

THE ECONOMIC AND SOCIAL CONTRIBUTION OF THE UNIVERSITY OF NEBRASKA TO THE STATEWIDE ECONOMY

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ANNUAL ECONOMIC AND SOCIAL CONTRIBUTION OF THE UNIVERSITY OF NEBRASKA



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

ECONOMIC IMPACT



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

EMPLOYMENT IMPACT



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

RESEARCH IMPACT



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

GOVERNMENT REVENUE IMPACT



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

COMMUNITY IMPACT



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

GROWING NEBRASKA'S ECONOMY AND WORKFORCE

The University of Nebraska (NU) is the state's only public university, with four campuses and educational, research and extension facilities that serve students, business owners, farmers and ranchers, educators and taxpayers in every county. With nearly 52,000 students, 16,000 employees and a \$2.5 billion budget, the university serves as a major driver in growing the economy, improving citizens' health and well-being, enhancing the cultural life of the state and providing opportunities for young people to change their lives through affordable, high-quality education. Each of the four campuses — including a Big Ten institution, a metropolitan university, a residential undergraduate campus and a leading academic health sciences center — brings a unique set of offerings to the state, country and the world. Together, the talents and resources of the campuses position the University of Nebraska to be one of the country's leading institutions.

More than 25,000 students attend the University of Nebraska-Lincoln (UNL), the largest of the four NU campuses, a member of the Big Ten, and one of the nation's top 50 public universities. UNL offers more than 150 undergraduate majors and a wide range of graduate programs and opportunities to learn from and work with some of the nation's best researchers. UNL is home to the nationally known Jeffrey S. Raikes School of Computer Science and Management, a Husker athletics program whose teams regularly compete for conference and national titles and top-notch academic advising. UNL's Institute of Agriculture and Natural Resources, which includes research and extension facilities across the state, offers students a range of academic and research opportunities and provides a vehicle for transferring knowledge to citizens that helps them be healthier, more productive and more efficient.

The University of Nebraska at Omaha (UNO) has 15,500 students, many of whom are from the Omaha metro area and who are the first in their families to attend college. UNO is Nebraska's metropolitan university, nationally known for its excellence in community engagement, and home of the multi-campus Peter Kiewit Institute, home to programs in information science, technology and engineering. UNO offers students abundant internship opportunities with businesses in Omaha and throughout the state, as well as a Division I athletics program with a nationally competitive hockey team.

The 6,700 students at the University of Nebraska at Kearney (UNK) come from more than 50 countries and 91 of 93 counties in Nebraska, to enjoy small classes, caring professors and a safe, progressive community. UNK is the academic hub for rural Nebraska, serving many first-generation and other underrepresented students. More than 170 academic programs and a strong emphasis on undergraduate research create a challenging academic environment, while the Lopers consistently lead Division II athletics in 17 men's and women's sports.

At the University of Nebraska Medical Center, 3,800 students prepare for careers in health sciences while working alongside internationally recognized medical researchers and health care professionals in state-of-the-art facilities, such as the cutting-edge Durham Research Center and Durham Research Center II. Programs in medicine, nursing, dentistry and dental hygiene, pharmacy, public health and allied health professions are available to students who complete their college prerequisites. UNMC is known for its excellence in cancer care and research and in 2017 will open the Fred & Pamela Buffett Cancer Center, which will not only attract new talent and generate additional research activity in Nebraska but also have a significant impact on Nebraskans and others who are treated for cancer.

The Nebraska College of Technical Agriculture in Curtis is also part of the University of Nebraska, offering two-year degrees and certificates in areas such as veterinary technology, agricultural production, business management and horticulture. NCTA's 500-plus students enjoy the personalized attention and support of a small college while having access to the resources of a major research university.

The University of Nebraska has also invested in four interdisciplinary, university-wide institutes that draw on the expertise and resources of all four campuses to solve some of the most pressing global challenges of the 21st century:

- **Buffett Early Childhood Institute:** The mission of the Buffett Early Childhood Institute is to transform the lives of young, at-risk children from birth to age 8 by improving their learning and development. The institute makes use of the interdisciplinary resources and research of the four University of Nebraska campuses and works with schools, agencies, community partners and policy makers to implement and support high-quality, evidence-based services, programs and policies for young children and their families.

The institute serves as a catalyst for change and provides a unified vision and common approach for how stakeholders can work together to improve children’s learning and development, particularly the 64,000 young children in Nebraska who are at risk for failing in school. The institute works with partners to share—and apply—the best of what is known about early childhood with a goal to improve the lives of the state’s youngest and most vulnerable citizens. The institute serves as a bridge to resources and information for parents, providers and the public.

- **Robert B. Daugherty Water for Food Institute:** The Robert B. Daugherty Water for Food Institute at the University of Nebraska was founded in 2010 to address the global challenge of achieving food security with less stress on water resources through improved water management in agricultural and food systems. With the global population projected to grow from 7.2 billion to 9.6 billion by 2050, the challenge of feeding the world poses a growing threat to human health and well-being and international security. The Daugherty Institute is committed to leveraging the university’s historical strengths in research and education in areas related to water and agriculture — combined with the natural laboratory Nebraska provides — to ensure a water and food secure world while maintaining the use of water for other human and environmental needs.

DWFI’s mission is to have a lasting and significant impact on achieving more food security using less water by (1) conducting scientific and policy research and developing advanced decision-making tools and knowledge delivery systems, (2) using the results of scientific and policy research to inform policy and advise policy makers and (3) educating the necessary human talent.

- **Rural Futures Institute:** Through a culture of innovation and entrepreneurship, the Rural Futures Institute mobilizes the diverse resources of the University of Nebraska and its partners to support rural communities and regions in building upon their unique strengths and assets to achieve their desired futures. The Rural Futures Institute will be an internationally recognized leader for increasing community capacity as well as the confidence of rural people to address their challenges and opportunities, resulting in resilient and sustainable rural futures.

- **National Strategic Research Institute:** The National Strategic Research Institute (NSRI) at the University of Nebraska is one of 13 University Affiliated Research Centers (UARCs) in the nation. Established in 2012, NSRI is engaged in a long-term, strategic partnership with its Department of Defense (DoD) sponsor, the United States Strategic Command (USSTRATCOM). The National Strategic Research Institute is part of an elite group of research centers associated with U.S. universities, providing critical defense solutions.

NSRI provides mission-essential research and development capabilities for combating weapons of mass destruction in five core competencies:

- Nuclear detection and forensics
- Detection of chemical and biological weapons
- Passive defense against weapons of mass destruction
- Consequence management
- Space, cyber and telecommunications law

NSRI relies on funding from project sponsors through task order contracts generated from a sole-source contract with USSTRATCOM.

Another multi-campus institute, the Peter Kiewit Institute, aims to meet the needs of technology and engineering firms throughout Nebraska by providing top-notch education to students interested in careers in information science, technology and engineering; connecting students directly to business and industry; and advancing research and innovation in critical STEM areas. Established in 1997, PKI is based in Omaha and is a combination of UNL's College of Engineering and UNO's College of Information Science and Technology. It is home to nearly 2,000 students, with plans for significant growth in the coming years in order to better meet workforce demands. PKI also aims to expand faculty hiring, research activity and engagement with the private sector.

The University of Nebraska has an impact throughout the state and trains the workforce of the future. The results presented in this economic impact study are generated on an annual basis. The economic impact in future years can either be higher or lower, based on the university's ability to grow enrollment and research activity, leverage public-private partnerships, capital projects across the campuses and the level at which the state invests in the university. It is important to note that the economic and employment impacts stated in this report represent the "fresh dollar" impact¹ of the University of Nebraska. **The academic operations of the four campuses of the University of Nebraska generate a combined \$3.9 billion in economic impact and sustain 34,729 jobs throughout Nebraska.**

PROJECT OVERVIEW

Tripp Umbach was retained by NU to measure the economic, employment and government revenue impacts of operations of all of its campuses. The overall economic and fiscal impact that the University of Nebraska has on the vitality of the region and state includes the following elements:

- Economic Impact of the NU at a direct, indirect and induced level (operational spending, capital spending, salaries, student spending, campus visitors and research).
- The direct, indirect and induced employment impacts of the university.
- The government revenue impact of NU at the local and state levels.
- The individual impacts of each of the four campuses plus the Nebraska College of Technical Agriculture and the university's Central Administration offices, UNMC and Nebraska Medicine.
- The impact of university alumni on the economy (wage premiums, job creation, etc.).
- The economic impact of out-of-state research funding, including research commercialization, patents and licensing and business spinoffs.

1. This methodology looks at dollars that come into a region from outside of a region. For this study, the region has been defined as the State of Nebraska. New revenue, often called "fresh dollars", comes into the region in the form of external research funding and visitors traveling from outside the region and staying overnight: lodging, accommodations, restaurants, transportation, etc.

METHODOLOGY EMPLOYED IN THE ECONOMIC IMPACT STUDY

This economic impact analysis measures the effect of direct and indirect/induced business volume and government revenue impacts for all of NU's operations throughout Nebraska. The methodology employed in the calculation of these impacts is IMPLAN.² Primary data was collected from the University of Nebraska. Data included: capital expenditures, operational expenditures, jobs, payroll and benefits, and taxes. The approach taken on this study was decidedly conservative.

Economic impact begins when an organization spends money. Studies measuring economic impact capture the direct economic impact of an organization's spending, plus additional indirect and induced spending in the economy as a result of direct spending. The economic impact study of the University of Nebraska shows its contribution to the state economy.

Total economic impact measures the dollars that are generated within Nebraska due to the presence of the University of Nebraska. This includes not only spending on goods and services with a variety of vendors within the state and the spending of its faculty, staff, students and visitors, but also the business volume generated by businesses within Nebraska that benefit from NU's spending. It is important to remember that not all dollars spent by a university remain in its home state. Dollars that "leak" out of the state in the form of purchases from out-of-state vendors are not included in the university's economic impact on the state. The multipliers used in this study are derived from the IMPLAN software.

Key economic impact findings presented within the summary include the total current (FY 13-14) impact of NU's operations on employment in Nebraska, as well as the revenue impact on state and local governments.

University of Nebraska Study Overview

STUDY OVERVIEW:

Fiscal Year 2013-2014 (FY 13-14)

THIS STUDY INCLUDES THE UNIVERSITY OF NEBRASKA ENTITIES:

University of Nebraska-Lincoln
University of Nebraska at Omaha
University of Nebraska at Kearney
University of Nebraska
Medical Center
Nebraska College of
Technical Agriculture
University of Nebraska
Central Administration

STUDY GEOGRAPHY:

State of Nebraska

METHODOLOGY:

IMPLAN

2. Minnesota IMPLAN Group, Inc. (MIG) is the corporation that is responsible for the production of IMPLAN (IMpact analysis for PLANning) data and software. IMPLAN is a micro-computer-based, input-output modeling system. With IMPLAN, one can estimate Input-Output models of up to 528 sectors for any region consisting of one or more counties. IMPLAN includes procedures for generating multipliers and estimating impacts by applying final demand changes to the model.

UNIVERSITY OF NEBRASKA IS A PARTNER IN THE STATE'S ECONOMIC SUCCESS

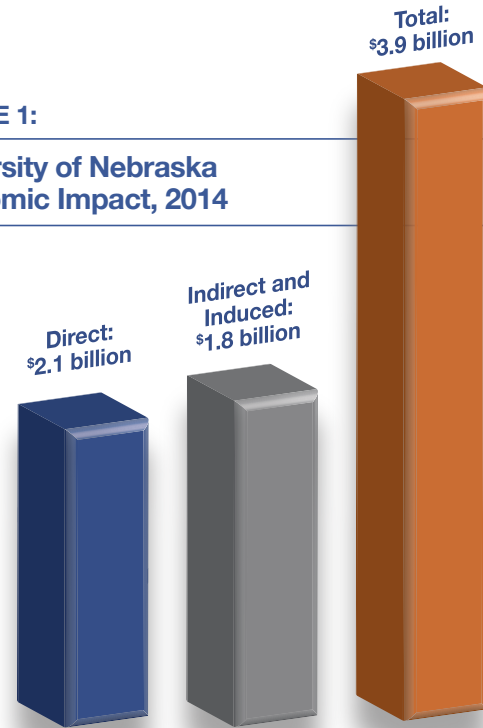
Operations of the University of Nebraska directly or indirectly impact residents throughout Nebraska, generating **\$3.9 billion annually** in overall economic impact. The University of Nebraska affects business volume in Nebraska in three ways:

1. Direct expenditures for goods and services by NU, its faculty, staff, students and visitors. This spending supports local businesses, which in turn employ local individuals to sell the goods and provide the services that university constituencies need.
2. Indirect spending within the State of Nebraska. The businesses that receive direct payments re-spend this money within the state, thus creating the need for even more jobs.
3. Induced spending by households either directly employed by the University of Nebraska or its suppliers.

As a result of expenditures on goods and services by NU, its faculty, staff, students and visitors, the overall economic impact of University of Nebraska operations on the State of Nebraska in FY 13-14 was **\$2.1 billion direct impact and \$1.8 billion indirect and induced (a total of \$3.9 billion)**. (See Figure 1)

FIGURE 1:

University of Nebraska Economic Impact, 2014



Source: Tripp Umbach, using IMPLAN results from data obtained from the University of Nebraska.

The table below shows the top 10 industries in terms of economic output.

TABLE 1:

Top 10 Sectors Impacted by the University of Nebraska Sorted by Economic Output

Description	Economic Output
<i>Junior colleges, colleges, universities, and professional schools</i>	\$1,362,004,594
<i>Hospitals</i>	\$438,140,586
<i>Real estate</i>	\$305,746,656
<i>Owner-occupied dwellings</i>	\$146,965,703
<i>Limited-service restaurants</i>	\$99,532,311
<i>Insurance carriers</i>	\$90,147,396
<i>Wholesale trade</i>	\$89,740,899
<i>Local government electric utilities</i>	\$67,570,318
<i>Automotive repair and maintenance, except car washes</i>	\$44,647,358
<i>Monetary authorities and depository credit intermediation</i>	\$43,889,398

Source: Tripp Umbach, using IMPLAN results from data obtained from the University of Nebraska.

In FY 13-14, the University of Nebraska received \$528.0 million in appropriations from the State of Nebraska. As a result of the university's expenditures and operations throughout Nebraska, the state realizes a significant return on its investment. Given NU's ability to effectively leverage this state appropriation beyond its fundamental education and research missions through strategic partnerships and relationships with public and private institutions throughout the state, the ultimate return on the state's investment is even greater.

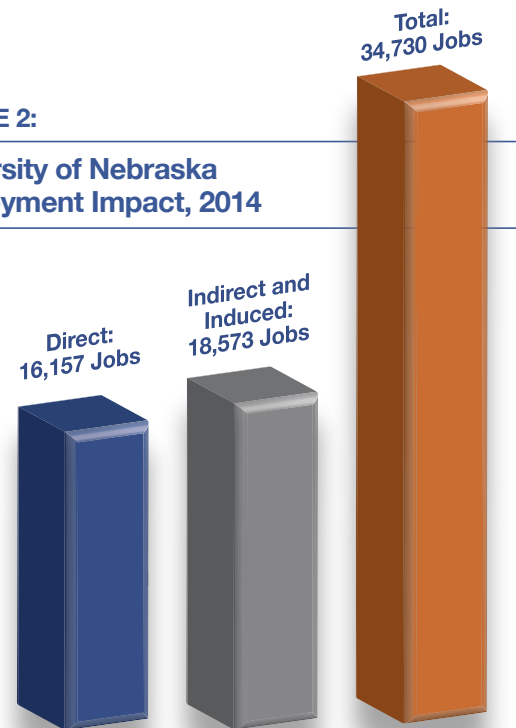
UNIVERSITY OF NEBRASKA CREATES AND SUSTAINS JOBS

The University of Nebraska supports **34,730 jobs** in the State of Nebraska. **One out of every 36 jobs in the state is attributable to the university.**³ These jobs (both full-time and part-time) include not only direct employment by the university, but also indirect and induced jobs created by supply and equipment vendors, contractors and laborers for the construction and renovation of university facilities, and jobs created in the community at hotels, restaurants and retail stores in support of the university's workforce and its visitors.

The University of Nebraska directly employed **16,517 people** during FY 13-14. To put this in perspective, the University of Nebraska is one of the largest employers in the state. The University of Nebraska supports thousands of jobs statewide in virtually every sector of the Nebraska economy – such as construction, business and professional services, restaurants and hotels, information technology, security and temporary employment companies. These indirect/induced jobs (18,573 jobs) support the more than 16,157 jobs held by Nebraska residents directly employed by the university. (See Figure 2)

Table 2 below shows the top 10 industries impacted by the presence of the University of Nebraska, in terms of employment.

FIGURE 2:
**University of Nebraska
Employment Impact, 2014**



Source: Tripp Umbach, using IMPLAN results from data obtained from the University of Nebraska.

TABLE 2:

Top 10 Sectors Impacted by the University of Nebraska Sorted by Employment

Description	Employment (jobs)
<i>Junior colleges, colleges, universities, and professional schools</i>	11,858
<i>Hospitals</i>	5,034
<i>Limited-service restaurants</i>	1,928
<i>Real estate</i>	1,572
<i>Full-service restaurants</i>	830
<i>Personal care services</i>	707
<i>Automotive repair and maintenance, except car washes</i>	549
<i>Employment services</i>	494
<i>Retail - Food and beverage stores</i>	451
<i>Wholesale trade</i>	427

Source: Tripp Umbach, using IMPLAN results from data obtained from the University of Nebraska.

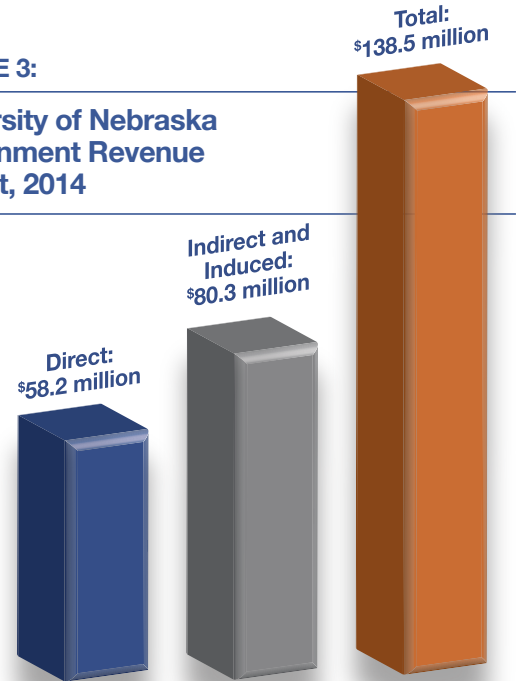
3. IMPLAN Database for Total Labor Force of 1,258,810 people.

UNIVERSITY OF NEBRASKA STRENGTHENS STATE AND LOCAL GOVERNMENTS

It is a common misperception that public universities do not generate tax revenue. State and local government revenues attributable to the University of Nebraska totaled **\$138.5 million (\$58.2 million direct taxes)** in FY 13-14. Through its local spending, as well as direct and indirect support of jobs, the presence of the university stabilizes and strengthens the local and statewide tax base. The University of Nebraska is an integral part of the state's economy – generating revenue, jobs and spending. Figure 3 shows how NU, its employees and suppliers contributed to the tax base of Nebraska.

FIGURE 3:

University of Nebraska Government Revenue Impact, 2014



Source: Tripp Umbach, using IMPLAN results from data obtained from the University of Nebraska.

TABLE 3:

University of Nebraska State and Local Government Revenue Impact, 2014

Description	Employee Compensation	Tax on Products and Imports	Households	Corporations	Total
<i>Dividends</i>				\$194,666	\$194,666
<i>Social Ins Tax- Employee Contribution</i>	\$747,270				\$747,270
<i>Social Ins Tax- Employer Contribution</i>	\$1,444,722				\$1,444,722
<i>Tax on Production and Imports: Sales Tax</i>		\$43,791,559			\$43,791,559
<i>Tax on Production and Imports: Property Tax</i>		\$49,543,999			\$49,543,999
<i>Tax on Production and Imports: Motor Vehicle Lic</i>		\$1,351,679			\$1,351,679
<i>Tax on Production and Imports: Severance Tax</i>		\$80,446			\$80,446
<i>Tax on Production and Imports: Other Taxes</i>		\$5,595,215			\$5,595,215
<i>Tax on Production and Imports: S/L NonTaxes</i>		\$731,842			\$731,842
<i>Corporate Profits Tax</i>				\$3,062,312	\$3,062,312
<i>Personal Tax: Income Tax</i>			\$27,404,486		\$27,404,486
<i>Personal Tax: NonTaxes (Fines- Fees)</i>			\$1,319,326		\$1,319,326
<i>Personal Tax: Motor Vehicle License</i>			\$1,812,177		\$1,812,177
<i>Personal Tax: Property Taxes</i>			\$628,911		\$628,911
<i>Personal Tax: Other Tax (Fish/Hunt)</i>			\$806,234		\$806,234
TOTAL STATE AND LOCAL TAX	\$2,191,992	\$101,094,740	\$31,971,135	\$3,256,977	\$138,514,844

Source: Tripp Umbach, using IMPLAN results from data obtained from the University of Nebraska.

UNIVERSITY OF NEBRASKA RESEARCH

The University of Nebraska has a robust research enterprise, with important research in agriculture and natural resources, transportation and highway safety, early childhood education, engineering and information technology, and alternative energy. In addition, research in cancer, diabetes, organ transplantation, aging, neurodegenerative diseases, and a wide range of public health issues is improving the quality of life for people in Nebraska and around the world.

Research funding has more than doubled since 2000 and the university has been successful in attracting top talent and building capacity and expertise in a range of areas important to Nebraskans. Extensive new research facilities have been built on the campuses. Many programs are interdisciplinary, inter-campus and inter-institutional undertakings.

Nebraska Innovation Campus (NIC) is one example of how the university is leveraging its research activity for economic growth and connecting the talents of experts, companies and the university to create a unique culture of innovation. NIC is a research campus designed to facilitate new and in-depth partnerships between the University of Nebraska and private sector businesses. NIC is adjacent to the University of Nebraska–Lincoln (UNL) and strategically provides access to research faculty, facilities and students. NIC aspires to be the most sustainable research and technology campus in the United States.

Research dollars enter the Nebraska economy from a wide variety of agencies and organizations, including the National Institutes of Health and the National Science Foundation. This research funding is generated by a wide variety of departments and colleges throughout the university and is the result of investigators efforts to secure competitive grant funding. NU’s research resulted in an overall economic impact of **\$385.4 million** in FY 13-14 utilizing IMPLAN to calculate the total impact of research expenditures.

The university’s research operations make tangible and quantifiable economic contributions. Along with creating jobs for research staff and support personnel, NU scientists are contributing to new product development and technology commercialization. Knowledge and technology transfers have helped to start commercial ventures that promote entrepreneurship, economic development and job creation.

Research at NU Creates High-Quality Jobs

In FY 13-14, NU’s operational and capital expenditures for sponsored research have an employment impact of 2,478 jobs. These jobs include not only NU’s direct employment of research professionals, but also indirect jobs created by supply and equipment vendors, contractors and laborers for the construction and renovation of laboratory facilities, administrators and managers who support the research infrastructure and jobs created in the community by the disposable income of the scientific workforce. To grow its research enterprise and impact, NU will need to continue to attract, and consequently spend, increasingly higher levels of research dollars to expand research and discovery. With expanded levels of research funding and consequent expenditures, NU will remain a source of support for local jobs based on its research funding alone.

TABLE 4:

University of Nebraska Research and Commercialization Data

Year	Licenses	Options	Gross Licensing Income	Invention Disclosures	New Patent Applications Filed	Patents Issued	Start-ups Formed
2010	39	8	\$3,715,464	159	102	24	7
2011	38	10	\$16,752,176	202	137	23	5
2012	43	15	\$9,524,695	265	181	28	8
2013	53	12	\$9,027,315	200	227	23	14
2014	30	7	\$6,159,350	160	180	24	6

Source: Tripp Umbach, using IMPLAN results from data obtained from the University of Nebraska.

INNOVATION COMMERCIALIZATION AT NU

Research and innovation drive discoveries, scholarship and creative activity that expand basic knowledge and solve real-world problems. The University of Nebraska's growing research enterprise helps fuel economic development for Nebraska and addresses major challenges facing the state, the nation and the world. Commercialization of research through the Nebraska Innovation Campus, NUtech Ventures and UNeMed is bringing new discoveries from NU labs to Nebraska and to the world.

NUtech Ventures is the technology commercialization arm of the University of Nebraska-Lincoln. NUtech ventures seeks to raise the quality of life and enhance the public good through practical application of UNL innovation. Through the creation of a strong innovation system, NUtech Venures is an asset in recruiting and retaining the best and brightest faculty. NUtech Ventures, along with its partners in Industry Relations and at Nebraska Innovation Campus, have many industry partners. NUtech Ventures' existing and continually expanding relationships can potentially develop into opportunities for industry sponsored research funding to promote regional, national and international economic growth and development.

UNeMed: Established in 1991, UNeMed Corporation is the technology transfer leader for the University of Nebraska Medical Center. UNeMed has a diverse technology portfolio that addresses significant medical and clinical needs in areas such as therapeutics, diagnostics, medical devices, research tools and software. UNeMed is focused on developing and fostering relationships with industry to transfer UNMC intellectual property from the academic laboratory to the marketplace. Consistent with its focus, UNeMed continues to seek industrial licensing opportunities to enhance the development of its technologies and foster scientific breakthroughs at UNMC. UNeMed is a for profit company entirely owned by the Board of Regents of the University of Nebraska doing business as the University of Nebraska Medical Center. UNeMed currently offers an extensive portfolio of over 100 technologies available for licensing and negotiates approximately 300 contracts per year enabling research and collaboration at UNMC.

NU BENEFITS THE STATE BEYOND OPERATIONS

NU's total impact on the State of Nebraska goes beyond its annual operational expenditures. Economic impact studies often capture only the impact that can be assigned a quantitative number, but the qualitative value and impact of the university goes far beyond its annual multi-billion dollar economic effect. Through its academic programs, NU is helping to grow the state by educating the highly-skilled workforce that will be needed to compete in a global economy, providing the next generation of innovators with a firm foundation upon which to grow their own ideas and building the next generation of scholars. It is challenging to assign a dollar amount to the outreach and community activities of a major public research university such as NU, but on a daily basis, the lives of those in the surrounding communities are significantly enhanced by its presence in a many ways.

NU Educates the Future Workforce of Nebraska

Educating the future workforce to fuel Nebraska's economic workforce demands is critical to the success of the state. The University of Nebraska trains and retains many of its graduates. The number of graduates working in the state after graduation is significant.

- 69.7% of University of Nebraska-Lincoln graduates from the 2013-14 class who report employment are working in Nebraska.
- 84% of University of Nebraska at Kearney students stay in Nebraska upon graduation.
- There are 40,000 University of Nebraska at Omaha alumni living and working in the Omaha metro area and over 48,000 working in Nebraska.
- 70% of Nebraska's health professionals were trained at the University of Nebraska Medical Center.

NU Athletics

The campuses offer an array of competitive sporting events and teams to cheer for, rallying the community in support of the University of Nebraska.

- At the University of Nebraska-Lincoln, the **Nebraska Cornhuskers** are a part of the Big Ten Conference and the Cornhuskers compete in NCAA Division I, fielding 22 varsity teams in 15 sports.
- At the University of Nebraska at Omaha, the **Omaha Mavericks** participate in the NCAA's Division I and in The Summit League, except in ice hockey, where they compete in the National Collegiate Hockey Conference. UNO has 16 sports teams.
- The **University of Nebraska at Kearney Lopers** participate in the NCAA's Division II and in the Mid-American Intercollegiate Athletics Association (MIAA), boasting 17 teams.

NU Athletics generates a significant economic impact for the State of Nebraska. In FY 13-14, the total economic impact of athletics operations and visitors was **\$250.3 million**. This impact is supported by the direct, in-state spending on operations by NU Athletics (\$193.1 million) and direct visitor spending (\$34.2 million direct with a total impact of visitor spending of \$57.2 million).

NU Provides Support to the Community

It is estimated that NU employees and students generate more than **\$87.2 million** annually in charitable donations and volunteer services.⁴ Faculty, staff and students donate dollars through university-wide fundraising efforts and volunteer their time to give back to the broader community. From 4-H, the United Way and participation on community and civic boards, the University of Nebraska gives back to the community. Some specific program examples include:

Seven Days of Service at UNO provides students an alternative to Spring Break. Students, K-12 students and members of the Omaha community participate in a variety of projects hosted at nonprofit organizations across the metropolitan area. Each nonprofit partner provides an educational presentation about their mission, objectives and why volunteers are so important to their organization and the community.

The Big Event, a national organization, aims to give back to local communities through one large day of service. At the University of Nebraska-Lincoln, more than 3,000 students, faculty and staff volunteer and give thanks to Lincoln every spring as part of the Big Event. The organization is entirely student-run and funded by donations from the community. The Big Event views service broadly to encompass the needs of the community without respect to socioeconomic status.

These benefits are in addition to the \$3.9 billion annual impact and include the following:

- **\$13.2 million** donated to local charitable organizations by NU employees and students.
- Nearly **\$74.0 million** in value of volunteer time provided to area communities by NU employees and students.

4. The community impact was calculated based on primary data collection via survey research by Tripp Umbach and the Points of Light Foundation where faculty, staff, and students of universities and corporations provide estimates on spending patterns, including information on the number of volunteer hours and charitable donations. A conservative assumption of \$22.14 per hour was used to calculate the value of volunteer services. This hourly amount was calculated independently by the Points of Light Foundation through its annual survey.

GENERATING IMPACT THROUGHOUT THE STATE

The University of Nebraska and its campuses have a significant economic impact across Nebraska. Economic impact analysis was completed for the University of Nebraska overall as well as for each of its campuses (See Table 5).

TABLE 5:

Economic Impact of University of Nebraska

Entity	Employment (jobs)	Labor Income	Value Added	Economic Output
<i>Curtis</i>	119	\$2,770,030	\$4,113,614	\$9,812,923
<i>Kearney</i>	2,169	\$71,055,373	\$103,791,279	\$229,407,499
<i>Lincoln</i>	16,999	\$621,271,724	\$883,381,750	\$2,004,204,465
<i>Omaha</i>	5,141	\$167,540,958	\$250,178,290	\$583,046,454
<i>System Administration</i>	370	\$12,373,622	\$17,847,363	\$46,975,966
<i>UNMC (Academic Only)</i>	9,932	\$475,664,280	\$616,894,460	\$1,061,553,415
TOTAL	34,730	\$1,350,675,987	\$1,876,206,756	\$3,935,000,722

Source: Tripp Umbach, using IMPLAN results from data obtained from the University of Nebraska.

UNIVERSITY OF NEBRASKA-LINCOLN

Introduction

The University of Nebraska–Lincoln (UNL) celebrated its 146th anniversary in February 2015. UNL is an educational institution of international stature and is listed by the Carnegie Foundation as a very high research activity institution. UNL is a land-grant university and a member of the Association of Public and Land-grant Universities (APLU). The university is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools. The University of Nebraska–Lincoln is one of the nation’s leading teaching institutions, and a research leader with a wide array of grant-funded projects aimed at broadening knowledge in the sciences and humanities. UNL is an intellectual center for the State of Nebraska, providing leadership in education and research. The citizens of Nebraska benefit from the knowledge and research generated by its faculty and students. This research-based service to the state is a feature that distinguishes UNL as a land-grant university.

UNL is home to many “firsts” and significant programs, publications and research endeavors. UNL was one of the first institutions west of the Mississippi River to award doctoral degrees with the first degree being granted in 1896. The University of Nebraska established the world’s first undergraduate psychology laboratory. The discipline of ecology was born at UNL, and the campuses reflect that tradition, being recognized as botanical gardens and arboreta. An early institutional interest in literature and the arts provided the foundations for the Prairie Schooner literary magazine, the University of Nebraska Press, and the Sheldon Museum of Art, which houses one of the world’s most significant collections of 20th century American art.

OVERALL ECONOMIC IMPACT
OF THE UNIVERSITY OF
NEBRASKA-LINCOLN ACROSS
THE STATE WAS

\$2.0 BILLION

UNL DIRECTLY
OR INDIRECTLY
SUPPORTED

16,999 JOBS

THROUGHOUT THE STATE
OF NEBRASKA

UNL GENERATED APPROXIMATELY

\$74.1 MILLION

IN STATE AND LOCAL GOVERNMENT
REVENUES THROUGHOUT
THE STATE OF NEBRASKA



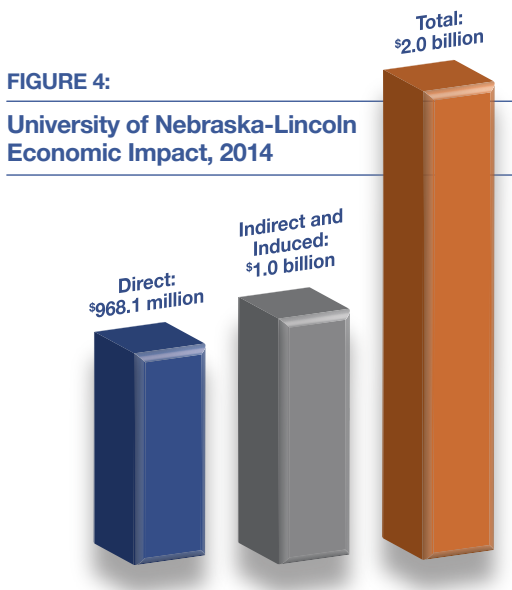
Several signature programs exemplify UNL's commitment to student success:

- The Undergraduate Creative Activities and Research Experiences program connects faculty and students to work collaboratively on independent study projects that advance new knowledge.
- The Jeffrey S. Raikes School of Computer Science and Management develops leaders for this era of expanding information technology and business globalization. Students are selected for this innovative program based on high academic achievement, outstanding leadership experience, demonstrated interest in computer science and business and their career goals. The program provides an education balanced in technology and management while developing professional skills in leadership, communications and collaboration.
- The E.N. Thompson Forum on World Issues is one of the most distinguished speakers series in higher education. Its mission is to bring a diversity of viewpoints on international and public policy issues to the university and the residents of the state to promote understanding and encourage debate.
- The Heuermann Lectures, another high-profile series at UNL, focuses on the sustainability of food, natural resources, renewable energy and rural communities for all people.

In 2013, UNL's research expenditures totaled more than \$266 million (\$98 million in federal research expenditures). The National Science Foundation accounted for 30% of UNL's federal research expenditures, followed by 17% from the Department of Health and Human Services, including the National Institutes of Health, and 13% from the Department of Defense. UNL is working to grow its research portfolio and attract even more dollars from federal sources.

Economic Impact

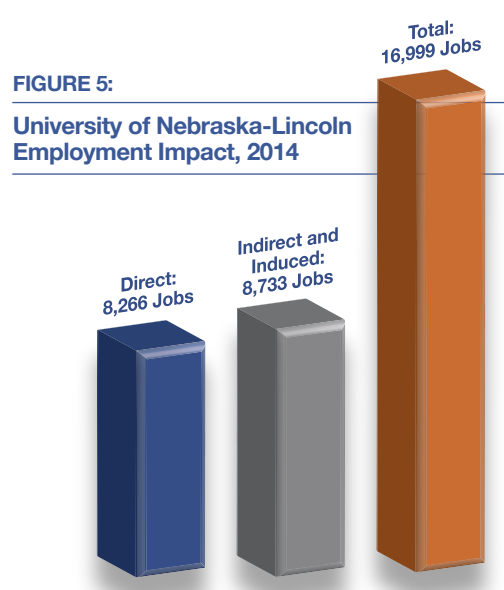
The overall economic impact of the Lincoln campus on operations in the state in FY 13-14 was **\$2.0 billion** (\$986.1 million direct impact and \$1.0 billion indirect and induced). (See Figure 4)



Source: Tripp Umbach, using IMPLAN results from data obtained from the University of Nebraska.

Employment Impact

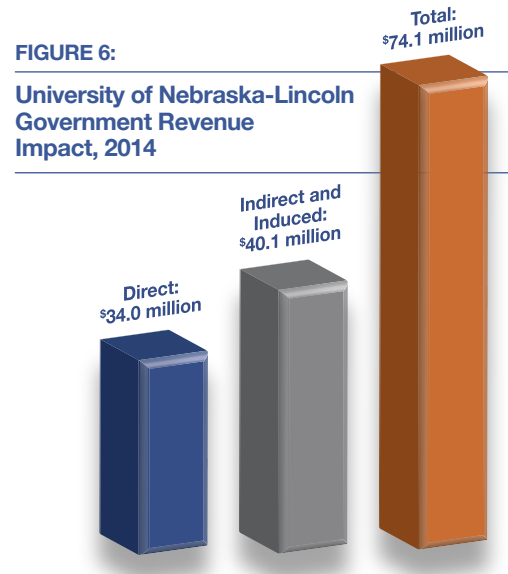
The total employment impact of the Lincoln campus on Nebraska is **16,999 jobs** (8,266 direct jobs). As a result of the Lincoln campus' operations 8,733 indirect and induced jobs are sustained. (See Figure 5)



Source: Tripp Umbach, using IMPLAN results from data obtained from the University of Nebraska.

Government Revenue Impact

The University of Nebraska-Lincoln's operations generate **\$74.1 million** (\$34.0 million direct) per year in state and local tax revenue. The table below breaks out the total state and local tax impact by type.



Source: Tripp Umbach, using IMPLAN results from data obtained from the University of Nebraska.

TABLE 6:

University of Nebraska-Lincoln State and Local Government Revenue Impact, 2014

Description	Employee Compensation	Tax on Products and Imports	Households	Corporations	Total
<i>Dividends</i>				\$93,772	\$93,772
<i>Social Ins Tax- Employee Contribution</i>	\$343,012				\$343,012
<i>Social Ins Tax- Employer Contribution</i>	\$663,156				\$663,156
<i>Tax on Production and Imports: Sales Tax</i>		\$24,596,399			\$24,596,399
<i>Tax on Production and Imports: Property Tax</i>		\$27,827,371			\$27,827,371
<i>Tax on Production and Imports: Motor Vehicle Lic</i>		\$759,198			\$759,198
<i>Tax on Production and Imports: Severance Tax</i>		\$45,184			\$45,184
<i>Tax on Production and Imports: Other Taxes</i>		\$3,142,664			\$3,142,664
<i>Tax on Production and Imports: S/L NonTaxes</i>		\$411,053			\$411,053
<i>Corporate Profits Tax</i>				\$1,475,136	\$1,475,136
<i>Personal Tax: Income Tax</i>			\$12,607,802		\$12,607,802
<i>Personal Tax: NonTaxes (Fines- Fees)</i>			\$606,974		\$606,974
<i>Personal Tax: Motor Vehicle License</i>			\$833,716		\$833,716
<i>Personal Tax: Property Taxes</i>			\$289,339		\$289,339
<i>Personal Tax: Other Tax (Fish/Hunt)</i>			\$370,919		\$370,919
TOTAL STATE AND LOCAL TAX	\$1,006,168	\$56,781,869	\$14,708,750	\$1,568,907	\$74,065,694

Source: Tripp Umbach, using IMPLAN results from data obtained from the University of Nebraska.

Community Benefits

Beyond providing opportunities for residents to receive a high quality education, UNL provides the community with access to arts and culture (Lied Center for Performing Arts used for orchestra concerts and theatre performances), sporting events, programming through extension throughout the state, as well as top tier athletics programs. UNL is an integral part of the community. Morrill Hall, the planetarium, the state museum, 4-H and a multitude of other UNL-based initiatives add new knowledge, build quality of life and provide opportunities for Nebraskans.

It is estimated that UNL faculty, staff and students generate more than **\$42.4 million** annually in charitable donations and volunteer services. These benefits are in addition to the **\$2.0 billion** annual impact and include the following:

- **\$6.2 million** donated to local charitable organizations by UNL faculty, staff and students.
- More than **\$36.2 million** in value of volunteer time provided to area communities by UNL faculty, staff and students.

UNIVERSITY OF NEBRASKA AT OMAHA

Introduction

As Nebraska's metropolitan university, the University of Nebraska at Omaha (UNO) is committed to the needs of the community through teaching, research and service. UNO is home to more than 15,500 students, 87% of whom are from Nebraska. Of the student body, more than 6,000 are first-generation students, 1,300 are military and veteran students and 2,000 are international students from 117 countries. UNO is proud to have the most diverse collegiate student body in the region. Racial and ethnic diversity are celebrated and UNO fosters a welcoming culture for all learners from Omaha to Oman; from high school dual enrollment to doctoral studies; from USSTRATCOM to the Pentagon; from on-campus to online. A wide range of rich experiences are possible when the world comes to study at UNO.

UNO's resident tuition and fees are 25% below the peer average, and 60% of recent alumni surveyed reported graduating with no debt or less than \$5,000 in debt.

UNO's six colleges (Arts and Sciences, Business Administration, Communication, Fine Arts and Media, Education, Information Science & Technology, and Public Affairs and Community Service) are dedicated to providing rigorous undergraduate and graduate academic programs taught by faculty who are national and international experts in their fields. All of UNO's colleges offer unique opportunities in research and hands-on experiences that are critical to gaining an edge in a competitive global marketplace.

OVERALL ECONOMIC IMPACT
OF THE UNIVERSITY OF
NEBRASKA AT OMAHA ACROSS
THE STATE WAS

\$583.0 MILLION

UNO DIRECTLY
OR INDIRECTLY
SUPPORTED

5,141 JOBS

THROUGHOUT THE STATE
OF NEBRASKA

UNO GENERATED APPROXIMATELY

\$21.4 MILLION

IN STATE AND LOCAL GOVERNMENT
REVENUES THROUGHOUT
THE STATE OF NEBRASKA



The University of Nebraska at Omaha is classified as a doctoral/research university in the latest Carnegie Classification of Institutions of Higher Education. In 2014, UNO was designated as home for the first Center for Research in Human Movement Variability as a result of a \$10.5 million research grant from the National Institutes of Health. This is the largest research grant in UNO history. UNO receives millions of research dollars from national funding agencies including the U.S. Department of Defense, National Science Foundation and NASA.

UNO is the home of the Peter Kiewit Institute, which offers premier computer science and information management systems programs. PKI is a collaborative effort of UNO's College of Information Science and UNL's College of Engineering. PKI also houses the Holland Computing Center.

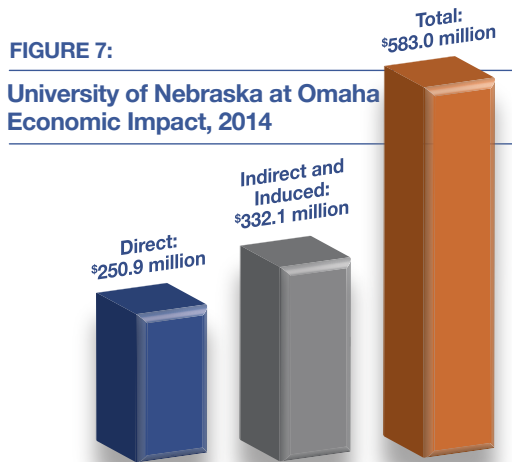
The UNO campus has expanded its footprint in recent years, with new dorms, academic buildings and other facilities. UNO Athletics just opened Baxter Arena, a state-of-the-art facility that is the home of the Maverick hockey team and which will serve as a tremendous resource for UNO students, faculty, staff and the Omaha metro community.

- **UNO is ranked nationally as the #1 public 4-year university for military friendliness by *Military Times* (2015).**
- **UNO's online Bachelor of General Studies degree is ranked among the nation's best online bachelor's programs by *U.S. News & World Report* (2015).**

5. Aksarben Village is a million sq ft mixed-use development located in Midtown Omaha, Nebraska. There is dedicated space for research, business, retail, entertainment, housing, and hotel space.

Economic Impact

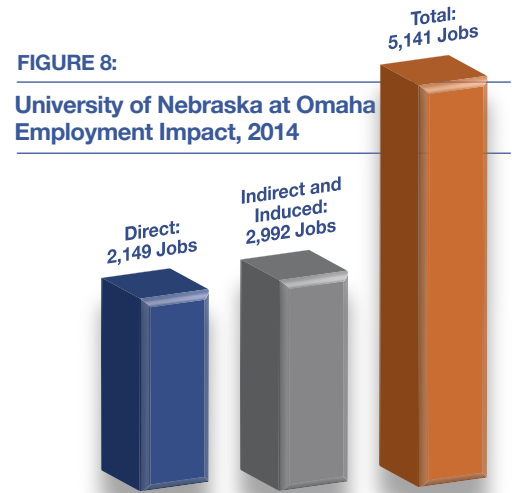
The overall economic impact of the University of Nebraska at Omaha's operations on the state in FY 13-14 was **\$583.0 million** (\$250.9 million direct impact and \$332.1 million indirect and induced). (See Figure 7)



Source: Tripp Umbach, using IMPLAN results from data obtained through the University of Nebraska.

Employment Impact

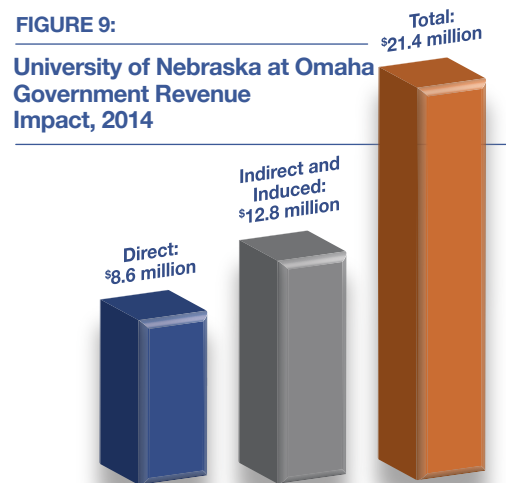
The total employment impact of University of Nebraska at Omaha's operations in Nebraska is **5,141 jobs** (2,149 direct jobs and 2,992 indirect and induced jobs). (See Figure 8)



Source: Tripp Umbach, using IMPLAN results from data obtained from the University of Nebraska.

Government Revenue Impact

UNO operations generate nearly **\$21.4 million** (\$6.6 million direct) per year in state and local tax revenue. The table below breaks out the state and local government revenue impact by type.



Source: Tripp Umbach, using IMPLAN results from data obtained from the University of Nebraska.

TABLE 7:

University of Nebraska at Omaha State and Local Government Revenue Impact, 2014

Description	Employee Compensation	Tax on Products and Imports	Households	Corporations	Total
<i>Dividends</i>				\$30,190	\$30,190
<i>Social Ins Tax- Employee Contribution</i>	\$90,353				\$90,353
<i>Social Ins Tax- Employer Contribution</i>	\$174,682				\$174,682
<i>Tax on Production and Imports: Sales Tax</i>		\$7,234,938			\$7,234,938
<i>Tax on Production and Imports: Property Tax</i>		\$8,185,317			\$8,185,317
<i>Tax on Production and Imports: Motor Vehicle Lic</i>		\$223,315			\$223,315
<i>Tax on Production and Imports: Severance Tax</i>		\$13,291			\$13,291
<i>Tax on Production and Imports: Other Taxes</i>		\$924,403			\$924,403
<i>Tax on Production and Imports: S/L NonTaxes</i>		\$120,910			\$120,910
<i>Corporate Profits Tax</i>				\$474,924	\$474,924
<i>Personal Tax: Income Tax</i>			\$3,407,659		\$3,407,659
<i>Personal Tax: NonTaxes (Fines- Fees)</i>			\$164,054		\$164,054
<i>Personal Tax: Motor Vehicle License</i>			\$225,338		\$225,338
<i>Personal Tax: Property Taxes</i>			\$78,203		\$78,203
<i>Personal Tax: Other Tax (Fish/Hunt)</i>			\$100,253		\$100,253
TOTAL STATE AND LOCAL TAX	\$265,035	\$16,702,173	\$3,975,507	\$505,114	\$21,447,829

Source: Tripp Umbach, using IMPLAN results from data obtained from the University of Nebraska.

Community Benefits

UNO has a new building dedicated to collaboration, reflecting its commitment to community engagement. The Barbara Weitz Community Engagement Center is a nationally unique space that serves to strengthen UNO's existing outreach efforts and foster future growth opportunities for partnerships between UNO students, faculty, staff and nonprofit or governmental organizations.

The university has standing partnerships with over 250 organizations focused on community issues, including housing, poverty, children, youth, family, environment, immigration, diversity, education, arts, health and safety. UNO is home to outreach initiatives such as the Service Learning Academy and the Metropolitan Omaha Education Consortium; UNO also houses the world's largest community engagement library with over 10,000 volumes of scholarly work. Additionally, 5,145 students participated in the more than 450 internship or service-learning courses that UNO offered in 2013-14, and students provided 170,000 hours of service to a wide range of community projects. Four hundred and fifty three (453) internship and service-learning courses were offered in 2013-14.

It is estimated that the University of Nebraska at Omaha faculty, staff and students generate **\$22.4 million** in charitable donations and volunteer services. These benefits are in addition to the \$583.0 million annual impact and include the following:

- **\$3.2 million** donated to local charitable organizations by UNO faculty, staff and students.
- More than **\$19.2 million** in value of volunteer time provided to area communities by UNO faculty, staff and students.

UNIVERSITY OF NEBRASKA AT KEARNEY

Introduction

The University of Nebraska at Kearney (UNK) is a public, residential university committed to being one of the nation's premier undergraduate institutions with excellent graduate education, scholarship and public service. UNK has a student population of 5,100 undergraduate students and 1,600 graduate students. These students represent 91 out of 93 Nebraska counties and all 50 states, including the District of Columbia, and over 50 foreign countries. UNK offers 120 undergraduate majors, 22 pre-professional programs and 27 graduate programs. Each year, the UNK Honors Program accepts more than 120 freshmen based on a minimum top 25% class rank, a minimum 27 ACT score, letters of reference, extracurricular accomplishments and essays. At present, there are 550 students in the Honors Program.

UNK's undergraduate research program is a national model. Campus programs support students working one-on-one with professors to conduct original research and creative projects. Over 30% of UNK students do research outside of class and present their projects at academic conferences. UNK is the only campus in Nebraska to participate in the National Student Exchange that allows students to attend one of 175 other universities or colleges across the continent for a semester or a year, often at UNK tuition rates.

Many UNK programs have a job placement rate of almost 100%, including (accounting, athletic training, education particularly those with endorsements in biology, chemistry, language arts, math, music, physics and special education), computer science and information technology, graphic arts, industrial technology, school psychology and speech-language pathology. As a member of NCAA Division II—Mid-America Intercollegiate Athletic Association, UNK's Lopers achieve greatness on the field and off.

OVERALL ECONOMIC IMPACT
OF THE UNIVERSITY OF NEBRASKA
AT KEARNEY CAMPUS ACROSS
THE STATE WAS

\$229.4 MILLION

UNK DIRECTLY
OR INDIRECTLY
SUPPORTED

2,169 JOBS

THROUGHOUT THE STATE
OF NEBRASKA

UNK GENERATED APPROXIMATELY

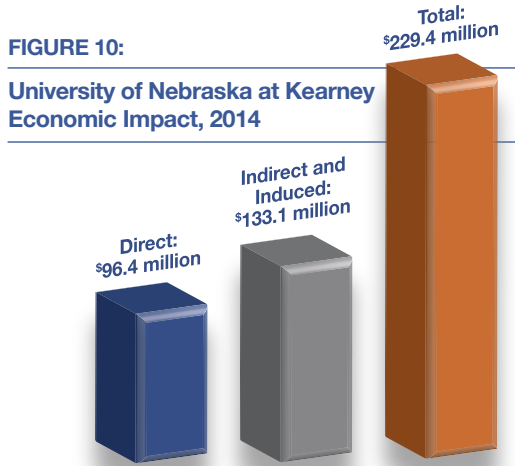
\$8.5 MILLION

IN STATE AND LOCAL GOVERNMENT
REVENUES THROUGHOUT
THE STATE OF NEBRASKA



Economic Impact

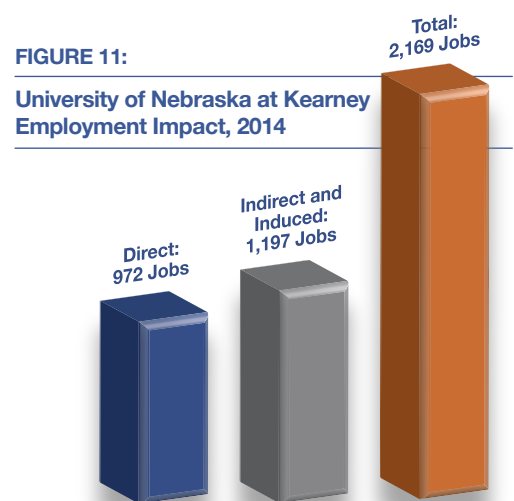
The overall economic impact of the University of Nebraska at Kearney's operations on Nebraska in FY 13-14 was nearly **\$229.4 million** (\$96.4 million direct impact and \$133.1 million indirect and induced impact). (See Figure 10)



Source: Tripp Umbach, using IMPLAN results from data obtained from the University of Nebraska.

Employment Impact

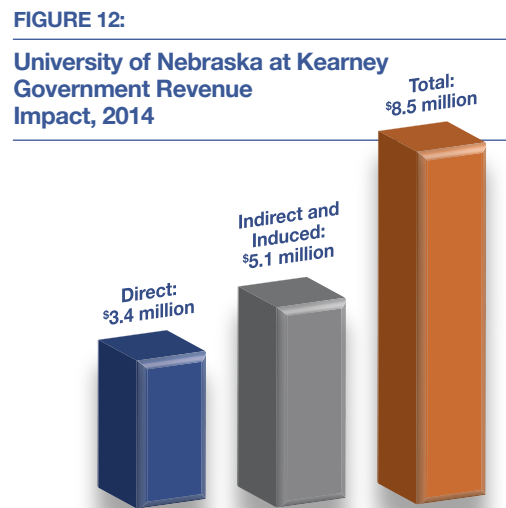
The total employment impact of the University of Nebraska at Kearney on the state was **2,169 jobs** (972 direct jobs). As a result of its operations, UNK creates 1,197 indirect and induced jobs in the economy. (See Figure 11)



Source: Tripp Umbach, using IMPLAN results from data obtained from the University of Nebraska.

Government Revenue Impact

The University of Nebraska at Kearney operations generate **\$8.5 million** (\$3.4 million direct) per year in state and local tax revenue.



Source: Tripp Umbach, using IMPLAN results from data obtained from the University of Nebraska.

TABLE 8:

University of Nebraska at Kearney State and Local Government Revenue Impact, 2014

Description	Employee Compensation	Tax on Products and Imports	Households	Corporations	Total
<i>Dividends</i>				\$11,999	\$11,999
<i>Social Ins Tax- Employee Contribution</i>	\$38,612				\$38,612
<i>Social Ins Tax- Employer Contribution</i>	\$74,650				\$74,650
<i>Tax on Production and Imports: Sales Tax</i>		\$2,833,277			\$2,833,277
<i>Tax on Production and Imports: Property Tax</i>		\$3,205,455			\$3,205,455
<i>Tax on Production and Imports: Motor Vehicle Lic</i>		\$87,453			\$87,453
<i>Tax on Production and Imports: Severance Tax</i>		\$5,205			\$5,205
<i>Tax on Production and Imports: Other Taxes</i>		\$362,006			\$362,006
<i>Tax on Production and Imports: S/L NonTaxes</i>		\$47,350			\$47,350
<i>Corporate Profits Tax</i>				\$188,757	\$188,757
<i>Personal Tax: Income Tax</i>			\$1,444,169		\$1,444,169
<i>Personal Tax: NonTaxes (Fines- Fees)</i>			\$69,526		\$69,526
<i>Personal Tax: Motor Vehicle License</i>			\$95,499		\$95,499
<i>Personal Tax: Property Taxes</i>			\$33,143		\$33,143
<i>Personal Tax: Other Tax (Fish/Hunt)</i>			\$42,487		\$42,487
TOTAL STATE AND LOCAL TAX	\$113,263	\$6,540,745	\$1,684,824	\$200,756	\$8,539,588

Source: Tripp Umbach, using IMPLAN results from data obtained from the University of Nebraska.

Community Benefits

The university is a valuable resource to the community that makes many contributions to the culture and diversity of the region. UNK is in the middle of Kearney, Nebraska; a vibrant, progressive and growing community of over 30,000 people. The city and UNK offer friendly, supportive and collaborative way of life beyond its campus walls. One such example of community and university partnership is the the Museum of Nebraska Art (MONA). MONA is the official art museum of the state of Nebraska and is administratively affiliated with UNK.⁵ In addition to its role as a museum, MONA is host to several special programs. It cultivates close relationships with public schools and frequently has students in for art viewing, hands-on art-making events and summer art camps. MONA is host to ARTreach, a program of touring art exhibitions throughout Nebraska.

UNK staff and faculty give back to their community. It is estimated that University of Nebraska at Kearney faculty, staff and students generate more than **\$10.3 million annually** in charitable donations and volunteer services. These benefits are in addition to the **\$229.4 million** in annual economic impact outlined above and include the following:

- **\$1.4 million** donated to local charitable organizations by University of Nebraska at Kearney faculty, staff and students.
- **\$8.9 million** in value of volunteer time provided to area communities by University of Nebraska at Kearney faculty, staff and students.

5. The official charter of MONA makes it home to the Nebraska Art Collection, which contains works by artists who were born in Nebraska, have lived in Nebraska or have some connection to Nebraska. MONA also hosts regular rotating exhibitions by living or historic artists who have some connection with the state of Nebraska.

UNIVERSITY OF NEBRASKA MEDICAL CENTER (ACADEMIC ONLY)

Introduction

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

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

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

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

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

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

OVERALL ECONOMIC
IMPACT OF UNMC ACROSS
THE STATE WAS

\$1.1 BILLION

UNMC DIRECTLY OR
INDIRECTLY SUPPORTED
9,932 JOBS
THROUGHOUT THE STATE
OF NEBRASKA

UNMC GENERATED
APPROXIMATELY
\$32.5 MILLION
IN STATE AND LOCAL GOVERNMENT
REVENUES THROUGHOUT
THE STATE OF NEBRASKA



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

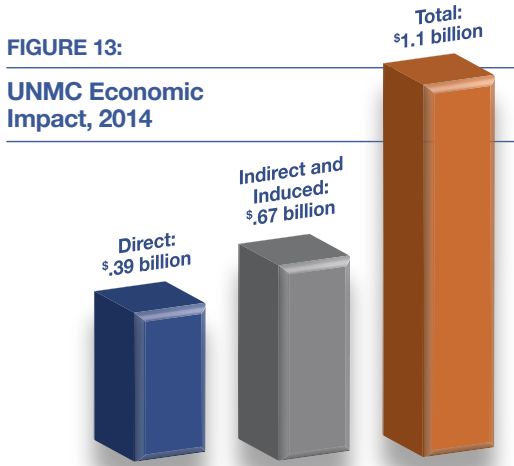
- **UNMC Omaha – Main Campus:** The University of Nebraska Medical Center’s main campus is in Omaha. In the 10 square blocks that make up the campus, there are classrooms, labs, outpatient care, the Lied Transplant Center, Munroe-Meyer Institute and other university facilities, including the Stanley M. Truhlsen Eye Institute and the Fred & Pamela Buffett Cancer Center. Two hospital towers — University Tower and Clarkson Tower — also are located on campus. They are operated by UNMC’s primary clinical partner, Nebraska Medicine.
- **UNMC Lincoln:** The Lincoln division of the UNMC College of Nursing is located on the University of Nebraska-Lincoln’s City Campus. The College of Dentistry is located on East Campus.
- **UNMC Kearney:** The Kearney division of the UNMC College of Nursing is located on the University of Nebraska at Kearney campus. The newly opened Health Science Education Complex at UNK houses an expanded Kearney nursing division as well as UNMC allied health programs. UNK also offers bachelor’s degrees and pre-professional programs for preparation for further studies at UNMC.
- **UNMC Scottsbluff/Gering:** The University of Nebraska Medical Center College of Nursing-West Nebraska Division is located in the Harms Technology Center in Scottsbluff. The West Nebraska Division was opened in the fall of 1987 to prepare nurses for a Bachelor of Science in Nursing degree and a Master of Science in Nursing degree.
- **UNMC Norfolk:** The Norfolk division of the UNMC College of Nursing is located on the Northeast Community College campus. The J. Paul and Eleanor McIntosh College of Nursing opened in August 2010 and offers a Bachelor of Science in Nursing degree and graduate nursing programs.
- **Panhandle Learning Center:** In August 2003, the College of Dentistry expanded its dental hygiene program to western Nebraska. Students attend classes at Community Action Partnership of Western Nebraska in Gering and use distance learning technology to access Lincoln classes.

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

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

Economic Impact

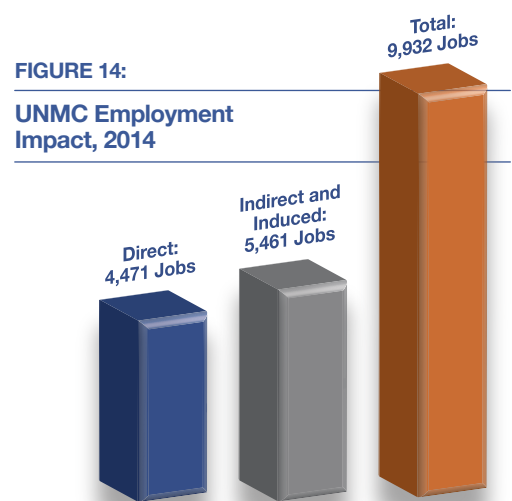
The overall economic impact of UNMC (academic only) operations in Nebraska in FY 13-14 was **\$1.1 billion** (\$.39 billion direct impact and \$.67 billion indirect and induced). (See Figure 13)



Source: Tripp Umbach, using IMPLAN results from data obtained from the University of Nebraska.

Employment Impact

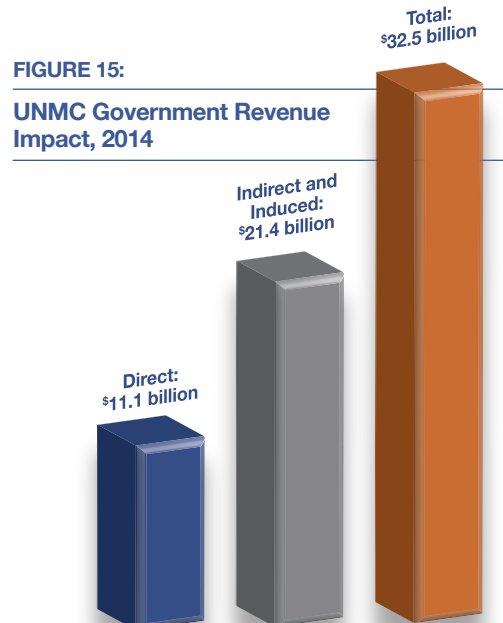
The total employment impact of UNMC (academic only) operations in Nebraska is **9,932 jobs** (4,471 direct jobs). As a result of the operations of UNMC, 5,461 indirect and induced jobs are created. (See Figure 14)



Source: Tripp Umbach, using IMPLAN results from data obtained from the University of Nebraska.

Government Revenue Impact

The total state and local government revenue impact of UNMC is **\$32.5 million** per year. (See Table 9)



Source: Tripp Umbach, using IMPLAN results from data obtained through the University of Nebraska.

TABLE 9:

UNMC State and Local Government Revenue Impact, 2014

Description	Employee Compensation	Tax on Products and Imports	Households	Corporations	Total
<i>Dividends</i>				\$56,270	\$56,270
<i>Social Ins Tax- Employee Contribution</i>	\$266,963				\$266,963
<i>Social Ins Tax- Employer Contribution</i>	\$516,128				\$516,128
<i>Tax on Production and Imports: Sales Tax</i>		\$8,483,610			\$8,483,610
<i>Tax on Production and Imports: Property Tax</i>		\$9,598,013			\$9,598,013
<i>Tax on Production and Imports: Motor Vehicle Lic</i>		\$261,857			\$261,857
<i>Tax on Production and Imports: Severance Tax</i>		\$15,585			\$15,585
<i>Tax on Production and Imports: Other Taxes</i>		\$1,083,945			\$1,083,945
<i>Tax on Production and Imports: S/L NonTaxes</i>		\$141,778			\$141,778
<i>Corporate Profits Tax</i>				\$885,196	\$885,196
<i>Personal Tax: Income Tax</i>			\$9,637,431		\$9,637,431
<i>Personal Tax: NonTaxes (Fines- Fees)</i>			\$463,972		\$463,972
<i>Personal Tax: Motor Vehicle License</i>			\$637,295		\$637,295
<i>Personal Tax: Property Taxes</i>			\$221,171		\$221,171
<i>Personal Tax: Other Tax (Fish/Hunt)</i>			\$283,531		\$283,531
TOTAL STATE AND LOCAL TAX	\$783,090	\$19,584,786	\$11,243,400	\$941,466	\$32,552,742

Source: Tripp Umbach, using IMPLAN results from data obtained from the University of Nebraska.

Community Benefits

In 2014, UNMC contributed **\$110.0 million** in total community benefit. UNMC's community benefits comes from a variety of sources including: **\$42.9 million** in uncompensated care, **\$74.7 million** in broader community health and nearly **\$432,000** in community building activities. UNMC is a strong contributor to the community through its provision of care for the underserved, education, teaching, research and overall community health improvement.

SHARING Clinic Mission: The UNMC SHARING Clinics strive to enhance the well-being of the greater Omaha community by providing high-quality, low-cost health care and human services to those in need. In a multidisciplinary educational setting, the SHARING Clinics empower patients and instills the values of service and compassion in UNMC students. The SHARING Clinics are made up of four different clinics, each working to meet a specific medical need of the Omaha community. SHARING (General Health Care for Children and Adults), RESPECT (Sexually Transmitted Disease Testing & Treatment, HIV Testing & Counseling), GOODLIFE (Treatment of Type 2 Diabetes Mellitus), & VISION (Ophthalmology, Diabetic Eye Screenings). The UNMC SHARING Clinic is also partnered with a dental clinic operated by the UNMC College of Dentistry in Lincoln, NE.

Children's Dental Day: UNMC College of Dentistry (COD) holds Children's Dental Day twice a year and devotes its entire Lincoln facility, students, staff and faculty to provide dental screening, diagnosis, cleaning and care to underserved children in Nebraska. Children come typically from non-fluoridated communities and have little or no access to dental care. The local volunteers also arrange with a local dentist to provide a screening examination at which X-rays are taken and a preliminary diagnosis and treatment plan is developed. Since program inception, the COD has treated over 4,500 children and provided services valued at over \$2 million to low income and underserved children in Nebraska.

Science Cafés: Science Cafés involve a face-to-face conversation with a scientist organized around current science topics. They are open to everyone, and 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.

NEBRASKA COLLEGE OF TECHNICAL AGRICULTURE

Introduction

The Nebraska College of Technical Agriculture (NCTA) in Curtis has a unique mission. The school focuses on tangible learning activities and hands-on education relevant to modern agricultural careers. Students are prepared to be leaders and entrepreneurs in agricultural industries. An important component of the mission of the Nebraska College of Technical Agriculture is to provide residents of Nebraska and surrounding states with access to higher education services.

The two- year academic programs at NCTA are comprehensive and consist entirely of agricultural disciplines. Hosting a 580-acre working farm immediately adjacent to campus provides quick access for classroom activities. There is an extensive array of animals used for class activities including cattle, horses, dogs, birds, snakes, alpacas, rodents and other exotic animals. NCTA hosts an intercollegiate athletic program consisting of a Rodeo Team, Ranch Horse Team and Equitation Team.

With an increased demand placed on agricultural industries to provide even more food for a growing world, to emerge as a source of energy, to address some of our society's health concerns, and to play a leading role in resolving the country's environmental issues, NCTA offers students an opportunity to grow their academic and practical skills in agriculture. Profits in production agriculture have grown considerably in the past few years and the future of the industry is extremely promising.

OVERALL ECONOMIC IMPACT
OF NEBRASKA COLLEGE OF THE
TECHNICAL AGRICULTURE ACROSS
THE STATE WAS

\$9.8 MILLION

NCTA DIRECTLY
OR INDIRECTLY
SUPPORTED

119 JOBS

THROUGHOUT THE STATE
OF NEBRASKA

NCTA GENERATED
APPROXIMATELY

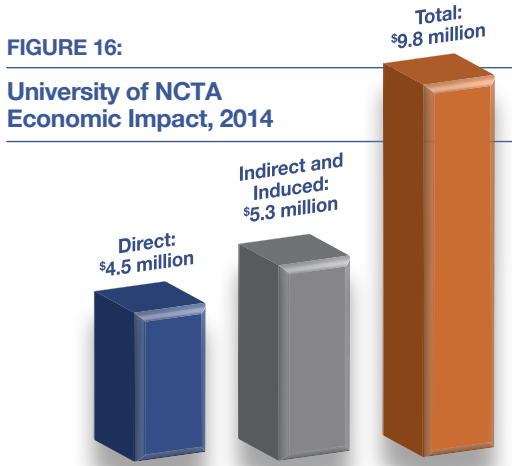
\$351,652

IN STATE AND LOCAL GOVERNMENT
REVENUES THROUGHOUT
THE STATE OF NEBRASKA



Economic Impact

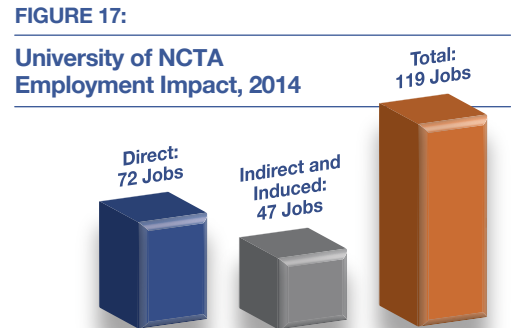
The overall economic impact of NCTA on the state in FY 13-14 was **\$9.8 million** (\$4.5 million direct impact and \$5.3 million indirect and induced). (See Figure 16)



Source: Tripp Umbach, using IMPLAN results from data obtained from the University of Nebraska.

Employment Impact

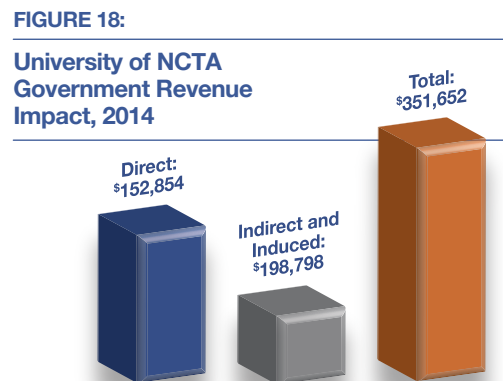
The total employment impact of NCTA is **119 jobs** (72 direct jobs). As a result of the Curtis Campus operations, 47 indirect and induced jobs are created in Nebraska. (See Figure 17)



Source: Tripp Umbach, using IMPLAN results from data obtained from the University of Nebraska.

Government Revenue Impact

NCTA operations generate **\$351,652** (\$152,854 million direct) per year in state and local tax revenue. The table below provides a specific breakout of tax impacts at the state and local level (see Table 10).



Source: Tripp Umbach, using IMPLAN results from data obtained from the University of Nebraska.

TABLE 10:

University of Nebraska-Curtis State and Local Government Revenue Impact, 2014

Description	Employee Compensation	Tax on Products and Imports	Households	Corporations	Total
<i>Dividends</i>				\$490	\$490
<i>Social Ins Tax- Employee Contribution</i>	\$1,499				\$1,499
<i>Social Ins Tax- Employer Contribution</i>	\$2,899				\$2,899
<i>Tax on Production and Imports: Sales Tax</i>		\$118,408			\$118,408
<i>Tax on Production and Imports: Property Tax</i>		\$133,962			\$133,962
<i>Tax on Production and Imports: Motor Vehicle Lic</i>		\$3,655			\$3,655
<i>Tax on Production and Imports: Severance Tax</i>		\$218			\$218
<i>Tax on Production and Imports: Other Taxes</i>		\$15,129			\$15,129
<i>Tax on Production and Imports: S/L NonTaxes</i>		\$1,979			\$1,979
<i>Corporate Profits Tax</i>				\$7,707	\$7,707
<i>Personal Tax: Income Tax</i>			\$56,321		\$56,321
<i>Personal Tax: NonTaxes (Fines- Fees)</i>			\$2,711		\$2,711
<i>Personal Tax: Motor Vehicle License</i>			\$3,724		\$3,724
<i>Personal Tax: Property Taxes</i>			\$1,293		\$1,293
<i>Personal Tax: Other Tax (Fish/Hunt)</i>			\$1,657		\$1,657
TOTAL STATE AND LOCAL TAX	\$4,398	\$273,351	\$65,706	\$8,197	\$351,652

Source: Tripp Umbach, using IMPLAN results from data obtained from the University of Nebraska.

Community Benefits

It is estimated that NCTA faculty, staff and students generate more than **\$484,304** annually in charitable donations and volunteer services. These benefits are in addition to the **\$9.8 million** annual impact and include the following:

- **\$71,500** donated to local charitable organizations by NCTA faculty, staff and students.
- **\$411,804** in value of volunteer time provided to area communities by NCTA faculty, staff and students.

UNIVERSITY OF NEBRASKA CENTRAL ADMINISTRATION

Introduction

The University of Nebraska is one university, governed by a Board of Regents whose members are elected by Nebraska voters. The board appoints a chief executive officer—the president of the University of Nebraska—who is the single administrative officer responsible to the board. The university conducts its programs primarily on its four campuses. The president’s office provides overall leadership to the University in academic affairs, budget development and control, business and finance, physical planning, policy development, external affairs, diversity and equity, and legal affairs. The chancellors of the four campuses, who are appointed by the president, also serve as vice presidents of the university and as chief operating officers on their own campus.

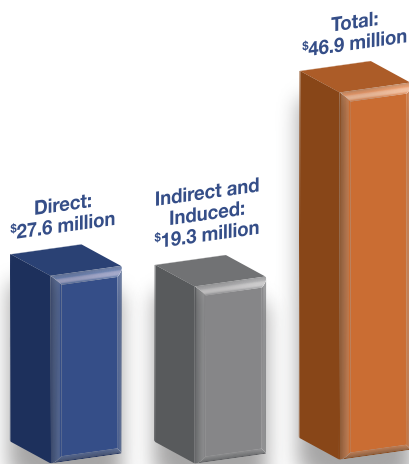
Economic Impact

The overall economic impact of NU Central Administration operations on the State in FY 13-14 was **\$46.9 million** (\$27.6 million direct impact and \$19.3 million indirect and induced). (See Figure 18)

Employment Impact

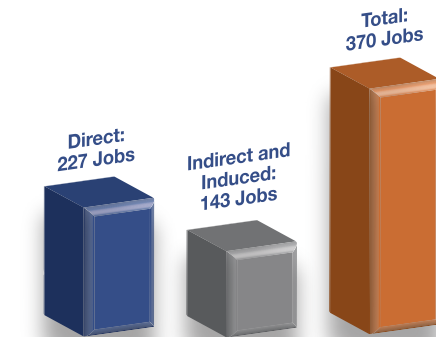
The total employment impact of the University of Nebraska Central Administration staff on Nebraska is **370 jobs** (227 direct jobs). As a result of the University of Nebraska Administration operations in the state, 143 indirect and induced jobs are created. (See Figure 19)

FIGURE 19:
University of Nebraska Central Administration
Economic Impact, 2014



Source: Tripp Umbach, using IMPLAN results from data obtained from the University of Nebraska.

FIGURE 20:
University of Nebraska Central Administration
Employment Impact, 2014



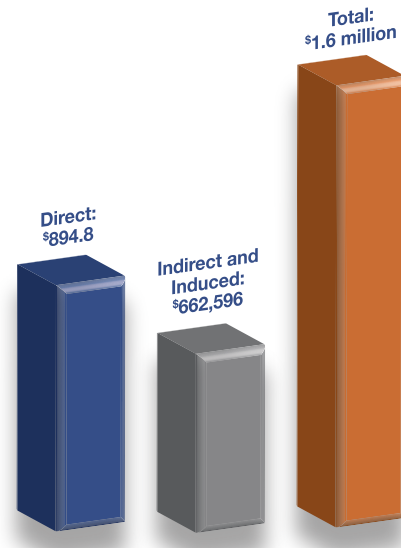
Source: Tripp Umbach, using IMPLAN results from data obtained from the University of Nebraska.

Government Revenue Impact

The University of Nebraska Administration operations generate **\$1.6 million** (\$.89 million direct) per year in state and local tax revenue.

FIGURE 21:

University of Nebraska Central Administration Government Revenue Impact, 2014



Source: Tripp Umbach, using IMPLAN results from data obtained from the University of Nebraska.

TABLE 11:

University of Nebraska Central Administration State and Local Government Revenue Impact, 2014

Description	Employee Compensation	Tax on Products and Imports	Households	Corporations	Total
<i>Dividends</i>				\$1,945	\$1,945
<i>Social Ins Tax- Employee Contribution</i>	\$6,831				\$6,831
<i>Social Ins Tax- Employer Contribution</i>	\$13,207				\$13,207
<i>Tax on Production and Imports: Sales Tax</i>		\$524,925			\$524,925
<i>Tax on Production and Imports: Property Tax</i>		\$593,879			\$593,879
<i>Tax on Production and Imports: Motor Vehicle Lic</i>		\$16,202			\$16,202
<i>Tax on Production and Imports: Severance Tax</i>		\$964			\$964
<i>Tax on Production and Imports: Other Taxes</i>		\$67,069			\$67,069
<i>Tax on Production and Imports: S/L NonTaxes</i>		\$8,773			\$8,773
<i>Corporate Profits Tax</i>				\$30,592	\$30,592
<i>Personal Tax: Income Tax</i>			\$251,105		\$251,105
<i>Personal Tax: NonTaxes (Fines- Fees)</i>			\$12,089		\$12,089
<i>Personal Tax: Motor Vehicle License</i>			\$16,605		\$16,605
<i>Personal Tax: Property Taxes</i>			\$5,763		\$5,763
<i>Personal Tax: Other Tax (Fish/Hunt)</i>			\$7,387		\$7,387
TOTAL STATE AND LOCAL TAX	\$20,039	\$1,211,813	\$292,949	\$32,537	\$1,557,338

Source: Tripp Umbach, using IMPLAN results from data obtained from the University of Nebraska.

Community Benefits

It is estimated that University of Nebraska Central Administration staff generate **\$302,664** annually in charitable donations and volunteer services. These benefits are in addition to the **\$46.9 million** annual impact and include the following:

- **\$51,375** donated to local charitable organizations by the University of Nebraska Central Administration staff.
- **\$251,289** in value of volunteer time provided to area communities by the University of Nebraska Central Administration staff.

APPENDIX A: DEFINITION OF TERMS

STUDY YEAR	Fiscal Year 2013-2014 (FY 13-14)
TOTAL ECONOMIC IMPACT	The total economic impact of an institution includes both the direct impact and the indirect impact generated in the economy as a result of the institution.
DIRECT ECONOMIC IMPACT	Direct impact includes items such as institutional spending, employee spending and spending by visitors to the institution.
INDIRECT ECONOMIC IMPACT	Indirect impact, also known as the multiplier effect, includes the re-spending of dollars within the local economy by vendors/suppliers and households.
MULTIPLIER EFFECT	The multiplier effect is the additional economic impact created as a result of the institution's direct economic impact. Local companies that provide goods and services to an institution.
DIRECT TAXES	Direct tax payments made by an institution.
INDIRECT TAX PAYMENTS	Government revenue that is collected by governmental units in addition to those paid directly by an institution, including taxes paid directly by employees of the institution, visitors to the institution and vendors who sell products to the institution.
DIRECT EMPLOYMENT	Total employees based on total jobs.
INDIRECT EMPLOYMENT	Indirect employment is the additional jobs created as a result of the institution's economic impact. Local companies that provide goods and services to an institution increase their number of employees as purchasing increases, thus creating an employment multiplier.

APPENDIX B: METHODOLOGY

IMPACT ON STATE BUSINESS VOLUME AND GOVERNMENT REVENUE

The University of Nebraska, its campuses and Medical Center (hereinafter referred to collectively as “NU”) are major employers in the state and, as such, major generators of personal income for state residents. Businesses operating within Nebraska in the wholesale, retail, service and manufacturing sectors benefit from the direct expenditures of the institutions and their faculty, staff, students and visitors on goods and services. Additionally, many of these “direct” expenditures are re-circulated in the economy as recipients of the first-round of income re-spend a portion of this income with other businesses and individuals within Nebraska.

METHODOLOGY AND DATA UTILIZED FOR THE ESTIMATION OF THE ECONOMIC IMPACT OF UNIVERSITY OF NEBRASKA

The economic impact of NU was estimated using IMPLAN (IMpact Analysis for PLANing), an econometric modeling system developed by applied economists at the University of Minnesota and the U.S. Forest Service. The IMPLAN modeling system has been in use since 1979 and is currently used by over 500 private consulting firms, university research centers and government agencies. The IMPLAN modeling system combines the U.S. Bureau of Economic Analysis’ Input-Output Benchmarks with other data to construct quantitative models of trade flow relationships between businesses and between businesses and final consumers. From this data, one can examine the effects of a change in one or several economic activities to predict its effect on a specific state, regional or local economy (impact analysis). The IMPLAN input-output accounts capture all monetary market transactions for consumption in a given time period. The IMPLAN input-output accounts are based on industry survey data collected periodically by the U.S. BEA and follow a balanced account format recommended by the United Nations.

IMPLAN’s Regional Economic Accounts and the Social Accounting Matrices were used to construct state-level multipliers, which describe the response of the state economy to a change in demand or production as a result of the activities and expenditures of NU. Each industry that produces goods or services generates demand for other goods and services; and this demand is multiplied through a particular economy until it dissipates through “leakage” to economies outside the specified area. IMPLAN models discern and calculate leakage from local, regional and state economic areas based on workforce configuration, the inputs required by specific types of businesses, and the availability of both inputs in the economic area. Consequently, economic impacts that accrue to other regions or states as a consequence of a change in demand are not counted as impacts within the economic area.

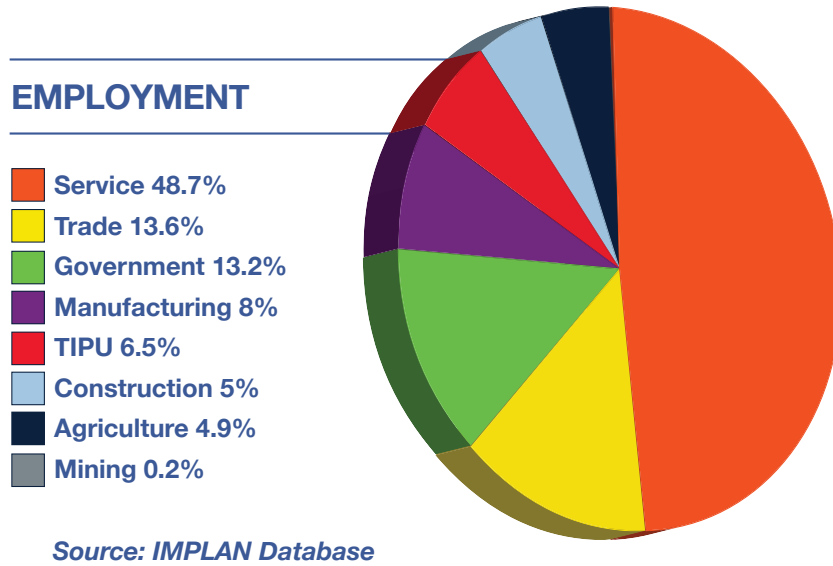
The model accounts for substitution and displacement effects by deflating industry-specific multipliers to levels well below those recommended by the U.S. Bureau of Economic Analysis. In addition, multipliers are applied only to personal disposable income to obtain a more realistic estimate of the multiplier effects from increased demand. Importantly, IMPLAN’s Regional Economic Accounts exclude imports to an economic area, so the calculation of economic impacts identifies only those impacts specific to the economic impact area, in this case the State of Nebraska. IMPLAN calculates this distinction by applying Regional Purchase Coefficients (RPC) to predict regional purchases based on an economic area’s particular characteristics. The RPC represents the proportion of goods and services that will be purchased regionally under normal circumstances, based on the area’s economic characteristics described in terms of actual trade flows within the area.

MODEL INPUTS AND DATA SOURCES

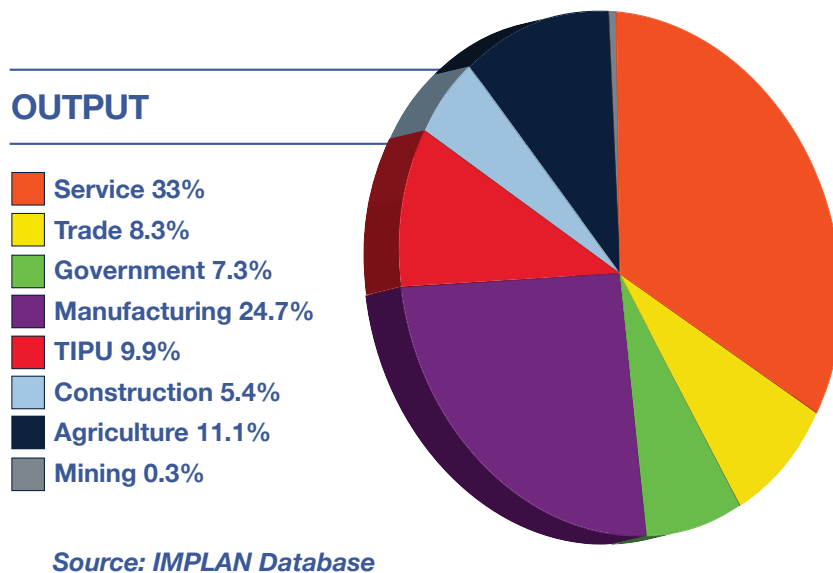
Model inputs included actual FY 13-14 expenditures provided by each of the NU campuses.

APPENDIX C: PROFILE OF THE NEBRASKA ECONOMY

The total GDP of Nebraska is \$106.6 Billion. The top three sectors of the economy in terms of employment are: Service (48.7%), Trade (13.6%) and Government (13.2%).



The top three sectors of the economy in terms of economic output are: Service (33.0%), Manufacturing (24.7%) and Agriculture (11.1%).



APPENDIX D: FAQ'S REGARDING ECONOMIC IMPACT ASSESSMENT

What is economic impact?

Economic impact begins when an organization spends money. Economic impact studies measure the direct economic impact of an organization's spending, plus additional indirect spending in the economy as a result of direct spending. Economic impact has nothing to do with dollars collected by institutions, their profitability or even their sustainability, since all operating organizations have a positive economic impact when they spend money and attract spending from outside sources.

Direct economic impact measures the dollars that are generated within Nebraska due to the presence of NU. This includes not only spending on goods and services with a variety of vendors within the state, and the spending of its employees and visitors, but also the business volume generated by businesses within Nebraska that benefit from spending by NU. It is important to remember that not all dollars spent by NU stay in Nebraska. Dollars that "leak" out of the state in the form of purchases from out of state vendors are not included in the economic impact that NU has on the state of Nebraska.

The total economic impact includes the "multiplier" of spending from companies that do business with NU. Support businesses may include lodging establishments, restaurants, construction firms, vendors, temporary agencies, etc. Spending multipliers attempt to estimate the ripple effect in the state economy where the spending occurs. For example: Spending by NU with local vendors provides these vendors with additional dollars that they re-spend in the local economy, causing a "multiplier effect."

What is the multiplier effect?

Multipliers are a numeric way of describing the secondary impacts stemming from the operations of an organization. For example, an employment multiplier of 1.8 would suggest that for every 10 employees hired in the given industry, eight additional jobs would be created in other industries, such that 18 total jobs would be added to the given economic region. The multipliers used in this study range from 1.8 to 2.0.

The Multiplier Model is derived mathematically using the input-output model and Social Accounting formats. The Social Accounting System provides the framework for the predictive Multiplier Model used in economic impact studies. Purchases for final use drive the model. Industries that produce goods and services for consumer consumption must purchase products, raw materials and services from other companies to create their product. These vendors must also procure goods and services. This cycle continues until all the money is leaked from the region's economy. There are three types of effects measured with a multiplier: the direct, the indirect and the induced effects. The direct effect is the known or predicted change in the local economy that is to be studied. The indirect effect is the business-to-business transactions required to satisfy the direct effect. Finally, the induced effect is derived from local spending on goods and services by people working to satisfy the direct and indirect effects.

- Direct effects take place only in the industry immediately being studied.
- Indirect effects concern inter-industry transactions: because NU is in business, it has a demand for locally produced materials needed to operate.
- Induced effects measure the effects of the changes in household income: employees of NU and suppliers purchase from local retailers and restaurants.
- Total Economic Impacts the total changes to the original economy as the result of the operations of NU. i.e., Direct effects + Indirect effects + Induced effects = Total Economic Impacts.

What methodology was used in this study?

IMPLAN (IMpact analysis for PLANning) data and software was utilized to complete the study. Using classic input-output analysis in combination with regional specific Social Accounting Matrices and Multiplier Models, IMPLAN provides a highly accurate and adaptable model for its users. The IMPLAN database contains county, state, zip code and federal economic statistics which are specialized by region, not estimated from national averages, and can be used to measure the effect on a regional or local economy of a given change or event in the economy's activity.

What is employment impact?

Employment impact measures the direct employment (employees, staff, faculty, administration) plus additional employment created in the economy as a result of the operations of NU.

Indirect and Induced employment impact refers to other employees throughout the region that exist because of the University's economic impact. In other words, jobs related to the population – city services (police, fire, EMS, etc.), employees at local hotels and restaurants, clerks at local retail establishments and area residents employed by vendors used by NU.

What is the difference between direct and indirect taxes?

Direct tax dollars include sales taxes and net corporate income taxes paid directly by the institution to the state, while indirect taxes include taxes paid to the state by vendors that do business with NU and individuals.

Is this a one-time impact or does the impact repeat each year?

The results presented in the University of Nebraska economic impact study are generated on an annual basis. The economic impact in future years can either be higher or lower based on number of employees, students, capital expansion, increases in external research and state appropriations.

What are Tripp Umbach's qualifications to perform an economic impact study for the University of Nebraska?

Tripp Umbach is the national leader in providing economic impact analysis to leading healthcare organizations, universities and academic medical centers. We have completed more than 150 economic impact studies over the past 20 years for clients such as: the University of Pittsburgh, The Ohio State University, the University of Washington, UCONN, UAB, the Cleveland Clinic, General Electric, the University of North Carolina Hospitals, the University of Nebraska Health System, the University of Nebraska Medical Center and The Ohio State University Medical Center.