

From: Daniel Shipp <[REDACTED]>
Sent: Thursday, September 14, 2023 8:19 PM
To: Elizabeth O'Connor <eoconnor@nebraska.edu>
Subject: Sharing my perspective...

Dear Chair Clare and Valued NU Regents,

First, I hope this note finds you all happy, healthy, and enjoying the early fall semester. I know many of you and have great respect for your leadership commitment to advancing higher education in my beloved, native State of Nebraska. As you may remember, I am a two-time graduate of both NU and UNO, and recently served as a Vice Chancellor for both UNO and UNMC. Currently, I am proud to say that I serve as the President of Pittsburg State University in Southeast Kansas.

Because of my significant and successful leadership experiences within the NU System and family roots in Nebraska I feel compelled to share my perspective with you regarding the current situation within the NU System. Obviously, it would be much easier to just ignore these struggles and simply focus on my work and life here in Kansas. Well, when you're raised by WWII parents, choosing to stay silent at a crucible moment isn't part of my DNA. I am writing to you because I care.

I'll just get to the point. I was driving my boys to their soccer matches in Kansas City this weekend and was doing my level best to listen to the NU/CU football game. I was more than surprised to hear President Ted Carter speak during the halftime show. I thought this was strange given his recent decision to leave Nebraska behind for Ohio State and more money/and perceived more prestige for him (I wasn't surprised). Then I started getting texts from many Nebraska friends and family. What the heck? Look, I'm sure this all has to do with finishing out his contract, but the optics are terrible. Good luck to him, he made his choice and now you are all left to pick up the pieces. At the very least, please pay him to stay away, and if he has any integrity left, he will pay back the University the remaining balance of his contract. Give it back to the students. It's time to be done with this chapter.

Moving on to the next chapter involves selecting a "next" President. I say next because stability in the position has clearly been a challenge. The ongoing instability adds to all sorts of problems on the individual campuses (i.e. enrollment declines, leadership mistakes, deferred decision-making, growing financial pressures, etc.). It is obvious to many that the past several Presidents have "used" Nebraska as a stepping stone to their future ambitions. Their priorities were clearly "me before we" focused. Quite honestly, this makes me sick. Why? It's personal to me. I love the University and care deeply about the State of Nebraska.

My suggestion is for you to find a Nebraskan or Nearly a Nebraskan to appoint as the next President. Someone who will see the job as an ultimate destination and not just a step to what's next for them. And by the way, I didn't write this email as a careful promotion for me. It's the right job, but not the right time. Our team is quite busy transforming higher education in the State of Kansas and beyond. And, if interested, I have some critical initiatives to share with the next President that would be game changers for students in Nebraska.

The final and most important point I want to make in this email is that the next NU System President is at UNMC, and his name is Jeff Gold. I'm sure your emails and coffee conversations are full of helpful and not-so-helpful nominations. From Ben Sasse to former athletes, I imagine your short list is growing long. Now, I'm sure Jeff would give me a stern look if he knew I was writing to you on his behalf, but given the last two presidential selections, I didn't want to assume anything or leave it to chance that you would select, Dr. Gold. The time has come to invest in competence over celebrity.

I can confidently say that you simply won't find a more qualified, committed, and caring leader for the NU System. I worked with Jeff for nearly a decade and know him as good or better than anyone. Our results at both UNO and UNMC were/are unmatched over the past decade (for example, how many Universities grew enrollment nearly 5% during the pandemic like we did at UNO). Jeff is a remarkable human, and you all are fortunate to have him in your orbit. A failure to appoint him as the priority candidate would be a GIANT unforced error and major miss for Nebraska. He is clearly your most creative leader, top fundraiser, and has been driving research growth for the entire System. Simply, he is a force of nature. Jeff has sacrificed time with family, friends, and his life to serve the State of Nebraska. How many of you (and your friends and family members) has he personally helped over the past decade+? I've been with him in the hospital with our students, staff, and family members multiple times. He gives and gives...

I hope you all also realize that Jeff is constantly recruited for other major leadership positions throughout the nation and has elected to stay in Nebraska. He would provide the whole NU System with much needed stability and sturdy leadership for years to come. It is well known that the NU System currently has its hands full with major financial and leadership challenges. I can't think of a more skilled and competent leader to help the System navigate very rough waters. In my opinion, there is no more time left to "hope" that the next President will be committed to Nebraska. I have colleagues all over the country asking me, "why don't they just appoint Dr. Gold? Don't they know who they have there?" I am asking the same questions.

Please take my words to heart. I wrote to you all because I care deeply and want the very best for Nebraska. I enthusiastically support the hiring of Jeff Gold as the next NU System President. He is clearly the right person at the right time for Nebraska.

A Proud Nebraskan and 2x Alum,
Dan

Dr. Daniel J. Shipp
President
Pittsburg State University

NU Class of 1991
UNO Class of 1993

From: John Hyten [REDACTED]
Date: Saturday, January 13, 2024 at 2:49 PM
To: Jay Lemons <Jay.Lemons@academicsearch.org>
Subject: Dr Jeff Gold

Dr L. Jay Lemons,
Jay,

My name is John Hyten. I served over 40 years in the Air Force retiring in 2022 as a General. In my last assignment I served as the 11th Vice Chairman of the Joint Chiefs of Staff. Before that, I was fortunate enough to serve for over three years as the Commander of US Strategic Command stationed at Offutt AFB, Nebraska, near Omaha. While there, my wife and I were lucky enough to get to know and become friends with Dr Jeff Gold. I now hear that Jeff is a candidate to replace Ted Carter as President of the University of Nebraska. You could not select a better leader. The purpose of this e-mail is simple — to provide my strongest endorsement for Dr Jeff Gold. I hope he is selected.

During my time in Nebraska I watched Jeff at UNO and at UNMC and saw amazing leadership. He had strong relationships with the students, the faculty, and the local community. For the military community, he went above and beyond to ensure we were valued members of the community. Military families have unique challenges, moving every two or three years, and finding adequate health care is one of our top challenges.

Jeff told me early on, if we ever had a problem or saw a problem, just call him directly, and he would take care of it (in the right way). One of our biggest challenges was with an Army family who had a special needs child. The normal insurance and medical treatment facility could not find adequate expertise to deal with the unique problems of the child. My wife found out about it, told me, and I called Jeff. The problem was solved the next day through the amazing capabilities of UNMC—using the military insurance so no extra burden was put on the family. There were tears of joys and happiness, and that soldier was once again ready and focused to serve his country. Jeff did these kinds of things all the time, for the military and others. I am sure he doesn't even remember the details of most of the cases — but we do, and we are most thankful.

Again, Dr Jeff Gold is one of the smartest individuals and most brilliant, compassionate leaders I have ever met. I cannot imagine how Nebraska could find a better person to lead them into the future.

Thank you for your consideration and good luck.

Sincerely,

John E. Hyten

General, USAF (ret)
VCJCS #11



January 22, 2024

Mr. Timothy F. Clare, J.D.
Nebraska Board of Regents, Chairman
3 Landmark Centre
1128 Lincoln Mall, Suite 300
Lincoln, NE 68508

Dear Regent Clare,

Thank you for your service to the University of Nebraska System over the many years. Your leadership and guidance helped to shape one of the finest systems in the United States that is focused on creating an even better Nebraska. This is not an easy task as you balance the various opinions and priorities. So, thank you for your service.

I'm writing today to support Dr. Jeffrey Gold's application to be the next President of the University of Nebraska. I have worked with Dr. Gold for many years as a Board Member of Nebraska Medicine and on many initiatives in Nebraska to advance our ability to grow our great state and to improve our competitiveness. I have seen him develop a vision and implement it in a way that is collaborative and focused on success. His commitment to the State is unmatched.

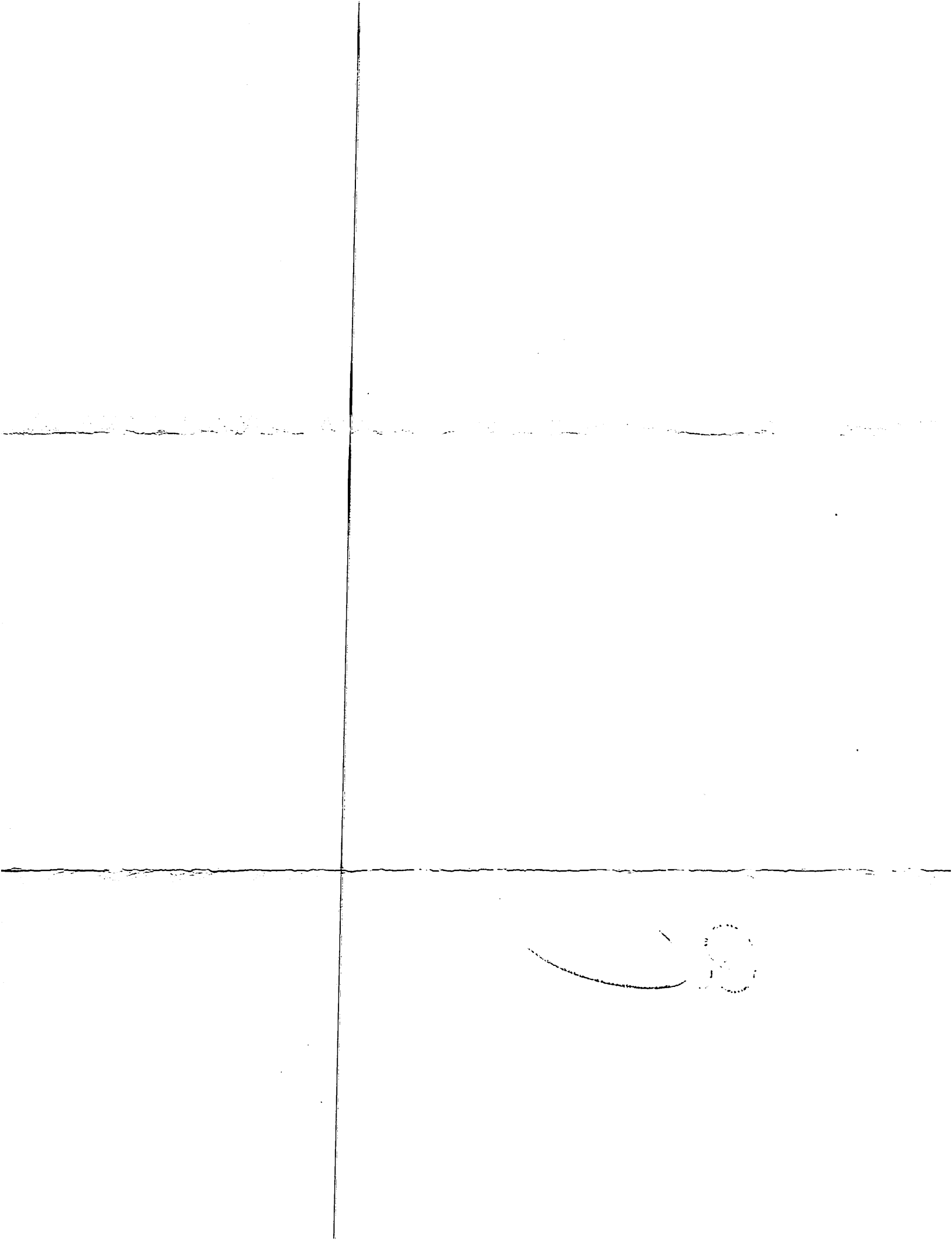
I believe an important part of the skills necessary to be successful as President is to work across the many stakeholders to develop a plan, build support, and take decisive action to implement. Dr. Gold has on many occasions led these efforts and worked tirelessly to achieve the necessary outcomes to advance and improve the mission of the organization, whether as Chancellor of UNMC or UNO, or Chair of Nebraska Medicine.

I'm sure there will be many qualified candidates for the role, but I suspect it will be difficult to find one more committed to the University of Nebraska System than Dr. Gold. I know the search committee will do your best to select the best candidate and encourage you to select Dr. Gold.

Respectfully,

A handwritten signature in blue ink, appearing to be 'E. Keen', with a long, sweeping flourish extending to the right.

Eric L. Keen
Chairman





December 26, 2023

L. Jay Lemons, M.Ed., Ph.D.
President and Senior Consultant
Academic Search
Suite 510
1015 18th Street NW
Washington, DC 20026
NUPresident@academicsearch.org

RE: Jeffrey P. Gold, M.D., Candidate for President and CEO, University of Nebraska

Dear Dr. Lemons:

I am writing in support of Dr. Jeffrey P Gold's candidacy for the position of President and Chief Executive Officer of the University of Nebraska.

I write this letter as a faculty member at the University of Nebraska Medical Center, and a proud graduate of both the University of Nebraska-Lincoln and the University of Nebraska Medical Center. I am a lifelong Nebraskan and believe that the future success of the University of Nebraska is essential to the citizens, economy, and well-being of our state.

I have worked with and alongside of Dr. Gold since his arrival at the University of Nebraska Medical Center on February 1, 2014.

For simplicity, I will address the NU Regents Core Leadership Pillars and Dr. Gold's accomplishments and attributes which support each of those pillars.

Proven Leader: Dr. Gold has proven himself repeatedly, as not only as the leader of the University of Nebraska Medical Center, but also the University of Nebraska Omaha. The University of Nebraska Medical Center is a vibrant, smooth, collaborative campus that operates around the clock. Budgets and programs are managed and the education and research success are on a positive trajectory for growth and success. Dr. Gold also serves in many leadership positions on boards of directors or oversight committees for organizations, such as the Liaison Committee for Medical Education (LCME-Medical School Accreditation) and the

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ACGME (the accrediting body for graduate medical education) and many other state organizations in his previous leadership positions in the state of Ohio, and the state of New York.

Strategic Thinker: Dr. Gold is both a long-term and strategic thinker. He has articulated a vision for the University of Nebraska Medical Center and the University of Nebraska Omaha. Those visions have been crafted into a strategic plan. On the University of Nebraska Medical Center campus, the plan is valued by the faculty, staff and students, followed and evaluated frequently as our world changes.

Prioritizes Higher Education, Academic and Research Excellence: Higher education and academic research excellence are the fundamentals our university stands for. Dr. Gold can balance these three objectives for the good of the University. He has been remarkably effective in balancing our budget and ending time limited funding commitments for start-up programs. I believe Dr. Gold understands the importance of the University of Nebraska to the faculty, students and their families and the state of Nebraska.

Committed to "One Nebraska": Dr. Gold is committed to "One Nebraska". As the Provost of the University of Nebraska, he leads academic and accreditation and cooperation among the campuses. During his tenure as Provost Dr Gold has optimized the operations of the Provost's office. During his tenure as the University of Nebraska Medical Center Chancellor, Dr. Gold has continued the Chancellor's Office tradition of traveling around Nebraska and visiting civic organizations, schools, community events, and other relevant organizations such as hospitals and clinics. He connects with Nebraska in a unique way including activities of our constituents, such as driving a grain truck, a skid loader and a combine. Dr. Gold also hosts a television segment on RFD-TV with featured guests from around the country including state and government officials, faculty and other well-respected members of the scientific community.

Political Acumen: Dr. Gold has maintained effective working relationships with several governors during his tenure with the University of Nebraska, as well as members of the legislature, members of the Board of Regents and other elected state, county and city officials.

Capable of Fundraising: Dr. Gold has raised approximately \$825 million for the University of Nebraska system in his almost 10-year career as the Chancellor of the University Nebraska Medical Center and the University of Nebraska Omaha. His "ask" of our donor population

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is very concise and compelling and in concert with the strategic plans. The programs funded were completed on time and on budget during his 10 years with the University of Nebraska.

Values Diversity and Inclusion: Dr. Gold is a supporter of diversity and inclusion, which is well represented by the students, staff and faculty at the University of Nebraska Medical Center.

Values University as a Global Leader: Dr. Gold is an effective leader. He is a gifted communicator and has led his team in highly successful directions. He can develop a shared vision and act boldly and decisively. I believe his unique ability to gather data, synthesize and make decisions is directly related to his clinical training and administrative experience. His ability to think forward and be creative and collaborative is the basis of his success at the University of Nebraska Medical Center. The Davis Global Center (iEXCEL) is a tribute to his forward thinking and collaborative style. Most of all, Dr. Gold is very resilient and optimistic and has worked through many complicated issues during his tenure with the University of Nebraska. During the outbreak of Ebola, the University of Nebraska Medical Center was one of three centers in the United States that could care for and manage patients who were infected with the virus. The University was one of the global leaders in the response to the COVID pandemic, sending teams to a cruise ship in Japan, the National Guard training camp in Ashland, Nebraska and developing a screening application to manage the employee population at the University of Nebraska Medical Center campus. Following the peak of the COVID experience, the United States Department of Defense called Dr. Gold and University of Nebraska Medical Center to help train their troops for special pathogen (infectious disease) training and monitoring.

Values Intercollegiate Athletics and Academic Health Science Centers: While Chancellor of the University of Nebraska Omaha, Dr. Gold was actively involved with Division I athletics and represented the University of Nebraska Omaha on the athletics committees. While at the University of Toledo in Ohio, Dr. Gold was a representative to respective athletic committees. Dr. Gold commissioned the engagement of University of Nebraska Medical Center faculty including the sports medicine physicians, to work with Husker Athletics in their Athletic Medicine Department.

Dr. Gold Chairs the Board of Directors of Nebraska Medicine and has worked in several different academic health science centers during his career. Only a small number of individuals have the breadth and depth of experience in academic health science centers as Dr. Gold.

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I believe that we will grow stronger if Dr. Gold brings his administrative and management skills to the University of Nebraska to focus on what he has focused on at University of Nebraska Medical Center campus and at the University of Nebraska Omaha campus:

- focus on our customers
- raising our academic profile and research capabilities
- academic program array
- transparent communication and change management
- operational excellence

Dr. Gold has accomplished these priority areas at the University of Nebraska Medical Center. His skills can allow us to accomplish those priority areas systemwide.

Thank you for the opportunity to submit this letter of support. I am always available for questions or comments if needed. My email is rmarkin@unmc.edu and my cellphone number is [REDACTED]. Thank you so much for assisting us in this most important search.

Sincerely,



Rodney S. Markin, M.D., Ph.D., D.Sc. h.c.

Associate Vice Chancellor for Business Development

Executive Director of UNeTech

David T. Purtilo Distinguished Professor of Pathology and Microbiology

Professor, Department of Pathology & Microbiology, Surgery (C) and Psychiatry (C)

RSM:tlc

From: Mirnics, Karoly <karoly.mirnics@unmc.edu>
Sent: Tuesday, January 9, 2024 4:55 PM
To: Jay Lemons <Jay.Lemons@academicsearch.org>
Subject: UN president search

Dear Mr. Lemons,

First of all, happy, healthy and prosperous 2024, and thank you for taking on the University of Nebraska President search.

I will take a liberty to write this email, as it came to my attention that Dr. Gold applied for the post of UN President. I have been working with Dr. Gold for 7 years (he recruited me from Vanderbilt), and I think a world of him. His leadership was actually a big part of the decision to move to UNMC. I believe that he is the perfect candidate for the UN president post, for the following reasons:

- He is a caring, compassionate person
- He has experience running both undergraduate and graduate/medical campuses
- He is fair and listens to diverging opinions
- He has no trouble making tough decisions
- He is very cerebral and extremely hard working
- His actions are never about personal recognition, but the good for the institution
- He understand the NU system better than anyone else, including the finances
- He is well-known and highly respected in the community
- He is a nationally recognized thought leader
- He excels at navigating the turbulent waters of politics
- He is as transparent as he can be
- He attracted and built an amazing leadership team at UNMC
- He is growth oriented and not afraid of investing in promising new endeavors
- ... and I am sure that I left out a bunch of other bullet points

These are all things that are essential traits for an incoming President, and Dr. Gold hits all these marks with flying colors.

Thank you, and the very best,

Karoly

Karoly Mirnics, MD, PhD

Director and Hattie B. Munroe Professor

Professor of Psychiatry, Biochemistry & Molecular Biology, Pharmacology & Experimental Neuroscience

Munroe-Meyer Institute for Genetics and Rehabilitation



University of Nebraska Medical Center

985450 Nebraska Medical Center | Omaha, NE 68198-5450

Office 402.559.5702 | Fax 402.559.5737 | Cell [REDACTED]



Tuesday, October 24, 2023

Tim Claire, NU Regent
Chair, Presidential Search Committee

Dear Regent Claire and Members of the NU System Presidential Search Committee:

Re: Dr. Jeffrey Gold Nomination to be President of the NU System.

I would like to enthusiastically nominate and endorse Dr. Jeffrey Gold as a top candidate to be the next President of the NU System. Dr. Gold is internationally renowned for his leadership of academic institutions and has guided UNMC to extraordinary heights during the past 10 years. Under his leadership, UNMC has thrived and grown in all areas of its missions including education, research, clinical and outreach and its national and international reputation and profile have blossomed. He has been a gifted and committed spokesperson for the university and has the trust and confidence of the faculty, staff, students and donor community of the system and members of the communities we serve. He also has excellent knowledge and understanding of each of the four universities within the system, having also served as Chancellor at UNO for four years and partnered closely with UNK and UNL on many academic and other projects whether they be to increase health care work force or grow research or degree programs at the system level during his decade here. During his tenure at UNO, Gold turned around a very challenging financial situation and raised the days of cash on hand substantially, grew the research portfolio and increased student year to year retention rates.

Dr. Gold is an uncommon candidate in that he also has an excellent understanding of Varner Hall and the President's office, having served as the Provost and Executive Vice President for the system over the past 4 years. In that role, he has worked closely with the President, Vice Presidents, Regents, and Chief Academic Officers of all the NU campuses, has always been fair and balanced, and always considered what is best for the system while respecting the autonomy of each campus in his approach.

One of the major requirements laid out by the Board for a new President is for someone who is likely to stay for at least five years. Chancellor Gold easily meets this requirement as he has served the system with dedication over the past 10 years. During this time, he has been called on frequently to step into different leadership roles and has risen to the occasion with each call, even while serving five different presidents and interim presidents. He has proven that he cares deeply about the university and its future and is likely to finish his career here. I strongly recommend his candidacy and I am confident that if chosen, Chancellor Gold will help lead the NU System to new heights as he has done in the other roles during his tenure. I would be delighted to answer any questions you may have about him and can be reached at the address below.

Sincerely,

A handwritten signature in black ink, appearing to read 'H. Dele Davies'.

H. Dele Davies, MD, MS, MHCM
Senior Vice Chancellor for Academic Affairs
Dean for Graduate Studies, University of Nebraska Medical Center

Rodney S. Markin

January 10, 2024

L. Jay Lemons, M.Ed., Ph.D.
President and Senior Consultant
Academic Search
Suite 510
1015 18th Street NW
Washington, DC 20026
NUPresident@academicsearch.org

RE: Jeffrey P. Gold, M.D., Candidate for President and CEO, University of Nebraska

Dear Dr. Lemons:

We are senior members of the faculty at the University of Nebraska Medical Center (UNMC), including laboratory and clinical scientists and practicing physicians. We are writing to support Dr. Gold's nomination for President of the University of Nebraska system.

We have worked with and observed Dr. Gold during his 10-year tenure as chancellor at the University of Nebraska Medical Center. We are very aware of his activities at the University of Nebraska Omaha while he was also chancellor at that campus for four years and the positive impact that he had during his tenure.

Dr. Gold has helped transform the UNMC campus during his time as chancellor. He has also had a role in central administration as the provost of the University system. We are confident that Dr. Gold will lead the University of Nebraska system in a positive direction that will benefit the students, employees, faculty and residents of the State of Nebraska.

L. Jay Lemons, M.Ed., Ph.D.

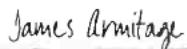
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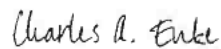
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We the undersigned support Dr. Gold's candidacy without reservation.

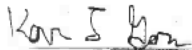
Sincerely,



James O. Armitage, M.D.
Professor, Internal Medicine
Oncology/Hematology



Charles A. Enke, M.D.
Chairperson & Professor, Radiation
Oncology



Kevin L. Garvin, M.D.
Chairperson & Professor, Orthopedic Surgery



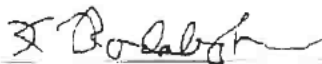
Alan N. Langnas, D.O.
Professor, Surgery Transplant



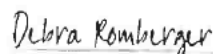
Rodney S. Markin, M.D., Ph.D., D.Sc. h.c.
Professor, Department of Pathology &
Microbiology, Surgery (C) and
Psychiatry (C)



David W. Mercer, M.D.
Chairperson & Professor, Surgery



Kerry Rodabaugh, M.D.
Professor, Obstetrics/Gynecology
Gynecological Oncology



Debra J. Romberger, M.D.
Chairperson, Internal Medicine

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Carl Smith

Carl V. Smith, M.D.

Chairperson, Obstetrics/Gynecology

Craig Walker

Craig W. Walker, M.D.

Chairperson & Professor, Radiology

John R. Windle

John R. Windle, M.D.

Professor, Internal Medicine

Cardiovascular Medicine

Ashley Wysong

Ashley Wysong, M.D.

Chairperson & Professor, Dermatology

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Chandrakanth Are

Chandrakanth Are, M.D.

Professor

Surgical Oncology

Howard E. Gendelman

Howard E. Gendelman, M.D.

Professor and Chair

Pharmacology and Experimental Neuroscience

Surinda Batra

Surinder K. Batra, PhD

Professor

Biochemistry and Molecular Biology

Maurice Godfrey

Maurice Godfrey, PhD

Professor

Munroe-Meyer Institute

Ward Chambers

Ward A. Chambers, M.D.

Professor

College of Public Health

Vimla Band

Vimla Band, PhD

Professor

Genetics, Cell Biology & Anatomy

Dr. Samuel Cohen

Samuel Cohen, M.D, PhD

Professor

Pathology, Microbiology and Immunology

Raymond C. Bergan

Raymond C. Bergan, M.D.

Professor

Eppley Cancer Institute

Janet Cuddigan

Janet Cuddigan, PhD, RN

Professor

College of Nursing

Brandy Clarke

Brandy Clarke, PhD

Professor

Munroe-Meyer Institute

Sheila Ellis

Sheila Ellis, M.D.

Professor

Anesthesiology

Ken Cowan

Ken Cowan, M.D., PhD

Professor

Fred & Pamela Buffett Cancer Center

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Allison Cushman-Vokoun

Allison Cushman-Vokoun, M.D., PhD
Professor
Pathology, Microbiology and Immunology

Corrine K. Hanson

Corrine K. Hanson, PhD
Professor
College of Allied Health Professions

Howard Fox

Howard Fox, M.D., PhD
Professor
Neurological Sciences

Angela Hewlett

Angela Hewlett, M.D.
Professor
Internal Medicine, Infectious Diseases

Emily Glenn

Emily Glenn
Dean
McGoogan Health Sciences Library

Corey Hopkins

Corey Hopkins, PhD
Professor
College of Pharmacy

Whitney Goldner

Whitney Goldner, M.D.
Professor
Diabetes, Endocrinology and Immunology

Jason Johannig M.D.

Jason Johannig, M.D., FACS
Professor
Vascular Surgery

Timothy C. Greiner

Timothy C. Greiner, M.D.
Professor
Pathology, Microbiology and Immunology

Perry J. Johnson

Perry J. Johnson, M.D.
Professor
Plastic and Reconstructive Surgery

Babu Guda

Chittibabu Guda, PhD
Professor
Genetics, Cell Biology & Anatomy

Dwight Jones D.T.

Dwight Jones, M.D., FACS
Professor and Chair
Otolaryngology - Head and Neck Surgery

L. Jay Lemons, M.Ed., Ph.D.

RE: Jeffrey P. Gold, M.D., Candidate for President and CEO, University of Nebraska

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Andre' Kalil, M.D., PhD
Professor
Infectious Diseases



Howard Liu, M.D.
Professor and Chair
Psychiatry



Ali S Khan, M.D., MPH
Professor and Dean
College of Public Health

Robert L. Lobato

Robert Lobato, M.D.
Professor
Anesthesiology



Scott Koepsell, M.D., PhD
Professor
Pathology, Microbiology and Immunology

G. Matthew Longo

G. Matthew Longo, M.D., FACS
Professor and Chief
Vascular Surgery

Ronald R. Krueger

Ronald R. Krueger, M.D.
Professor and Chair
Ophthalmology and Visual Sciences

Luis Marky

Luis Marky, PhD
Professor
College of Pharmacy



Subodh M. Lele, M.D.
Professor
Pathology, Microbiology and Immunology

Carrie McIdam Marx

Caroline Marx, PhD
Professor
College of Pharmacy



Steven J. Lisco, M.D.
Professor
Anesthesiology

Corrigan L. McBride, MD

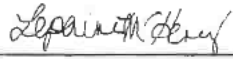
Corrigan McBride, M.D., FACS
Professor and Chief
General Surgery

L. Jay Lemons, M.Ed., Ph.D.

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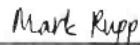
LePaine McHenry, DNP
Professor and Dean
College of Nursing



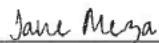
Fedja Rochling, M.D.
Professor
Gastroenterology and Hepatology



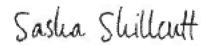
Kyle Meyer, PhD
Professor and Dean
College of Allied Health Professions



Mark Rupp, M.D.
Professor and Division Chief
Infectious Diseases



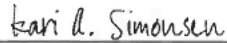
Jane Meza, PhD
Professor
College of Public Health



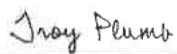
Sasha Shillcutt, M.D.
Professor
Anesthesiology



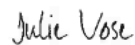
Matthew A. Mormino, M.D.
Professor
Orthopaedic Surgery




Kari A. Simonsen, M.D.
Professor and Chair
Pediatrics



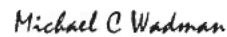
Troy Plumb, M.D.
Professor and Division Chief
Nephrology



Julie Vose, M.D.
Professor and Division Chief
Oncology/Hematology



Jill Poole, M.D.
Professor and Division Chief
Allergy and Immunology



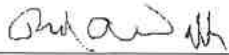
Michael Wadman, M.D.
Professor and Chair
Emergency Medicine

L. Jay Lemons, M.Ed., Ph.D.

RE: Jeffrey P. Gold, M.D., Candidate for President and CEO, University of Nebraska

January 10, 2024

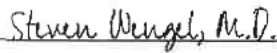
Page Eight



Richard Walker, M.D.

Professor

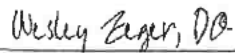
Emergency Medicine



Steven Wengel, M.D.

Professor

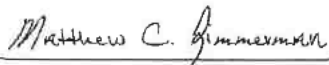
Psychiatry



Wesley Zeger, D.O.

Professor

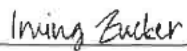
Emergency Medicine



Matthew C. Zimmerman, PhD

Professor

Cellular and Integrative Physiology



Irving H. Zucker, M.D.

Professor

Cellular and Integrative Physiology

Phillip J. Bakken
Corporation Secretary, Board of Regents
Secretary, Presidential Search Advisory Committee
University of Nebraska System
3835 Holdrege Street
Lincoln, NE 68583-0745

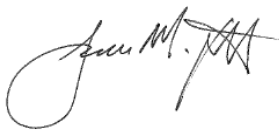
Dear Secretary Bakken:

I hope this letter finds you, the Board of Regents, and the entire search committee in good spirits and good health as you work to determine the next President of the University of Nebraska. I understand the complexity of CEO transitions in large institutions. It is a very big challenge to optimize the strengths and shortcomings of candidates against the future needs of the University, ultimately ensuring your constituents are thrilled with your choice. Thank you for investing the time and effort to get this right.

Dr. Jeffery Gold is a candidate whom I believe is very well suited to the job. Dr. Gold knows the University system well as a current administrator and C-suite executive, he is well known by our largest cities and the entire state, and he has a track record of team leadership and results. Dr. Gold has been at the helm of the University's crown jewel medical center, a respected regional medical center with national recognition, for ten years. In that role he has raised the profile of the Med Center, operationalized a merged ownership/governance structure (Nebraska Medicine), launched a research juggernaut (Buffett Cancer Center), and maintained a culture of extraordinary care. Dr. Gold is known and respected by local, national, and international peers. He is a choice that will immediately build confidence in our future.

Equally important to me is that Dr. Gold is a leader with deep integrity and strong emotional intelligence. He reads people well, builds strong personal relationships, and is both fair and demanding. Dr. Gold is consistent, transparent, and reliable. He knows when to push, when to let things sit, and when to alter course. Doubtless you and the entire Board of Regents have already experienced these attributes, plus more. Having worked with Dr. Gold for years, I cannot imagine a candidate that better balances what we need for the future with a track record of accomplishing what needs to be done now.

The state needs a stable, capable university leader whom we all trust and support – one who will be able to lead, influence, cajole, and persevere. I think Dr. Jeffery Gold is that leader.



Lance M. Fritz
Former Chairman, President, and
CEO Union Pacific Railroad



Start early. Start well.

January 20, 2024

Timothy F. Clare, J.D., Chair
Presidential Search Committee
Varner Hall
3835 Holdrege Street
Lincoln, NE 68583-0745
(tclare@nebraska.edu)

Re: Unsolicited letter for support for Dr. Jeffrey Gold

Dear Chairman Clare:

Please accept this unsolicited letter of support for Dr Jeffrey Gold to be considered for President of the University of Nebraska System. Given that Dr Gold is a very well-known internal candidate, I will not go into great detail describing his immense experiences leading academic institutions; managing complex budgets; charting highly strategic and visionary paths; inspiring a wide range of faculty, staff and students; raising significant amounts of external funding for the university; and advocating passionately for the totality of our great university system and state. All of this is well known. Instead, I will simply state my own experiences of Dr Gold in my role as an executive director of one of our three university-wide institutions and as a recently recruited faculty member.

In March 2023 and after 28 years at Yale (most recently as the Elizabeth Mears and House Jameson Professor of Child Psychiatry and Psychology and director of Yale's Edward Zigler Center in Child Development and Social Policy), I was humbled to be offered the position of executive director of the Buffett Early Childhood Institute at the University of Nebraska. Although it was a leap of faith to leave a 28-year relationship with a university where I'd imagined that I would one day retire, the immense opportunities to work across all four university campuses in the service of promoting better research, policy, and practice for young children were simply too great to pass. However, the actual decision to take that leap of faith was in very large measure due to my several conversations with Dr Gold. He offered a vision of the university system that was bold and strategic, focused on excellence and services to others. It is terrific to have a bold vision, but it is altogether different when that vision is combined with a clear strategy based on a deep knowledge of the system and the greater context around that system. It was these conversations with Dr Gold that allowed me to see the wisdom in a great leap of faith, and it is his continuing strategizing and movement that has caused me to be as deeply committed as I am to our great university and all it has to offer.

I meet with Dr Gold monthly in his role as provost of the university, and every three months I meet with him and the executive directors of the other two cross-university institutes — Daugherty Water for Food Global Institute and National Strategic Research Institute. These three cross-university institutes are unique to Nebraska, key differentiators in comparison to all other university systems. Dr Gold has been putting forward a highly strategic vision for leveraging these institutes to increase the

national competitiveness of our university system, as well as position us for greater service to the citizens of Nebraska and to our students.

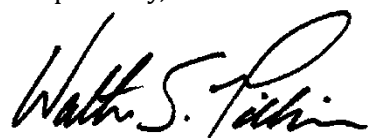
Furthermore, the strategic plan he developed for the University of Nebraska Medical Center, where I hold my primary faculty appointment, is exceedingly well conceptualized and clear. I've seen him build upon this plan with faculty, regents, funders, and other stakeholders. He knows how to chart out clear directions that will move the university forward, and he knows how to build strong coalitions.

Very tough decisions will need to be made in charting the direction of our amazing and complex university system. As you know very well, these tough decisions need to be balanced by a deep understanding of how the university system is structured and how it fits within the greater context of Nebraska. We need a leader who will be here long enough to see this vision through, but a big part of that is having a leader who can hit the ground running immediately. In my humble opinion, we cannot afford a period of interim presidency to be followed by a new president learning the internal and external systems on a steep learning curve. Dr Gold is the most logical choice for moving us forward from the first day during this time of unprecedented challenge and opportunity. I am also positive that Dr Gold would be an exceedingly attractive candidate for university president at any top university, including the one I just left to come to Nebraska.

Barely more than one year ago, I had such immense faith in Dr Gold's vision and leadership that I decided to take a leap of faith greater than I would have imagined. And it is that same faith, coupled with all that I've witnessed in the past year, that has caused me to never doubt for a moment the decision I made or my commitment to all that is possible in our great university system. We are in an incredibly critical and delicate moment, and the correct leader will make all the difference in how this moment is navigated. We need one with bold vision, great courage, a deep understanding of the complex internal and external contexts, and the steady hand of a surgeon.

Thank you for the incredibly important work you and the rest of the committee are doing in deciding our next leader. The stakes could not be higher, and your thoughtful and measured leadership is greatly appreciated.

Respectfully,



Walter S. Gilliam, PhD

Executive Director

Richard D. Holland Presidential Chair in Early Childhood Development

Buffett Early Childhood Institute at the University of Nebraska

CC: Phillip J. Bakken, Corporation Secretary, Presidential Search Committee Secretary
(pbakken@nebraska.edu)