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Dear Members of the UNMC Chancellor Search Advisory Committee,

I am honored to apply for the privilege to become the next Chancellor at the University of Nebraska Medical Center. Serving as Interim Chancellor for the past 19 months, and previously as Senior Vice Chancellor for Academic Affairs, I have remained dedicated to UNMC's mission to improve health, expand opportunities, and strengthen Nebraska. My time at UNMC has deepened my appreciation for our university, our partnerships, and the vibrant communities across Nebraska.

UNMC is, at its core, a people-driven institution. Our learners, faculty, and staff bring extraordinary expertise and compassion to work that matters every day — caring for patients, preparing the next generation of health professionals, and pursuing discoveries that change lives in Nebraska and around the world. My leadership philosophy is rooted in the belief that one should empower and inspire others, align around purpose, and create a culture where teams thrive.

My 40-year career blends academic leadership, clinical practice, research, strategic management, philanthropic success, and relationship-building with communities, government leaders, legislators, and other key partners. I have served successfully at all levels in academia, including as professor, research institute director, department chair, dean, vice chancellor, senior vice chancellor for academic affairs, and now, interim chancellor, uniquely positioning me to understand how decisions in one area affect individuals across all parts of the university and community.

As a senior academic leader at UNMC for the past 14 years, I have worked to strengthen educational quality and outcomes, expand interprofessional and interactive learning, and invest in faculty and staff development. I have engaged and helped build our research enterprise and programs and forged partnerships that broaden the national and international reach of UNMC's training, research, and reputation. I have also continued to care for patients throughout my administrative responsibilities, which grounds my decisions in what our teams and our communities experience daily.

As UNMC Interim Chancellor, I have focused on steady leadership, transparency, and unity around our mission. I strive to ensure that our faculty, staff, learners, and community partners feel supported during change. At the same time, I continue to innovate and grow UNMC by adding programs, partnerships, and strategic initiatives. I am a strong believer in and supporter of shared governance, and have always worked closely with our Faculty Senate, my Vice Chancellors, Deans and Directors, our new Staff Advisory Council, and our Student Senate. I also collaborate closely with colleagues from other NU campuses and Nebraska institutions to build joint programs and opportunities. My career is grounded on the principle that organizations succeed when everyone feels included and respected, and I make this a cornerstone of my leadership.

If selected as Chancellor, my vision is to build on UNMC's momentum toward extraordinary by continuing to create the ideal environment for success — empowering our faculty, staff, and learners; strengthening partnerships with our other NU campuses, our philanthropic supporters, and the

communities we serve; and advancing continued growth for UNMC and Nebraska Medicine alongside our academic and community-based health partners.

I will do this by accelerating progress in the areas outlined in our UNMC strategic plan, in alignment with the University of Nebraska's Odyssey to Extraordinary. My key priorities, several of which are already underway, include:

- **Removing the burden of student debt**

With the loss of Grad PLUS loans, I successfully initiated discussions with local banks and private lending companies to ensure continued financial aid for our health professions students to keep them on the path to unimpeded success. I continue to work with our generous donors to grow scholarships and funding for our students. I have a long-term goal of removing all possible barriers, so that every student in Nebraska who desires to become a health care provider can become one. Additionally, if we remove the burden of student debt, students will be free to choose a specialty based on their love of that field and desire to serve, not on their sense of urgency to pay off loans.

- **Harnessing AI with purpose**

I am working with UNMC leadership to structure AI use carefully to ensure it helps students learn, clinicians deliver care, researchers advance discovery, and staff be more efficient and satisfied with their jobs without doing redundant work or creating waste. This includes working closely with partners at Nebraska Medicine and forming collaborations with our UNO, UNL and UNK colleagues, and with industry.

- **Transforming training, care, and research with Project Health**

Project Health is a once-in-a-generation investment. It will transform care in Nebraska and serve as a training ground for the health workforce of the future. Ensuring UNMC has continued support from our philanthropic community and relying on the guidance of clinical and educational experts to create the best environment for patients and learners will remain my top priorities.

- **Scaling workforce partnerships and preceptor support**

To meet Nebraska's health care needs, we will deploy the newly established UNMC Office of Health Workforce Initiatives to explore ways to ensure that every Nebraska student who wants to join the health care workforce has a clear path and awareness of how to achieve it. This includes expanding the College of Nursing's guaranteed-admission pipeline model to additional schools and communities, while continuing statewide preceptor support and collaborations with greater Nebraska and urban health care partners for resident and student training.

- **Improving efficiency while strengthening stewardship**

I have initiated a new process improvement effort using Lean Six Sigma methodology, through which UNMC aims to eliminate waste and streamline operations. The goal is to improve employee morale and job satisfaction for staff, faculty, and students, and to be the best stewards of the resources entrusted to us.

- **Strengthening the UNMC–Nebraska Medicine relationship**

Recent governance changes underscore the need for even more intentional collaboration between UNMC and Nebraska Medicine. I will continue to prioritize rebuilding confidence and alignment through clear, transparent engagement. I have continued to hold regular joint forums with the Nebraska Medicine CEO, as well as frequent listening sessions and small-group Q&As. I will also continue to maintain a visible, approachable presence on campus. I will continue to provide coordinated communications and outreach strategies to address questions and reinforce our shared commitment to exceptional care.

- **Expanding partnerships with industry to grow research**

We are pivoting from primary reliance on federal support and expanding work with industry through a new Office of Industry Relations. By working closely with Nebraska’s businesses, health systems, and national private research and development enterprises and innovators, we will continue to grow our research and entrepreneurial breakthroughs. This strengthens our state’s economy and creates more opportunities for our graduates.

The period ahead for academic health science centers and all higher education presents great opportunities, as well as daunting challenges. We must balance a bold vision with the practical reality of becoming more efficient in an era of strained resources. Having served as UNMC’s Senior Vice Chancellor and now Interim Chancellor, I have a clear view of what it takes to navigate this moment successfully — staying true to ourselves, making smart choices, and supporting the people who deliver our work every day. I am committed to ensuring UNMC not only remains strong but thrives.

Our mission calls us to shape a future that is forward-looking, collaborative, and rooted in service. UNMC has pursued this for over 100 years, and I take this responsibility seriously. As Chancellor, I will lead in alignment with our mission and ITEACH values. Together with the other NU campuses, we will continue our Odyssey to the Extraordinary, serving Nebraskans for generations to come.

To provide more details on my background and experience, **I have attached a summary of some notable accomplishments from my 14 years at UNMC.** Please note that while I use the word “I” in relation to the items mentioned here and the attached documents, none of my successes in life, either personally or academically, have been achieved alone, but always with exceptional teams of people.

Thank you for this opportunity to reintroduce myself. I look forward to discussing how I can help UNMC build on the strong foundation laid by President Jeffrey P. Gold, MD, and previous chancellors. Together, we can continue to deliver extraordinary education, research, and patient care while expanding our impact across all 93 counties in Nebraska and the world.

Sincerely,



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Interim Chancellor
University of Nebraska Medical Center