EXECUTIVE SUMMARY

The University of Nebraska (NU) invites nominations and applications for the position of Chancellor of the University of Nebraska Medical Center (UNMC). Reporting to the NU President, the Chancellor provides leadership for UNMC, which comprises colleges of dentistry, medicine, nursing, pharmacy, and public health, as well as a school of allied health; and a thriving graduate research program. The successful candidate for this position will be an innovative, experienced leader who can inspire the talented staff, faculty, and students of UNMC to further elevate the institution as a nationally recognized center of excellence in health science teaching, research, and patient care.

Founded in 1881, UNMC is the only public academic health science center in the state of Nebraska. With a mission of “improving the health care of Nebraska,” UNMC operates with an annual budget of approximately $600 million (exclusive of clinical activities), including about $90 million in external research funding. UNMC provides undergraduate, graduate, and professional programs that enroll approximately 3,650 students. In partnership with The Nebraska Medical Center (TNMC), its affiliated teaching hospital, and other affiliates, UNMC delivers health care services to more than 430,000 patients every year through an integrated network of clinics and hospitals. U.S. News & World Report recently ranked UNMC’s primary care program 6th in the nation and its rural health medicine program ranked 12th. The university’s physician assistant, physical therapy, pharmacy, and nursing master’s programs also were ranked as among the top in the country.

Following 14 years of dedicated service as UNMC Chancellor, Harold M. Maurer, M.D., an internationally recognized pediatric oncologist, has announced that he will step down in Summer 2013. Dr. Maurer led UNMC through one of its most expansive periods of growth and achievement. He played a key role in the merger of University Hospital and Clarkson Hospital to form what is now known as The Nebraska Medical Center, oversaw significant capital growth across the campus, and led the campus to more than quadruple its research funding.

The next Chancellor of UNMC will have an outstanding opportunity to guide the campus’s impressive momentum and continue its evolution as a nationally renowned health science center that spans disciplines to forge new frontiers in research, provide exceptional training to students, and deliver world-class patient care. The new Chancellor will be expected to lead the development of a clear and compelling vision and plan for UNMC’s future; strengthen the partnership with TNMC; improve the quality and efficiency of clinical preparation and service; enhance UNMC’s research and academic profile and capacity; cultivate a highly collaborative, supportive, and diverse workplace; represent and advocate for the campus within the University of Nebraska and more broadly; continue to represent UNMC to the private sector; and attract and develop the financial resources to achieve the ambitions of
the campus. These opportunities and challenges are described in more detail starting on page six of this document.

This profile was prepared by the University of Nebraska Office of the President and Isaacson, Miller, a national executive search firm, to provide background information and detail the components of the position. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

THE ROLE OF THE CHANCELLOR OF UNMC

The UNMC Chancellor reports to the President of the University of Nebraska and is a peer and partner to the chancellors of the other three NU campuses. The Chancellor serves as UNMC’s chief executive officer, exercises broad delegated authority, and is responsible for all aspects of campus administration including functions such as human resources, information technology, and budgeting; academic services such as curriculum development, student services, and student recruiting; and operations across the campus. In addition, the UNMC Chancellor plays a vital external role, serving as a spokesperson in diverse forums and as a partner to a wide range of public and private institutions.

Positions reporting directly to the UNMC Chancellor are the Vice Chancellor for Academic Affairs and Dean for Graduate Studies, Vice Chancellor for Research, Vice Chancellor for Business & Finance, and Vice Chancellor for External Affairs; and the Deans and Directors of the College of Dentistry, College of Medicine, College of Nursing, College of Pharmacy, College of Public Health, School of Allied Health Professions, Munroe-Meyer Institute, and the Eppley Institute for Research in Cancer.

THE UNIVERSITY OF NEBRASKA

Founded in 1869, less than two years after Nebraska became the nation’s 37th state, the University of Nebraska is the state’s only public university. It was the first institution west of the Mississippi River to establish a Graduate College. The University of Nebraska was reorganized under a 1968 act of the Nebraska Legislature, adding the University of Nebraska at Omaha (formerly the municipal University of Omaha) and designating the University of Nebraska-Lincoln and the University of Nebraska Medical Center as separate campuses. In 1991, the University of Nebraska at Kearney (formerly Kearney State College) became a campus of the university. The university also includes many research, extension, and service facilities statewide, as well as a two-year technical college of agriculture.

Today, the university enrolls more than 50,000 students across the four campuses and employs more than 15,000 staff. Since 2005, it has received an average of $270 million in sponsored research funds per year and is a major contributor to the state economy. The university is led by a President and is governed by a Board of Regents whose eight members are elected by Nebraska voters. The student body presidents of the four campuses also serve as Regents. The Office of the President 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 with the approval of the Board of Regents, serve as vice presidents of the university and as chief executive officers of their own campuses.
THE UNIVERSITY OF NEBRASKA MEDICAL CENTER

The mission of the University of Nebraska Medical Center is to improve the health of Nebraska through premier educational programs, innovative research, the highest quality patient care, and outreach to underserved populations.

UNMC Mission Statement

UNMC employs more than 5,000 staff and has an operating budget of nearly $600 million (21.5 percent state-supported). Nearly half of Nebraska’s physicians, dental professionals, pharmacists, bachelor-prepared nurses and allied health professionals have graduated from UNMC. UNMC has been nationally recognized for the excellence of its academic programs. Its primary care program was recently ranked 6th in the nation by U.S. News & World Report, and its rural health medicine program ranked 12th. The university’s physician assistant, physical therapy, pharmacy, and nursing master’s programs also were ranked as among the top in the country.

Originally founded in 1881 as the Omaha Medical College, what is now UNMC became affiliated with the University of Nebraska in 1902. It started as the state’s only medical college and steadily grew to include a dental college (1903), pharmacy college (1908), nursing college (1917), allied health training programs (early 1930s) and graduate college (1942). In 2006, UNMC formed its newest college: the College of Public Health.

Since its founding, UNMC has worked toward the goal of providing leading clinical care and cutting-edge research to the citizens of the state and aiding in the wellbeing of individuals across the United States and abroad. UNMC is ideally sized to support major programs while fostering a culture of collaboration—researchers work together to translate new discoveries into treatments often not available at other leading medical centers. UNMC is recognized for its treatments and research in cancer, transplantation and stem cell therapy, cardiovascular disease, neuroscience, genetics, advanced biomedical technology, bioterrorism preparedness, and other fields.

UNMC operates across five campuses and facilities spanning the state of Nebraska. Nearly 9,000 students, employees, staff and faculty are located on the main campus in Omaha that includes classrooms, labs, outpatient care, the Lied Transplant Center, Munroe-Meyer Institute and other university facilities. Two hospital towers – University Tower and Clarkson Tower – also are located on campus. They are operated by UNMC’s clinical partner, The Nebraska Medical Center. UNMC, in partnership with TNMC, has an estimated annual impact of $1.5 billion.

Other campuses/centers include:

- **Lincoln**: The Lincoln division of the UNMC College of Nursing is located near the University of Nebraska-Lincoln City Campus. The College of Dentistry is located on East Campus.
- **Kearney**: The Kearney division of the UNMC College of Nursing is located on the University of Nebraska at Kearney campus. UNK also offers bachelor’s degrees and pre-professional programs for preparation for further studies at UNMC.
- **Scottsbluff/Gering**: The UNMC College of Nursing-West Nebraska Division is located in the University of Nebraska Complex 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.
• **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.

UNMC has undergone significant capital growth over the past 15 years. The Lied Transplant Center, which opened in 1999, combines the latest in transplant patient care with innovative research areas; the Michael F. Sorrell Center for Health Science Education, which opened in 2008, is the home of the UNMC College of Medicine; the Weigel Williamson Center for Visual Rehabilitation, a not-for-profit center designed to assist adults and children, opened in 2008; twin research towers, the Durham Research Center I, dedicated in 2003, and the Durham Research Center II, opened in 2009 (the centers include more than 200 research laboratories and associated research support space, a 319-seat auditorium, and 15 classrooms or conference rooms); the Home Instead Center for Successful Aging, which combines geriatric care and a community-style center, opened in 2010; the Center for Nursing Science expansion to the UNMC College of Nursing Omaha campus opened in 2010; a student plaza, with an ice rink and campus art feature, was dedicated in 2011; and the Harold M. and Beverly Maurer Center for Public Health opened in 2011. Ground will be broken on a new building for the College of Pharmacy in 2013. Additional capital expansion is described below, under the “Building a Healthier Nebraska” section.

UNMC has also experienced a period of unprecedented philanthropic growth in recent years. A large part of this success has been a result of the efforts of the University of Nebraska Foundation, a private, non-profit corporation with an endowment of $1.2 billion and total assets of nearly $1.8 billion, which has provided financial support for the University of Nebraska since 1936. In 2012, alumni and friends gave $165 million in support of the University of Nebraska through the Foundation, and nearly $124 million was transferred to the university’s campuses during the same period.

In 2009, the university announced its largest comprehensive campaign in history, the Campaign for Nebraska: Unlimited Possibilities. The campaign set out to raise $1.2 billion for critical university initiatives (including $450 million for UNMC campus priorities) such as financial aid, faculty support, global engagement, agriculture and life sciences, information technology and business, cancer care and research, architectural engineering and construction, water for food, and early childhood education. In May 2012, the foundation announced that gifts to the campaign had surpassed the initial goal, with support from more than 80,000 people and organizations for all four campuses. With this momentum, the campaign continues to focus on priorities through its conclusion in 2014.

**THE PRIMARY TEACHING HOSPITAL**

The Nebraska Medical Center (TNMC) is the primary teaching hospital of UNMC. Formed in 1997 through a joint venture that combined the operations of University Hospital, Bishop Clarkson Memorial Hospital, and their ambulatory care facilities, TNMC is Nebraska’s largest health care facility. It is a 627 acute-care bed facility and employs more than 4,900 employees and has more than 1,000 physicians in all major specialties and sub-specialties on staff.
The Nebraska Medical Center is known for excellence, innovation and quality patient care. In its 2012 Hospital Rankings, U.S. News and World Report surveyed the nation’s roughly 5,000 hospitals and fewer than 150 of those hospitals were nationally ranked. The Nebraska Medical Center was ranked in five different specialties: Cancer (#40), Gastroenterology (#25), Nephrology (#41), Neurology and Neurosurgery (#40), and Orthopaedics (#36). U.S. News also rated TNMC as “high performing” in several specialties, including Cardiology & Heart Surgery, Diabetes & Endocrinology, Ear, Nose & Throat, Geriatrics, Gynecology, Pulmonology, and Urology.

In addition to these national rankings, U.S. News and World Report ranked TNMC as the top hospital in the state. Of the 16 specialties studied by U.S. News and World Report, TNMC was ranked in 12. The Nebraska Medical Center serves patients regionally including Nebraska, Iowa, South Dakota and Missouri with comprehensive oncology, neurology, and cardiology programs.

Serving as the designated trauma hospital three days each week, TNMC plays a vital role in treating critically injured patients from around the metro area. The state of Nebraska has designated TNMC as a Comprehensive Trauma Center, its highest designation.

In addition to their research and education responsibilities, UNMC medical faculty practice through two clinical groups. UNMC Physicians comprises more than 500 physicians in 50 specialties and sub-specialties, and the 125-practitioner Children’s Specialty Physicians combines the academic resources of UNMC and the clinical resources of Children’s Hospital and Medical Center. Most recently, more than 150 UNMC faculty-practitioners were recognized as Best Doctors in America and more than a dozen were voted by peers as “America’s Top Doctors.”

**UNMC STRATEGIC PLAN: 2011-2014**

In 2010, the UNMC community embarked upon a collaborative effort to forge a comprehensive strategic plan and vision to guide the institution for the coming years, and also to lay the foundation for the longer term future of UNMC and health care delivery, education, and research for the state. The plan was developed through a highly inclusive process of institutional introspection and serves as a guide to advance UNMC’s mission of improving the health of Nebraska through premier educational programs, innovative research, the highest quality patient care, and outreach to underserved populations.

As key elements of this vision, UNMC will work to: be learning-centered in education; increase prominence as a research health sciences center; advance community/global partnerships for health; create a culturally competent organization; advance biomedical technologies to improve health, diversify UNMC revenues and create economic growth in Nebraska; strengthen employee loyalty, satisfaction and wellness; and position UNMC to prosper during health care reform. For more about the UNMC Strategic Plan, see: http://www.unmc.edu/wwwdocs/final_strategicplan_06-11.pdf

**BUILDING A HEALTHIER NEBRASKA**

In January 2012, University of Nebraska President James B. Milliken joined state senators and other university leaders to announce a four-part legislative proposal that would improve health care, drive workforce development and job creation, and create new opportunities for students in health fields across Nebraska. The “Building a Healthier Nebraska” initiative sought a $136 million state investment to support capital projects in Omaha, Lincoln and Kearney. The state funds would be
leveraged with more than $300 million in additional support from private donors, patient revenues, and other sources.

Funding for three of the four projects proposed was approved by the legislature and signed into law by the governor in April, a clear indication of the state’s support of UNMC and the role it plays in education and health care for Nebraska citizens. The projects, for which private or other funds must also be raised, include a $19 million building addition at the University of Nebraska at Kearney to house an expanded UNMC College of Nursing Kearney division and a new UNK-based UNMC School of Allied Health Professions; a $110 million cancer research tower at UNMC in Omaha, part of a larger cancer center project that will position UNMC to earn prestigious Comprehensive Cancer Center designation from the National Institutes of Health; and a $50 million Veterinary Diagnostic Center at the University of Nebraska-Lincoln’s Institute for Agriculture and Natural Resources. On an ongoing basis, “Building a Healthier Nebraska” is projected to support more than 4,700 jobs and $543 million in economic activity.

UNMC and TNMC are embarking upon the most ambitious endeavor in their combined histories. The proposed Comprehensive Cancer Center will build upon their demonstrated strengths and leadership in cancer research and care. The project comprises four major elements: a dedicated cancer research tower with 98 new research laboratories; a multidisciplinary outpatient cancer treatment center; an inpatient hospital, adjacent to TNMC, dedicated to cancer care; and expansion of ambulatory care capacity to accommodate current growth as well as increased volume related to the new cancer center. In all, the project is expected to cost $370 million, with more than 85 percent of the funding to come through philanthropy and clinical revenue.

**KEY OPPORTUNITIES AND CHALLENGES FACING THE NEXT CHANCELLOR**

UNMC has achieved unparalleled levels of excellence during the past decade and has significantly expanded its impact through the development of new programs and facilities. UNMC has an exceptional opportunity to become one of the nation’s premier health science institutions, an integrated center for innovative ideas, practices, and programs focused on improving health and health care around the nation and world.

Yet the University of Nebraska and UNMC also face many significant challenges. While the recent growth has been beneficial, it has also stretched the resources of an institution that must continue to grow to meet rising demand for new technology-driven health care solutions and skilled health care practitioners. UNMC is additionally challenged by limited state funding and the economic pressures faced by all public institutions of higher education, and by evolving health care models that threaten to alter the compensation structure for clinical service.

For UNMC to meet these challenges, it must continue to expand the size and scope of its academic programs, research enterprise, and clinical practice alike, while also remaining adaptive and innovative as an institution. The Chancellor will lead the campus to achieve this vision by working with leaders across the university, as well as with outside partners, to create a cohesive organizational infrastructure that supports and inspires UNMC members wherever they work and empowers them to succeed in their mission of advancing health worldwide. To succeed, the Chancellor must address several key challenges and opportunities.
Forge a clear and compelling vision and plan for UNMC’s future

The Chancellor will work with faculty, staff, and students to craft a compelling vision that guides the future of the campus. This vision will provide a clear sense of purpose and direction for the medical center and will articulate how UNMC can continue to evolve in ways that respond to the needs of students, the state, and community and to the changing nature of medical education, research, and clinical care. The Chancellor will lead the campus community to important decisions related to how UNMC should invest its resources, further developing a highly distinctive platform of academic programs that continue to attract and retain world-class faculty and students from across Nebraska and beyond. The strategic plan should inspire the campus community to develop a robust framework of services and programs focused on providing every student with an outstanding experience, advancing world-class research, and facilitating members to take part in the important clinical care of patients.

During this process, the Chancellor will listen and learn from both the internal and external communities and will bring together diverse perspectives into a roadmap for future growth and improvement. The vision will help build upon the years of exceptional achievement and position UNMC for even greater success in the future.

Strengthen the partnership with The Nebraska Medical Center

The Chancellor plays a key role in continually enhancing the relationship between UNMC and its primary teaching hospital, The Nebraska Medical Center (TNMC). The creation of TNMC was a pivotal moment for UNMC and for the patient populations of Nebraska. The strength of this partnership, the alignment of the institutional visions, and their shared successes will allow each to reach new levels of individual achievement. More importantly, a close and positive partnership will allow their combined resources to have a transformational impact on the state of Nebraska and beyond.

The Chancellor, in partnership with the President and Chief Executive Officer of TNMC, along with their respective leadership teams, must work closely to continue the strong connection between the two institutions—particularly now as health care delivery and payment models are changing. Together they must chart a shared path to preeminence in patient care, research, and education.

Improve the quality and efficiency of the clinical preparation and service

The Chancellor will also lead an institution-wide effort to improve the quality and efficiency of clinical care training of UNMC students and delivery by UNMC affiliated physicians. Meeting this challenge will require the development of a seamless infrastructure that enables UNMC clinicians to carry out their work with efficiency and efficacy, and that equips and trains them to deliver highly accessible, high-quality care while also providing valuable teaching opportunities.

The Chancellor will work with TNMC leadership to fully orient clinicians working across UNMC to have a patient-centered focus and develop practices to ensure that patients feel welcome, supported, and genuinely cared for by health care practitioners. Since UNMC serves the entire state of Nebraska, this also means serving patients in settings ranging from urban centers to the most
rural locations, a key part of its institutional identity and history. The Chancellor’s office can also support excellent patient care by: gathering and sharing best practices in patient care across divisions; developing and tracking measures of success for patient care and clinical work; and systematically reducing errors in health care delivery. These activities further enhance the teaching and research mission.

➢ Enhance UNMC’s research and academic profile and capacity

UNMC has experienced strong levels of research support throughout the past decade, including nearly $90 million in sponsored awards in 2012, and seeks to build upon that success. Doing so in the current environment of diminishing federal support will require UNMC to strengthen its research infrastructure and ensure the institution is strategically positioned to remain a leader in the eyes of funding agencies. The next Chancellor must continue to provide leadership along with his/her senior team, the deans, and faculty researchers to identify key areas for growth and opportunities for attracting additional public and private research dollars, while also investing significantly in the enhancement of the research function.

Another key opportunity will be to grow and improve academic and professional programs across UNMC. The Office of the Chancellor will lead deans, faculty, and students to continually improve and evolve UNMC’s program quality and delivery. The Chancellor will provide resources and support to help academic leaders work together more effectively; leverage state-of-the-art teaching facilities that allow UNMC to incorporate new tools and technologies for educating health professionals and scientists; and develop programs to recognize excellence in teaching and encourage the sharing of best practices in teaching. The UNMC academic and professional programs should increase the connections between clinical and classroom training and use state-of-the-art technologies to enhance learning across the institution.

➢ Cultivate a highly collaborative, supportive, and diverse workplace

The Chancellor has an opportunity to improve the quality of management across UNMC by modeling excellence through fair, open, and respectful leadership and by providing staff and faculty throughout the institution with a high level of professional development, recognition, work/life balance, and other benefits. The Chancellor must have an institutional dedication to professional development and mutual support, and encourage the use of mentoring, cross-training, and other innovative approaches. Success will allow UNMC to become a more dynamic, engaged workplace in which staff and faculty are consistently informed about and engaged in the medical center’s work and goals, and work together as a unified team toward advancing health across the state, nation, and globe.

➢ Represent and advocate for the campus within the University of Nebraska and more broadly

The Chancellor plays a crucial role as the top external representative and advocate for UNMC within the University of Nebraska and across Nebraska. Through external engagements, the Chancellor will represent UNMC and serve as a visible representative of its strong position of state-wide, national, and international prominence and influence. As a key component of this opportunity, the Chancellor will forge close working relationships and strong partnerships with the
NU President and the leaders of the other campuses. The Chancellor also must ensure that UNMC contributes as a full partner in the university through participation in cross-campus initiatives.

- **Continue to represent UNMC to the private sector**

UNMC enjoys strong support of the citizens of Nebraska, the legislature and the business community. As the spokesperson for the campus to the external community the Chancellor often plays a key role in addressing issues of health and biomedical research in Nebraska.

- **Attract and develop the financial resources to achieve the ambitions of the campus**

UNMC requires additional funding to fulfill its ambitions to hire and retain high-caliber faculty, develop new research and teaching facilities, and attract top-tier students. UNMC has received strong support from the NU Office of the President and the state of Nebraska, but based on economic realities of the day, state funding will not be able to meet the critical resource needs UNMC will face in the coming years. The Chancellor will lead efforts to grow the funding capacity at UNMC by generating revenues through diverse sources, in partnership with the University of Nebraska Foundation.

UNMC needs its Chancellor to embrace philanthropy and commit to improving the culture of philanthropy, on campus and off, so that every member of the community understands the importance of giving back. The Chancellor must engage major donors personally and leverage a strong development program so that it takes full advantage of philanthropic momentum from recent fundraising success. The Chancellor will also engage state policymakers and make a strong case for continued investment in the University of Nebraska.

**QUALIFICATIONS AND EXPERIENCE**

The position requires a leader with vision, breadth, and drive; proven intellectual leadership skills; demonstrated executive management experience; and the interpersonal ability to lead and inspire diverse constituents working across a large, decentralized health-science enterprise. The Chancellor must possess a clear vision for how UNMC can combine research, teaching, and service to fulfill its mission to advance health worldwide. The list of required criteria for this position is as follows:

- **Academic Leader:** Demonstrated leadership skills in an academic health sciences environment;
- **Management Experience:** Senior experience in the administration of a large-scale, multi-site, diverse, and complex research university;
- **Integrity:** A person with a reputation beyond reproach and who inspires the trust of others;
- **Scholar:** An earned doctorate or terminal degree in the candidate’s discipline and a distinguished record of teaching, research, service and scholarship in a health-science field;
- **Health Care Vision:** Strong leadership ability, combined with a clear vision of the future of health sciences education, research and health care delivery;
- **Fundraising:** A proven record of achieving community and philanthropic support;
- **Shared Governance:** An understanding of and appreciation for shared governance;
- **Diversity:** A demonstrated commitment to promoting diversity.
The desired qualifications and experience of an ideal chancellor include the following:

- Entrepreneurial and innovative skills and the proven ability to develop strategic opportunities and partnerships; success in institution or program building that integrates and leverages diverse disciplines, approaches, and interests;

- A collaborative, consultative, and facilitative leadership style appropriate for working across boundaries within a complex multi-campus university;

- A deep understanding of the operational and infrastructural needs of a modern health science and research institution;

- Demonstrable success in fostering and supporting programs that address inclusion and diversity;

- A record of success in managing and building diverse revenue streams; experience in financial management and fundraising in a large academic health science institution;

- Proven experience in building and leveraging alliances external to an institution;

- An outstanding record of effectively managing and influencing people; a strong team orientation, along with a willingness to circulate widely and listen well;

- Excellent interpersonal and communication skills, including the ability to speak to and interact with scientists and non-scientists and to operate at the highest levels of academic, business, and government leadership;

- Proven professional accomplishment in a complex, rapidly changing environment;

- Astute political sense and an outgoing and optimistic personality; integrity, creativity, resilience, flexibility, tenacity, and very high energy;

- Uncompromising standards of excellence;

- An excellent sense of humor and a deep sense of personal humility;

- And genuine understanding and respect for the tradition and culture of success at UNMC.

**Location and Compensation**

Compensation will be competitive and commensurate with the successful candidate’s experience. UNMC is located in midtown Omaha, Nebraska, a major Midwestern city with more than 800,000 people in the metropolitan area. In 2011, Omaha was named the No. 1 city for “best value” by Kiplinger because of its vibrancy, cost of living, and low unemployment rate. Similarly, in 2012 Kiplinger named Omaha as No. 1 on its list of “Top 10 Great Cities to Raise Your Kids.” Founded in 1854, Omaha has seen its riverfront and downtown area experience tremendous growth in recent years, with more than $2 billion invested in new development. To learn more about Omaha, see [www.visitomaha.com](http://www.visitomaha.com).
APPLICATIONS, INQUIRIES AND NOMINATIONS

The University of Nebraska recruits and encourages individuals, regardless of their race, color, religion, sex, national origin or religious beliefs. Acceptance of applications, inquiries, and nominations will begin immediately and continue until the completion of the search process. Applicants are encouraged to send a detailed letter of interest, a curriculum vitae, and contact information for five references to unmcchancellor@imsearch.com. **Electronic correspondence is strongly preferred.** Inquiries and nominations may be submitted to the same e-mail address or one can contact the search firm representatives at the address or phone number listed below.

David Bellshaw and Bernard Jones  
Isaacson, Miller  
1000 Sansome Street, Suite 300  
San Francisco, CA  94111  
Phone:  415.655.4900  
Fax:      415.655.4905

The University of Nebraska is an Affirmative Action / Equal Employment Opportunity employer, which seeks and encourages expression of interest from minorities and groups traditionally under represented.

For additional information, please consult the University of Nebraska’s website at http://www.nebraska.edu
Appendix I

OVERVIEW OF UNMC COLLEGES, SCHOOLS, AND INSTITUTES

College of Dentistry: The College of Dentistry is organized into five academic departments: Adult Restorative Dentistry, Dental Hygiene, Growth & Development, Oral Biology, and Surgical Specialties. It is home to more than 60 full-time faculty and 250 students, with nearly 50 undergraduate students and more than 200 in graduate level training. The college offers training in the D.D.S. program, a B.S. degree in dental hygiene, and postgraduate training in the dental specialties of endodontics, orthodontics, pediatric dentistry, and periodontics, as well as a general practice residency. Relatively small class size fosters close interaction among students and between students and faculty. The college has distinguished itself for both the quality of students it admits (since 2006, its entering students have ranked higher in average grade point average than any other U.S. dental school) as well as its graduates (since 2001, UNMC alumni have outperformed the national average on Board Exam pass rates, with 98 percent passing both Part 1 and Part 2 of the exam). The faculty has also distinguished itself in research and scholarship. Faculty research is primarily supported by the National Institutes of Health. Major research focus areas include biomaterials, cellular signaling in cancer, neurosciences, and novel pharmaceutical methods to augment bone growth in the oral cavity.

Graduate College: The Graduate College of the University of Nebraska is a university-wide college with programs administered on each of the four campuses. The Dean of the Graduate College, in conjunction with an Executive Graduate Council representing the Graduate Faculty, is responsible for the college’s activities. Graduate educational programs are offered at UNK, UNL, UNMC and UNO through separate Graduate Studies divisions each led by a Dean for Graduate Studies. Each campus Dean reports to both the Chancellor of the campus and to the Dean of the Graduate College. As part of the university-wide Graduate College, the Graduate Studies programs at UNMC offer advanced instruction leading to the Master’s and Doctor of Philosophy degrees in health-related areas. The UNMC Dean for Graduate Studies, in conjunction with the UNMC Graduate Council elected from the UNMC Graduate Faculty, is responsible for Graduate College activities at the Medical Center.

Featured programs on campus include: a Biomedical Research Training Program, which is home to more than 100 faculty laboratories and provides students the chance to rotate through ten different research areas, remains a popular choice for graduate students; Cancer Research, through which students examine cancer development at its origin to discover better methods of detection and treatment, working alongside internationally known scientists in this National Cancer Institute program; Medical Sciences Interdepartmental Area, where scholars who are interested in a degree with an interdisciplinary focus can design an individualized program in a variety of clinically-based departments; and a Nursing Ph.D., which provides focused research areas, plus one-on-one collaboration with an experienced senior researcher, allowing nurse scientists to improve the delivery of care through work in clinical and academic settings.

College of Medicine: As the largest college on the UNMC campus, the College of Medicine comprises 19 departments: Anesthesia; Biochemistry and Molecular Biology; Cellular and Integrative Physiology; Emergency Medicine; Family Medicine; Genetics, Cell Biology & Anatomy; Internal Medicine; Neurological Sciences; Obstetrics and Gynecology; Ophthalmology and Visual Sciences; Orthopedic Surgery and Rehabilitation; Otolaryngology, Head and Neck Surgery; Pathology and Microbiology; Pediatrics; Pharmacology & Experimental Neuroscience; Psychiatry; Radiology; Radiation Oncology; and Surgery. The 2013 U.S. News and World Report rankings identified UNMC
as having the 6th best primary care program – dedicated to disease prevention and healthier living – and
62nd in Research. The college has 743 full- and part-time faculty. It enrolls 521 students in its M.D.
program and nearly 500 more in its residency and fellowship programs. The college also offers a
M.D./Ph.D. Scholars Program, which has 27 members from 23 different colleges and universities
across the nation. UNMC facilities and programs are supplemented by direct teaching affiliations with
the Veterans Administration Medical Center and eight community hospitals, including the Nebraska
Health System, which is made up of The Nebraska Medical Center and Outpatient Services. As a
result, students have access to facilities with a total of approximately 2,800 teaching beds. Preceptorships in Family Medicine are conducted in 63 locations in all parts of the state.

**College of Nursing:** The College of Nursing is home to more than 1,000 students at the undergraduate
and graduate level, offering a comprehensive range of programs including bachelor’s, master’s, post-
master’s, doctoral, and post-doctoral degrees, as well as continuing nursing education. The 2013 U.S.
News and World Report rankings placed the UNMC College of Nursing as 36th out of 467 U.S.
nursing schools. The college has more than 130 faculty, nine of whom are Fellows of the American
Academy of Nursing, and has distinguished itself for research strength and scholarly production.
Among the nation’s approximately 100 major schools of nursing, UNMC routinely ranks in the top
quartile of funding by the National Institutes of Health. It is also noted for its significant community
impact, ranging from its education of more than half of Nebraska’s bachelor-degreed nurses to its
efforts to alleviate the nursing shortage and bring more options for primary, frontline care to rural and
small-town Nebraska.

**College of Pharmacy:** Since its establishment in 1908, the College of Pharmacy has served a critical
need for the state of Nebraska. In 1976, the college initiated a new pharmacy curriculum, the Doctor of
Pharmacy (Pharm.D.) Program, becoming only the third pharmacy school in the nation to offer it as
the sole degree of the professional program. Today, in addition to the Pharm.D. program, UNMC
offers Master of Science (M.S.) and Doctor of Philosophy (Ph.D.) degrees, providing students the
ability to engage in research in a wide variety of areas including medicinal chemistry, pharmaceutics,
drug delivery, and pharmacokinetics and pharmacodynamics. The college’s roughly 50 faculty are
divided into two units, Pharmacy Practice and Pharmaceutical Sciences. In addition to practice and
clinical focus, a major research focus in the Department of Pharmaceutical Sciences is innovations in
the area of delivery and/or targeting of drugs and genes. In 2004, the College of Pharmacy established
a Center for Drug Delivery and Nanomedicine which aims to further promote multidisciplinary
research in drug delivery and nanomedicine with scientists on the UNMC campus, as well as with
other universities and industry. Researchers in the Department of Pharmaceutical Sciences have
interests in developing new drugs to treat malaria and diseases of the eye and in delivering and/or
targeting small and large molecular weight drugs to treat cancer, ophthalmic, lung, bone and
cardiovascular diseases. In addition, several researchers are interested in drug discovery and new
applications for existing drugs. Numerous faculty members have multiple technology disclosures of
new drugs, new delivery systems, or new applications.

**College of Public Health:** As the newest college at UNMC and first established since 1968, the
College of Public Health plays an important and needed role in the array of programs offered by
UNMC. It currently enrolls 250 students across a range of programs, including a M.S. in Emergency
Preparedness, a Master of Public Health (M.P.H.) and accompanying dual degree programs, a Ph.D.,
and a range of online programs and certificates. The college has five departments – Biostatistics,
Environmental, Agricultural & Occupational Health, Epidemiology, Health Promotion, Social and
Behavioral Health, and Health Services Research and Administration – and has more than 60 faculty.
The college also houses a range of interdisciplinary centers, including: Center for Biosecurity, Biopreparedness & Emerging Infectious Diseases; Center for Reducing Health Disparities; Center for Collaboration on Research Design and Analysis; Center for Humanities, Ethics and Society; Center for Environmental Health and Toxicology; Center for Rural Health Education Network; Center for Global Health and Development; Central States Center for Agricultural Safety and Health; Center for Health Policy; The Great Plains Public Health Training Center; Center for Health Policy Analysis and Rural Health Research; and Health Professions Tracking Services. The college has been accredited by the Council on Education for Public Health since 2011.

School of Allied Health Professions: UNMC’s School of Allied Health Professions (SAHP) offers educational programs leading to careers in twelve health care fields: Clinical Laboratory Science; Clinical Perfusion Education; Computed Tomography/Magnetic Resonance Imaging; Cytotechnology; Diagnostic Medical Sonography; Medical Nutrition Education; Nuclear Medicine Technology; Physical Therapy; Physician Assistant; Radiation Therapy; Radiography; Cardiovascular Interventional Technology. The school has more than 60 faculty and enrolls more than 100 students at the undergraduate level and more than 400 at the post-B.S. level, the latter representing a more than 36 percent increase from 2011-2012. A major goal of the school and a critical factor in its strategic plan is to increase prominence as a research health sciences center that supports evidence-based medicine. To achieve that goal, members of the faculty are creating the infrastructure to facilitate increased research and scholarly activity. They are actively working in the following research areas: patient safety; rural health; exercise and immune function/inflammation; improving quality of life for developmentally disabled individuals through physical exercise models; educational models for the 21st century; diagnostic imaging in research; and community based programs to improve infant outcomes.

Munroe-Meyer Institute: The Munroe-Meyer Institute (MMI) is a federally designated University Center of Excellence for Developmental Disabilities Education, Research and Service. MMI specializes in providing services and support for persons with genetic disorders and developmental disabilities. Its education, research, training, and clinical service programs are provided in an interdisciplinary and collaborative environment. Since becoming part of UNMC in 1968, the Munroe-Meyer Institute has provided statewide services to individuals with developmental disabilities, physical disabilities, and special health care needs. MMI provides state of the art genetic and molecular genetics laboratory services. MMI also supports individuals and families in finding services in their local communities. MMI provides advanced disciplinary and interdisciplinary educational programs to students in more than 15 disciplines and programs. The institute’s mission includes a strong commitment to applied and basic research in all of MMI’s disciplines and programs related to the prevention and treatment of genetic disorders and developmental disabilities.

Eppley Institute for Research: The Eppley Institute for Research in Cancer and Allied Diseases is a multidisciplinary cancer research institute at UNMC. Created in 1960 with a $2.5 million grant from the Eugene C. Eppley Foundation and funds from the National Institutes of Health and the University of Nebraska, the Eppley Institute currently has 31 faculty members who conduct basic and translational cancer research in state-of-the-art laboratories. It is home to the Eppley Cancer Center, the only cancer center in Nebraska with the National Cancer Institute (NCI) designation. It is one of 67 NCI-designated centers in the country, earning this designation based on scientific excellence and the capability to integrate diverse research programs focused on cancer. It is also a founding member of the National Comprehensive Cancer Network, an alliance of 19 of the world’s top cancer centers that develop standards and set guidelines for treating patients.