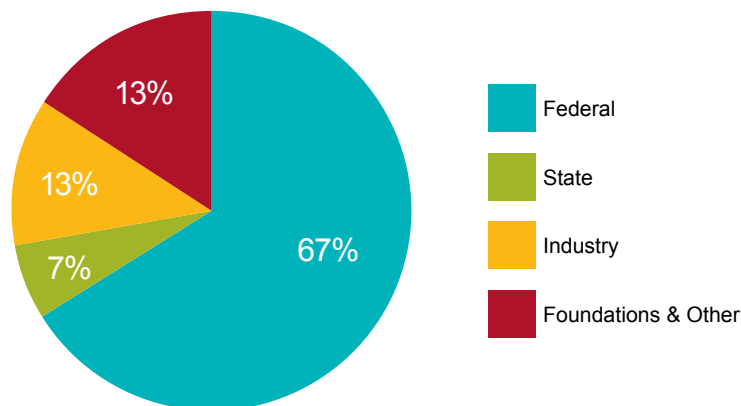
FISCAL YEAR NET AWARDS	AMOUNT	INCREASE/ (DECREASE)	# PRINCIPAL INVESTIGATORS	# RESEARCH GRANTS
FY 2006-07	\$75,199,879	0%	238	428
FY 2007-08	\$63,819,775	(15%)	220	392
FY 2008-09 ^(a)	\$100,929,069	58%	242	487
FY 2009-10 ^(a)	\$115,024,194	14%	255	498
FY 2010-11	\$79,703,053	(31%)	244	409
FY 2011-12	\$88,902,488	12%	248	443
FY 2012-13	\$94,109,544	6%	239	425
FY 2013-14 ^(b)	\$89,895,973	(4%)	261	471
FY 2014-15	\$93,313,397	4%	265	466
FY 2015-16	\$115,157,592	23%	268	486
FY 2016-17	\$117,091,404	2%	284	495

(a) American Recovery and Reinvestment Act year
(b) Federal Sequestration imposed

Research Funding by Sponsor Category

	FY 2015-16	FY 2016-17	Increase/ (Decrease)
Federal	\$73,866,494	\$78,124,964	5.8%
State	\$7,942,989	\$7,679,905	(3.3%)
Industry	\$13,664,377	\$15,509,428	13.5%
Foundations & Other	<u>\$19,683,732</u>	<u>\$15,777,107</u>	<u>(19.8%)</u>
Total	\$115,157,592	\$117,091,404	1.7%

Percent of Total Funding by Sponsor Category FY 2016-17



NATIONAL INSTITUTES OF HEALTH FUNDING AND NATIONAL RANKING

National Institutes of Health Research Funding and College Rank Federal Fiscal Year Ending September 30, 2016

COLLEGE	DENTISTRY	MEDICINE (a)	NURSING	PHARMACY	PUBLIC HEALTH	UNMC TOTAL (c)
FY 2016-17 Rank	34th	53rd	34th	7th	51st	83rd
FY 2015-16 Rank	34th	55th	29th	6th	48th	79th
Total Colleges (b)	65	149	67	142	165	2,679
FY 2016-17 NIH Funding	\$1,255,158	\$62,202,247	\$1,090,834	\$8,315,444	\$269,067	\$73,132,750
FY 2015-16 NIH Funding	\$1,285,336	\$59,655,274	\$1,428,291	\$8,093,885	\$803,615	\$71,732,235
Increase/(Decrease)	(\$30,178)	\$2,546,973	(\$337,457)	\$221,559	(\$534,548)	\$1,400,515
% Change	(2.35%)	4.27%	(23.63%)	2.74%	(66.52%)	1.95%

a) College of Medicine includes Allied Health, Eppley Institute and Munroe-Meyer Institute

b) # Total Colleges based on # reported accredited programs (CODA, LCME, ACPE, CEPH); CON uses # Schools with NIH funding reported in the NIH RePORT

c) UNMC total compares UNMC NIH funding against "all organizations" (Academic Health Science Centers, Other Academic, Hospitals and Corporate entities) reported by the NIH as receiving funds during the federal fiscal year reported

COLLEGE OF MEDICINE DEPARTMENTS^(a) RANKED BY NIH FUNDING FEDERAL FISCAL YEAR ENDING SEPTEMBER 30

Department	FY 2015-16 Rank (b)	FY 2016-17 Rank	FY 2015-16 NIH Funding
Anesthesiology	46	43	\$379,250
Biochemistry	56	53	\$3,484,004
Emergency Medicine	NR	25	\$376,250
Genetics	30	33	\$3,934,198
Internal Medicine/Medicine (b)	81	53	\$13,095,840
Neurology (c)	31	33	\$5,181,198
Obstetrics & Gynecology	40	38	\$786,923
Ophthalmology	43	49	\$965,813
Pathology	38	34	\$4,406,973
Pediatrics (d)	53	31	\$6,192,841
Pharmacology	6	5	\$16,323,197
Physiology	41	47	\$3,597,254
Radiation-Diagnostic/Oncology	59	59	\$163,669
Surgery	32	30	\$3,314,837

a) Rank among the 149 LCME Accredited Programs

b) Internal Medicine/Medicine no longer includes Eppley Cancer Institute awards

c) Neurology includes Neuroscience and Neurosurgery

d) Pediatrics includes Munroe-Meyer Institute awards

Departments without NIH funding are unranked (Family Medicine, Orthopaedic Surgery, Otolaryngology, Psychiatry)

ANNUAL RESEARCH AWARDS

EXTRAMURAL RESEARCH FUNDING TOTAL RESEARCH AWARDS						
	FY 2014-15		FY 2015-16		FY 2016-17	
Research Totals	Projects	Funding	Projects	Funding	Projects	Funding
Federal	159	\$61,639,323	155	\$73,866,494	174	\$78,124,964
State	53	\$5,848,320	54	\$7,942,989	47	\$7,679,905
Industry	100	\$10,931,442	107	\$13,664,377	113	\$15,509,428
Other	154	\$14,894,312	170	\$19,683,732	161	\$15,777,107
Total	466	\$93,313,397	486	\$115,157,592	495	\$117,091,404

TOTAL CLINICAL RESEARCH AWARDS						
	FY 2014-15		FY 2015-16		FY 2016-17	
Clinical Research Totals ^(a)	Projects	Funding	Projects	Funding	Projects	Funding
Federal	55	\$30,210,115	41	\$35,426,110	46	\$34,902,000
State	8	\$192,205	5	\$377,889	6	\$593,647
Industry	72	\$6,927,437	84	\$10,588,261	82	\$12,880,410
Other	72	\$8,149,794	68	\$1,253,525	69	\$7,915,003
Total	207	\$45,479,550	198	\$47,645,785	203	\$56,291,060

UNMC Fiscal Year July 1 - June 30

a) Clinical Research awards are defined as those awards with an associated IRB protocol

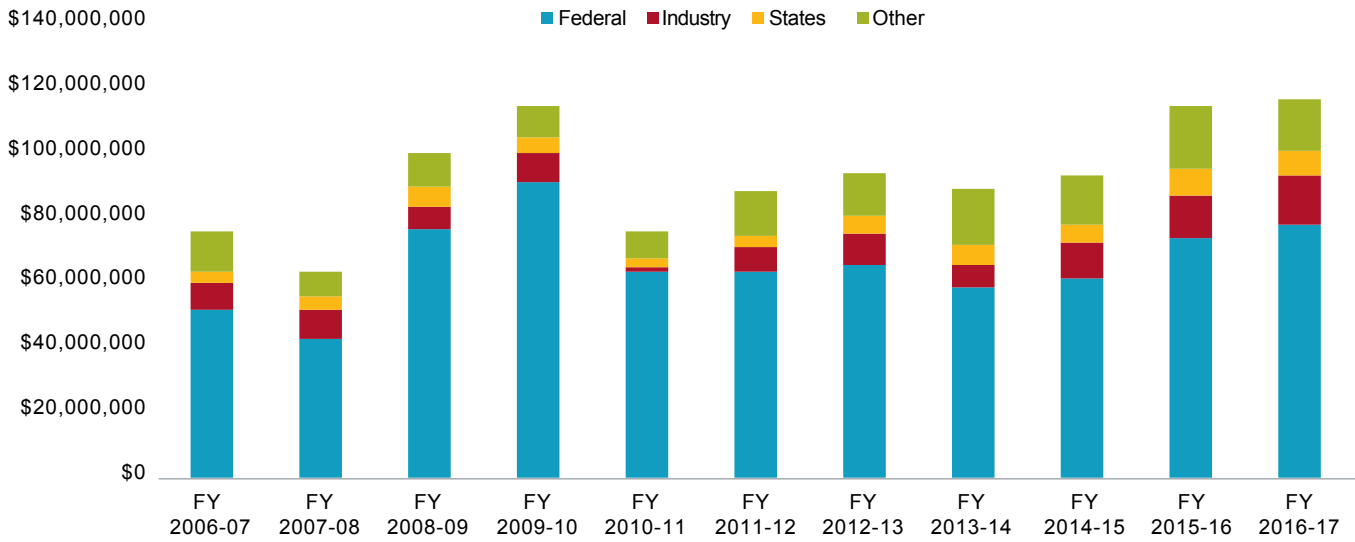
TOTAL EXTRAMURAL FUNDING BY COLLEGE UNMC FISCAL YEAR JULY 1 – JUNE 30			
Colleges	FY 2015-16	FY 2016-17	Increase/(Decrease)
College of Medicine	\$76,725,141	\$77,900,330	1.5%
College of Allied Health Professions	\$238,956	\$332,902	39.3%
College of Dentistry	\$1,349,677	\$1,285,336	(4.8%)
College of Nursing	\$1,703,567	\$1,535,472	(9.9%)
College of Pharmacy	\$11,292,559	\$11,608,754	2.8%
College of Public Health	\$5,550,294	\$6,299,831	13.5%
Eppley Cancer Center	\$12,848,080	\$14,138,053	10.0%
Munroe-Meyer Institute	\$5,449,318	\$3,990,726	(26.8%)



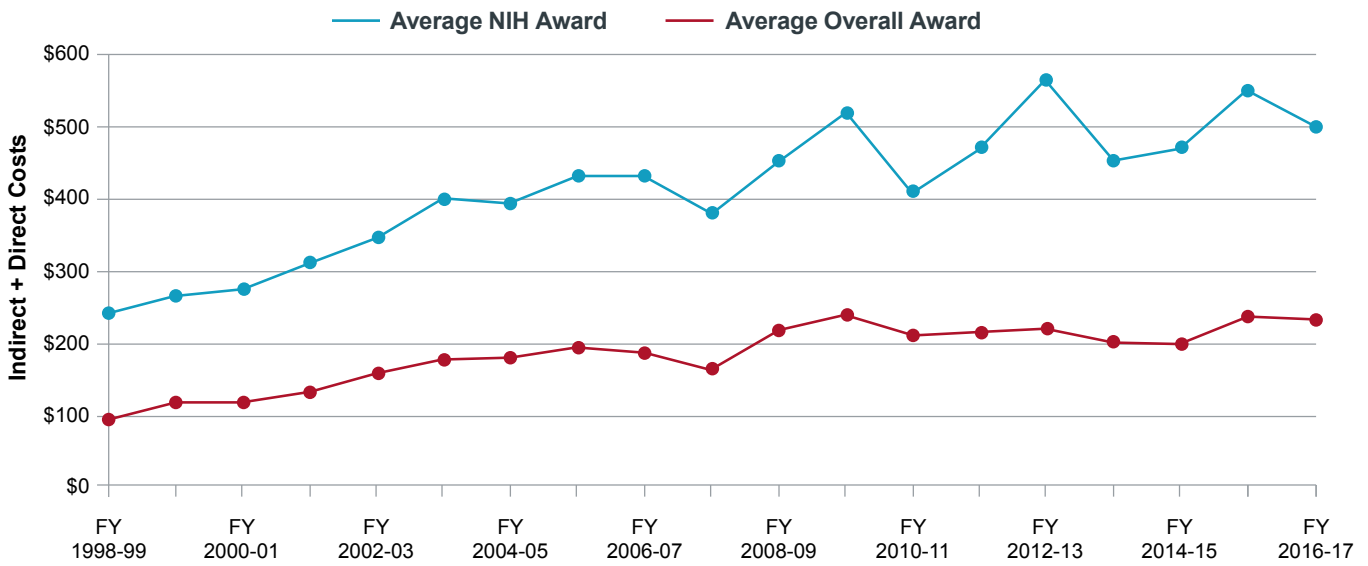
Provided by UNMC Vice Chancellor for Research

RESEARCH AWARDS AND AVERAGES

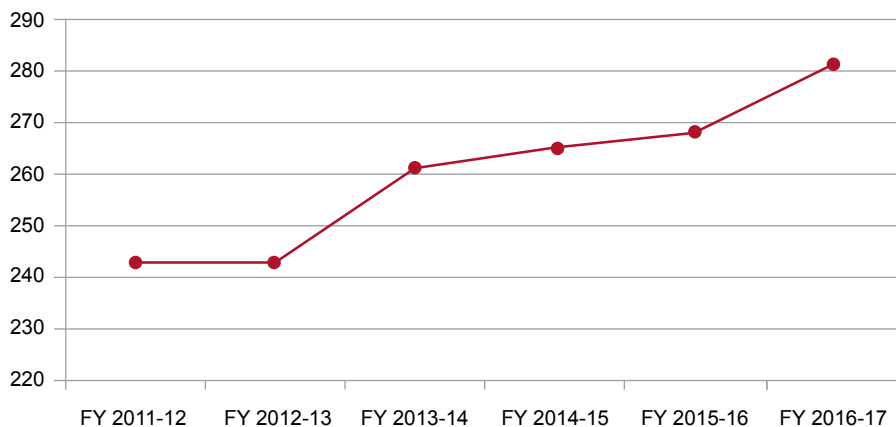
Annual Totals



Average Award Amount



Principal Investigators per Year



RESEARCH STRATEGY

UNMC continues to steadily increase total funded research projects and funded investigators through the following strategies:

1. **Recruit funded investigators and leaders.** By prioritizing funded faculty for senior and leadership positions, we create a culture that supports research and research mentors.
2. **Expand translational teams.** Teams are critical to developing innovative strategies for competitive grant applications as well as speeding translation. All institutionally supported pilot grants, including System Sciences collaborative grants, require or prioritize collaboration. Retreats, research interest groups and collaborative seminars all speed the development of teams.
3. **Diversify our funding portfolio.** Targeted approaches include the following:
 - *Large grant programs.* Center grants are critical to the support of shared resources and growing mentors and sustainable research programs. NIGMS-funded Centers of Biomedical Research Excellence (CoBRE) is one example. In 2016, we received the IDeA-CTR, a large clinical/translational research, infrastructure development grant. Program project grants (PPGs), Specialized Programs of Research Excellence (SPORE) and other cooperative grants (U) are other mechanisms to grow support to a research focus area.
 - *National Strategic Research Institute (NSRI).* With the NSRI leadership, we have focused on Department of Defense (DoD) funding opportunities from a variety of agencies, by understanding DoD agency needs, working collaboratively on new training pipelines and identifying and educating new and established faculty relevant to DoD-priorities. These include diverse areas such as biocontainment training, consequence management training, improving infrastructure for emergency preparedness and response in low resource areas, combat casualty care, en-route care for those exposed to highly infectious diseases, a national security Phase I trial research network for emerging infectious diseases, and an international research network.
 - *Center for Global Health Security.* UNMC-led HHS funded National Ebola Training and Education Center (NETEC) resulted in funding for a training, simulation and quarantine center (TSQC) and other follow-on research programs. The Board of Regents-approved Center for Global Health Security is evaluating and pursuing emergency preparedness assessment, training and mitigation projects with the leadership of NSRI. This group is working closely with NSRI, affording the opportunity for HHS as well as Department of Defense funding.
 - *Child Health Research Institute.* In collaboration with Children's Hospital & Medical Center, this institute has



- prioritized new research faculty recruitment in pediatric cancer, cardiovascular disease, infectious diseases and rare/genetic diseases. The Board of Regents recognizes the Institute and recruitment has already begun.
- *Clinical trial revenues.* Commercial clinical trial revenue has improved because UNeHealth and the Clinical Research Center have led major changes in how trials are developed and supported; from a dedicated contract team to reduce time to contract, improved budgeting for improved cost recovery (start-up and hospital-based costs), disease-focused research support teams and new strategies and resources for recruitment. A Clinical Trials Management System (CTMS) implemented this year will make monitoring and invoicing even easier.
 - *Training grants.* The Vice Chancellors for Research and Academic Affairs have provided incentives for units to submit and compete for individual and institutional training grant awards (F, K and T grants).
 - *HRSA and other federal agencies.* We have invited a number of representatives from different funding programs, including Health Resources & Service Administration, to visit UNMC and share their priorities.
4. **Mentoring new investigators.** A number of resources are available to mentor faculty to independent funding, including mentor programs, the IDeA-CTR Scholar program, mentorship workshops and the Mentored Scholar Program in Clinical/Translational Research (MSP-CTR) that requires a mentorship team. Twice annual Grantsmanship Boot Camps, the Grant Resource Library and the Grant Editorial Office also support faculty in writing grant applications.
 5. **Streamline research processes.** Moving to electronic applications (biosafety committee) and reducing barriers to collaborations with other universities are some of the ways we are streamlining research processes.

BUILDING AND SUSTAINING RESEARCH RESOURCES

Service centers and core facilities are critical elements of our research infrastructure. Many state of the art technologies cannot easily be purchased or sustained by one laboratory, so identifying and prioritizing the purchase of large pieces of equipment helpful to the research community, as a whole, is part of the process of maintaining state-of-the-art facilities. Having the expertise to help teach others how to use these technologies or to perform the assays for investigators is as critical as having the equipment. For this reason, we have increasingly identified technical directors for many of our key cores.

Technology Cores

UNMC is fortunate to have an array of cores to support basic, translational and clinical research activities. Some examples include the Flow Cytometry Research Facility, Next Generation DNA Sequencing and Advanced Microscopy cores. Nebraska Research Initiative (NRI) monies are essential to the maintenance of these cores. Growing an adequate user base to sustain a core facility is harder in a smaller institution than a larger one. NRI funds are used not only to cover budget short falls from year to year variations in service requests, but also to purchase newer instruments that allow our investigators to stay competitive with those in much larger institutions.

Clinical Research Support Centers and Technologies

As our clinical and translational research grows, we have also grown research support for those activities. These include the Clinical Research Center, a space where many of our clinical trials are conducted. We have developed the Nebraska Biobank, a repository of over 120,000 anonymous biologic samples linked to basic clinical information (age, gender, medications) so that investigators can rapidly study groups of patients to evaluate new tests to diagnose disease or risk earlier or identify best strategies for treatment. This year we have operationalized the Clinical Trials Management System that will make it easier to track research subjects during the course of a study.

Service Cores

UNMC has developed key service cores. Service cores provides expertise or physical spaces for the support of research rather than machines. The Center for Collaboration on Research Design and Analysis (CCORDA) is UNMC's portal for research design and biostatistical analysis of projects. The Bioinformatics & Systems Biology Core provides expertise to support the analysis of genomics and proteomics data. The Electronic Health Record Access Core provides access to data sets to analyze health outcomes, quality improvement, or preliminary data for feasibility of grant applications. The Research IT Office (RITO) supports the development of databases, including the use of REDCap, an open source database for clinical research; and understands and troubleshoots issues of moving data sets and establishing secure data storage options. PCORNet is a database that links deidentified data from seven Great Plains states for research questions that require larger datasets.



Who Uses Cores?

Overall use of UNMC cores has nearly doubled in the past five years with use by external users increasing by 35%. Nearly half of faculty use one or more core facilities and more than 20% use three or more cores annually. As UNMC's faculty grows, the number of core users continue to grow, but the number of non-UNMC core users also continue to grow and now stands at 20%. Most external customers are from within the NU system or other academic institutions, but use by corporations is also increasing. Commercial users do not receive a subsidized rate.

How are Cores Maintained?

Fees for use of cores are established based on the real cost of providing services with an annual cost comparison against competing regional or national cores. Large grant programs provide significant support to the cores, particularly new or developing cores, and NRI funding is the third category of funding when the core does not break even at the end of the year because of unexpected costs or reduced revenues (e.g., federal sequestration, equipment down so no revenues during repair with fixed staff cost). Biennial surveys of core users and nonusers identify areas for growth or restructuring.

Evaluation of Cores

In addition to annual reports to NU Central Administration and five-year external reviews, every two years the research community is surveyed about their use of UNMC research cores. Typically, of the 1,000 surveys sent, 300 or 30% respond. Results from 2016, indicate the main reason researchers do not use UNMC cores is that they have no need. In addition, knowledge about UNMC cores has steadily improved and use of cores outside UNMC has declined. Satisfaction with service and cost are at an all-time high.

SPREADING THE WORD

Communication is critical to all types of research – to teach investigators and trainees about new resources, processes and regulations, to alert investigators of new education and research funding opportunities, to improve grant-writing skills, to learn how to better communicate why research is vital and why anyone’s research is important. The Vice Chancellor for Research Office has continued to expand research education programs to enhance dissemination of information. Some of the main programs are described below.

Research Advocacy

Researchers can get so involved in their research they forget how to translate it to others. Mary Woolley, president of Research!America, the featured closing speaker for UNMC Research & Innovation Month introduced personal research advocacy, kicking off a new training opportunity at UNMC. “The Art of the Elevator Pitch” gives researchers a strategy and hands-on practice to more rapidly communicate what they are doing in language that more people can understand. Participants get hands-on practice delivering their research pitches targeted to a variety of audiences; whether a potential research subject, someone who is considering endowing research programs, your congressional representative, or a venture capitalist interested in investing in the technology. The popular sessions are offered biannually.



Lecture Series and Workshops

GRANTSMANSHIP BOOTCAMP

Held twice yearly, this half-day seminar provides a quick orientation to strategies to improve grant applications.

ANNUAL IRB SUMMIT

UNMC began a regional training program for IRB members in 2010 that now draws personnel from six regional states.

TECH TALKS

This seminar series introduces the research community to new technologies or new ways that researchers are using existing technologies.

ADMINISTRATOR FINANCIAL TRAINING

This series, co-sponsored with Business and Finance, prepares administrators for the evolving and increasingly complex aspects of grant management.

RESEARCH AND INNOVATION MONTH

UNMC celebrates Research and Innovation Month annually in October. One of the goals of the UNeMed-sponsored activities during the month is to alert faculty to think about the intellectual property implications or opportunities for economic development of their research. Activities in 2017 included the inaugural annual meeting of the Great Plains IDeA-CTR. This day and a half meeting featured speakers highlighting resources and research activities supported by the IDeA-CTR and provided opportunities to meet potential collaborators across a four state region.

RESEARCH COORDINATOR MEETINGS AND WORKSHOPS

Quarterly, all research coordinators are invited to meet to discuss changes in regulations or share concerns to identify problems with current processes. The Clinical Research Center also provides one on one training and mentorship for new coordinators to the campus.

On-line Resources

VCR OFFICE WEBSITE

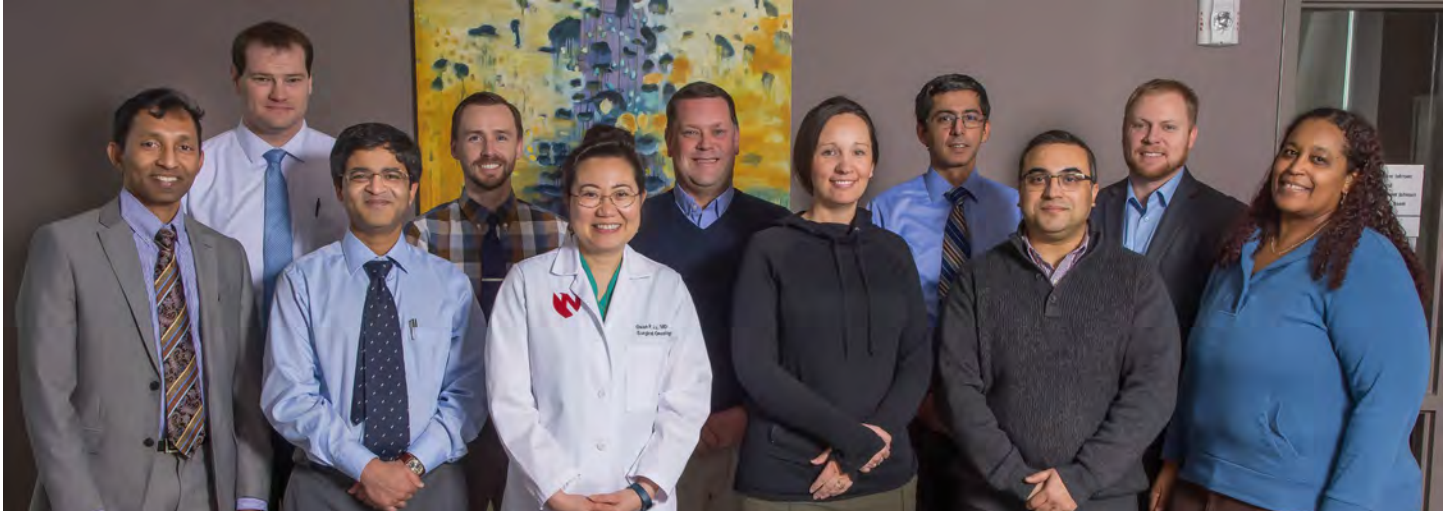
The website “Resources for Researchers” is designed to meet investigators’ needs for resource information. The Research Handbook provides a digital reference for research processes across the campus. Internal grant opportunities are highlighted on the Funding pages. “Find an Expert” allows a quick search of investigators’ expertise to identify potential collaborators, not only for UNMC but UNL, UNO, UNK, Boys Town and some faculty from Great Plains IDeA-CTR member institutions (University of North and South Dakota, and North Dakota State University). The site includes a Directory of Shared Resources/Cores with quick links to reserve instruments and request services as well as Board of Regent Centers.

THE GRANT RESOURCE LIBRARY

This resource provides samples of successful grants awarded to current UNMC faculty, including descriptions of our cores, facility statements and other services or required programs, like Responsible Conduct of Research training, often required in grants.

RESPONSIBLE CONDUCT OF RESEARCH (RCR) TRAINING

RCR training is required for all graduate students and post-doctoral professionals. With increasing numbers of clinical investigators, scenarios that discuss ethical conduct in clinical research have been added. The VCR Office developed a one-day training for the Mentored Scholar Program within the Clinical and Translational Research Program (MSP-CTR) that is open to other faculty, as well. This is held twice annually, in addition to the graduate student and post-doctoral RCR training programs.



Mentorship and Pilot Programs

MENTORED SCHOLAR PROGRAM FOR CLINICAL-TRANSLATIONAL RESEARCH

The MSP-CTR is now in its 11th year. Dr. Lani Zimmerman, College of Nursing, is largely responsible for maturing this program from where it started to where it is now, which includes a graduate seminar series that brings faculty enrolled into a series of seminars that result in peer mentoring, as well as making other didactic content available to trainees. Faculty interested in enrollment must compete for slots and are required to show evidence that their chief, chair, or dean will provide 25% protected time for their time in the program. The Research Office provides \$25,000 toward their research program.

IDEA-CTR SCHOLAR PROGRAM

This competitive program funded by the IDeA-CTR grant provides 50% faculty salary support and research funding towards their project, as well as support of mentors and other resources. Announcements of available slots are made as individuals graduate; applicants need to submit a K award-like application and an in-person interview is conducted for those selected to move forward.

BIOMEDICAL INFORMATICS GRADUATE TRAINING PROGRAM

The need for new biomedical informatics trained faculty and staff in all areas continues to grow. This graduate training program is designed to expand the pool for the future. It is a collaborative program between UNMC and UNO, and includes a monthly biomedical informatics graduate seminar series.

NATIONAL STRATEGIC RESEARCH INSTITUTE UPDATE

National Strategic Research Institute (NSRI) is sponsored by the United States Strategic Command (USSTRATCOM) and receives funding on projects from USSTRATCOM and other DoD agencies through task orders on a pre-competed Indefinite-Delivery Indefinite-Quantity (IDIQ) contract. This contract allows funds to be received and quickly tasked for execution. Since this IDIQ contract has been pre-competed in a set of core competency areas related to Combating Weapons of Mass Destruction (CWMD), it allows government agency sponsors to award projects in those competencies without going through an additional bidding process. NSRI may also compete for additional science and technology work through other contractual mechanisms where appropriate.

Research being conducted through NSRI by researchers across the University of Nebraska include development of a system that can detect nuclear materials hidden within more than a foot of steel; development of vaccines for infectious diseases like Ebola and anthrax; identifying novel treatments for exposure to neurotoxins and engineering systems to defend military installations from weapons of mass destruction; and the study of the psychology of terrorist groups like ISIS. These and other areas—including combating emerging and persistent threats to the United States and its allies, like chemical, biological, radiological and nuclear weapons—mean NSRI's work is timely and relevant.

RESEARCH FOCUS AREAS

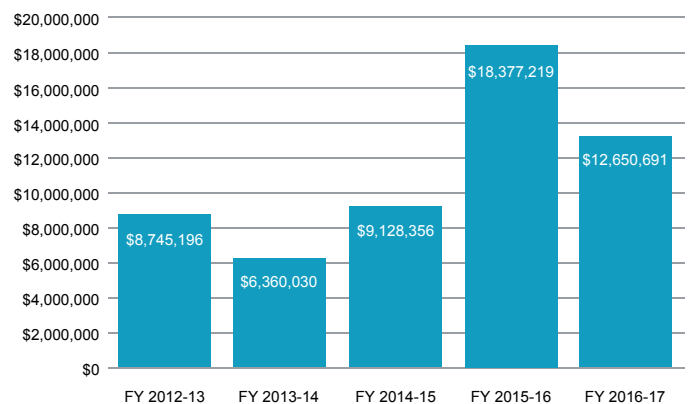
- Deterrence and Dissuasion
- Nuclear, Chemical and Biological Weapon Proliferation
- Highly Infectious Diseases
- En-route Care
- CBRN Threat and Vulnerability Assessments
- Detection of Nuclear and Radiological Materials
- Detection of Chemical and Biological Agents
- Interdiction of CBRN Threats
- Nuclear Explosion Monitoring
- Biosurveillance
- Bioinformatics and Epidemiology
- Drug Discovery and Development
- Medical Innovation against WMD Threats
- Emergency Response to Nuclear, Radiological, Chemical and Biological Events
- Remediation of Biological, Chemical and Radiological Contamination
- Nuclear Forensics and Attribution
- Space, Cyber and Telecommunications Law

Award by Customer
FY 2012-13 through FY 2016-17



U.S. Strategic Command (USSTRATCOM), \$7,122,751	U.S. Army Research Laboratory (ARL), \$8,500
U.S. Cyber Command (USCC), \$291,594	Office of Naval Research (ONR), \$1,570,792
U.S. Department of Homeland Security (DHS), \$3,138,836	Joint Program Executive Office for Chemical Biological Defense, \$3,365,468
Defense Threat Reduction Agency (DTRA), \$13,165,003	Department of Defense (Other), \$3,366,965
U.S. Army Medical Research Institute for Infectious Diseases (USAMRIID), \$9,512,136	U.S. Air Force Surgeon General (USAF SG), \$2,188,414
Office of the Secretary of Defense (OSD) Rapid Reaction Technology Office (RTTO), \$399,753	Defense Health Agency (DHA), \$7,390,437
U.S. Army Corp of Engineers (USACE), \$250,000	U.S. Air Force Global Strike Command (AFGSC), \$1,308,297
U.S. Army Military Surface Deployment and Distribution Command (SDDC), \$3,899,696	National Guard Civil Support Teams (CST), \$195,850

NSRI Award Value by Year



NEBRASKA MEDICINE HEALTH SYSTEM UPDATE

Strategic Planning

As part of a year-long process, more than 200 leaders from Nebraska Medicine and UNMC, including 64 physicians, came together in 2017 to lay the foundations of a strategic plan, which will guide the organization through 2023. In February 2017, the team began by defining the strategies which align with Nebraska Medicine's six strategic goals. In March and April, leaders from clinical, academic, research and business performed committee work to further refine the strategies needed to meet the organization's strategic goals. During a planning retreat in May 2017, the top five strategies were solidified. Then, teams came together to form objectives and tactics to support each of the five strategies. A second retreat was held in November 2017 to share the results. The board approved the strategic plan, including 11 prioritized tactics for the upcoming months into December 2018.

Meeting Nebraska Medicine's strategic goals will require individual and collective commitment to transparency; the creation of a culture of high reliability throughout the organization, not just in clinical care; continued support for the health and well-being of our patients and our colleagues; an embrace of consumerism and preparation for what's next in the healthcare industry.

Fred & Pamela Buffett Cancer Center Opening

After years of planning and construction, the Fred & Pamela Buffett Cancer Center, the largest project ever on the Medical Center's Omaha campus opened in June 2017. The facility was named in recognition of a gift from Pamela Buffett, through her foundation, the Rebecca Susan Buffett Foundation. Pamela's husband, Fred "Fritz" Buffett, died in 1997 after fighting kidney cancer.

The only National Cancer Institute-designated cancer center in Nebraska, the Fred & Pamela Buffett Cancer Center offers treatment options and clinical trials not found elsewhere. The cancer center includes:

- The Suzanne and Walter Scott Cancer Research Tower, a 10-story, 98-laboratory research tower
- The C.L. Werner Cancer Hospital, an eight-story, 108-bed inpatient treatment center
- A multidisciplinary outpatient center which includes clinics, radiation oncology, surgery, radiology, a 24/7 treatment center, lab and collaborative treatment/diagnostics

Opening events for the Fred & Pamela Buffett Cancer Center included a public open house, a ribbon-cutting and keynote address from Vice President Joe Biden as well as recognition events for construction teams, staff, donors and foundations who made the project possible.



New NebraskaMed.com Website, Features Provider Ratings

In March 2017, a new NebraskaMed.com went online after a year of preparation. Each page in the site provides links to relevant stories, education and content specific to what a user is researching. A highly refined search function helps tailor results to specific information. Most importantly, it's easier than ever for NebraskaMed.com to find the user a healthcare provider and to make an appointment.

Instead of general information about specific clinical services we offer, the new site puts the patient at the center of the experience and puts an emphasis on why that patient would want to consult with a Nebraska Medicine expert about that service. Seemingly small changes, such as changing "Find a Physician" to "Find a Doctor" are focused on the bigger picture – a site that is more patient centered and responsive and uses the public's commonly used terms, instead of the medical community's. In October, the national eHealthcare Leadership Awards awarded the new NebraskaMed.com with a Silver Award for Best Overall Internet site for 2017.

An important part of the website redesign was updating our Careers site. As Nebraska Medicine works to recruit nurses and other patient care staff, demonstrating our workplace culture is important. The new Careers website is fully integrated with NebraskaMed.com and features short videos from colleagues from different disciplines, locations and backgrounds.

Another new enhancement to the public website is the introduction of provider ratings. Starting in July 2017, individuals looking for a healthcare provider at Nebraska Medicine can review ratings and comments on providers based on past experiences by current or former patients through a new provider rating system called Patient Ratings and Reviews. The rating system, which can be found in the Find a Doctor section at NebraskaMed.com/Doctors, is intended to help consumers make more informed decisions when looking for a provider. Information is included about the provider's experience as well as patient satisfaction. The rating system includes reviews on doctors, physician assistants and nurse practitioners.

Surveys are sent to clinic patients via email or mail after their visit. Once providers have accumulated 30 surveys over a 24-month period, their ratings are posted under their profile in the Find a Doctor section of the Nebraska Medicine website. In the three-month period following rating implementation, website traffic to provider profiles increased 89% compared to the prior three months.

Primary Care and Immediate Care Clinics Expansion

Nebraska Medicine opened two new primary care clinic locations in 2017, including the relocation of Brentwood and the addition of Chalco. Both clinics follow a patient centered medical home (PCMH) model, meaning a comprehensive team staffed with behavioral health, social workers, dietitians and pharmacists, along with primary care clinicians and staff ensures all of a patient's needs are met.

On July 12, 2017, more than one hundred community members, patients attended a ribbon cutting for Brentwood Village's new location at 8604 Giles Road. By moving to the new facility, the practice space has expanded to include 15 exam rooms, five consult rooms and a procedure room. One of the consult rooms is dedicated to telehealth, allowing for the community clinic to connect patients with a multi-discipline of services if immediately necessary during a regular office visit.

In September, Chalco opened its doors at 168th Street and Giles Road. Prior to the primary care clinic opening, there were two open house events to help celebrate Nebraska Medicine's commitment to meeting the healthcare needs of Southwest Omaha. Two new family medicine physicians and an advanced practice registered nurse provide care at the clinic.

The Chalco clinic is Nebraska Medicine's 15th primary care clinic and the fourth Immediate Care Clinic, providing weekend, holiday and after-hours care. Other Immediate Care clinics are located at Nebraska Medicine – Eagle Run, Nebraska Medicine –



Midtown and Nebraska Medicine – Family Medicine at Bellevue. Construction on a 16th clinic is currently underway in Elkhorn, which will also serve as an Immediate Care location.

Heart and Vascular Expansion

Nebraska Medicine expanded its heart and vascular services with the opening of a new Heart and Vascular Center at Bellevue in 2017. The program hired nine new physicians and several new advanced practice providers, meaning the Bellevue location now has experienced cardiologists available to see patients Monday through Friday.

The center offers a full range of diagnostic procedures including stress testing, echocardiography, electrophysiology and cardiac catheterization. A fully integrated heart attack program is also available at Bellevue, meaning the hospital has all of the expertise, facilities and equipment to safely and emergently treat individuals having a heart attack.

In July 2017, Nebraska Medicine Heart and Vascular services expanded to include Denison, Iowa and the surrounding area. A Nebraska Medicine cardiologist practices at the Heart and Vascular Clinic at Crawford County Memorial Hospital several days a month.

Perioperative Sterile Processing Facility Completed

Construction was completed on a new Integrated Service Center, located near 40th and Pacific streets in Omaha, which will allow Nebraska Medicine to better support the Perioperative Services departments throughout the Omaha area. It is one of the largest off-site sterile processing facilities in the United States and serves as the hub for sterilization and preparation of the instruments needed for each surgical procedure at Fritch Surgery Center, Village Pointe, Bellevue, Hixson-Lied and the Fred & Pamela Buffett Cancer Center. The new workflow allows for a higher standard of sterilization of surgical instruments and increases capacity for case cart preparation.



Awards and Recognition

Nebraska Medicine was awarded a variety of awards and recognitions throughout 2017, including:



- Becker's Hospital Review's 100 Great Hospitals in America
- U.S. News & World Report Best Hospital in the State with national rankings
 - Ear, Nose, and Throat
 - Gynecology
 - Urology
- American College of Surgeons (ACS) nationally recognized Level I Trauma Center
- Women's Choice Award's America's 100 Best Hospitals for Patient Experience
- The Joint Commission's Gold Seal of Approval and the American Heart Association/American Stroke Association's Heart-Check Mark for Advanced Certification for Comprehensive Stroke Centers
- The Joint Commission Certified Primary Stroke Center (Bellevue)
- American College of Cardiology Accredited Chest Pain Center (Nebraska Medical Center and Bellevue)
- Becker's Hospital Review's 100 Hospitals and Health Systems with Great Heart Programs

Vizient 5-Star Ranking

For the second year in a row, Nebraska Medical Center was recognized by Vizient, Inc., as a recipient of the 2017 Bernard A. Birnbaum, M.D., Quality Leadership Award. The award recognizes Nebraska Medical Center for demonstrating superior quality and safety performance among more than 100 academic medical centers taking part in Vizient's Quality and Accountability Study. Only twelve academic medical centers in the United States were recognized this year. The study measures performance based on the Institute of Medicine's six domains of care: safety, timeliness, effectiveness, efficiency, equity and patient centeredness.

Nebraska Medical Center is ranked eleventh and is the only health system in the region to earn this recognition. Nebraska Medicine – Bellevue also earned a spot on the community hospitals list, checking in at twelfth.

HIMSS Enterprise Davies Award

In October 2017, Nebraska Medicine was recognized by the Healthcare Information and Management Systems Society (HIMSS) with its Enterprise Davies Award of Excellence. The HIMSS Davies Award recognizes institutions that demonstrate how utilizing technology is improving patient outcomes and value. After an initial written review, HIMSS surveyors traveled on-site to evaluate the tools and outcomes at Nebraska Medicine. HIMSS recognized 11 healthcare organizations with Enterprise Awards in 2017, with Nebraska Medicine being the only recipient in the region.

To qualify for the award, Nebraska Medicine showcased how utilizing health technology, including its electronic health record (EHR), is leading to reductions in sepsis and catheter-associated urinary tract infections as well as improving preventative care and increasing screening rates among its patients.

HEALTHCARE AND ACADEMIC HEALTH CENTERS

Healthcare Workforce

State budgeting and funding issues continue to overshadow legislative initiatives such as the health workforce in Nebraska. The 2017 Legislative session reduced state funding to the University and reduced Medicaid reimbursements to hospitals. In 2018, the Governor proposed an additional 4% cut to the University, which the Legislature reduced to a 1% cut. Items the Legislature will study during the interim include the prevalence of cancer in Nebraska; economic development tools including Nebraska's workforce; impact of tobacco use on state spending and the Health Care Cash Fund. While Nebraska has not expanded Medicaid under the Accountable Care Act (ACA), a grassroots group has announced plans for a petition drive to gather signatures to place Medicaid Expansion on the Nebraska ballot in 2018. A separate group is also planning a petition drive seeking property tax relief to be on the 2018 ballot.

Next Generation Simulation Education and Training

The education and training of health professionals is changing rapidly. UNMC is at the leading edge of creating a new model of world-class simulation and immersive virtual reality education. The HHS award to UNMC of a \$19.8 million contract and designation as the site of the HHS Training, Simulation and Quarantine center demonstrates that the Dr. Edwin Davis & Dorothy Balbach Davis Global Center for Advanced Interprofessional Learning (Davis Global Center) is positioning 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 improve healthcare provider performance, lower costs and, most importantly, improve patient outcomes. The Davis Global Center is already increasing collaboration with federal agencies in both national training and research.

In 2015, the Nebraska Legislature and governor approved \$25 million toward the construction of the Interprofessional Experiential Center for Enduring Learning (iEXCELSM). Private donors have contributed the majority of the funding toward the facility. In 2016, the City of Omaha partnered with UNMC and contributed nearly \$10 million in public infrastructure improvements toward the new facility, the Davis Global Center, which will serve as the headquarters for iEXCEL. The center, scheduled to open late this year, will be a multi-level, highly advanced interprofessional clinical simulation facility on the UNMC campus. This facility will be connected by two skywalks — one to the Sorrell Center for Health Science Education and the other to the Lauritzen Outpatient Center. This advanced interprofessional simulation facility will house the widest range of simulation technologies available. It also will be 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. The Davis Global

Center is designed to bring together all health professions to learn together in an experiential environment. With dedicated faculty to provide intellectual and logistical support, learners would demonstrate attainment of clinical competencies within the virtual environment before treating patients.

Graduate Medical Education

Graduate Medical Education (GME) remains a potential target for funding cuts in FY 2018-19. GME is an important program to residents at University of Nebraska Medical Center/Nebraska Medicine (UNMC/NM). UNMC/NM receive about \$27 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.

340B Drug Discount Program

The 340B Drug Discount program, which is vitally important to providing affordable medications to Nebraska Medicine's lower-income patients, is under assault. Centers for Medicare & Medicaid Services (CMS) has implemented a cut in Medicare Part B reimbursements to 340B hospitals and increased the regulatory burden on 340B hospitals. The cut in reimbursements is having a negative impact on patients and is on track to reduce reimbursements to Nebraska Medicine by at least \$9 million annually. Nebraska Medicine is already seeing its costs increase to comply with the newly added regulations. Pharmaceutical manufacturers have long pushed for significant restrictions on the 340B program. A lawsuit to block the 340B reimbursement cut was filed and legislation was introduced in Congress to block CMS, but neither have advanced and the reimbursement cut took effect in January 2018. It is vitally important that Congress act to support the 340B Drug Discount program.

Accountable Care Act

While there was extensive debate and the individual mandate that had required citizens to have health insurance was repealed, Congress and the Trump Administration have not repealed the Accountable Care Act. The discussion of repeal and replacements of the ACA will continue in 2018. Discussions of possible replacements of the ACA will continue in 2018. Even though the State of Nebraska has not expanded Medicaid, the potential repeal of the ACA casts great concern on the future level of Medicaid funding. Some of the proposals have included providing states more flexibility for Medicaid through a block grant, which may result in less funding for Medicaid.

Nebraska Medicine

HEALTHCARE VOLUME AND PATIENT SATISFACTION

NEBRASKA MEDICINE - CLINIC VISITS	FY 2016-17 ACTUAL	FY 2017-18 PROJECTED
Primary Care*	215,910	232,913
Specialty Care	403,932	430,459

NEBRASKA MEDICINE - HOSPITAL ACTIVITY	FY 2016-17 ACTUAL	FY 2017-18 PROJECTED
Source - Census Days File (Excludes Newborns)		
Discharges	31,004	32,640
Patient Days	171,823	175,009
Average Length of Stay	5.5	5.4

NEBRASKA MEDICINE - PATIENT SATISFACTION SCORES	FY 2015-16		FY 2016-17	
Measures: patients' overall satisfaction with their healthcare experience	Top Box %	Comparison Percentile Rank	Top Box %	Comparison Percentile Rank
Overall Nebraska Medicine clinics likelihood of recommending practice	81.3%	47th	80.0%	32nd
Nebraska Medicine overall inpatient recommending the hospital (HCAHPS)	78.8%	72nd	77.8%	67th
Nebraska Medicine Bellevue inpatient recommending the hospital (HCAHPS)	79.6%	74th	79.3%	72nd

*UNL Clinic visits were removed from official reporting and projections



COMMUNITY ENGAGEMENT



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/science_cafe.

ANNUAL UNITED WAY DRIVE

Each year, UNMC employees are encouraged to participate in the annual United Way Drive. In October 2017, the UNMC drive netted \$162,749 (and UNMC recorded a campus participation goal of 47%) 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 healthcare 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 400 patient visits per year. With students from 12 professions working in the clinics, SHARING offers an interprofessional, multidisciplinary educational setting while empowering patients and instilling the values of service and compassion in UNMC students.

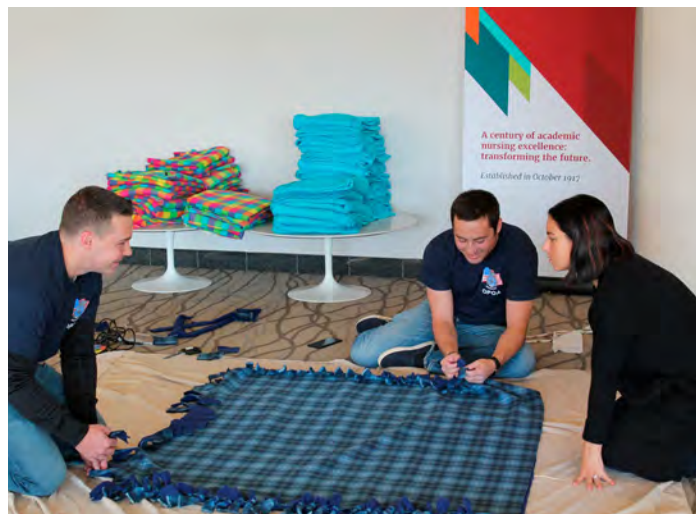
NEBRASKA SCIENCE FESTIVAL

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 2017, the 10-day festival continued its tradition of popular signature events, including the student and public science expos and the keynote presentation. It featured more than 100 events in 16 cities across the state and attracted more than 24,400 participants.

OFFICE OF COMMUNITY ENGAGEMENT

The Office of Community Engagement, established in 2016 in response to UNMC's national recognition as a Community Engaged Campus by the Carnegie Foundation for the Advancement of Teaching, builds mutually beneficial relationships and collaborations between UNMC and the communities it serves. It also advocates for community-engaged research, healthcare and service-based education. The office oversees the administration of five student-led, service learning "Legacy Projects:"

- **Bridge to Care** connects resettled refugees in the Douglas County/Omaha metro area with healthcare providers, health educational materials and preventive health services. Among its many efforts, Bridge to Care organizes an annual health fair for resident refugees in the Benson area, and partners with the UNMC Center for Reducing Health Disparities to support numerous community service events.
- **Do juSTIce** allows students to interact with inmates to deliver STD education, testing and treatment and develop strategies for intervention. Partnering with the Douglas County Department of Corrections, students provide care, education and advocacy for this vulnerable population.
- **EMPOWER** focuses on reducing domestic and sexual violence by increasing awareness and providing opportunities for future healthcare professionals to become involved in supporting survivors through health education and service. Empower organizes the annual "It's On Us" Week of Action events to raise awareness and prevention of abuse and violence, hosts self-defense classes, organizes lunch and learn sessions and supports greater community events such as local human trafficking prevention efforts.
- **Decreasing the Donor Deficit** raises awareness of cancer treatment by bone marrow transplantation through



Omaha Police Officers and students unite at the Annual Blanket Drive hosted by UNMC's Fostering the Future Legacy Group

educational events. In partnership with the Be The Match Foundation, students organize and staff recruitment opportunities, conduct screenings and collect samples to identify new donors in order to increase donors in the national registry for patients awaiting a donor match.

- **Fostering the Future** empowers children, adolescents and especially young adults in, or transitioning out of, the foster care system to be advocates for their own healthcare and connects them with health resources. Each fall, students organize a blanket-making event to supply local foster children with a blanket during transitional periods. Community organizations such as the Omaha Police Department and Project Everlast use the handmade blankets in their work with fostered youth. The group also hosts a health fair for youth transitioning out of the foster system each spring.

Each Legacy Project also supports efforts to protect the human connection between patients and caregivers by organizing and hosting Schwartz Center Rounds in collaboration with Nebraska Medicine. These monthly group discussions promote compassionate care so patients and their caregivers relate to one another in a way that provides hope and healing.

The Office of Community Engagement also supports the efforts of UNMC faculty, staff and students by hosting UNMC|SYNC, an online community to facilitate communication, planning and tracking of interprofessional community engagement efforts. New in 2018, this cloud based system facilitates communication, connects various communities to service opportunities and provides a centralized location to house information and resources.

ALUMNI ASSOCIATION

FY 2016-17 Impact Report

The UNMC Alumni Association (UNMCAA) works with several partners to provide opportunities for students, to engage with alumni and to facilitate opportunities for alumni to support UNMC. Those partners include:

- UNMC campus leadership, including the chancellor and the deans of the six colleges
- the University of Nebraska Foundation
- six college-specific innovation funds, which serve as the university's annual fund supported by alumni

These partners help make possible the vital work of the UNMC Alumni Association and its people and programs. The impact can be summarized in three categories – students, alumni and UNMC.

Impacting Students

The UNMCAA provides critical support to UNMC students through facilitating the formation of meaningful student-to-alumni relationships. More than 1,300 student engagement contacts occurred through events and activities hosted or sponsored by the UNMC Alumni Association. These included social events, professional development activities, funding support, one-on-one meetings and professionalism ceremonies.

- 789 students participated in Professionalism Ceremonies supported by the UNMC Alumni Association, symbolically marking the beginning of their career as healthcare professionals
- 1,300 student engagement contacts occurred through UNMCAA hosted or sponsored social events; emphasizing the importance of the transition from student to alum
- 191 students participated in a professional development event, including mock interviews, CV development and more
- Programming highlights include facilitating a strategic investment in student wellness, promoting volunteer opportunities and student exposure to alumni through campus ceremonies
- For the second year in a row, support for student scholarships more than doubled over FY 2014-15 (the last year prior to the New Era of Engagement)

Impacting Alumni

The UNMCAA facilitates opportunities for alumni to engage in the life and promotion of the university through outreach events, continuing education, communications, advocacy, wellness initiatives and class reunions.

- This year, the UNMC Alumni Association hosted 65 events for alumni, friends and students, with over 1,000 alumni attending at least one of those events
- Over 400 alumni participated in a class reunion supported by the Alumni Association, re-establishing a connection to their alma mater
- Over 400 alumni and guests participated in continuing education events hosted or sponsored by the Alumni Association



To support the work of the UNMC Alumni Association you can donate to a UNMC Innovation Fund for your college. To donate, please visit www.nufoundation.org/unmcfund.

- The UNMC Alumni Association facilitated social and professional networking for 4,217 followers through alumni Facebook pages and groups and LinkedIn

Impacting UNMC

- The UNMC Alumni Association, through its people and programs, serves as a volunteer-driven organization that shares information and opportunities for alumni to engage and support their alma mater
- Seven volunteer alumni engagement councils made up of over 120 volunteers meet regularly with the deans of their respective colleges to plan engagement strategies
- The College of Medicine Alumni Engagement Council continued its partnership with the UNMC Interprofessional Academy of Educators to help educate alumni preceptors and faculty in new teaching methods and curriculum reform
- In addition to the 42,000 alumni that make up the membership of the UNMC Alumni Association, residents and fellows are also now welcomed as members, adding an additional 3,700 members
- The UNMC Alumni Association facilitated the University's educational outreach to alumni in Nebraska during the 2017 Legislative session
- The Alumni Association managed the creation of the UNMC Retiree Association, which provides opportunities for retirees as well as retired alumni to maintain their connection to UNMC

For more information about the UNMC Alumni Association, please visit www.unmc.edu/alumni

UNMC'S GLOBAL STRATEGY

The mission of UNMC and Nebraska Medicine 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 healthcare
- 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

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.
- Nebraska had 6,089 enrolled international students (F1 and J1 student visas) in FY 2016-17, contributing \$170.4 million to the local economies of these geographical areas and creating or supporting 1,780 jobs. For every seven international students enrolled, three U.S. jobs are created and supported by spending that occurs in the higher education, accommodation, dining, retail, transportation, telecommunications and health insurance sectors. (Source: [nafsa.org/economic value](http://nafsa.org/economic%20value))
- Nebraska's global export shipments of merchandise in 2016 totaled \$6.4 billion. A total of 2,016 companies exported from Nebraska locations in 2014.
- UNMC had nearly 1,000 international students and scholars in 2017. More than 16% of our faculty have international origins.

UNMC/Nebraska Medicine targeted the following goals for International Health and Medical Education (IHME) leadership participation in the UNMC International Activities Strategic Plan 2017-20.



EDUCATIONAL PROGRAMS

- Strategy 1.1: Be the global leader in the education of health professionals and bioscience researchers by developing and implementing innovative educational models that embrace new technologies for enhancing learner engagement. These include interactive learning, adaptive learning, and mobile technology that will enhance current pedagogy, as well as advanced educational delivery.
 - Develop healthcare administration and management training modules in partnership with our global partners particularly China and Oman.

INSTITUTIONAL OUTREACH

Advance UNMC's and Nebraska Medicine's urban and rural community outreach, as well as national and global partnerships to build a healthier future.

- Strategy 4.2: Strengthen the breadth and depth of regional, national, and international relationships in education, research, and clinical care through expanded faculty and student exchanges and collaborative relationships with key institutions
 - Development of public-private partnership in healthcare.
 - Increase the volume of international student, house officers, and faculty being educated at UNMC and Nebraska Medicine. As well as UNMC students and faculty getting international experience.
 - Fully develop the relationship with Oman to optimize the number of professional students enrolled at UNMC, start two-way student exchanges, and increase the number of Omanis receiving residency training at UNMC.
 - Increase the number of funded research collaborations with international partners and develop exchanges specifically targeted for research experience for UNMC students in international settings and for international students coming to UNMC.



- Collaboration between UNMC, Buffett Cancer Center, leading U.S. cancer centers and parties in Middle East, north and east Africa to develop an integrated cancer prevention program involving education, research, education and training.
- Work with UNO, UNMC and Nebraska Medicine to increase global engagement collaborations in education.
- Through the International Student Research Forum, provide an international stage for graduate research students to collaborate beyond the boundaries of disciplines and nationalities. The forum aims to attract upcoming global scientists and provides an opportunity to showcase world-class education and research.
- In collaboration with NU Central Administration, sponsor a summit to bring together stakeholders from all four campuses to discuss current collaborations and future collaborations with partners in Africa.

INCLUSIVITY & DIVERSITY

Create an exemplary culturally-sensitive, diverse, and inclusive organization across UNMC and Nebraska Medicine.

- Strategy 5.2: Enrich the environment of inclusivity for all faculty, staff, and students and the communities we serve through coordination of programs that promote and sustain exemplary inclusivity in the learning and working environment.
 - Provide programs and strategies to support the diversity of students through training programs supporting cultural competency.

ORGANIZATIONAL CULTURE

Strengthen UNMC's and Nebraska Medicine's employee loyalty, satisfaction, and wellness by continually enhancing the organizational culture.

- Strategy 7.5: Reduce individual and organizational risks by enhancing the knowledge and accountability of policies, procedures, and systems among all UNMC colleges, centers, and institutes, Nebraska Medicine, academic and business units, and research and clinical partners.
 - Develop policies for developing and implementing international agreements.

CAMPUS LEADERSHIP

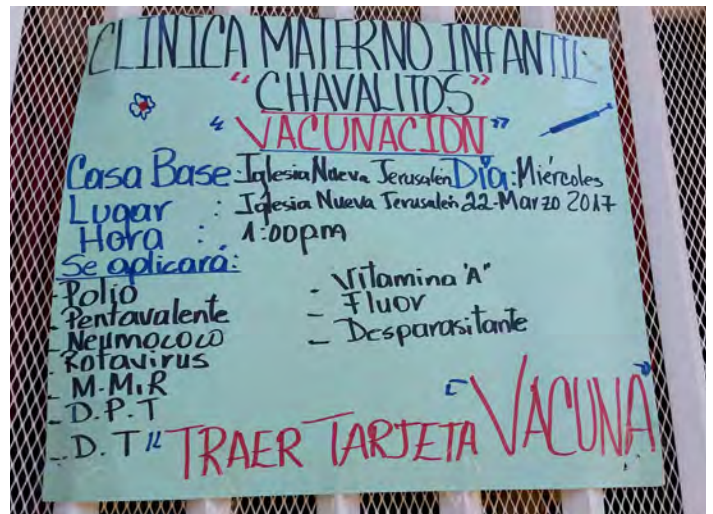
Provide exemplary campus-wide organizational leadership and management for planning and implementation of all strategies, goals, and initiatives.

- Strategy 8.2: Strengthen UNMC and Nebraska Medicine strategic planning and operations through the use of the UNePlan campus-wide strategic planning tool. Use the well-defined institutional metrics and timely dashboard reports of UNePlan to enhance the operations of all of the UNMC and Nebraska Medicine as academic and business units.
 - IHME will track progress on the status and completion of our strategic plan through the UNePlan software.

GLOBAL ACTIVITIES

2017 Activity Highlights of International Health and Medical Education

- UNMC was one of 11 institutions accepted into the 15th cohort of the ACE Internationalization Laboratory, sponsored by the American Council on Education. The Lab process, which began in August 2017 and will conclude in April 2019, provides customized guidance and insight to help colleges and universities achieve their internationalization goals. To date, more than 100 institutions have participated in the program.
- Collaboration discussions with the UNO International Studies and Programs unit were initiated to explore sharing of resources in strategic areas and developing joint programs/activities.
- International Health and Medical Education (IHME) directed document processing for the international participant population of 979 participants in 2017, 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.
- 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 235 international visitors in 2017, representing 36 different countries. Visitors from China comprised 70% of the total.
- The Medical Observer Program continued with 64 participants representing 16 countries. Of the 64 total, thirty-five (55%) were from India and eight (12.5%) from China. To date, 606 foreign medical graduates and medical students have participated in this program.
- For the fifth consecutive year, UNMC offered an International Student Orientation (ISO) for new international students who were paired with Ambassador Student volunteers. The three-day orientation included a shopping trip to the Asian Market, Bed Bath & Beyond and Target. UNMC students attended an international student barbeque at UNO and were also invited to attend UNO sports events. UNO international students attended two UNMC post-orientation presentations on the topics of 'A Taste of Home' (how to find or make meals from their home countries) and 'US holidays' (a review of 12 holidays or celebrations, what they mean and how they are celebrated).
- UNMC offered free tax preparation assistance to the international participant population, with 211 individuals participating.
- One hundred thirty-one UNMC students from the Colleges of Medicine, Allied Health, Nursing, Pharmacy and Public Health participated in global health experiences during FY 2016-17. These ranged in length from one week to nine months and took place in 12 different countries. The most popular countries for these student experiences were Nicaragua (39), China (30) and Jamaica (27). Collaborative study abroad programming with UNO was initiated.



- UNMC offered four-week Medical Spanish/Global Health courses that took place in Managua, Nicaragua during February and March. Five students/medical residents completed the course, representing two different institutions. UNMC's partners in Nicaragua for this course are Universidad Americana and Viva Spanish School, both in Managua.
- The Student Alliance for Global Health (SAGH) sponsored four medical service trips during spring break to Jamaica, Nicaragua and a Native American reservation. The 68 participating students represented COM, CON, COP, CAHP, COPH and Graduate Studies. Also offered were short-term Medical Spanish courses and monthly global health speakers and programs.
- The FY 2016-17 SAGH philanthropy project focused on raising awareness and fundraising for Global Partners in Hope.
- IHME continues to support the International Student Association (ISA), which became official in January 2016. ISA organized the April Holi event and sponsored the



“Breaking Barriers,” program series, beginning in December 2016, to spotlight information about different countries.

- In June IHME sponsored six Ben Nelson Fellows, in collaboration with Open World, Washington, DC and the Council Bluffs Sister City Association. Russian scientists met with multidisciplinary research teams and established connections for future research collaboration.
- During the March spring break, IHME sponsored a health promotion and chronic disease screening health fair, which was a collaborative project with Sultan Qaboos University (SQU). An interprofessional group of six UNMC students traveled to Muscat, Oman and partnered with 12 SQU students. The program was funded by a grant from the United States Embassy in Oman. Another three SQU medical students came for medical electives in spring 2017. Two Omani cardiology fellows continue training at UNMC.

Discussions were held with strategic Omani government units related to increasing collaboration and participation of health-related professions.

- The Solid Organ Transplant Surgery department continued its sister relationship with St. Paul’s Hospital Hanoi to enhance the renal transplant program. An MOU between UNMC/SOTS and the Vietnam National Coordinating Center for Human Organ Transplantation was signed for the purpose of creating a national transplant infrastructure. A Ministry of Health delegation visited UNMC in December 2017 and observed procedures, processes and reporting standards at UNMC, NORS (Nebraska Organ Recovery Services) and UNOS (United Network for Organ Sharing).
- The University of Gitwe (UG), Rwanda, partnership expanded from a surgical mission trip in June by the Department of Anesthesiology and the student peer-to-peer international collaborative project, now in its second year, to include research application submissions. Three M-1 and three pharmacy students, joined by two UNO public health students, partnered with 12 UG medical students who worked in teams to develop instructional e-modules sponsored by IHME, the Department of Anesthesiology and the College of Pharmacy. Two research grant applications were submitted during fall 2017. One grant by a UNMC librarian is to introduce Hinari to, and train Rwandan healthcare workers on, its use. The other, a joint submission between UG and UNMC researchers is to examine genomics of pre-term delivery among women in rural Rwanda, was advanced to second round review. Notifications will be sent in spring 2018. The Vice Chancellor of the University of Gitwe, Dr. Jered Rugengande, visited the UNMC campus during September 2017. A proposal was developed for collaborative research activities between UNMC and UG.

2018 – Current and Anticipated Activity of International Health and Medical Education

- The ACE Internationalization Laboratory process continues through 2018 and concludes in April 2019. The process includes site visits by the ACE staff and meetings of the entire Internationalization Laboratory cohort, hosted by ACE in Washington, DC.
- Fifty-eight UNMC students planned SAGH medical service trips during spring break, taking place in Nicaragua (31 students), Jamaica (25 students) and a Native American reservation (two students).
- Beginning and intermediate Spanish courses are offered on campus for students.
- Monthly luncheon programs featuring global health topics are offered during the academic year.
- Grounds for Health is the philanthropy project for FY 2017-18.
- ISA will again sponsor the Holi festival in the spring and International Week in November, as well as support ISO and Ambassador activities, including the Ambassador Appreciation Potluck and the Ambassador recruitment.
- A third student peer-to-peer international collaborative project in Rwanda is planned for summer 2018, with an interprofessional mix of 8-10 students from UNMC and UNO. Research seed money from NU Central Administration was awarded in January 2018 to conduct a medical record retrospective analysis of fetal programming and adult health or disease conditions that will support collaborative work by two UNMC and two UG students to assist with data collection), two UNMC researchers (of whom one is new to Rwanda work) and three UG researchers.
- A visit of six Ben Nelson Fellows – all Russian cardiologists – took place in February 2018. This program is offered through a collaboration of IHME, Open World and Friendship Force International.
- Expansion of Vietnam partnership by establishing a relationship with a teaching institution and planning a student peer-to-peer international collaborative project is expected. One medical student is planning a week of observation in Vietnam (Hanoi or Ho Chi Minh City). The plan is for two Vietnamese pulmonary physicians to observe for one

or two months in Internal Medicine during August and/or September 2018.

- Four-week Medical Spanish/Global Health programs, sponsored by IHME, will be offered in Nicaragua during February, March, April, June and July 2018. Several pediatric residents are enrolled in the spring programs and enrollment is open for the summer courses.
- Free tax preparation assistance for international participants is scheduled for spring 2018.
- UNMC and UNO, with support from NU Global Strategy and International Initiatives, is offering a three-week program in Nicaragua in July with a focus on Spanish language instruction (three levels) and public health educational

2017 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.

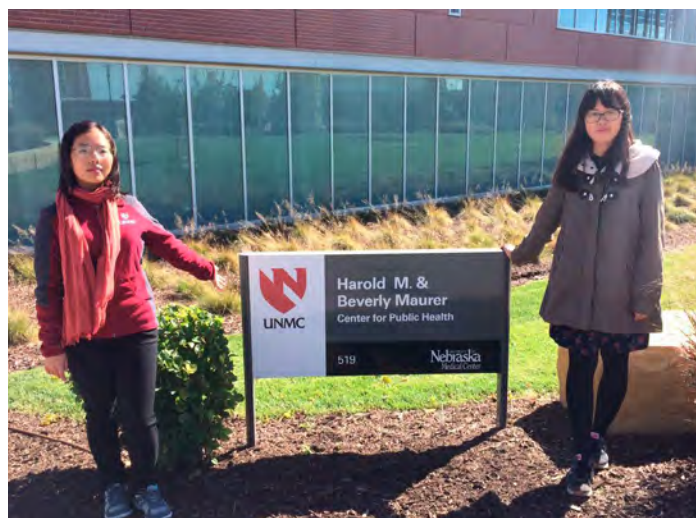
With APRDP's support, UNMC's various colleges continued to make strides in collaboration with China. UNMC and Beijing's Capital Medical University signed an amendment to our existing agreement in December 2016, expanding our existing partnership to include public health training.

The UNMC-China Scholarship Council (CSC) program has brought 239 students and scholars to UNMC since 2006. APRDP continues to be successful in recruiting students. In 2016, recruitment events took place in Chengdu, Beijing and Zhengzhou, and presentations occurred in other cities across China. Enrollment for 2016 included 11 new CSC students and scholars. All candidates accepted by UNMC received CSC funding support. Fourteen CSC students graduated in August and December of 2016 and May of 2017. UNMC and CSC initiated a novel Faculty Medical Education Training Program for faculty in the midwest region of China in the fall of 2015; the FY 2016-17 program brought two groups of CSC-sponsored faculty (30 faculty in total from 26 universities in 20 provinces) to UNMC for six months of training. Currently, there are 89 CSC-sponsored students and scholars on campus.

The APRDP's Summer Research Program hosted 15 students from four Chinese universities for short-term rotations. Medical, nursing and pharmacy exchange programs continued to grow with 52 students participating from July 2016 through June 2017. Fifteen Chinese medical students came to UNMC while 13 UNMC M.D. and Physician Assistant students went to China. Nine Chinese and 13 UNMC students embarked on a short-term nursing student exchange. Included in these numbers were groups of medical and nursing students going to hospitals in Beijing as a result of the 2015 agreement with Capital Medical

activities. The course will take place in the cities of León (two weeks) and Estelí (one week). Up to 25 student participants from all four NU campuses will participate in the for-credit program.

- The Africa Summit is scheduled for April 2018. The one-day conference, taking place on the UNMC campus, will feature panel presentations and discussions designed to share information regarding the Africa-related programming of the four NU campuses.
- Collaboration with UNO is ongoing to identify opportunities for shared administrative support functions such as immigration activities and marketing and development strategies to promote study abroad programs and ESL training.



Min Chen and Wanying Pei, certificate in Public Health students at UNMC

University. Additionally, two pharmacy students from China Pharmaceutical University spent three months in UNMC labs in the spring of 2017. The first two public health students from Capital Medical University studied at UNMC for a year, receiving their certificates in Public Health in spring 2017. Ten Tongji University clinical faculty members spent two months training at UNMC.

UNMC's training efforts in China continued as well. Six family medicine experts from UNMC presented at the Annual Family Medicine Symposium in Shanghai in October 2016 speaking on communication between doctors and patients. Hundreds of trainees attended. UNMC hosted the 6th U.S.-Sino Family Medicine Leadership Course in April 2017, which was attended by two residents from China. Eight leaders and faculty from UNMC joined speakers from Australia, China and Taiwan at the First Sino-American Physical Therapy Symposium in Shanghai.

APRDP coordinated the Fifth Annual Chinese Cultural Fair in February. More than 275 people attended the event and more than 30 people volunteered their time to help it run smoothly.



International Student Research Forum, June 2017



Sally Ingham, Roxanne Haslam, John Mitchell did clinical rotations at Ruijin Hospital affiliated with Shanghai Jiao Tong University School of Medicine, spring 2017



CSC faculty medical education trainees during the Chinese Cultural Fair, February 2017

The Cultural Fair was co-sponsored by UNMC HR-Employee Relations, Organizational Development & Diversity and the UNMC-Chinese Scholars and Students Association.

Finally, student research was highlighted in June 2017 when fourteen UNMC students and one from UNO participated in the 12th Annual International Student Research Forum jointly hosted by UNMC and UNO. In total, 58 students and 16 faculty/staff from UNMC, UNO, Griffith University (Brisbane, Australia), The University of Southern Denmark (Odense, Denmark), the University of Chinese Academy of Sciences (Beijing, China), Shanghai Jiao Tong University (Shanghai, China) and Tongji University (Shanghai, China) shared their research and discussed ways to collaborate on their projects.

UNMC-China

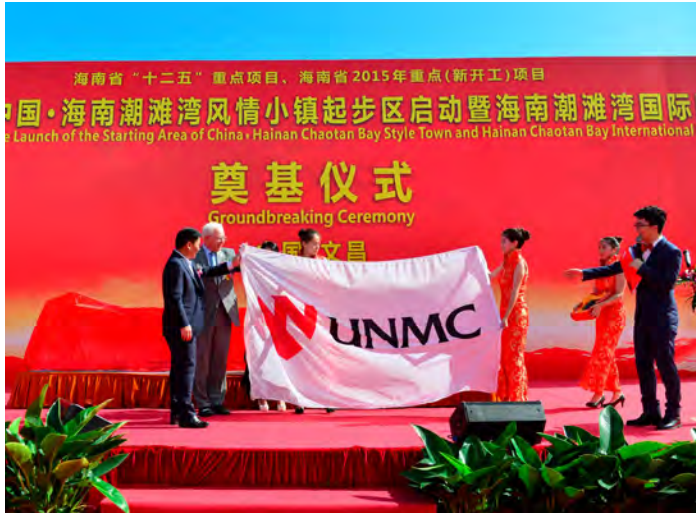
UNEMED HEALTH CONSULTING SHANGHAI

Since its inception in 2014, UNeMed Health Consulting Shanghai (UHCS) has focused on expanding UNMC and Nebraska Medicine's relationship with business partners in China. UHCS is a subsidiary of UNeMed, the technology transfer office at UNMC. The UHCS team drives to help establish strong business relationships with Chinese partners in clinical medicine, pharmacology, medical training and public health. Healthcare consulting services have expanded to multiple contracts for facility design and planning and professional operation management consulting and training. These promising new business opportunities have the potential to expand worldwide influence for the university and the hospital.

In addition, UHCS is a valuable resource for Nebraska partners, including UNO, the Nebraska Department of Economic Development and local companies. UHCS provides strong leadership and solid business opportunities for UNMC, Omaha and Nebraska.

THE TELEMEDICINE PROGRAM

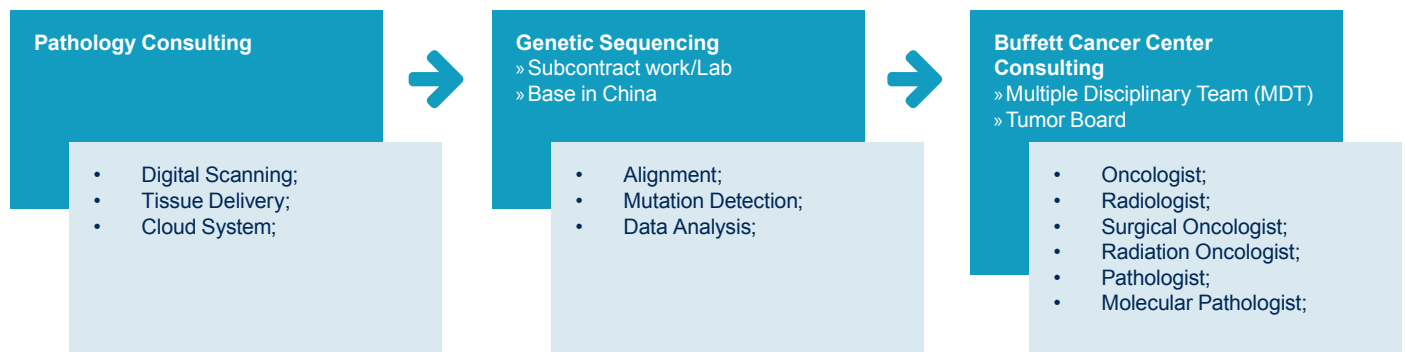
Since the creation of a unique cloud-based telemedicine program in 2015, UNMC and Nebraska Medicine have built a remarkable reputation in China. Through connections in multiple hospitals



and medical centers in China, UHCS healthcare consultation services have expanded to cardiology, pathology and oncology. With the new office in Shanghai, UHCS can communicate with Chinese clients quickly and efficiently. In addition, UHCS is joining a popular healthcare consulting network in China. The network has significant potential to increase the UHCS presence in the world's third-largest economy.

CONCIERGE MEDICINE PROGRAM INITIATIVE

Through collaboration of UNMC, Nebraska Medicine and the UNMC Shanghai office, the concierge medicine program for Chinese patients is now operational. Patient referrals are generated from UNMC's sister medical centers and Nebraska Medicine's telemedicine consultation service network. In addition, this concierge medicine program also allows family members to travel to Omaha. UHCS anticipates providing not just professional healthcare services with optimal health outcomes, but a positive Nebraska experience for patients and their families.



INTERNATIONAL PERSONNEL ON UNMC SPONSORED PROGRAMS

The total international participant population in 2017 was 979. During the last decade (2007 to 2017), the international population increased by 211%.

- Five continents are represented: Asia, Africa, Europe, North America and South America.
- Seventy-three different countries are represented.
- Participants from China (405) and from India (291) account for 696 of the 979 total participants, or 71% of UNMC's international participant population.
- The largest geographical/ethnic areas represented are the Asia Pacific Rim with 429 and Central Asia with 331. These areas comprise 78% of the total 979 participants.
- Participants from Asia (835) represent 85% of the total.
- Other major geographical/ethnic areas represented:
 - Middle East – 50
 - Africa – 44
 - Europe – 43
 - Latin America – 24
 - Canada – 22

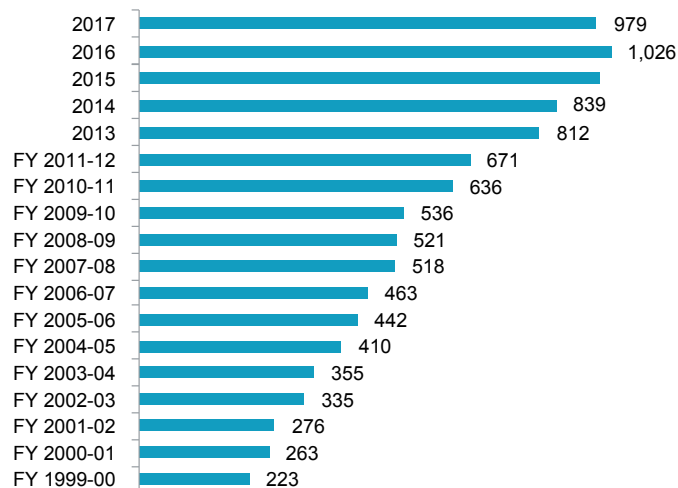
From UNMC's 2017 International Participant Analysis

International Participation at UNMC

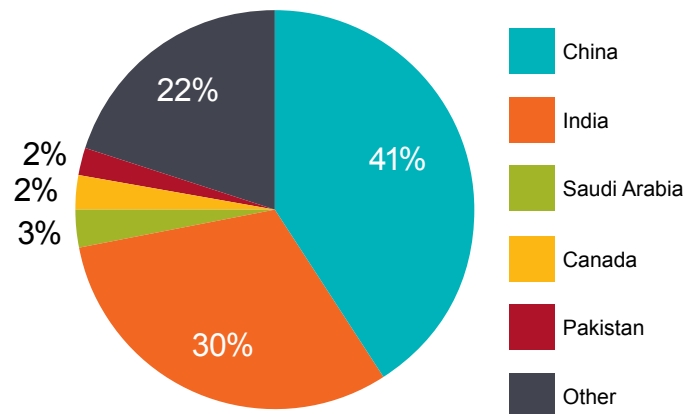
AFGHANISTAN	1	CONGO	1	IRELAND	2	NORWAY	1	SUDAN	1
ALGERIA	1	CYPRUS	1	ITALY	4	OMAN	8	SWEDEN	3
ANTIGUA & BARBUDA	1	DENMARK	12	IVORY COAST	1	PAKISTAN	17	TAIWAN	3
ARGENTINA	2	DOMINICAN REPUBLIC	1	JAPAN	5	PANAMA	2	TANZANIA	2
ARMENIA	1	ECUADOR	2	JORDAN	4	PERU	2	THAILAND	4
AUSTRALIA	3	EGYPT	9	KENYA	5	POLAND	1	TURKEY	4
BAHRAIN	1	GERMANY	4	LEBANON	3	ROMANIA	1	UGANDA	2
BANGLADESH	7	GHANA	1	MALAWI	1	RUSSIA	13	UKRAINE	1
BELARUS	1	GREECE	3	MALAYSIA	1	SAUDI ARABIA	27	UNITED KINGDOM	5
BOSNIA-HERZEGOVINA	1	HONGKONG	2	MAURITIUS	1	SERBIA	1	UZBEKISTAN	1
BRAZIL	11	HUNGARY	1	MEXICO	2	SIERRA LEONE	1	VENEZUELA	2
CAMEROON	2	INDIA	291	MONGOLIA	1	SOUTH AFRICA	1	VIETNAM	4
CANADA	22	INDONESIA	3	NEPAL	15	SOUTH KOREA	11	ZAMBIA	1
CHINA	405	IRAN	6	NIGER	2	SPAIN	1		
COLOMBIA	1	IRAQ	1	NIGERIA	13	SRI LANKA	1		

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

Eighteen-Year Graph of International Activity



Top Five Countries



Provided by UNMC International Studies and Programs

UNMC AND COMPARATIVE DIVERSITY DATA

UNMC	NONRES ALIEN	ASIAN	NATIVE HAWAIIAN/ PAC ISLAND	BLACK NOT HISP	HISPANIC	AMER IND/ AK NATIVE	WHITE NOT HISP	TWO OR MORE RACES	UNKNOWN	TOTAL	UNDER- REPRESENTED		WOMEN
											MINORITY (note a)	MINORITY (note b)	
Full-time Faculty (inc. Admins. who hold academic rank, 10/01/17)	72	216	2	25	27	2	951	4	1	1,300	276	60	570
	5.5%	16.6%	0.2%	1.9%	2.1%	0.2%	73.2%	0.3%	0.1%	100.0%	21.2%	4.6%	43.8%
Asst Prof & Above (no Admin or NRA, only tenured/HP Appt- LB 389, 10/01/17)		124	1	11	16	1	550	3	0	706	156	32	405
		17.6%	0.1%	1.6%	2.3%	0.1%	77.9%	0.4%	0%	100.0%	22.1%	4.5%	57.4%
	NONRES ALIEN	ASIAN	NATIVE HAWAIIAN/ PAC ISLAND	BLACK NOT HISP	HISPANIC OR LATINO	AMER IND/ AK NATIVE	WHITE NOT HISP	TWO OR MORE RACES	UNKNOWN	TOTAL	MINORITY (note a)	MINORITY (note b)	WOMEN
All Employees (Workforce Analysis - see exclusions on next pg, 10/01/17)		504	4	131	121	12	3,051	22	0	3,845	794	290	2,273
		13.1%	0.1%	3.4%	3.1%	0.3%	79.3%	0.6%	0.0%	100.0%	20.7%	7.0%	59.1%
	NONRES ALIEN	ASIAN	NATIVE HAWAIIAN/ PAC ISLAND	BLACK	HISPANIC	AMER IND/ AK NATIVE	WHITE	TWO OR MORE RACES	UNKNOWN OR NOT REPORTED	TOTAL	MINORITY (note a)	MINORITY (note b)	WOMEN
Students Fall, 2017 (see Education section)	306	176	1	90	140	12	3,030	84	69	3,908	503	327	2,517
	7.8%	4.5%	0.03%	2.3%	3.6%	0.3%	77.5%	2.1%	1.8%	100.0%	12.9%	8.4%	64.4%
Peer Comparisons													
Faculty LB 389 peers, 2016 Full and part-time	1,597	3,502	22	943	1,133	105	20,731	273	735	29,041	5,978	2,476	10,704
	5.5%	12.1%	0.08%	3.2%	3.9%	0.4%	71.4%	0.9%	2.5%	100.0%	20.6%	7.6%	36.9%
Students at peer institutions (IPEDS, Fall, 2015)	22,876	17,684	180	11,686	18,234	600	142,661	7,049	8,285	229,255	55,433	37,749	120,805
	10.0%	7.7%	0.1%	5.1%	8.0%	0.3%	62.2%	3.1%	3.6%	100.0%	24.2%	13.4%	52.7%
All NE higher education students (IPEDS, Fall, 2015)	5,894	3,751	218	6,795	12,618	961	96,536	3,683	5,646	136,102	28,026	24,275	75,588
	4.3%	2.8%	0.2%	5.0%	9.3%	0.7%	70.9%	2.7%	4.1%	100.0%	20.6%	15.1%	55.5%
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 (561,620)	3.8%	0.1%	11.4%	12.4%	1.2%	70.0%	2.6%	101.5%	50.8%				
Nebraska (1,920,076)	2.5%	0.1%	5.0%	10.7%	1.4%	79.6%	2.1%	101.4%	50.4%				
United States (325,719,178)	5.7%	0.2%	13.3%	17.8%	1.3%	61.3%	2.6%	102.2%	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 or 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, Population Estimates/Sex, 2017; Race and Hispanic Origin, 2016. 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.

WORK FORCE ANALYSIS SUMMARY

UNIT	FEMALE (as of 10/01/2017)									
	TOTAL	TOTAL MINORITY	TOTAL	WHITE-NOT HISPANIC/LATINO	BLACK OR AFRICAN-AMERICAN-NOT HISPANIC OR LATINO	HISPANIC OR LATINO	ASIAN - NOT HISPANIC/LATINO	AMERICAN INDIAN OR ALASKA NATIVE - NOT HISPANIC/LATINO	NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER - NOT HISPANIC/LATINO	TWO OR MORE RACES - NOT HISPANIC/LATINO
Academic Affairs	103	15 14.6%	71 68.9%	61 59.2%	5 4.9%	1 1.0%	3 2.9%	1 1.0%	0 0.0%	0 0.0%
Business and Finance	363	53 14.6%	151 41.6%	126 34.7%	12 3.3%	6 1.7%	6 1.7%	1 0.3%	0 0.0%	0 0.0%
Chancellor's Office	38	5 13.2%	24 63.2%	21 55.3%	0 0.0%	1 2.6%	0 0.0%	1 2.6%	0 0.0%	1 2.6%
College of Allied Health Professions	96	6 6.3%	79 82.3%	76 79.2%	1 1.0%	0 0.0%	2 2.1%	0 0.0%	0 0.0%	0 0.0%
College of Dentistry	231	26 11.3%	149 64.5%	129 55.8%	3 1.3%	5 2.2%	9 3.9%	2 0.9%	0 0.0%	1 0.4%
College of Medicine	1,846	467 25.3%	1,013 54.9%	809 43.8%	38 2.1%	26 1.4%	129 7.0%	2 0.1%	1 0.1%	8 0.4%
College of Nursing	213	14 6.6%	196 92.0%	184 86.4%	3 1.4%	3 1.4%	5 2.3%	0 0.0%	0 0.0%	1 0.5%
College of Pharmacy	106	42 39.6%	42 39.6%	31 29.2%	2 1.9%	0 0.0%	8 7.5%	0 0.0%	0 0.0%	1 0.9%
College of Public Health	124	42 33.9%	78 62.9%	52 41.9%	8 6.5%	6 4.8%	11 8.9%	0 0.0%	0 0.0%	1 0.8%
Eppley Institute	109	37 33.9%	57 52.3%	40 36.7%	1 0.9%	1 0.9%	14 12.8%	0 0.0%	0 0.0%	1 0.9%
Information Technology	123	15 12.2%	27 22.0%	26 21.1%	1 0.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Munroe-Meyer Institute	363	47 12.9%	298 82.1%	259 71.3%	12 3.3%	15 4.1%	11 3.0%	1 0.3%	0 0.0%	0 0.0%
Research	130	25 19.2%	88 67.7%	70 53.8%	3 2.3%	2 1.5%	13 10.0%	0 0.0%	0 0.0%	0 0.0%
UNMC Total	3,845	794	2,273	1,884	89	66	211	8	1	14
% of Total		20.7%	59.1%	49.0%	2.3%	1.7%	5.5%	0.2%	0.03%	0.4%
Nebraska Medicine*	679	130 19.1%	246 36.2%	196 28.9%	5 0.7%	6 0.9%	37 5.4%	0 0.0%	0 0.0%	2 0.3%
% of Total										
Nebraska Pediatric Practice**	192	38 19.8%	98 51.0%	82 42.7%	2 1.0%	2 1.0%	10 5.2%	1 0.5%	0 0.0%	1 0.5%
% of Total										

*679 employees are counted both as UNMC and Nebraska Medicine employees. Counts are effective on 12/31/2017. All UNMC Physicians employees officially became Nebraska Medicine employees on 01/01/15.

**192 employees are counted both as UNMC and Nebraska Pediatric Practice employees, counts are effective on 01/01/2018.

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 10/01/2017)							
	TOTAL	WHITE-NOT HISPANIC/LATINO	BLACK OR AFRICAN AMERICAN - NOT HISPANIC OR LATINO	HISPANIC OR LATINO	ASIAN - NOT HISPANIC/LATINO	AMERICAN INDIAN OR ALASKA NATIVE - NOT HISPANIC/ LATINO	NATIVE HAWAIIAN OR OTHER PACIFIC ISLANDER - NOT HISPANIC/ LATINO	TWO OR MORE RACES - NOT HISPANIC/ LATINO
Academic Affairs	32 31.1%	27 26.2%	4 3.9%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 1.0%
Business and Finance	212 58.4%	184 50.7%	14 3.9%	12 3.3%	0 0.0%	0 0.0%	0 0.0%	2 0.6%
Chancellor's Office	14 36.8%	12 31.6%	0 0.0%	0 0.0%	0 0.0%	1 2.6%	1 2.6%	0 0.0%
College of Allied Health Professions	17 17.7%	14 14.6%	0 0.0%	0 0.0%	3 3.1%	0 0.0%	0 0.0%	0 0.0%
College of Dentistry	82 35.5%	76 32.9%	0 0.0%	1 0.4%	5 2.2%	0 0.0%	0 0.0%	0 0.0%
College of Medicine	833 45.1%	570 30.9%	18 1.0%	28 1.5%	212 11.5%	2 0.1%	1 0.1%	2 0.1%
College of Nursing	17 8.0%	15 7.0%	0 0.0%	1 0.5%	0 0.0%	0 0.0%	0 0.0%	1 0.5%
College of Pharmacy	64 60.4%	33 31.1%	0 0.0%	2 1.9%	29 27.4%	0 0.0%	0 0.0%	0 0.0%
College of Public Health	46 37.1%	30 24.2%	2 1.6%	3 2.4%	9 7.3%	0 0.0%	1 0.8%	1 0.8%
Eppley Institute	52 47.7%	32 29.4%	1 0.9%	0 0.0%	19 17.4%	0 0.0%	0 0.0%	0 0.0%
Information Technology	96 78.0%	82 64.1%	3 2.6%	8 4.3%	2 0.9%	1 0.9%	0 0.0%	0 0.0%
Munroe-Meyer Institute	65 17.9%	57 15.7%	0 0.0%	0 0.0%	8 2.2%	0 0.0%	0 0.0%	0 0.0%
Research	42 32.3%	35 26.9%	0 0.0%	0 0.0%	6 4.6%	0 0.0%	0 0.0%	1 0.8%
UNMC Total	1,572	1,167	42	55	293	4	3	8
% of Total	40.9%	30.4%	1.1%	1.4%	7.6%	0.1%	0.1%	0.2%
Nebraska Medicine*	433	353	6	14	56	0	0	4
% of Total	63.8%	52.0%	0.9%	2.1%	8.2%	0.0%	0.0%	0.6%
Nebraska Pediatric Practice**	94	72	4	4	13	0	0	1
% of Total	49.0%	37.5%	2.1%	2.1%	6.8%	0.0%	0.0%	0.5%

DIVERSITY, INCLUSION AND ENGAGEMENT

UNMC is committed to developing a campus environment that intentionally fosters institutional equity, diversity and inclusion. Our collective success depends on the robust exchange of ideas born of collaboration, innovation and creativity with endless possibility when all members of the community feel valued, respected and supported. Diversity and inclusion remains an integral part of our strategic planning. Highlights of a few accomplishments over the past year are included below.

Diversity in Action at UNMC

During October 2017, the University of Nebraska hosted a series of presentations focused on achieving inclusive excellence across the campuses. President Bounds, campus leadership and the Diversity Officers Collaborative invited all employees to attend one of several planned sessions of “Unconscious Bias in Higher Education.” Through the interactive presentations, attendees had the opportunity to gain basic understanding of the key elements of our conscious and unconscious thoughts, understanding of the impact of our unconscious assumptions on our actions and decisions, and motivation and tools necessary to mitigate the effects of harmful biases. Attendance at the event for UNMC leadership and employees provided opportunity and language for continued campus dialogue regarding the impact of bias as we work towards our campus goals of equity, diversity, inclusion and access.

UNMC has several employees who are members of the campus-wide Diversity Officers Collaborative (D.O.C.). This group was established to maintain an ongoing method of collaboration for system-wide diversity officers. D.O.C.’s mission is to foster collective ownership of diversity, access and inclusion efforts across the four-campus system to achieve equitable outcomes for faculty, staff and students.

Human Resources sponsored “Jazzy July – Relax on the Green,” an event to show appreciation to employees, encourage relaxation and promote wellness in the workplace. The event was held on the Ruth and Bill Scott Student Plaza. Employees and students came out to unwind, relax, enjoy refreshments and participate in fun activities centered on stress management and wellness. Activities included wellness tips, raffles and prizes, smooth jazz, massages, yoga and snacks. Relaxation is good for mental and physical health which, along with all other aspects of employee wellness, are essential to UNMC’s success.

CULTURE FEST

Since 2010, UNMC’s Annual Culture Fest event has celebrated the rich diversity at UNMC and the community. The Culture Fest event is designed to facilitate community among faculty, staff and students and features musical performances, exhibits, samplings of ethnic foods from local restaurants and activities to enlighten and inform about many of the world’s cultures. Culture Fest 2017 celebrated four cultures— Saudi Arabian, Nepalese, Norwegian, Swedish and Chinese. Entertainment included performances by a local Norwegian folk dance team and a Saudi Arabian dance team. UNMC students participated on the Culture Fest Planning Committee and selected the highlighted countries because of partnerships UNMC has with those countries.



#IAMUNMC BBQ

Faculty, staff and students attended the second annual #IamUNMC BBQ on August 23 at the Ruth and Bill Scott Student Plaza. Campus leaders were on hand to share in the fun, which included free food from local food trucks, giveaways, music and games. The event was hosted by the Student Senate, the Recruitment and Student Engagement Office and Human Resources. The barbeque was sponsored, in part, by Metro Credit Union in collaboration with UNMC’s Department of Public Relations, Center for Healthy Living and the Bookstore.

Campus Engagement

At the McGoogan Library of Medicine, diversity, inclusion and engagement are spread throughout work with community groups, international students, professional associations, and library resources, events, and services. The library has exhibited at many community events including the Black Family Health and Wellness Fair and has presented at events on diversity-related topics such as “From Zip Code to Genetic Code: Using National Library of Medicine Resources to Support Community Health” at the Nebraska Minority Health Conference. A few additional activities are included below:

- The library hosted the following events:
 - A Grand Round by Dr. Hassan Tetteh entitled, “Embracing Diversity for Improved Health Outcomes”
 - An author reading by Joe Starita from his book “A Warrior of the People” a story of Susan La Flesche, the first Native American doctor
 - An author reading by Dr. Loren Olson from his book “Finally Out: Letting Go of Living Straight”
 - A screening of the documentary, “Valuing Lives: Wolf Wolfensberger and the Principle of Normalization.”
 - A reception for Grace Elizabeth ‘Betty’ Clements, M.D. ‘52 Teacher, Aviator, Physician 1918-1965.” Campus leaders and members of the Clements family attended.
 - A traveling exhibit highlighting African American surgeons: <https://www.unmc.edu/news.cfm?match=20910>

- Working Group, LGBTQ+ Employee Alliance and Interdisciplinary Association of Minority Health Professionals of the Omaha Metropolitan Area (I-AM-HOME).

COLLEGE OF PUBLIC HEALTH DIVERSITY COUNCIL

The College of Public Health's Diversity Council continues to meet to carry out its charge to identify and implement best practices for diversity; define diversity for the college and identify measures for increasing diversity; and to ensure that the college has a diverse pool of student, staff and faculty applicants by developing recruitment tools and making recommendations for advertising/marketing plans for recruitment, retention and promotion/graduation. The Council is currently working on developing a diversity, equity and inclusion plan for the College of Public Health.

LGBTQ+ EMPLOYEE ALLIANCE GROUP

The UNMC and Nebraska Medicine LGBTQ+ Employee Alliance Group, established in 2016, strives to promote an accepting and diverse culture across the enterprise for all LGBTQ+ employees and allies. It aims to accomplish this by organizing social networking and educational events and supporting advocacy and visibility efforts on campus and in the community. These include the "Come Out For Cupcakes" event for National Coming Out Day in October the Heartland Pride Parade and Festival in June. In addition to providing mentoring and peer support to LGBTQ+ community members at UNMC and Nebraska Medicine, our activities aim to support the wellbeing, recruitment and retention of LGBTQ+ faculty, students and staff. Membership in the group is open to all UNMC and Nebraska Medicine faculty, staff, residents and students.

Community Engagement

CENTER FOR REDUCING HEALTH DISPARITIES

- The Center for Reducing Health Disparities (CRHD) presented on research and outreach initiatives within the Hispanic/Latino and underserved communities at state, regional and national conferences:
 - 28th Annual Data Users Conference
 - Cambio de Colores Conference
 - International Society for Agricultural Safety and Health Conference
 - Nebraska Cancer Summit
 - Neighborhoods USA National Conference
- CRHD partnered with Comunidad Maya Pixan Ixim (CMPI) to write a successful application to the National Network to Eliminate Disparities in Behavioral Health to be trained in the evidence-based program, Familia Adelante. A team of facilitators, two CRHD staff and three community members were certified to implement the program. Our site is one of 15 sites throughout the U.S. certified to implement this program. Through this collaboration, a CRHD staff member

and CMPI representative were invited to speak for Hispanic Heritage Month at the Substance Abuse and Mental Health Services Administration (SAMHSA) in Washington DC on Mayan behavioral health issues.

- CRHD staff worked with investigators across campus as cultural and linguistic consultants for research projects.
- Facilitated five Mental Health First Aid trainings for the Spanish-speaking community through the eastern part of Nebraska in Omaha, Crete and Lincoln.
- CRHD staff attended and hosted a booth to recruit potential students at the United States Hispanic Leadership Institute Annual Conference in Chicago, Illinois.
- The Latino Public Health Advisory Committee hosted a grand rounds presentation from Dr. Jane Delgado, President and CEO of the National Alliance for Hispanic Health, on October 4, 2017.
- Hosted the 3rd Annual Dia de los Muertos Ofrenda Celebration in November 2017.

ICAN EVENT

In Omaha, there is one highly recognized development event for women held each year at the Centurylink Convention Center- the Institute for Career Advancement Needs (ICAN) Conference. UNMC values the opportunity for leadership development, education, inspiration and networking. We partner with ICAN to host a table at this event, which is attended by women leaders within our organization. The 2017 ICAN Women's Leadership Conference focused on the work/life challenge of managing both life and work effectively. Internationally known speakers covered topics—from both female and male perspectives—on Women in the Workplace Data, Resiliency of Purpose, Family Wisdom in Modern Times and the Infectious Power of Joy.

WOMEN'S FUND EVENT

Women's Fund of Omaha has an annual event from where they raise funds to impact women's issues in the community through policy, education and research funding. UNMC participates in this community event through the sponsorship of a table. This year, the fundraiser was at the CenturyLink Center and featured Aileen Warren, Executive Director of Human Resources, as the incoming President of the Board for the Women's Fund. The event hosted Octavia Spencer, an Academy Award-winning actress, author and producer.

INCLUSIVITY EFFORTS

Throughout 2017, a new program, OUCH! That Stereotype Hurts, was presented to UNMC's faculty, staff, and students by HR and RSE. This program explores communication skills for promoting inclusion and respect in the workplace.

Two UNMC organizations participated heavily in leading inclusivity efforts:

- Graduates & Professionals Representing Achievement Diversity and Service, or GRADS, is an inclusive group of graduate and professional students committed to providing a supportive network, representative of diverse backgrounds reaching toward achievement, encouraging diversity and providing service to the UNMC campus and Omaha community. Students hold monthly meetings to provide regular opportunities for members to connect. The group has created a peer-to-peer mentor program to complement the previously established mentoring program in which faculty serve as mentors to students, helping them navigate through their specific program here at UNMC. GRADS has volunteered with many organizations on campus and in the greater metro area to contribute to improving campus and community relations.
- I-AM-HOME for faculty, staff and the broader UNMC community. I-AM-HOME's mission is to facilitate recruitment and retention of minority health professionals in the Greater Omaha Metropolitan Area, including Council Bluffs, through peer-to-peer mentorship of members, mentorship and support of trainees, advocacy for members' interests and promotion of excellence among members through recognition and awards. I-AM-HOME is a local organization dedicated to developing and sustaining productive partnerships, as well as action-oriented programs among community stakeholders working to ensure racial and ethnic diversity in the various health professions.

In 2017, I-AM-HOME's founding officers hosted six general meetings to increase membership for the organization. A structure of working committees was formed to help with tasks such as advocacy, mentorship, recognition and awards, fundraising & development and social & membership. The fundraising committee was busy over the last year securing sponsoring partners for I-AM-HOME. Charles Drew Health Center, Children's Hospital and Nebraska Medicine support I-AM-HOME. The association has a website hosted under the Office of Academic Affairs: unmc.edu/iamhome.

During February 2018, the University of Nebraska Medical Center's Office of Recruitment and Student Engagement (RSE) and Human Resources (HR) collaborated with the University of Nebraska at Omaha in a series of events to recognize Black History Month. Included in the month of activities were:

- UNMC hosted a "Gospel Fest" celebration to mark the month. The celebration featured gospel music from local artists and musicians. This also included poetry and spoken-word performances. The event took place at the Durham Outpatient Center West Atrium.



GRADS

Graduates & Professionals Representing Achievement, Diversity, and Service



- UNMC collaborated with Inclusive Communities, a local nonprofit, to host a Table Talk event in early February. The talk was part of a citywide dialogue on race and identity that took place simultaneously at various locations across the city, including UNMC and UNO.
- Reverend Darryl C. Eure gave a presentation titled "The Struggle for Equality in Omaha" at the Durham Research Center (DRC).
- Eric Ewing, executive director of the Great Plains Black History Museum, gave a presentation on "The History and Origins of Artifacts - Great Plains Black History Museum" at the DRC. A collection of artifacts from the museum were on display.
- Soul food was available for purchase at UNMC's Nebraska Cafe and Clarkson Cafe during the month.

UNO's Office of Multicultural Affairs also scheduled a number of events marking the month at UNO and invited the UNMC community to participate.

EMPLOYMENT GROWTH

5-Year Employment Growth

Overall growth is steadily moving upward from previous years. Streamlining and consolidating processes have reduced the amount of staff within the Skilled Crafts category, as well as other support staff in the Professional/Managerial and Clerical/Secretarial categories. However, with the increased activity in research and education, growth continues in the Technical/Paraprofessional, Faculty and Executive/Administrative categories.

UNMC experienced sustained growth from 2013 through 2017, with an increase of 15.6% in regular employees and an increase of 14.0% in total overall employment.



EMPLOYMENT GROWTH 2013 THROUGH 2017

	January 2013		December 2017		Total Difference	
	Count	% Total	Count	% Total	Count	% Growth
Regular Full- and Part-Time Employees	3,604		4,166		562	15.6%
Total Employment*	4,382		4,995		613	14.0%

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

	January 2013		December 2017		Total Difference	
	Count	% Total	Count	% Total	Count	% Growth
Clerical/Secretarial	522	14.5%	486	11.7%	(36)	(6.9%)
Executive/Administrative	81	2.3%	124	3.0%	43	53.1%
Faculty	1,322	36.7%	1,909	45.8%	587	44.4%
Professional/Managerial (Non-Faculty)	1,241	34.4%	1,169	28.1%	(72)	(5.8%)
Service Maintenance	166	4.6%	171	4.1%	5	3.0%
Skilled Crafts	72	2.0%	65	1.6%	(7)	(9.7%)
Technical/Paraprofessional	200	5.6%	242	5.8%	42	21.0%
Total	3,604	100.0%	4,166	100.0%	562	15.6%

*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 2017

	Male	Female	Total
Professors	243	85	328
Associate Professors	197	137	334
Assistant Professors	310	362	672
Instructors	84	124	208
TOTAL	834	708	1,524

UNMC FACULTY BY COLLEGE/PROGRAM, FALL 2016

	Full-time	Part-time	Total
Allied Health	58	2	60
Dentistry	54	45	99
Medicine	863	154	1,017
Nursing	114	25	139
Pharmacy	48	2	50
Public Health	55	11	66
Eppley	39	1	40
Munroe-Meyer	54	2	56
Library	15	0	15
TOTAL	1,300	242	1,542

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 final classes for both the Management Series and Foundations for Success were held in 2017. Employee training was refocused towards the creation of a new program that combines all employee development opportunities into one comprehensive development program called Re-Imagining U.
- The Management Series graduated 44 managerial/professional staff in May 2017. The series began in October 2016 with 50 staff enrolled. This highly successful eight-month series provided supervisors, managers and administrators with the necessary tools to become effective leaders. Workshop participants commented that “It was a wonderful professional development opportunity, and found it useful for networking. The four-hour sessions were conducive to “getting to know others in different departments who may collaborate or interact with in the future.”
- Foundations for Success was a four-month series that provided an opportunity for office/service employees to acquire the knowledge and skills to enhance job performance, maximize career potential and bring value to UNMC. Forty-six employees graduated from the series in May 2017. A few quotes from past participants included “I enjoyed meeting people from other areas at UNMC. Those relationships will be valuable in the future for inter-departmental teamwork. All of the sessions were good and I learned something every day.”
- Human Resources (HR) promotes and administers the following Reward and Recognition programs: Service Award Dinner, Gold U Award, Silver U Award and People Are Everything. People Are Everything was launched in 2016 and is an online reward and recognition platform that manages employee service awards and enables employees—via a recognition portal/website—to send Thank U messages and e-cards for any occasion, as well as more easily submit Silver U and Gold U nominations. Employees also are able to post messages, upload videos and share stories with the entire UNMC campus.
- In 2017, UNMC had six recipients of the Gold U Award; 71 employees received the Silver U Award; and 350 employees were recognized at the Service Award Dinner for their loyalty and tenure at UNMC. The average tenure at UNMC for an employee receiving the Silver U in 2016 was 9.45 years and the average years of service for Gold U recipients in 2017 was 23.39 years.
- Human Resources coordinated the UNMC Administrative Professionals Day Celebration at the Truhlsen Campus Event Center. Last year was an organized professional development session where attendees were able to pick

their topic to attend from a number of sessions. Jo Miller, a renowned leadership coach and speaker, brought the topics of “Becoming a Person of Influence” and “Winning at the Game of Office Politics.” Other offerings included “10 Best Apps that will Change Your Life” with Faye Haggar and Jonathan Sikorski’s “Stress Reduction and Wellness.” More than 210 office/service staff attended.

- A total of 359 employees participated in the 2017 New Employee Orientation program. New Employees were provided the nuts and bolts of how to navigate as a new employee and immersed in the mission and vision of UNMC. In addition, new employees toured stations where they made connections with various areas around campus such as ITS, HR, UNeMed and Metro Credit Union. Participants even learned how to use a fire extinguisher!
- Human Resources partnered and helped coach a group of inspired Nebraska Medicine and UNMC employees that wanted to start an employee/student resource group for Emerging Professionals. They launched June 29th with a giant employee and student Cornhole Tournament in the Student Life Center where there was a food truck, live music and giveaways. This was a culmination of about a year of coaching, strategic planning, and bylaw formulation. Today they are getting ready to launch their website and have several partnership events planned throughout the year for their group.
- Last year, the Human Resources Learning and Development team members partnered with Business and Finance leadership and several experienced administrators to create a new training program called the Administrators’ Fiduciary & Leadership Essentials Certificate. The program is six sessions of 2½ hours each delivered by campus experts in organizational risk areas. Each presentation was on one of the bigger risk areas and connected participants to additional training available on campus as well as to resources for answers associated with the topics. The areas presented were information technology, compliance, audit, legal, human resources, UNeMed and Business & Finance. The program graduated 85 top level administrators already, with another 150 participants planning to attend this year.

Re-Imagining U Launch – A New Employee Learning and Development Program for UNMC & UNO

Re-Imagining U was created to give UNMC and UNO employees the opportunity to customize their learning and skill development in a way that is right for them. This program replaced the Management Series and Foundations for Success at UNMC, as well as some other trainings offered at UNO. The core courses will be offered repetitively over two semesters each year. Content is derived from needs indicated for employees and leaders in our current strategic vision and employee engagement surveys. Courses are offered individually and are not part of a long-term commitment program.

Re-Imagining U



In addition to regularly appearing content, Re-Imagining U will also feature one-time speakers and topics called “Electives.” The Electives will cover deeper discussions, trending leadership topics, and equity, diversity and inclusion learning.

Depending on the needs of each employee, Re-Imagining U offers both specialty tracks and general learning certificates.

The first semester of Re-Imagining U during fall 2017 was a great learning opportunity for our training team and had many successes to celebrate. Across all of the courses, employees rated the content as a valuable topic to them at a rate of 99.12%. The quality of the courses received hundreds of positive comments on the follow-up surveys including these:

- *“This session was fantastic! I took lots of notes and have already found ways I can improve.”* – attendee of the Power of Followership on 9/7/17
- *“This was very well presented and it flowed in a logical progression so that I could build on the learning examples. Thanks for such an excellent and helpful program!”* - attendee of Development 101: Developing U on 9/11/17
- *“This was a well presented topic and helped me to acknowledge the bigger picture that we do not always get to see. It also made me think about where I could assert myself to be more of an asset to my department by offering prior knowledge and assisting my leadership with dreaming big about our deliverables.”* – attendee of Strategic Planning & Alignment 101 on 10/3/17
- *“Once again, this was a great course! It was so helpful and applicable to not only the workplace but life in general. The hands on portion made me so uncomfortable but in a good way!”* – attendee of Valuing People on 10/31/17

There were fantastic learning opportunities but also many opportunities for Re-Imagining U to be improved as well. The program has already evolved for the spring to include a new registration system and communication process for course confirmation, all new electives and new core courses. The first semester of Re-Imagining U included 33 courses attended by

over 230 employees. Some employees registered for multiple courses resulting in a total attendance headcount of over 780 for all sessions.

Human Resources – Compensation, Staffing, Records and HRIT

- UNMC joined the Higher Education Recruitment Consortium (HERC). HERC is a non-profit consortium of over 700 colleges, universities, hospitals, research labs, government agencies, and related non- and for-profit organizations. Consortium members share a commitment to hiring the most diverse and talented faculty, staff, and executives. HERC’s vision is to promote equity and excellence in higher education recruitment worldwide. HERC offers comprehensive regional and national higher education jobs websites, member collaboration on facilitating dual-career employment and state-of-the art dual-career search technology, partnerships with associations, societies and publications that serve women and minorities, national advertising campaigns to promote the HERC websites, conference attendance to reach out to women and minority jobseekers with a special emphasis on STEM professionals and professional development opportunities for members, including regional member conferences and webinars. HERC is available to all UNMC units to post both faculty and staff positions. The annual membership fee includes unlimited advertising of all faculty and staff positions on their website.
- UNMC and Nebraska Medicine teamed up and hosted 100 high school students from across the community to participate in CAREEROCKIT. CAREEROCKIT is a new initiative from the Greater Omaha Chamber challenging local employers to provide 10,000 experiences to area students in one week. This initiative brings awareness to the career opportunities that await in an exciting, accessible, interactive and relevant way for students. Participating students were from Bellevue West, Millard North, Millard West, Duchesne, Shenandoah and Creighton Prep. Experiences included a visit to the iEXCELSM visualization hub and an operating room simulation in which students operated laparoscopic equipment and learned about working in an operating room. Students also were able to participate in a trauma scenario by caring for simulated victims in the Biocontainment Unit and a mock cardiac arrest code, which demonstrated how an interprofessional team responds to a crisis situation and provided a better understanding of the types of equipment, medications and teamwork required during a medical emergency and post-resuscitation.
- For the second year, UNMC partnered with the Step-Up Omaha Program, a community-based initiative of the Empowerment Network and the City of Omaha in collaboration with community based organizations, working together to help create positive opportunities for participants to experience the workplace and generate income during the summer months. Four (4) program participants received

on-the-job training at UNMC in the departments of Human Resources, Otolaryngology-Head and Neck Surgery (ENT), the Chancellor's Office and Facilities Management and Planning (FMP). During their eight (8) weeks of training, participants obtained educational opportunities and basic soft skills training with computers and office equipment. Other lifelong learning skills obtained included office etiquette, customer service, organizational, communication, interpersonal, decision-making and team-building.

- Staffing attended eight (8) career fairs in an effort to recruit a diverse workforce, recruit for open UNMC positions, answer questions on the application and selection process and communicate the benefits of working at UNMC.
- The MarketPay system was in full swing with market pricing! This is the process where we compile salary data related to jobs from our library of 30 salary surveys. The U-Wide HR Compensation team completed the annual U-Wide market analysis utilizing the MarketPay System which has become an excellent tool for maintaining and retrieving an enormous amount of data that the campuses compile and utilize. The system has proven to be very advantageous not only for the annual market analysis, but also for the job evaluation process throughout the year. U-Wide and campus specific user groups were established in order for each campus to add/maintain their campus specific benchmarks, aside from being able to retrieve U-Wide specific data.
- Human Resources successfully transitioned forty-four (44) Information Technology employees from UNMC to Nebraska Medicine.

Title IX

On September 22, 2017, the Department of Education (DOE) simultaneously:

- Withdrew two guidance documents:
 - April 4, 2011 - "Dear Colleague Letter (DCL) on Sexual Violence"
 - April 29, 2014 - "Questions and Answers on Title IX Sexual Violence"
- Released the Q&A on Campus Sexual Misconduct, a new interim Q&A for schools on how to investigate and adjudicate allegations of campus sexual misconduct under federal law

These actions change the way the DOE's Office for Civil Rights (OCR) assesses whether institutions are complying with Title IX. The DOE intends to undergo a public rulemaking process to implement a policy "approach to student sexual misconduct that responds to the concerns of stakeholders and that aligns with the purpose of Title IX to achieve access to educational benefits."

- UNMC Title IX office updated Resources in Title IX website and brochures



- 90% students and 97% employees completed the Title IX online training
- UNMC "It's on US" – "I took a pledge" stickers were distributed at student orientations, seminars, and events when participants took the "It's on US" pledge via their smart telephone

Title IX office in collaboration with student organization, EMPOWER hosted the following "It's on US" weeks:

SPRING WEEK

Held the week of April 3, 2017 where faculty, staff and students participated in the following events:

- Monday, April 3: Self-defense class with Tactical 88 at the Center for Healthy Living. Premiere of new UNMC "It's On US" video
- Tuesday, April 4: It's On Us UNMC Spring Event at the UNMC Ice rink. Awareness activity, pledge signing and ice cream social
- Wednesday, April 5: "Beyond the Stereotype of the Promiscuous Young Male," with Andrew Smiler, at the University of Nebraska-Lincoln (UNL) Union Auditorium
- Thursday, April 6: Take Back the Night at University of Nebraska at Omaha (UNO). Candlelight vigil and rally to support survivors of sexual assault
- Friday, April 7: Wear teal in support of survivors of sexual assault. Be part of the solution and take the pledge at ItsOnUS.org

FALL WEEK

- Ryan Sallans, a transgender speaker, author and advocate, facilitated a seminar on Monday, November 13. Sallans attended UNL and received a Bachelor of Arts in English and anthropology, a Master of Arts in English and a Master of Arts in educational psychology. He discussed the experience of transgender individuals accessing healthcare and provided guidance on how healthcare professionals can be more inclusive, respectful and responsive to the needs of their transgender patients.

Benefits

- Annual NUFlex Open Enrollment was held October 30 – November 18, 2017. Of the 4,351 eligible employees, 4,048 enrolled in benefits for a 93.0% completion rate, second only to Central Administration
- Interviewed and hired an internal candidate for the Benefits Specialist position
- Met with individuals concerning retirement options as needed
- Processed 200 403(b) forms and 215 457(b) retirement forms



Employee Assistance Program - Arbor Family Counseling

- Updated and renewed the Employee Assistance Program (EAP) contract with Arbor Family Counseling services for another year (January 1 – December 31, 2018)
- Developed and distributed a poster to each UNMC department focused on the WebEx option available to our employees as well as the traditional options of off- and on-site appointments
- EAP Utilization Report (August 15 – December 26, 2017) reflected the following statistics
 - Seventy-one employees were seen during this timeframe and of those seen:
 - » Females consisted of 68% of those counseled and 32% were males
 - » College of Medicine, Munroe-Meyer Postdoctoral Program and Business & Finance had the greatest number of employees seen with 26%, 16% and 9%, respectively
 - » The EAP Brochure was the most prevalent referral source (49%), the next most used source was former clients at 12%, then spouses at 8%
 - » Presenting Concerns topped with mental health concerns at 50% (particularly stress at 38% and anxiety at 20%) followed by concerns related to relationships at 45% (greatest prevalence reported was relationship/marital at 21% and family conflict at 12%)
 - » One employee used the WebEx option, 11 had on-site appointments, 13 had phone consultations
 - » On a scale of 1-10, clients rated their experience at Arbor an 8.5

Wellness

- UNMC had a completion rate of 93.7% for the Wellstream Health Risk Assessment (HRA) during NUFlex Open Enrollment in 2017 (for 2018). Total number of eligible employees was 4,322. Of those, 4,048 completed the HRA.
- The campus began participating in the NE150 Challenge in April 2017. It concluded on December 31, 2017. The UNMC group lead with 479 members and 210,325 miles logged. The second place group was the UNMC-MMI sub-team with 36,550 miles. The third place team was Team CIP, a non-UNMC group with 32,850 miles. There were 30 UNMC department sub-groups participating.
- Participated with UNO and the University of Nebraska Central Administration's Assistant Director of Benefits in discussions about the Strategic Review of Wellness Programs across the four campuses. Attempting to obtain aggregate medical and prescription data for each campus in order to assist employees in their wellness efforts in prevention, early detection and treatment as well as the management of chronic diseases.
- Serving on the Wellbeing Coordinating Council sub-committee which is planning the 3rd Annual Elevating the Conversation: Practical Tools for Restoring Balance scheduled for March 8 & 9, 2018.
- UNMC is participating in a Wellness Coalition initiated by UNO that meets on a monthly basis.
- Finished overseeing an undergraduate intern who was studying at UNO in Public Health.

Center for Healthy Living

- Began a stronger presence on social media, particularly Facebook and Twitter with a goal of tweeting once or twice per week
- Installed outdoor signage on campus with walking routes and distances
- One sign is outside the Center for Healthy Living (CFHL) and one outside and to the west of the Fred & Pamela Buffet Cancer Center

MEMBERSHIPS

- Current number of Center for Healthy Living (CFHL) membership contracts is 558 for 693 total members
- 51% of members are male, 34% female and 15% undeclared
- Membership ages range from 14 to 88 years of age

FACILITY

- One-year warranty of items at the Center for Healthy Living are being finalized with the Project Manager
- Improvements have been made to some, or all, of the fitness classrooms including adding blinds, soundproofing and the



addition of signage to inform members when rooms are open and when classes are in session

- Looking into replacing the gymnasium curtains and making one wall a solid hitting wall for racquet sports, handball and soccer

INTRAMURAL LEAGUES

- Engaged 550+ individuals in at least one intramural league during the last quarter of 2017
- Introduced a new league, Co-Rec Basketball, which had four teams and 35 participants
- Hosted 12 leagues in 10 different sports:
 - Singles Badminton (6 participants)
 - Co-Rec Basketball (35 participants/4 teams)
 - Men's Basketball (111 participants/11 teams)
 - Broomball (63 participants/9 teams)
 - Curling (86 participants/15 teams)
 - Dodgeball (36 participants/4 teams)
 - Futsal (96 participants/11 teams)
 - Doubles Pickleball (17 participants/8 teams)
 - Singles Ping Pong (9 participants)
 - Sand Volleyball (60 participants across 6 teams)
 - Division I Volleyball (119 participants/ 13 teams)
 - Division II Volleyball (56 participants/5 teams)
- Intramural League Participant Demographics:
 - 64% of participants were male and 36% female
 - Three-fourths of the participants were 18-29 years old, and one-fourth were 30 years or older
- Preparing to implement strategy of promoting increased participation within departments and colleges at UNMC, especially by recognizing departments/colleges with highest participation rates. Have begun to collect information about participant college/department affiliation in order to calculate participation rates



FITNESS CLASSES

- Filmed a fitness class video overview of current fitness classes on November 7-8, 2018 to promote CFHL fitness classes
- Added a noon yoga class offering
- Hold six distinctive types of classes with offerings at 18 different days and times during one week
- UNMC Cycling Club began holding an indoor cycling ride on Tuesday evenings at 6:30 in the CFHL
- The average number of participants in fitness classes during the last quarter of 2017 was seven per class
- The total number of visits in all of the classes for the last quarter of 2017 was 1,339



SPECIAL EVENTS AND ACTIVITIES

- Two staff involved in the planning of a fundraising event for the 2018 Heart Walk, with UNMC and UNO working together to hold a Dodgeball tournament on February 9, 2018
- Investigating the possibility of collaborating with the Nebraska Sports Council regarding a financial sponsorship and/or hosting the state badminton tournament during July 2017
- Conducted seven fitness consultations and/or fitness tests
- Participated in “Ask UNMC” filming for KETV on October 3, 2017
 - “What counts as exercise?” which aired November 18-20
 - “How do I incorporate weights into my exercise regimen?” which aired October 28-30
 - “How much exercise does it take to improve my health?” which aired October 14-16
- Family Practice Residents ‘Play Day’ was held at CFHL and included an indoor cycling class, yoga class, dodgeball tournament and other fun activities for the residents
- Coordinating with Munroe Meyer Institute on shared programs
- Promoted the Center for Healthy Living at the UNO Health and Wellness Fair during November 2018
- Center for Healthy Living facility has been used by the following groups for activities: Family Medical Wellness Initiative for Residents, International Week activities, Go Baby Go student event, a birthday party and a class

PRESENTATIONS/LECTURES

- Presented a talk on “Office Ergonomics” for the College of Nursing

Child Development Center

- Coordinating with UNMC Security Office on plans to install cameras throughout the center

Miscellaneous

- Working with students to prepare their abstracts for submission. Next step will be to have reviewers narrow down the number of students to orally present their research, at which time ten students will be selected to attend and present at the International Student Research Forum to be held in Australia in June 2018.

WELLBEING COORDINATING COUNCIL

Suicide claims the lives of as many as 400 physicians annually and burnout, depression, anxiety and suicide are major issues for the health professions. One of UNMC's core values is healing, so it is imperative to find more ways to address this serious problem within the health professions. Tackling these problems head-on and focusing on institutional strategies as well as individual strategies is essential. The UNMC Wellbeing Coordinating Council grew out of a task force that began planning campus-wide initiatives to promote student, faculty, staff and clinician wellbeing in 2015. With support from the Chancellor and led by College of Nursing Dean Juliann Sebastian, the group convened the second annual symposium to address issues and opportunities in February 2017. The keynote speaker was Carol Bernstein, M.D., Associate Professor in the Departments of Psychiatry and Neurology, Vice Chair for Education in Psychiatry and Director of Residency Education in Psychiatry, New York University School of Medicine. The topic of the symposium was "Elevating the Conversation: Rekindling Your Spark." In addition to the colloquium, Dr. Bernstein consulted with small groups of faculty, residents and clinical staff.

The third annual wellbeing symposium was held March 8-9, 2018 with Bernadette Melnyk, Ph.D., R.N., CPNP/PMHNP, FAANP, FNAP, FAAN, Chief Wellness Officer and Dean of the College of Nursing at The Ohio State University presenting at UNO and UNMC on the first day. Dr. Melnyk's topic, "Building Cultures of Wellbeing and Improving Population Health Outcomes in Academic Institutions: Evidence-Based Strategies That Work" reflected the UNMC and UNO emphases on wellness, health promotion and prevention of problems associated with stress and burnout. Kay Glidden and Beth Reynolds-Lewis, from Compassion Resiliency based in Kearney, Nebraska presented the next day at UNMC and later in the month on each of the other UNMC campuses. Their topics, "Compassion in the Workplace" and "Self-Care is Not Selfish" brought practical tools to participants, in conjunction with the 6th annual College of Public Health Wellness Fair, also held on March 9, 2018.

These symposia reflected the most visible of the Wellbeing Coordinating Council's work. However, the 38-member voluntary council represents numerous groups across UNMC, Nebraska Medicine, UNO and Clarkson College working together to alleviate burnout, depression and anxiety, while promoting wellness, wellbeing and resilience. Representatives of UNO's Wellness Council have joined with the UNMC Wellbeing Coordinating Council to foster sharing of best practices across both campuses and to leverage expertise on each campus to enhance a culture of wellness. UNMC's Alumni Association is also including promotion of student wellbeing as part of their strategic plan. Dean Sebastian and Chancellor Gold were invited to share UNMC's work in this area at the NU President's Council meeting in December 2017.

Steve Wengel, M.D. was appointed Assistant Vice Chancellor for Campus Wellness for both UNO and UNMC in February 2018. His appointment will strengthen the in-depth work being done across both campuses focusing on preventing stress-related health problems, eliminating the stigma associated with

asking for help and providing support and tools for all faculty, staff and students to use to promote positive mental health. Dr. Wengel's appointment builds on the work being done out of the Department of Psychiatry that has included seminars for medical students and national speakers such as Sara Lazar, Ph.D., from the Massachusetts General Hospital who spoke on "Meditation and Neuroplasticity" in October 2017. Jonathon Sikorski, Ph.D., Director of Wellness Education, is in the process of developing 11 outward-facing wellness modules available to all students. Together, Drs. Wengel and Sikorski have given over 40 talks regionally on wellness and resiliency. A resource booklet is available for students, faculty and staff that highlights the numerous wellness and wellbeing activities available throughout UNMC. There will be a campus-wide survey disseminated during spring 2018 to assess five indicators of wellness and burnout.

During December 2017, the University of Nebraska Medical Center joined with more than 130 other organizations as part of the National Academy of Medicine's Action Collaborative on Clinician Well-Being and Resilience. This national network of organizations committed to promoting clinician well-being and resilience and taking the terrible toll of burnout and depression out of the shadows and putting it front and center as part of the work we do in healthcare and for our learners, teachers, scientists and clinicians.

At UNMC, wellness is a priority for our faculty, staff and students. As an academic health science center, it also is our mission so we keep a constant focus on living healthfully and performing to the best of our ability. We have an array of resources to help those at UNMC be their best self—from on-site recreational facilities and meditation spaces to the Healing Arts Program and counseling services.

Wellness goes beyond health, nutrition and physical activity. Quality of life is influenced by seven dimensions: social, emotional, spiritual, environmental, career, intellectual and physical wellness. Each affect and overlap with one another. Less stress equals better physical health. Positive relationships create harmony. Setting priorities boosts emotional wellness. Limiting cell phone use yields a more restful vacation. Being kind to ourselves lifts self-esteem. Helping others gives life purpose.

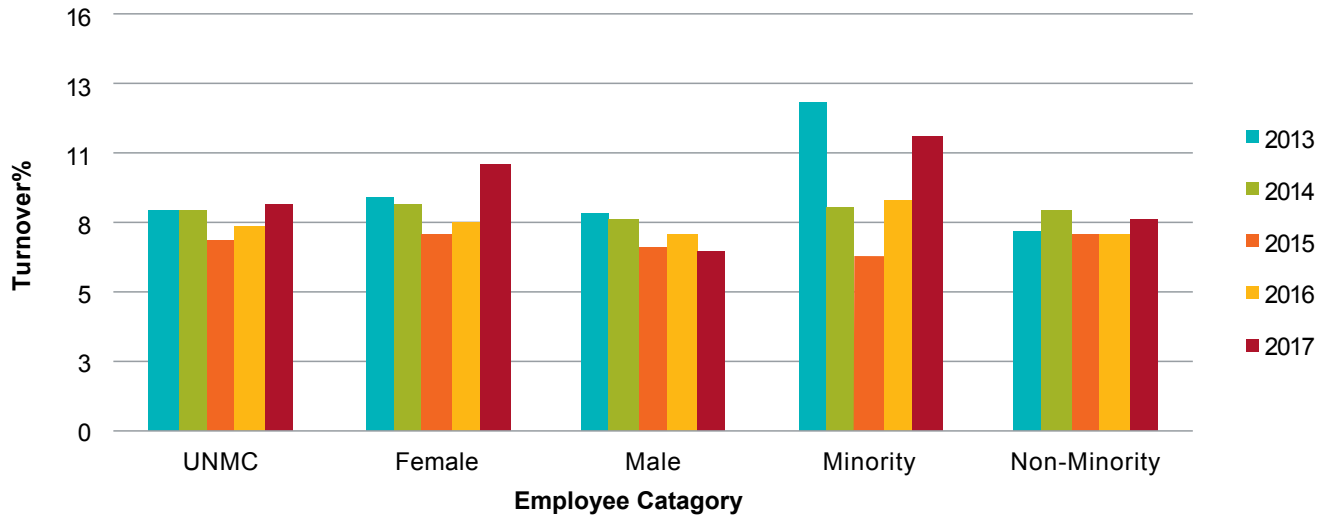
UNMC's Human Resources Department has long promoted wellness on campus through the activities of the Center for Healthy Living such as intramural leagues, fitness classes, gym memberships and various challenges, including the Nebraska 150 Challenge. Employees may seek counseling services from the Employee Assistance program through Arbor Health. This program is available to all UNMC campuses and includes counseling for a wide variety of issues, including stress, anxiety and relationship issues. Services are available in person, on the phone and through WebEx.

Explore UNMC wellness resources at unmc.edu/wellness or via the UNMC mobile app.

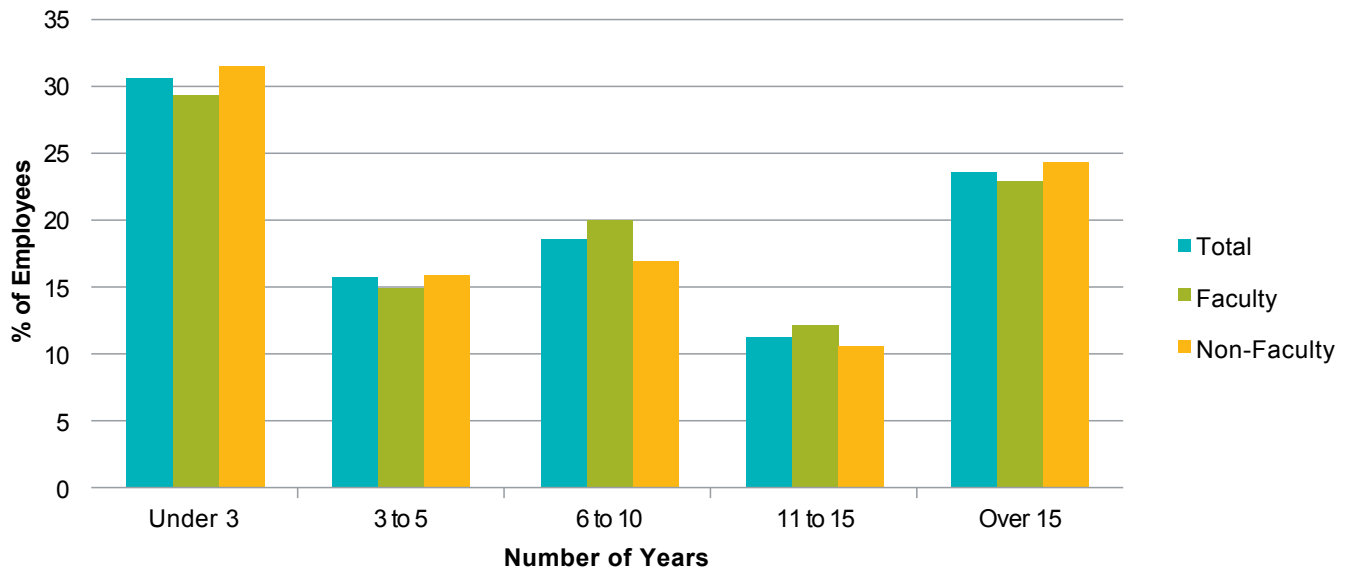
EMPLOYEE TURNOVER AND LENGTH OF SERVICE

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 current employees**, and for employees grouped by faculty and by non-faculty.

Turnover Rates by Category



Average Length of Employment



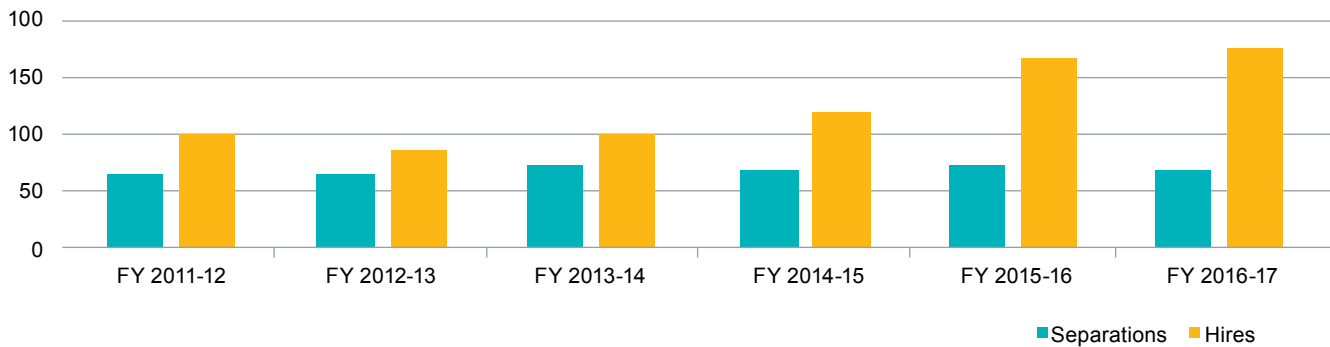
*Turnovers include resignations, retirements, appointment expirations, terminations and deaths

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

FACULTY TURNOVER

COLLEGE/INSTITUTE	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Chancellor/Library of Medicine	0%	8%	0%	14%	0%	7%
College of Allied Health Professions	7%	2%	11%	6%	13%	9%
College of Dentistry	4%	4%	2%	5%	16%	2%
College of Medicine	6%	7%	8%	6%	5%	4%
College of Nursing	6%	6%	8%	9%	6%	8%
College of Pharmacy	8%	14%	12%	3%	3%	4%
College of Public Health	8%	4%	4%	14%	7%	7%
Eppley Institute	10%	5%	6%	5%	6%	14%
Munroe-Meyer Institute	12%	6%	3%	5%	11%	9%
Total UNMC Campus	6.5%	6.4%	7.3%	6.7%	6.5%	5.5%

Faculty Turnover Comparison



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

Faculty Turnover Comparison

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Separations	67	66	76	72	75	68
Hires	98	83	100	119	167	175

Increase in number of female faculty for 5-year period:	
New hires	303
Resignation	149
Net Gain	154

Increase in number of male faculty for 5-year period:	
New hires	341
Resignation	208
Net Gain	133

Increase in number of minority faculty for 5-year period:	
2012	124
2017	168
Net Gain	44

OMBUDSTEAM

UNMC Ombudsteam Hotline 402-559-2491

The word “ombudsman” originated in Sweden and means “representative of the people.” UNMC’s Ombudsteam 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 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 in gathering accurate information, identifying options and seeking non-adversarial solutions. Although the team members have changed over the past two decades, 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 22nd 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.

2017 Ombudsteam Update

Team members Drs. Carver and Swindells have worked together for over twenty years providing ombuds services to students, faculty and staff at UNMC. In addition to providing a unique informal dispute resolution option to the UNMC community, the ombuds program is one of several resources contributing to the health and wellbeing of our campus population. During 2017, the UNMC Ombudsteam members also provided extensive consultation to the UNO ombuds and administration. This led to a significant upgrade in the UNO Ombuds Services.

This past year Dr. Carver served on the Board of Directors and Executive Committee of the International Ombudsman Association, the leading professional group for organizational ombuds worldwide. He also co-chaired the IOA Standards of Practice Task Force and taught the fundamentals course for

beginners at the Summer Meeting of Academic Ombuds at Michigan State University.

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 Senior 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
4. Confidentiality - no written records or notes



Susan Swindells, M.B.B.S.



David Carver, Ph.D.



Patricia Oberlander

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.

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.

UNeMed

UNeMed Corporation is the technology transfer and commercialization office for the University of Nebraska Medical Center and the University of Nebraska at Omaha, 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 not-for-profit 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.



MISSION

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

Activities

UNeMed's experienced group of expert staff evaluate all UNMC and UNO innovations—such as new drug candidates, medical devices, software and diagnostics—for their intellectual property and market potential.

University employees first disclose their inventions and discoveries to UNeMed, which then works to identify and collaborate with non-university commercial partners. Those external partners help 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 employs 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 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	79	100
FY 2014-15	\$1,949,649	\$1,106,241	20	417	63	89
FY 2015-16	\$1,731,121	\$649,028	20	507	87	99
FY 2016-17	\$2,270,973	\$910,917	23	514	81	118



Long Road of Innovation

Innovation is the incremental change from the first grand idea to the thing that emerges from the development process...and then continues to evolve. UNeMed works in that space between. There are many reasons why innovations fail to cross the finish line, but sometimes the idea is too advanced to work in the here and now.

One example began about ten years ago when a UNMC inventor proposed to solve the third-world's lack of surgical access. The idea was essentially a laparoscopic tool affixed with a camcorder. The laparoscopic invention was unworkable and impractical only because the idea was too advanced for the time.

Then smartphones and tablets happened. Today, the portable laparoscope is entirely possible and perhaps even likely. It might actually bring minimally invasive surgery to places where such lavish, first-world luxuries were but a dream only five years ago.

Even as the portable laparoscope relied on external technologies, most of the innovations UNeMed sees will need to run grueling marathons. One marathon began as an unnamed discovery back in 1993. Years later, we came to know the discovery as a synthetic peptide called EP67. It had a remarkable ability to stimulate the human immune response to any number of things. Primarily, it showed promise as a way to produce vaccines for everything from the common flu to even chemical dependency. Later, it proved to be a potent immune stimulant all by itself. The technology continued to grow and evolve as the inventor, Sam Sanderson, Ph.D., continued tinkering with

different formulations. A startup company, Prommune, was eventually born from the work in the early 2000s.

Most recently, a little more than a year ago, Sanderson and Prommune were awarded close to \$4 million in federal grants to examine EP67's use against dangerous infections, including methicillin resistant *Staphylococcus aureus*, or MRSA. Dr. Sanderson, unexpectedly passed away in August 2017, but Prommune and EP67—and the portable laparoscope and heaps of others—live on.

And so continues the long road toward better health.

	5-year Average	FY 2016-17
Gross Revenue	\$1,750,511	\$2,270,973
Sponsored Research	\$716,522	\$910,917
Licenses Issued.....	19.8	23
IP-related Agreements.....	443	514
Inventions Evaluated	75	81
Patent Applications	103	118

COMBINED FINANCIAL STRENGTH

University of Nebraska Medical Center and Nebraska Medicine

	UNMC (in thousands)	NEBRASKA MEDICINE (in thousands)	COMBINED (in thousands)
ASSETS AND LIABILITIES, JUNE 30, 2017 (a)			
Current Assets	\$382,137	\$649,553	\$1,031,690
Noncurrent Capital and Other Assets	1,395,839	774,617	2,170,456
Total Assets	1,777,975	1,424,170	3,202,145
Liabilities	97,464	596,121	693,585
Net Assets	\$1,680,511	\$828,049	\$2,508,560
OPERATING HIGHLIGHTS, FY 2016-17			
Total Revenues and Transfers (b)	\$637,568	\$1,389,399	\$2,026,967
Total Expenses	570,845	1,338,364	1,909,209
Excess of Revenues over Expenses	66,724	51,035	117,759
Other changes in Net Assets (b)	64,430	6,855	71,285
Increase in Net Assets	131,154	57,890	189,044
Net Assets at Beginning of Year	1,549,357	770,159	2,319,516
Net Assets at End of Year	\$1,680,511	\$828,049	\$2,508,560

	UNMC (in thousands)	NEBRASKA MEDICINE (in thousands)	COMBINED (in thousands)
Operating Budgets, FY 2017-18 (c)			
State General Fund (d)	\$151,401		\$151,401
Grants, Contracts and Gifts	368,000		368,000
Patient and Professional Services Revenue	33,660	\$1,363,829	1,397,489
Tuition, Auxiliaries and Other Income	179,706	83,127	262,833
Total Revenue Budget	732,768	1,446,956	2,179,724
Personal Services	366,835	765,813	1,132,648
Operating Expenses & Anticipated Awards	365,933	615,880	981,813
Total Operating Expense	732,768	1,381,693	2,114,461
Revenue Over Expense	\$0	\$65,263	\$65,263

a) per FY 2016-17 audited financials, for UNMC per blended audit report, including UNeHealth and UDA

b) 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

c) UNMC Operating Budget per FY 2017-18 University of Nebraska General Operating Budget

d) State General Fund appropriation will be reduced pursuant to pending FY 2016-17 mid-year budget reduction

UNMC SUMMARY FINANCIAL INDICATORS

PER APPROVED UNIVERSITY BUDGET	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Growth in state general fund appropriation State support underpins key instructional and operational activities.	3.3%	4.6%	4.7%	-0.8%
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.	3.5%	0.4%	1.1%	4.2%
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%	79.1%	78.5%	79.3%
ACTUAL FINANCIAL RESULTS	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
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.	3.3	3.6	2.9	4.3
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.	8.7%	13.7%	14.4%	8.5%
University credit ratings				
Moody's	Aa1	Aa1	Aa1	Aa1
Standard and Poor's	AA	AA	AA	AA
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."				



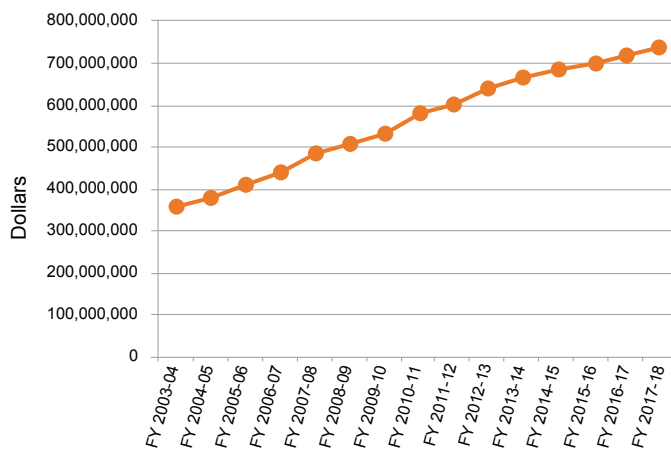
GENERAL FUND, STATE-AIDED AND TOTAL BUDGET FY 2003-04 THROUGH FY 2017-18

YEAR	GENERAL FUND	STATE-AIDED BUDGET	TOTAL BUDGET	GENERAL FUND AS % OF TOTAL BUDGET
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%
FY 2016-17	\$152,580,411	\$255,469,407	\$710,469,407	21.5%
FY 2017-18	\$151,401,170	\$257,767,502	\$732,767,502	20.7%

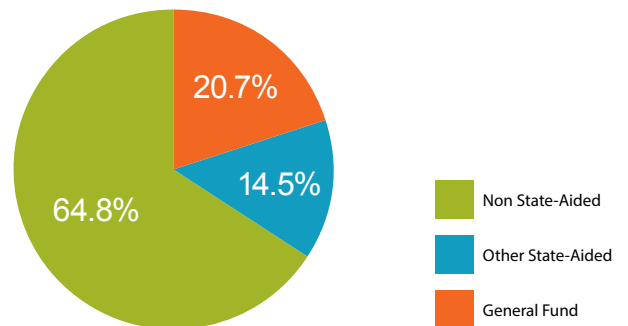
State-aided funds include state general fund, tuition, investment income, indirect cost reimbursement, patient revenue, state cigarette tax, and state tobacco settlement funds.

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

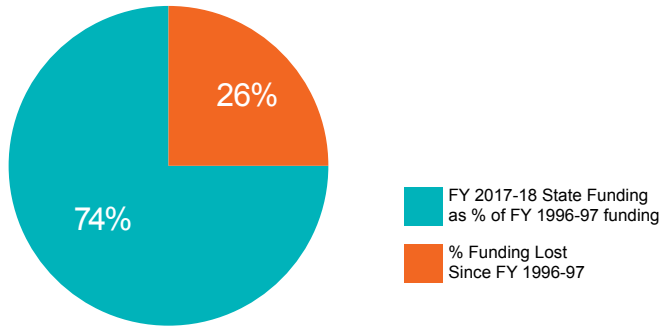


**UNMC Budget by Funding
FY 2017-18**

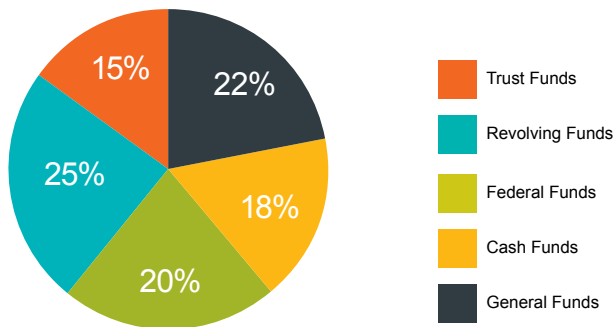


STATE AND UNIVERSITY BUDGETS

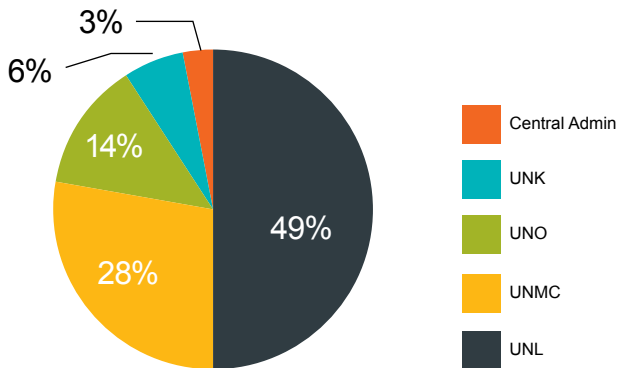
Share of State Funding Lost from FY 1996-97 to FY 2017-18



University Revenue Budget by Source FY 2017-18



University Expense Budget by Campus FY 2017-18



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%
FY 2016-17	13.2%	75%
FY 2017-18	13.0%	74%

UNIVERSITY REVENUE BUDGET BY SOURCE JULY 1, 2017

General Funds	\$567,203,225
Cash Funds	459,849,181
Federal Funds	529,481,594
Revolving Funds	657,902,000
Trust Funds	397,500,000
Total	\$2,611,936,000

UNIVERSITY EXPENSE BUDGET BY CAMPUS JULY 1, 2017

UNL	\$1,294,107,642
UNMC	732,767,502
UNO	355,982,121
UNK	157,414,739
Central Admin	71,663,996
Total	\$2,611,936,000

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 2016-17 (THOUSANDS)	FY 2015-16 (THOUSANDS)	FY 2014-15 (THOUSANDS)	FY 2013-14 (THOUSANDS)
SOURCES OF FUNDS				
Gifts, bequests and life insurance proceeds	\$169,168	\$228,871	\$212,727	\$258,109
Investment income	39,465	32,818	29,122	29,740
Change in value of split-interest agreements	397	989	1,191	(499)
Realized and unrealized gains (losses) on investments, net	119,798	(48,466)	(10,906)	169,804
Total	\$328,828	\$214,212	\$232,134	\$457,154
USE OF FUNDS				
Academic support	\$54,910	\$55,331	\$61,660	\$37,731
Student assistance	22,405	26,327	33,976	26,952
Faculty assistance	6,861	5,731	5,323	5,453
Research	6,243	9,123	8,378	7,297
Museum, library and fine arts	2,951	2,729	1,975	2,247
Campus and building improvements	99,813	106,342	118,526	92,707
Alumni associations	724	796	868	868
Deferred compensation	0	1	7	9
Subtotal	\$193,907	\$206,380	\$230,713	\$173,264
Management and fundraising	26,642	26,823	24,051	21,015
Other operating expenses	4,555	4,043	3,819	3,811
Total Use of Funds	\$225,104	\$237,246	\$258,583	\$198,090
Increase (decrease) in net assets	103,724	(23,034)	(26,449)	259,064
Plus: beginning net assets	1,844,708	1,863,006	1,889,455	1,630,391
Change in reporting entity		4,736		
Ending net assets	\$1,948,432	\$1,844,708	\$1,863,006	\$1,889,455

UNIVERSITY OF NEBRASKA FOUNDATION UNMC STATEMENT OF ACTIVITIES

	FY 2016-17 (THOUSANDS)	FY 2015-16 (THOUSANDS)	FY 2014-15 (THOUSANDS)	FY 2013-14 (THOUSANDS)
SOURCES OF FUNDS				
Gifts & Pledges	\$49,847	\$56,921	\$57,303	\$104,200
USE OF FUNDS				
Academic support	\$7,907	\$6,982	\$4,394	\$6,300
Student assistance	2,404	1,876	1,715	1,800
Faculty assistance	2,848	2,063	1,874	2,600
Research	3,464	5,768	5,313	3,900
Museum, library & fine arts	343	247	204	300
Campus & building improvements	70,123	48,968	29,794	39,700
Alumni associations	230	230	230	200
Total Disbursements to UNMC	\$87,319	\$66,134	\$43,523	\$54,800

UNIVERSITY OF NEBRASKA FOUNDATION

During FY 2016-17, more than 44,400 donors committed nearly \$169.2 million to the University of Nebraska Foundation to benefit the University of Nebraska. Below are a few highlights.

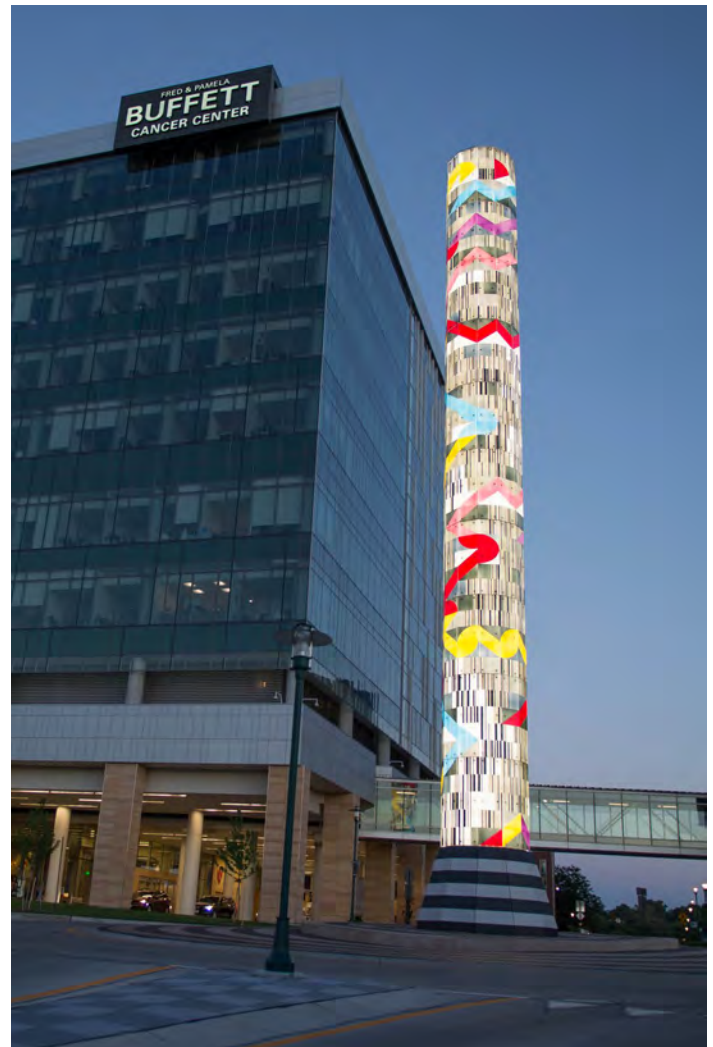
- A record number of donors made gifts to the foundation, resulting in a 2.4% increase over FY 2015-16.
- Of the gifts secured, 21% were endowed and 79% were expendable.
- Ninety-nine percent of gifts were designated by donors to specific areas of the university.
- The NU foundation transferred \$193.9 million to the University of Nebraska.
- The foundation managed more than 10,400 separate funds.

For UNMC, nearly **5,300 benefactors** committed **\$52.6 million** during FY 2016-17 in support of UNMC's students, faculty, programs and facilities. Last year, the medical center and foundation celebrated milestones reached with two priority projects: the Interprofessional Experiential Center for Enduring Learning (iEXCELSM); and the Fred & Pamela Buffett Cancer Center.

- In early April, UNMC ceremoniously kicked off construction of the Dr. Edwin Davis & Dorothy Balbach Davis Global Center for Advanced Interprofessional Learning (Davis Global Center). At this event, UNMC announced the lead donor to the building project — the Dorothy B. Davis Foundation, which made the gift to honor Dr. Edwin Davis, a longtime UNMC physician and educator who was a forerunner in incorporating new technology to enhance learning, and his wife, Dorothy Balbach Davis. The Davis Global Center will house UNMC's iEXCEL program and expose learners to interprofessional clinical simulation training exercises, surgical skills training and realistic environments. Completion of the project is expected in November.
- In May, UNMC and Nebraska Medicine officially dedicated the Fred & Pamela Buffett Cancer Center and celebrated its opening through a series of events. The cancer center project was the largest project ever for the medical center campus. The events honored founding benefactors Pamela Buffett, the Robert B. Daugherty Foundation, the Suzanne and Walter Scott Foundation and C.L. and Rachel Werner, along with other generous donors. The cancer center includes a 10-story, 98-laboratory research tower and an eight-story, 108-bed inpatient treatment center and a multidisciplinary outpatient center. The center also features cornerstones of the campus' new healing arts program: the Chihuly Sanctuary; Leslie's Healing Garden and the 82-foot glass tower, *Search* — all funded by donor gifts.

Our Students, Our Future

Student support remained a top focus for the foundation through Our Students, Our Future, a \$200 million fundraising initiative. Launched in July 2015, the initiative helped draw attention to the need for greater student support across all four of the University



of Nebraska's campuses. The initiative successfully concluded December 31, 2017.

For UNMC, these priorities included securing private gifts to help the medical center attract and prepare the best students to become Nebraska's frontline healthcare professionals, especially in rural areas and areas with concentrated levels of poverty; and to bolster fellowships and stipends to enhance UNMC's ability to attract outstanding graduate students.

Noteworthy among gifts targeting these priorities was a commitment made by the Charles R. O'Malley Charitable Lead Trust, its largest ever to benefit UNMC.

The trust's initial gift of \$900,000 will allow the College of Allied Health Professions to endow funds for an "O'Malley Scholars" program. The trust also committed to a \$500,000 matching gift if the college secures a similar amount in new gifts for student support. The collective funding committed could double the annual scholarship funds currently available to allied health students.

Another priority for UNMC through *Our Students, Our Future* was securing gifts to help fund the Davis Global Center, the state-of-the-art clinical simulation facility that will help transform healthcare education. The 191,880-square-foot building is funded through a combination of private donations, including the lead gift by the Dorothy B. Davis Foundation, as well as support from other donors and funds from the City of Omaha and State of Nebraska.

With the success of *Our Students, Our Future*, UNMC is now better positioned to meet a significant challenge for Nebraska and beyond. In the next decade, retirement and population changes will challenge the state's healthcare community, leaving a shortage of healthcare professionals. Donors' investments through this initiative will help UNMC attract and prepare the best students to become our future healthcare professionals.

For more information

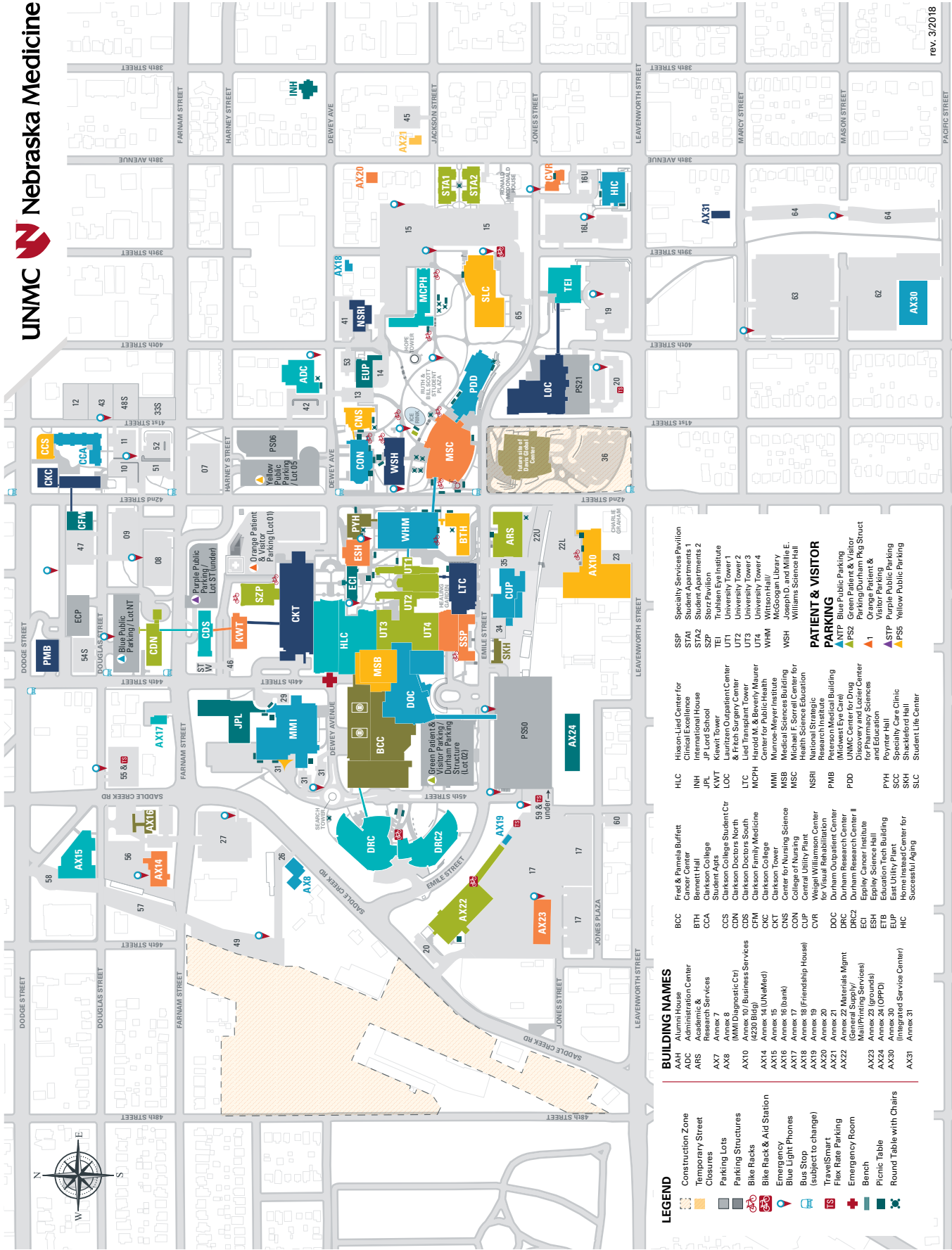
Please contact the foundation's Amy Volk at amy.volk@nufoundation.org or 402-502-4112 if you have questions or need additional information.



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 (SRT)	253,000	\$110.0	Basic and translational research focused on developing treatments for cancer and related diseases.	In service, opened June 2017. All on-campus laboratory relocations complete; additional recruitment in progress.
EXPAND PATIENT CARE:				
UNL University Health Center	55,000	\$24.0	New building combined with CON-Lincoln Clinic operated by Nebraska Medicine.	Construction in progress. In service fall 2018.
Primary Care Expansion – Fontanelle	13,253	\$1.0	Replacement site for expanded patient care access.	Construction in progress. In service 2018; other continued expansion eminent.
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.	Construction in progress. In service fall 2018.
Dr. Edwin Davis & Dorothy Balbach Davis Global Center for Advanced Interprofessional Learning	191,884	\$118.9	New building to house the activities of iEXCEL SM , including 18,928 sq. ft. underground and surface parking.	Construction in progress.
Williams Science Hall Renovation	64,472	\$10.0	Renovation of facility and end of life HVAC systems to house modern uses.	Design in progress.
Wittson Science Hall Renovation	206,125	\$18.0	Renovation of library and end of life HVAC systems.	Design in progress.
Heritage Center	10,700	\$8.0	New building will serve as a student interaction/ study space and as a location to host press conferences/symposiums. The Heritage Center will be the "new meeting space on campus."	Design in progress.
DEVELOP FUTURE CAMPUS CONFIGURATION				
Acquisition of former industrial property west of Saddle Creek Road			Future community and campus development.	Land acquired, development board established.
Finalized land swap for Charlie Graham Body Shop property	0.7 Acre	\$1.7	Land swap to facilitate 42nd and Leavenworth intersection improvements.	Land acquired, turn lane work beginning spring 2018.
IMPROVE CAMPUS QUALITY AND EFFECTIVENESS				
Campus Utility Improvements		\$15.0	Further reduce energy consumption and expand chilled water production capacity.	Ongoing.
Strategic Energy Initiatives		\$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 and wayfinding.	Project development in progress. Target completion 2018.

CAMPUS MAP



rev. 3/2018

BUILDING NAMES

- A4H Alumni House
- A4M Alumni Center
- ARS Academic Services
- AX7 Annex 7
- AX8 Annex 8
- AX10 (MMI) Diagnostic Ctr
- AX11 Business Services
- AX12 (4238 Bldg)
- AX14 Annex 14 (LUNAMed)
- AX15 Annex 15
- AX16 Annex 16 (bank)
- AX17 Annex 17
- AX18 Annex 18 (Friendship House)
- AX19 Annex 19
- AX20 Annex 20
- AX22 Annex 22 (Materials Mgmt)
- AX23 Annex 23 (grounds)
- AX30 Integrated Service Center
- AX31 Annex 31

LEGEND

- Construction Zone
- Temporary Street
- Closures
- Parking Lots
- Parking Structures
- Bike Racks
- Bike Rack & Aid Station
- Emergency
- Blue Light Phones
- Bus Stop
- (subject to change)
- TravelSmart
- Flex Rate Parking
- Emergency Room
- Bench
- Picnic Table
- Round Table with Chairs

PATIENT & VISITOR PARKING

- SSP Speciality Services Pavilion
- SS2 Student Apartments 2
- SS22 Storj Pavilion
- TEI Truhlsen Eye Institute
- UT1 University Tower 1
- UT2 University Tower 2
- UT3 University Tower 3
- UT4 University Tower 4
- WHM McSorran Library
- WSH Joseph D. and Millie E. Williams Science Hall

BUILDING NAMES (continued)

- BCC Ford & Pamela Buffett Center
- BTH Barnhart Hall
- CCA Clarkson College
- CCS Clarkson College Student Ctr
- CDN Clarkson Doctors North
- CDN Clarkson Doctors South
- CKC Clarkson College
- CKT Clarkson Tower
- CNS Center for Nursing Science
- CON College of Nursing
- CUP Central Utility Plant
- CVR Waigen Williamson Center for Health Care
- DOC Durham Research Center
- DRC Durham Research Center #
- DRC2 Durham Research Center #
- ECI Eppley Cancer Institute
- ESH Eppley Science Hall
- ETB Education Tech Building
- EUP East Utility Plant
- HIC Home Instead Center for Successful Aging

PARKING

- AX15 Blue Public Parking
- AX16 Green Patient & Visitor Parking/Durham Pkg Street
- AX17 Orange Patient & Visitor Parking
- AX18 Purple Public Parking
- AX19 Yellow Public Parking

UNMC SPACE FACTS

	# OF BLDGS.	GROSS SQ. FT.	# RESEARCH LABS	LAB & LAB SUPPORT SQ. FT.	ACRES
UNMC-Omaha	61	4,522,142	458	519,721	126
Nebraska Medicine-Omaha	16	1,785,123			29
Subtotal	77	6,307,265	458	519,721	155
UNMC Parking Structures	4	998,082			
Nebraska Medicine Parking Structures	7	1,109,500			
Subtotal	11	2,107,582			
UNMC-Greater Nebraska					
Omaha	8	91,508			
Lincoln	2	152,736	16	7,741	
Norfolk	1	35,000			
Kearney	1	52,372			
Scottsbluff	2	0			
Subtotal	14	331,616	16	7,741	
Nebraska Medicine - Off Campus	13	406,761			2.56
Bellevue Medical Center	2	333,000			21
Subtotal	15	739,761			23.56
Grand Total	117	9,486,224	474	527,462	178.56

NEW CONSTRUCTION (not included in totals above)

College of Nursing - Lincoln Division UNL University Health Center	1	105,000			
Dr. Edwin Davis & Dorothy Balbach Davis Global Center for Advanced Interprofessional Learning	1	191,884	1	656	
Davis Global Center Parking (Included in DGC above)		18,928			
Fontanelle Clinic	1	13,253			
Total New Construction	3	310,137	1	656	

SUSTAINABILITY INITIATIVES

UNMC and Nebraska Medicine have built a strong foundation in sustainability over the past two decades. 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, lost work days and premature death. This reduction is directly tied to our mission of creating a healthy future of all individuals and communities. Additionally, these initiatives significantly lower the institutions' utility costs, protect the environment that is so important to our state, help increase employee retention and assist in recruitment of both students and employees.

The campus Sustainability Manager works closely with the Executive Sustainability Council, made up of stakeholders in each of the Sustainability Master Plan goals in an effort to achieve the goals outlined in the joint UNMC/Nebraska Medicine Sustainability Master Plan. This comprehensive Sustainability Master Plan guides the campus 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.

In early 2017, four goal areas of the Sustainability Master Plan were updated. Each area was given a more ambitious target and accelerated timeline. Those changes are:

EMISSIONS

Previous goal: Reduce greenhouse gas emissions by 30% by 2023 and achieve net zero building emissions by 2050.

Updated goal: Net zero building emissions by 2030.

ENERGY

Previous goals: Reduce peak demand by 25% by 2015 (achieved) and another 10% by 2023 while reducing peak demand by 25% by 2015 (achieved) and another 10% by 2023.

Updated goal: Energy will now be tracked and reported as part of the Emissions goal.

Concurrent to the Emissions goal, the Medical Center has also pledged a 20% energy reduction by 2020 as part of the Department of Energy Better Buildings Challenge.

WATER

Previous goal: Reduce annual gallons of water used by 10% by 2023.

Updated goal: Reduce annual gallons of water used by 54% by 2030.

MATERIALS

Previous goal: Reduce total weight of outgoing material by 25% by 2023 and increase recycling rate to 35% by 2023.

Updated goal: Zero Waste* by 2030. Regulated waste is not calculated as part of this metric.

The Food Services goal area will be tracked with all waste as part of the Materials goal.

*Zero Waste is defined as 90% diversion from the landfill or incinerator.

The 2017 Sustainability Master Plan Metric Updates are available below and quarterly updates are available on our website, LiveGreenNebraska.com

Emissions

- Baseline: Produced 153,964 metric tons of carbon dioxide equivalent (CO₂eq) each year.
- Goal: Achieve net zero building emissions by 2030.
 - Progress: Produced 125,825 metric tons of CO₂eq.

Efforts to reduce emissions have led to a cumulative reduction of 179,000 metric tons of carbon dioxide, equivalent to the annual emissions of 19,300 homes.

With the opening of the recent openings of the UNMC Center for Drug Discovery and Lozier Center for Pharmacy Sciences and Education, the Lauritzen Outpatient Center and Fritch Surgery Center and the Fred & Pamela Buffett Cancer Center, the campus did see an increase in overall energy use and subsequent emissions production. However, energy use per square foot was still reduced, signaling efficiencies in resource use.

As part of the better Buildings Challenge, the Medical Center's energy usage was entered into Portfolio Manager, a program that tracks and analyzes energy use over time. With this newly available data, leadership met to identify the least energy efficient buildings. Action plans are now being developed to improve the energy efficiency of those buildings.

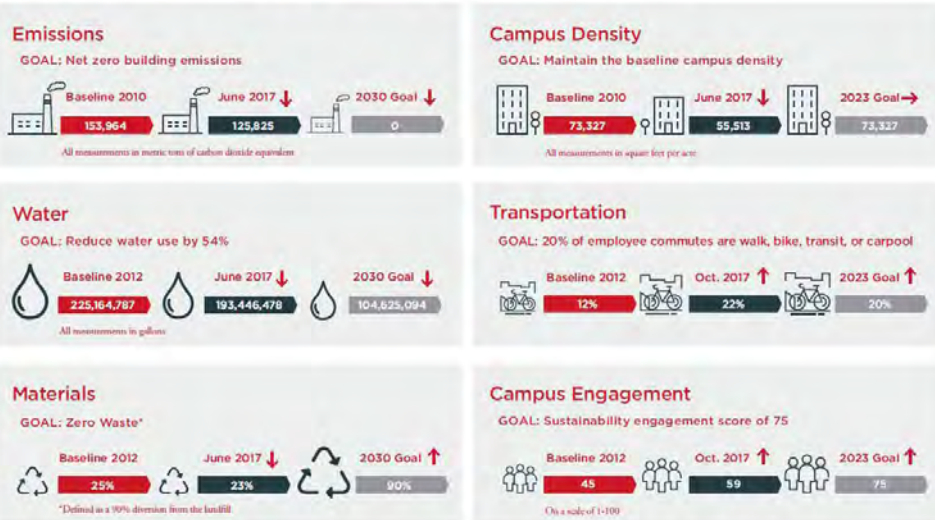
Water

- Baseline: 225,164,787 gallons of water per year
- Goal: Reduce annual gallons of water used by 54% by 2030.
 - Progress: Used 193,446,478 gallons.

Cumulative water reduction is 189,600,000 gallons, equivalent to 287 Olympic-sized swimming pools.

The Medical Center continues to incorporate water sensitive landscaping while still maintaining an attractive campus for staff, students and visitors.

Medical Center Sustainability Metric Update 2017



Material/Waste

- Baseline: 25% of materials diverted from landfill.
- Goal: Zero Waste by 2030.
 - Progress: 23% of materials diverted.

Waste reduction and recycling efforts have led to 2.1 million pounds of material not going to the landfill since 2012.

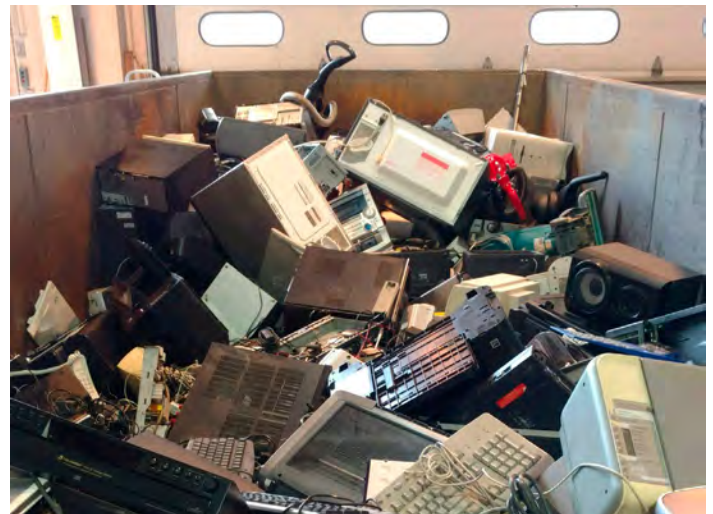
Single-use battery recycling began in 2013. Since then, over 19,000 pounds of batteries have been recycled. Approximately 4,500 pounds of single-use batteries are recycled each year.

Laboratories are spaces with specific recycling streams. Due to this specificity, new recycling signs and bins were piloted in the Fred & Pamela Buffett Cancer Center labs in 2017 to help increase recycling rates. If this pilot is successful, these bins and signage will be distributed to the rest of the laboratories on campus.

To have a better understanding of what is included in the waste stream, a waste characterization study began in late 2017. The results will give campus leadership a better understanding of the available opportunities for waste reduction and increased recycling.

Campus Planning

- Goal: Maintain current density of 73,326 gross square feet of built space per developed acre by 2023
 - Progress: 55,513 square feet of built space per developed acre



The campus density goal helps the Medical Center build a campus that is dense while creating green spaces that enrich the campus for visitors, students and staff. The Fred & Pamela Buffett Cancer Center is an example of increasing density without using additional land, as this building replaced an existing, smaller, building.

Transportation

- Baseline: 12% of employee/student commutes use active transportation mode (walk, bike, bus or carpool)
- Goal: 20% of employee/student commutes use active transportation mode by 2023
 - Progress: 22% of campus employees/student

With over 14,000 staff and students traveling to campus daily, the Medical Center has a significant impact on the traffic and air quality in Omaha. To manage the impact, the Medical Center uses the TravelSmart program to reduce road congestion and pollution, promote healthy lifestyles and preserve infrastructure.

Over 29,000 miles of single-occupancy driving miles are avoided weekly due to the use of active transportation, reducing the amount of air pollution by 700 tons of carbon dioxide per year.

The Medical Center continues to be a community leader. Since the inception of TravelSmart, several Omaha organizations have either implemented their own version of TravelSmart or taken steps toward supporting active commuting in Omaha.

Achievement of the Transportation goal six years early is impressive, but as the campus continues to grow, so will active transportation. A new goal will be approved in 2018.

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 59

The Campus Engagement goal is a metric that measures the extent to which the Medical Center staff and students are engaged with sustainability efforts.

The LiveGreen Ambassador Program is a way to spread sustainability initiatives throughout the Medical Center culture. Any interested employee can fill out a brief application to become a LiveGreen Ambassador. Throughout the year, LiveGreen Ambassadors are invited to engage their coworkers about current sustainability initiatives at staff meetings, via email or around the workplace. The peer-to-peer interactions help create a culture of sustainability campus-wide.

The annual Earth Week celebration in April included a host of activities to help individuals recycle, manage waste and learn about TravelSmart and other campus initiatives. Earth Week featured a wide variety of activities, with impressive numbers:

- 500 LED, photo-sensing nightlights were distributed at Earth Day Omaha.



- 1,000+ people stopped by our booth to learn about the ways the Med Center is leading the way, with our new Net Zero Emissions, Waste and Water by 2030 goals.
- 34 people entered the Re-Purpose Contest, 523 people voted, awarding prizes to 5 people.
- 232 people came to the Sustainability Expo, sampled 200 vegan cookies and visited with the 27 different experts on hand.
- 1 rain storm prevented most people from watching the planting of 1 maple tree, but it did not stop the 3 intrepid souls from Grounds who made sure it was done right.
- 120 Elderberry trees and 100 packets of pollinator friendly wildflower seeds, containing 18 different plant types went to new homes.
- 264 people dropped off items at the recycling event
 - 309 pounds of VHS tapes, DVDs, CDs and floppy disks
 - 3,820 pounds of electronics
 - 4,600 pounds of TVs and computer monitors
 - 5,749 pounds of paper for shredding
- 14,478 pounds (that's 7.2 tons or 3.5 average U.S. cars!) diverted from the landfill. That impact?
 - 15 trees saved
 - 151 gallons of oil not used
 - 340,040 hours of electricity saved
 - 4,603 gallons of water
- 47 eyeglasses donated to the TEI clinic
- Approximately 4,500 pop tabs to Ronald McDonald House
- 122 hours by campus volunteers over six days of activities

INFORMATION TECHNOLOGY SERVICES

FY 2018-19 Planning Indicators

Vision

Our vision is to provide technology that is a strategic asset to the UNMC/Nebraska Medicine Enterprise. This is critical for us to deliver our shared mission statement 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.' Ultimately we provide the technology required for operations, as well as to drive innovation to enhance our educational programs, to drive innovative research and to provide the highest quality of patient care while being more efficient and collaborative across the enterprise.

Aim

We must facilitate growth, enable innovation and operations by providing "always on" services, having a culture of yes and enabling the enterprise to teach, research and provide care anywhere at any time.

Guiding Principles

The following describe the beliefs and philosophies pertaining to how we work and act as a guide:

- **Alignment:** Our IT decisions will align with UNMC and Nebraska Medicine's strategic plan
- **User Focus:** User needs will be a key component in all IT decisions
- **Collaboration:** Work within and across organizational structures to meet strategic goals and identify opportunities for innovation and improvement
- **Transparency:** Be transparent in our decision-making and resource use
- **Innovation:** Value innovative and creative thinking and adopt emerging technologies
- **Process:** Be diligent in methodologies associated with adopting emerging technologies to understand current state, desired future state and mitigate any associated risks
- **Access:** Provide secure but accessible environments
- **IT Knowledge and Skills:** Value technology skills development for the IT community

Strategies

The following are the key strategies that the Information Technology Department will be focused on:

CONSUMERISM

Technology is rapidly changing the nature of our business—across the enterprise. This includes changing how educational

programs are delivered, how research is conducted and how patient care is provided. In order to thrive in this environment, we must actively invest in disruptive technologies, human capabilities and digitized processes that provide a frictionless and personal user experience to our students, researchers and patients. A user experience defined as technology allows for the delivery of our services instantaneously to any location that meets the unique needs of that user.

OPTIMIZED

The enterprise requires technology 365 days a year, 24 hours a day, 7 days a week. Based on this, we need to have ideal experiences that harmonize workflows with technologies. Additionally, as technology has become integral to operations, it is paramount that more advancements are made to the planning processes to ensure that the Information Technology Department is seen as a strategic advisor that enables innovation and value creation for the enterprise. Another key to providing optimized experiences is turning the data captured by the disparate systems into actionable information that is used to make subsequent improvements.

CONNECTED

We must support an architecture that fully enables mobility and user choice of devices. This includes facilitating secure easy access to web and mobile applications on any device. Another key aspect is moving to a full set of modern, digital infrastructure that improves the access to applications and data across the enterprise.

ECONOMICS

The enterprise is under extreme financial pressures and we must leverage technology to enable new digital business models. In other words, we must turn technology to into an economic engine. Additionally, we must look for opportunities within the technologies that we support to maximize the value of those technologies. This includes standardizing on platforms as well as decommissioning systems no longer in use. Another way to increase the utility of our technology is to adopt Software-as-a-Service (SaaS) solutions as first choice and where SaaS is not an option, promote virtual systems over physical systems. This includes promoting the use of internal private cloud as primary, and leveraging public cloud offerings for secondary (work to have one on premise data center), usage.

SECURE

The enterprise faces numerous risks to security, from ransomware to inadequately secured IoT devices and, of course, the ever-present human element. Coupled with HIPAA, FDA, FERPA and other regulatory requirements that make securing regulated data paramount, the organization does not have a shortage of serious security considerations that must be adequately addressed to ensure patient/student privacy and safety, research integrity and the business itself. This includes a strategy for secured access to resources from anywhere at any time, isolation of critical infrastructure and the continuous monitoring capability for threat detection.

IDENTITY

Managing digital identities and access control for users, devices and applications in a hybrid world of on premise and cloud computing remains a challenge. Any device, anywhere, with anytime access already has organizations rewriting the rulebooks. The days of users conforming to how services are delivered are over; services must adapt to the new ways and devices used to get work done. IT and information security will need to overhaul the enterprise identify and access management strategies and their entire IAM infrastructure to reduce the risks associated with this level of access.

Key Performance Measures

In FY 2017-18, the Information Technology Department captured baseline end user satisfaction through a survey. End users (n=1,855) responded with an average satisfaction rate of 3.33 on of 4-point scale (1 very dissatisfied, 2 dissatisfied, 3 satisfied, 4 very satisfied) for the services the department provides. This indicates that 91% of respondents are satisfied with the services provided.

Additionally, leading indicators of this metric are also tracked:

- Availability of the data centers/network/servers/systems are at 99.99%
- Service desk satisfaction is at 91.83%
- Service desk first call resolution is at 55.14%
- Workstation mean time to resolve is 27.64 minutes
- Operating budget is under by 5%
- Unplanned employee attrition is less than 2%

All of these metrics outperformed targeted performance measures.



COMPLIANCE AND INTERNAL AUDIT STRATEGY

Compliance

UNMC is committed to assuring compliance with applicable federal and state laws and university policies and maintaining appropriate controls to address risks. In FY 2018-19, UNMC will continue its focus on strategic opportunities for enhanced compliance communications and functions at UNMC, while maximizing compliance synergy across the enterprise.

FY 2017-18 ACCOMPLISHMENTS

- Expanded Enterprise Compliance collaboration and communication to include regular enterprise compliance meetings and methods for ongoing communications on mutual compliance issues/events.
- Updated Compliance Committee membership, meeting frequency and structure. Indicator (monitoring and tracking) reporting schedules were adjusted to meet committee communication needs. Regulatory updates are provided to committee members to enhance communication across the UNMC Campus Compliance structure.
- Updated Conflict of Interest Committee membership and meeting structure to meet growing campus needs.
- In coordination with the Office of the General Counsel and Internal Audit, worked with the other NU campuses to share compliance strategies and processes to maximize the opportunities for consistency and synergy across the system.
- Provided education to UNMC community on policies, regulations and university procedures.
- Reviewed, updated and affirmed UNMC Compliance policies, in collaboration with campus leadership, subject matter experts and various other faculty and staff who contribute to the UNMC Policy Review process.
- Presented to UNMC department administrators on hot topics in Compliance and Conflict of Interest.
- Presented to students, faculty, staff and visitors on UNMC's Compliance Program, Conflict of Interest and Responsible Conduct in Research.
- Updated, enhanced and published the UNMC Compliance Matrix, with Compliance Committee oversight.
- Updated compliance training assessment requirements, emphasizing employee responsibility for content through attestation.

FY 2018-19 GOALS

- Continue to develop and build our Enterprise Compliance initiative, with a focus on streamlining common processes, policies, procedures and working to encourage an enterprise culture of compliance.



- Review and affirm current compliance structure to verify effective tracking, monitoring and training. Continue to communicate and enhance institutional awareness of compliance resources and governance structure to reinforce clear responsibilities and accountabilities across campus.
- In coordination with the Office of Internal Audit and the Office of the General Counsel, work with the other NU campuses to share compliance strategies and processes to maximize the opportunity for consistency across the system and to strengthen our working relationships with the hopes of supporting the functions of a more synergistic compliance group.
- Continue to educate UNMC community on policy updates as well as provide ongoing education of policies, processes and regulations; and closely partner with Nebraska Medicine on joint efforts/opportunities to support a culture of compliance.
- Work with NU Central Administration and other campuses to begin efforts develop a more unified approach to compliance training as well as Conflict of Interest tracking and processes.
- Provide greater access to the Compliance Office as a compliance education resource by proposing additional in-person training for departments and colleges where common questions may arise and such education may be more appropriate to meet a need.

Financial Compliance and Cost Analysis

Financial Compliance will prepare a Facilities and Administrative (F&A) Cost Proposal with the federal government based on information from FY 2017-18. The process began about halfway through FY 2017-18 and will be completed before December 31, 2018.

FY 2017-18 ACCOMPLISHMENTS

- Worked with the Institutional Review Board Office (IRB) to implement NIH policy updates for single IRB protocols, which went into effect January 25, 2018.
- Submitted annual Fringe Benefit Rate Proposal with the federal government.
- Negotiated new F&A cost rates with the federal government during spring 2018.
- Made modifications to existing policies for the Office of Management and Budget (OMB) Uniform Guidance procurement regulations that will go into effect on July 1, 2018.
- Completed the Space Survey for the Federal Facilities and Administrative (F&A) Cost Proposal required for FY 2017-18. The proposal is due to the federal government by December 31, 2018.
- Delivered three classes on Administrators' Fiduciary & Leadership Essentials (AFLE) Certificate. To date we have educated 160 staff on stewardship, compliance and ethical responsibility at UNMC.

FY 2018-19 GOALS

- Implement OMB Uniform Guidance new procurement regulations that will go into effect on July 1, 2018.
- File the F&A cost rate and Fringe Benefit Proposals required for FY 2017-18. The proposal is due to the federal government by December 31, 2018.
- Offer monthly department educational courses related to AFLE topics.

Internal Audit

The mission of Internal Audit and Advisory Services (Internal Audit) is to provide an independent, objective assurance and consulting activity designed to add value and improve UNMC's operations. Internal Audit assists the Board of Regents, the Audit Committee and the chancellor in accomplishing their objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

FY 2017-18 ACCOMPLISHMENTS

- Conducted the annual risk assessment during spring 2017 and developed a risk-based audit plan for FY 2017-18.

- Participated regularly with compliance and audit personnel at other University of Nebraska (NU) campuses to collaborate and enhance our relationships and share information on compliance plans and business processes.
- Implemented a recommendation from the third party Quality Assurance Review (QAR) team to combine Internal Audit as one system-wide group effective July 1, 2017, and report to the Chief Audit Executive at Central Administration of the University of Nebraska.
- Participated in the new Administrators' Fiduciary & Leadership Essentials Workshop to continue to educate the campus on the current internal control framework and potential risks to the university.
- Regularly attended Compliance Committee Meetings, Chancellor's Council, Financial Stewardship Meetings and the Department Administrators Round Table (DART) meetings.
- Performed university-wide audit projects as well as campus-specific projects.
- Participated in regular internal audit meetings with the other NU campuses to enhance and build our department.

FY 2018-19 GOALS

- Continue to enhance and build the combined Internal Audit Department while continuing to educate UNMC on the current internal control framework and recommend strategies for improvement across the campus.
- Conduct the annual risk assessment and develop a risk-based audit plan for FY 2018-19 to assist management in identifying areas for improvement.
- Continue to increase the frequency of university-wide internal audit projects, focusing on value-added outcomes.

ECONOMIC OUTLOOK



Global

The World Bank forecasts global economic growth to edge up to 3.1% in 2018 after a much stronger-than-expected 2017, as the recovery in investment, manufacturing, and trade continues. Growth in advanced economies is expected to moderate slightly to 2.2% in 2018, as central banks gradually remove their post-crisis accommodation and the upturn in investment growth stabilizes. Growth in emerging market and developing economies as a whole is projected to strengthen to 4.5% in 2018, as activity in commodity exporters continues to recover amid firming prices.

Global growth is expected to be sustained over the next couple of years—and even accelerate somewhat in emerging market and developing economies (EMDEs) thanks to a rebound in commodity exporters. Although near-term growth could surprise on the upside, the global outlook is still subject to substantial downside risks, including the possibility of financial stress, increased protectionism, and rising geopolitical tensions. With output gaps closing or closed in many countries, supporting aggregate demand with the use of cyclical policies is becoming less of a priority. Focus should now turn to the structural policies needed to boost longer-term productivity and living standards.

The World Bank – Global Economic Prospects January 2018

United States

In the Congressional Budget Office's (CBO) projections, the economy grows relatively quickly this year and next and then more slowly in the following several years. The federal budget deficit rises substantially, boosting federal debt to nearly 100% GDP by 2028. In CBO's baseline projections, which incorporate the assumption that current laws governing taxes and spending generally remain unchanged, the federal budget deficit grows substantially over the next few years. Later on, between 2023 and 2028, it stabilizes in relation to the size of the economy, though at a high level by historical standards.

As a result, federal debt is projected to be on a steadily rising trajectory throughout the coming decade. Debt held by the public, which has doubled in the past 10 years as a percentage of gross domestic product (GDP), approaches 100% of GDP by 2028 in CBO's projections. That amount is far greater than the debt in any year since just after World War II. Projected deficits over the 2018–2027 period have increased markedly since June 2017, when CBO issued its previous projections. The increase stems primarily from tax and spending legislation enacted since then—especially Public Law 115-97 (originally called the Tax Cuts and Jobs Act), the Bipartisan Budget Act of 2018 (P.L. 115-123), and the Consolidated Appropriations Act, 2018 (P.L. 115-141). The legislation has significantly reduced revenues and increased outlays anticipated under current law.

In CBO's economic projections, which underlie its budget projections, output grows at a faster pace this year than in 2017, as the recent changes in fiscal policy add to existing momentum in spending on goods and services. Growth in actual GDP outpaces growth in potential (that is, maximum sustainable) GDP both this year and next, pushing the unemployment rate down. After 2019, economic growth is projected to slow, eventually matching CBO's estimate of the economy's maximum sustainable rate of growth. Real GDP (that is, GDP adjusted to remove the effects of inflation) and real potential GDP are now projected to be greater throughout the coming decade than projected last year, in part because of the significant recent changes in fiscal policy. Also, interest rates are projected to be higher and the unemployment rate lower in the next few years than projected previously.

Even if federal laws did generally remain in place, budgetary and economic outcomes would be difficult to predict and thus uncertain. CBO's projections, especially its economic projections, are even more uncertain than usual this year, because they incorporate estimates of the economic effects of the recent changes in fiscal policy—and those estimates are themselves uncertain. CBO aims to formulate projections that fall in the middle of the distribution of possible outcomes.

Congressional Budget Office "The Budget and Economic Outlook: 2018 to 2028" April 9, 2018



Midwest

The Mid-America Business Conditions Index, a leading economic indicator for a nine-state region stretching from Arkansas to North Dakota, which ranges between 0 and 100, expanded to a robust 62.1 from February's strong 59.7. This is the 16th straight month the index has remained above growth neutral 50.0, and is the highest reading since June of last year, pointing to improving growth for the region over the next three to six months. The employment index advanced to a very healthy level. Almost two-thirds of firms expect to add workers for the rest of 2018. The inflation gauge indicated elevated wholesale inflation and a fed rate hike is likely in May. Exports and imports remained very healthy.

Ernie Goss, Jack A. MacAllister Chair in Regional Economics at Creighton University's Heider College of Business Economic Outlook April 2, 2018

Nebraska

The Nebraska economy is expected to continue to grow through the third quarter of 2018, according to the most recent leading economic indicator report from the University of Nebraska-Lincoln. The indicator, a composite of economic factors that predict economic growth six months into the future, rose by 1.03 percent in February 2018.

“Solid business confidence and a strong labor market contributed to the rise in the leading indicator,” said economist Dr. Eric Thompson, director of the Bureau of Business Research. In a positive sign for the labor market, initial claims for unemployment insurance fell in Nebraska on a seasonally-adjusted basis.

Consumer and business confidence rose in Nebraska during March, when both business and consumer confidence settled at values between the peak levels seen in January and lower levels reached in February. Nebraska's business confidence index rose to 110.4 in March from 107.4 in February, according to responses to the monthly Survey of Nebraska Business. Nebraska's consumer confidence index, which is based on the monthly Survey of Nebraska Households, rose to 106.8 in March from 101.6 in February. All values are well above the neutral 100.0, indicating both strong business and consumer confidence.

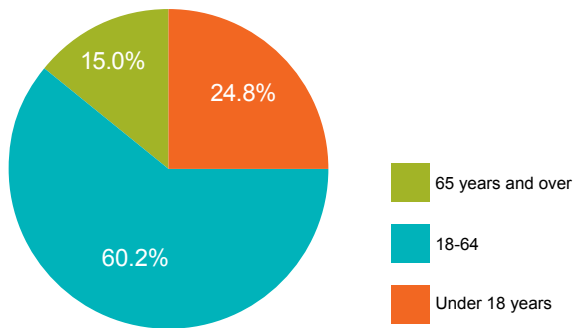
The surveys gathered information about the top issues faced by Nebraskans. The most common concern of households was taxes. Businesses most frequently cited concern about customer demand, available labor force and competition from other businesses.

Eric Thompson UNL Bureau of Business Research March 21, 2018 and April 6, 2018

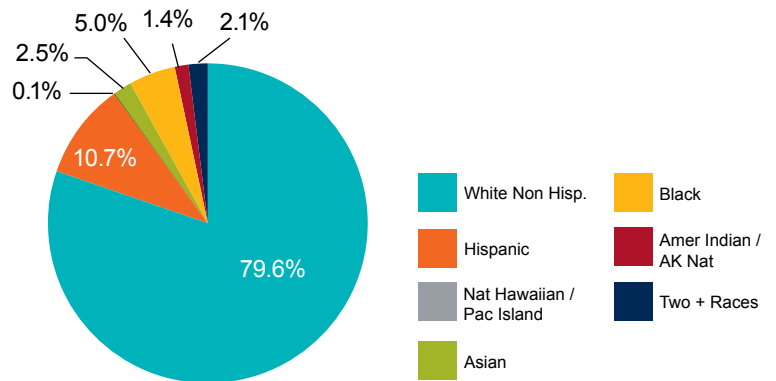
POPULATION CHARACTERISTICS OF NEBRASKA

		POPULATION ESTIMATES									
TOTAL INCREASE 2008-2017	GEOGRAPHIC AREA	2017 Estimate	2016 Estimate	2015 Estimate	2014 Estimate	2013 Estimate	2012 Estimate	2011 Estimate	April 1, 2010	July 1, 2009	July 1, 2008
		Nebraska	1,920,076	1,907,116	1,896,190	1,881,503	1,868,969	1,855,525	1,842,234	1,826,341	1,796,619
7.8%	% Increase from previous yr	0.7%	0.6%	0.8%	0.7%	0.7%	0.7%	0.9%	1.7%	0.8%	0.7%
	United States	325,719,178	323,127,513	321,418,820	318,857,056	316,497,531	313,914,040	311,587,816	308,747,508	307,006,550	304,374,846
7.0%	% Increase from previous yr	0.8%	0.5%	0.8%	0.7%	0.8%	0.7%	0.9%	0.6%	0.9%	0.9%

Age Estimates of Nebraskans, 2016

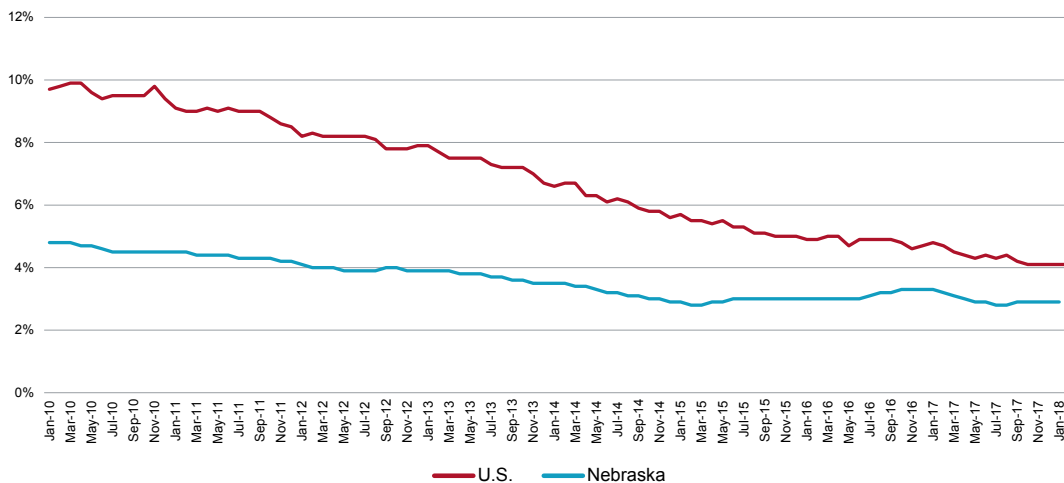


Nebraska Residents by Race, 2016



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

Unemployment Rate



According to the Bureau of Labor Statistics "Persons are classified as unemployed if they do not have a job, have actively looked for work in the prior 4 weeks, and are currently available for work. Persons who were not working and were waiting to be recalled to a job from which they had been temporarily laid off are also included as unemployed. Receiving benefits from the Unemployment Insurance (UI) program has no bearing on whether a person is classified as unemployed. The unemployment rate represents the number unemployed as a percent of the labor force."

UNIVERSITY STATE LEGISLATIVE ISSUES



The 105th Legislature's first session convened on January 4 and adjourned June 2, 2017. Long sessions – 90 working days – are historically spent on setting the biennial budget and introducing new legislation. Last year, the legislature also revised the deficit appropriations for the current fiscal year. Legislative priorities included balancing the state budget, property and income tax relief and state corrections reform.

UNMC priority bills in the 2017 session included:

- LB22, introduced by Speaker Scheer, provides for changes and eliminates provisions relating to appropriations for the current fiscal year. The deficit reduction bill was approved by the Governor and reduced the University of Nebraska's budget by \$13 million.
- LB242, introduced by Senator Bolz, appropriates funds for the recruitment of students who study to become behavioral health professionals with a proposed positive fiscal impact of \$598,803 to UNMC. This bill was indefinitely postponed.
- LB282, introduced by Senator Riepe, changes telehealth provisions relating to children's behavioral health.
- LB302, introduced by Senator Crawford, includes state intent to appropriate funds for psychiatric and behavioral health medicine fellowships.
- LB303, introduced by Senator Crawford, appropriates funds to the University of Nebraska to fund behavioral health internships.
- LB327, introduced by Speaker Scheer, appropriates funds for the expenses of Nebraska State Government for the biennium ending June 30, 2019. This was the mainline budget bill and was signed by the Governor on May 15, 2017 with a line-item veto, and veto-overrides by the legislature, notwithstanding the objections of the Governor.
- LB407, introduced by Senator Pansing Brooks, creates and provides duties for the Whiteclay Public Health Emergency Task Force. This bill was approved by the Governor on April 27, 2017.
- LB438, introduced by Senator Sara Howard, increases the cigarette and tobacco taxes and provides for the distribution of funds.
- LB487, introduced by Senator Morfeld, provides exceptions to certain crimes for persons witnessing or experiencing drug overdoses and provides protection from civil liability for emergency responders and peace officers administering naloxone. This bill was approved by the Governor on April 27, 2017.

The Nebraska Economic Forecasting Advisory Board met on February 28, 2018, and voted to increase revenue projections. Revenue projections for the current fiscal year and FY 2018-19 were raised primarily based on anticipated increases in individual income tax receipts of \$20 million in FY 2017-18 and \$45 million in FY 2018-19. Total projected revenue receipts for FY 2017-18 were increased to \$4.53 billion, an increase of \$25 million.

Projected total revenue receipts for FY 2018-19 were set at \$5.04 billion, an increase of \$365 million. The revised projections for FY 2018-19 include an estimated \$327 million increase in individual income tax receipts and \$8 million in corporate tax receipts as the result of the federal Tax Cuts and Tax Jobs Act of 2017.

The 105th Legislature's second session convened on January 3 and adjourned April 18, 2018. Short sessions – 60 working days – are historically spent on deficit appropriations, carryover legislation from the previous session and introducing new legislation. This year, the legislature also revised the deficit appropriations for the current fiscal year. Legislative priorities included balancing the state budget and property and income tax relief.

UNMC priority bills in the 2018 session include:

- LB23, introduced by Speaker Scheer, provides for transfers of funds and terminates funds.
- LB73, introduced by Senator Riepe, prohibits the sale, transfer to, or use by persons under twenty-one years of age of tobacco, vapor products and alternative nicotine products.
- LB107, introduced by Senator Crawford, prohibits sexual assault of a patient, client or student as prescribed.
- LB117, introduced by Senator Hilkemann, adopts the investigational Drug Use Act.
- LB242, introduced by Senator Bolz, appropriates funds for the recruitment of students who study to become behavioral health professionals with a proposed positive fiscal impact of \$598,803 to UNMC.
- LB285, introduced by Senator Linehan, changes and eliminates provisions relating to human immunodeficiency virus testing. This bill was approved by the Governor on February 28, 2018.
- LB302, introduced by Senator Crawford, includes state intent to appropriate funds for psychiatric & behavioral health medicine fellowships.
- LB303, introduced by Senator Crawford, appropriates funds to the University of Nebraska to fund behavioral health internships.
- LB305, introduced by Senator Crawford, Adopts the Paid Family Medical Leave Insurance Act.
- LB324, introduced by Senator Kolterman, Adopt the Pharmacy Benefit Fairness and Transparency Act.
- LB344, introduced by Senator Albrecht, changes credentialing and regulation of mental health substance abuse centers.
- LB349, introduced by Senator Hilkemann, changes provisions relating to the maintenance and administration of the State DNA Sample and Data Base Fund.
- LB368, introduced by Senator Lowe, changes helmet provisions, changes passenger age limits and requires eye protection for operators of motorcycles and mopeds.
- LB389, introduced by Senator Lowe, adopts the Small Wireless Facilities Act.
- LB438, introduced by Senator Sara Howard, increases the cigarette and tobacco taxes and provides for the distribution of funds.
- LB441, introduced by Senator Morfeld, changes eligibility provisions under the Medical Assistance Act.
- LB495, introduced by Senator Riepe, changes provisions relating to development disabilities.
- LB501, introduced by Senator Brewer, changes prohibition on locations where permit holders may carry a concealed weapon.
- LB575, introduced by Senator Kolowski, provides funding for schools offering certain programs and courses as prescribed.
- LB579, introduced by Senator McDonnell, terminates city occupation taxes subject to a vote and require a vote on tax rate changes.
- LB586, introduced by Senator Linehan, changes requirements for the prescription drug monitoring system.
- LB944, provide, change, and eliminate provisions relating to appropriations and reduce appropriations. This is the mainline deficit budget bill, including a proposed cut of \$11 million in the current fiscal year, and 1% cut in FY 2018-19.

UNIVERSITY FEDERAL ISSUES



SUPPORT NATIONAL INSTITUTES OF HEALTH FUNDING

National Institutes of Health (NIH) is the source of more than 80% 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. UNMC urges that NIH be funded at \$39.03 billion in FY 2018-19 to continue the progress Congress is seeking.

SUPPORT INSTITUTIONAL DEVELOPMENT AWARD (IDEA) PROGRAM FUNDING

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 \$21 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 COBRE program

successfully obtain their own NIH funding. Over 70% of the 300 undergraduate INBRE scholars in Nebraska pursue a science or health professions career. As one example, UNK health science students who apply to medical school have an acceptance rate that is three times the national average, due in part to the Nebraska INBRE program. UNMC requests the IDeA program in FY 2018-19 be funded at \$333.3 million.

SUPPORT FACILITY & ADMINISTRATIVE (F&A) REIMBURSEMENTS TO UNIVERSITIES

UNMC conducts more than \$117 million annually in research, most of it federally funded. About \$25.5 million is reimbursement to the University for Facility & Administrative (F&A) regulatory compliance. F&A costs are an essential part of conducting research that cannot be separated from the experiments performed in the laboratories. Examples of F&A include the cost of maintaining the research buildings, utilities, establishing and maintaining secured storage for research data, specialized IT support, the cost of the federally mandated regulatory activities, human and animal welfare and safety review activities, and many technologies used for the research, that are not fully supported by the grants. F&A costs incurred by universities to perform federal research is both highly regulated and regularly audited by the Federal Government to ensure that

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 2019 as FY 2018-19, to be more consistent with the way fiscal year notation is listed throughout the Planning Information and Quality Indicators.

the government only pays for research costs that are allowable per the Office of Management and Budget (OMB) regulations and guidelines. The F&A reimbursement to universities is subject to more restrictions than F&A reimbursement awarded to industry research. UNMC opposes efforts to further limit the reimbursement of F&A on federal grants.

CANCER MOONSHOT

The Cancer Moonshot was approved by Congress in FY 2016-17 as part of the 21st Century Cures Act. The \$1.8 billion Cancer Moonshot Initiative is accelerating research and development of new cancer detection and treatments. The Moonshot Initiative identified mandatory funds for new cancer-related research activities at NIH and new funds for neuroscience and precision medicine. The Departments of Defense (DOD) and Veterans Affairs (VA) continue to increase their investments in cancer research through Centers of Excellence focused on specific cancers, and conducting large longitudinal studies to help determine risk factors and enhance treatment. Within HHS, there continue to 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. The UNMC Fred & Pamela Buffett Cancer Center is pursuing Moonshot grant opportunities. UNMC urges that \$711 million be approved for the Cures Act NIH Innovation Account, which is included within the request of \$39.03 billion for the NIH for FY 2018-19.

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 help reduce the shortage of healthcare providers. Titles VII and VIII programs are the only federal programs focused on improving the supply and distribution of health professionals, particularly in medically underserved rural areas and 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 promoting health professions workforce continuing education and community needs through Area Health Educational Centers. Title VII funds to Nebraska have been cut from \$3.8 million in FY 2009-10 to \$1.9 million in FY 2015-16. Title VIII Nursing Workforce Development Programs help support the supply and distribution of nurses in rural and underserved communities. Title VIII funds to Nebraska dropped from \$2.6 million in FY 2009-10 to \$1.5 million in FY 2015-16. UNMC urges Congress to fund Title VII (Health Professions) at \$424 million in FY 2018-19 and Title VIII (Nursing Workforce) at \$266 million in FY 2018-19.

HHS TRAINING, SIMULATION & QUARANTINE SERVICE AWARD TO UNMC EXPANDS EXPERTISE IN HIGHLY INFECTIOUS DISEASE TREATMENT, TRAINING & RESEARCH

In 2016, the US Department of Health and Human Services (HHS) designated the UNMC Global Center for Health Security as the HHS Training, Simulation and Quarantine Center for HHS. HHS awarded \$19.8 million to UNMC to develop the center and curriculum, which includes 20 one-year extensions to provide the training and quarantine services. This builds on top of the 2015 designation of HHS naming UNMC a National Ebola Training and Education Center (NETEC), along with Emory University and New York Bellevue Hospital. The new award aligns with UNMC's goals to expand the capabilities of the Advanced Simulation-iEXCELSM facility and establish the Global Center for Health Security to provide national and global training in highly infectious diseases and treatment for civilian and defense agencies, including an international network of labs for identifying highly infectious diseases. UNMC continues to seek additional federal investments to expand UNMC's capacity as a national resource for infectious disease training, preparation and clinical care. UNMC seeks support for authorization language and appropriations from Congress to improve collaboration between federal agencies (DoD, DHS and State) in the training and treatment of highly infectious disease.

GRADUATE MEDICAL EDUCATION

Graduate Medical Education (GME) is typically targeted for budget cuts regardless of the reality that there is a shortage of physicians and GME is the pipeline for increasing the number of future physicians. UNMC opposes attempts to unilaterally decrease the indirect portion of GME because it will increase costs to Nebraska Medicine (NM) and reduce reimbursements by at least \$1 million annually. Significant reductions to the indirect portion of GME will likely reduce the number of residencies available in Nebraska. UNMC/NM received \$27 million in FY 2016-17 for GME. Of more than 700 medical residency-training slots in Nebraska, 500 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. Reductions in GME would accelerate the physician shortage, reduce training opportunities, damage local economies, and hurt teaching hospitals. 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 Congress to sustain Graduate Medical Education funding at its current level in FY 2018-19.

SOURCES OF INFORMATION

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University of Nebraska Medical Center

Jeffrey P. Gold, M.D., Chancellor

986605 Nebraska Medical Center

Omaha, Nebraska 68198-6605

402-559-4200