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2000

## The University of Nebraska College of Medicine, The Second Century: The First Twenty Years, 1980-2000

F Miles Skultety  
*University of Nebraska Medical Center*

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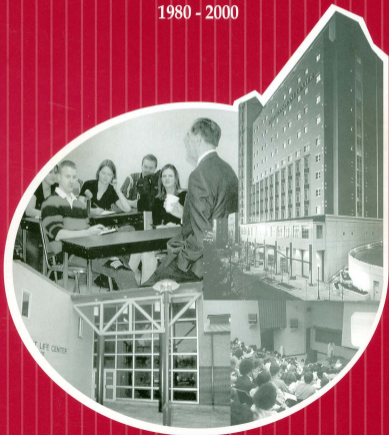
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*The University of Nebraska College of Medicine*

# THE SECOND CENTURY THE FIRST TWENTY YEARS

1980 - 2000



*THE UNIVERSITY OF NEBRASKA*  
*COLLEGE OF MEDICINE*

**THE SECOND  
CENTURY  
THE FIRST TWENTY  
YEARS 1980 - 2000**

F. Miles Skultety, M.D., Ph.D.  
Emeritus Professor of Surgery  
University of Nebraska  
College of Medicine



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# INTRODUCTION

In May 2000, Dean Armitage and Associate Dean Klintberg took me to lunch. Recognizing that there is no such thing as a free lunch, my defenses were up. When the shoe dropped, I was asked to bring the history of the College of Medicine up-to-date. The Dean was of the opinion that four significant events had occurred which warranted extending the written history after only twenty years. I was quite reluctant and lunch ended with my agreeing to "think about it". Finally in August I agreed, albeit still reluctantly.

As I pointed out to the Dean, because of my commitment to flower gardening I have devoted only part of the three winter months to the project each year. I have interviewed appropriate individuals who had the information I needed and/or were involved in both sides of controversial issues. In addition, I reviewed the Medical Center's internal publications, news media, "The First Hundred Years of the University of Nebraska College of Medicine", "The University of Nebraska Hospital The First Seventy-Five Years 1917-1992", and any other historical sources I could find. The four significant events which prompted this update were: changes in the curriculum in the College of Medicine, the merger of the University and Clarkson Hospitals, the controversy regarding fetal cell research, and the controversy which resulted in the resignation of Chancellor Aschenbrener.

It will become obvious to the reader that this not a narrative history of the twenty years. I have covered the four "issues" and filled in necessary and appropriate details about the continuing development of the College of Medicine and the Medical Center. There is a fairly extensive reference list documenting my sources of written material. The specific content of significant interviews obviously cannot be documented. I have tried to provide details about departments, administration and physical changes which may be useful for future reference.

I hope that the reader will get some appreciation of the fairly significant changes that have occurred in the past twenty years and have added to the continuing growth of the College of Medicine over 120 years.

*F. Miles Skultety, M.D.*





# ACKNOWLEDGEMENTS

The author is indebted to many people for the information contained in this history. I have tried to keep a record of all who helped but I know I have lost some names over the three year interrupted periods that this has taken. To those whom I have left out, I apologize and assure you that it was not deliberate.

Elaine C. Ryan, Administrative Assistant to the Dean, College of Medicine, who set up interviews, searched out the "right people" and most of all typed and retyped material for the manuscript from its haphazard beginning to the final form. I also want to thank Judy Houfek Administrative Assistant in the Dean's office who searched out administrative data, changes of department names and the date of such changes, department chairs and dates of service, etc. Irene Klintberg, PhD, Executive Associate Dean, knew where to go for needed information which saved me time and stress.

A number of individuals provided information on the hospital merger and clinical practice matters. Dr. Louis Burgher, who was CEO of the Nebraska Health System, when I interviewed him provided background, insight and evaluation of the new system which was invaluable. Dr. William Berndt who was Chancellor at the time of the merger and had much to do with it also was able to provide useful information. Others were Dr. James Armitage, Dean of the College of Medicine, who served as the first chairman of the NHS Board, Dr. Rodney Markin, President of the University Medical Associates, Dr. Frederick Paustian and Dr. Harry McFadden.

On the sensitive issue of Chancellor Aschenbrener's resignation and the controversy which produced it, a number of individuals were willing to talk to me on all sides of the issues involved. What they had to say obviously, is completely confidential. They were Dr. Ward Chambers, Dr. James Newland, Dr. Bruce Buehler, Dr. Jon Thompson and Dr. James Armitage.

Dr. Gerald Moore, Associate Dean for Curriculum, allowed me to take up his time on several occasions to explain the new curriculum and its background, and I am most grateful to him. I attempted in the section on Education, to cover most of the areas in which the College of Medicine is involved. This required contacting many different individuals in various programs and I thank them for their cooperation. Larry Willis, Ed.D, Associate Dean for Continuing Medical

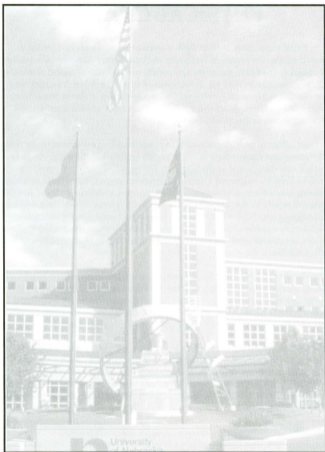
Education, and Brenda Ram, Planning Coordinator, Continuing Education; Sue Eulberg, Administration Assistant, Physician's Assistant Program; Debbie Bohlington and Sonja Cox, Program Coordinator, the MD/PhD Program; Dr. Mary McNamee, Associate Director Student Equity, the NU-PATH program; Roxanna Jokela, Director, RHEN, Peggy Bottjen, Coordinator, Allied Health, School of Allied Health; Cory Shaw, Chief Administrative Officer, University Medical Associates; Gigi Rogers, Coordinator, Academic Affairs Office; Vicki Hamm, Administrative Director, Graduate Medical Education, provided the material on residency and fellowship programs which are certainly a significant part of the College's education program.

Tom O'Connor, Senior Associate Director, Department of Public Affairs, was a source of information on many things when I needed help. He had followed and unfortunately he continues to follow the fetal cell research controversy and in addition to his own definite knowledge, he provided several reference sources. Tom, your help was invaluable.

Dr. David Crouse, interim Vice-Chancellor of Academic Affairs, provided the information on research funding and the UNIMED Corporation for which I thank him and the ladies in the Grant Office who searched out various research funding.

John Schleicher, Head, Special Collections at the McGoogan Library searched for and obtained the various photographs and architect's renderings needed to illustrate this report. They were scattered throughout the Medical Center. Without John's help there would have been little or no pictorial documentation of the physical changes which have occurred. Many thanks, John.

To all these individuals, I am grateful. Without them this history would be no more than a short term paper.



# PHYSICAL CHANGES

# PHYSICAL CHANGES

In the 20 years from 1980 to 2000, a number of physical changes have occurred on the University of Nebraska Medical Center campus. A solarium was added to the fifth floor of the University of Nebraska Hospital above the Lions Eye Institute in 1981-82. It was funded by the Hospital Auxiliary with money from the Hospital Gift Shop (19). An extension of Emily Street from 45<sup>th</sup> Street to Saddle Creek Road was opened in December of 1984 significantly increasing access to the Medical Center (21).

The College of Nursing moved into a new building on the southeast corner of 42<sup>nd</sup> street and Dewey Avenue in 1976 (65) and the building it previously occupied was designated as the Specialty Services Pavilion. It housed the Nebraska Pain Management Center, Outpatient Surgical Unit, some hospital administrative offices, and various other programs at different times. In 1984, a number of rooms in the Specialty Services Pavilion were refurbished into motel type lodgings and "University House" was started providing housing for patients from outside of Omaha undergoing outpatient evaluation as well as relatives of patients from outside of Omaha receiving inpatient treatment at the Medical Center.

In October of 1989, the Department of Ophthalmology and the Lions Eye Institute moved into a building at Dewey Avenue and 40<sup>th</sup> Street. The vacated hospital space became the University Clinical Cancer Center for outpatient services (21). In March 2001, the area became the Geriatric Medicine Service Clinic and the Cancer Clinic moved to the Lied Transplant Center.

In 1990 a new edition to the Hattie B. Monroe Pavilion established a connection to the Meyer Rehabilitation Unit. The addition contained new recreational programs, research laboratories, and a motor analysis laboratory (35). In 1997, the Hattie B. Monroe Pavilion combined administratively with the Meyer Rehabilitation Unit to form the Monroe-Meyer Institution for Genetics and Rehabilitation.

In 1985, the Nebraska Psychiatric Institute was incorporated administratively into the University of Nebraska Hospital. In 1987, the Psychiatry Inpatient Program was moved to St. Joseph's Mental Health Center. This provided space for a Geriatric Rehabilitation Unit (32) which started accepting patients on June 3, 1989. The Eating Disorders Program, which had been at the Swanson Center since 1983, moved into the Geriatric Center Building



*Figure 1. Addition to Hattie B. Monroe Pavilion connecting to the Meyer Rehabilitation Unit.*

in 1988. The Pain Management Program which had been in the Specialty Services Building since 1978, moved to the Geriatric Center in 1990.

In 1988 the Board of Regents approved the University Health Care Project to provide needed increased outpatient facilities. The project was funded by donations and some hospital income. No State tax dollars were used. A five-story, 750 stall parking structure was built on the West end of the proposed complex across 44<sup>th</sup> Street from the Geriatric Center. A helicopter landing pad for the Life Flight Helicopter was constructed on the roof. The main building contained outpatient clinics for ten services, some departmental offices, six operating rooms, and a number of ancillary services (20). It was occupied in the spring of 1993 and an official dedication occurred April 23, 1993. The name was changed from the University Health Care Project to the Outpatient Care Center. In 1998 in response to a very generous donation from Charles and Marge Durham the building was renamed the Durham Outpatient Center (55).



*Figure 2. The Eppley Hall of Science with five floor addition*

*Figure 3. The Durham Outpatient Center*



The previous University of Nebraska Clinic Building which had housed many of the outpatient clinics was converted into clinical department offices and the building was renamed "University Medical Associates".

Five additional stories were added to the Eppley Hall of Science. The work started in 1991 and in March 1993, researchers began moving into the new addition. The seventh and eighth floors were occupied by scientists from the Eppley Institute and the ninth and tenth floors by other researchers from the College of Medicine. The sixth floor had additional administrative offices (41).



*Figure 4. Library renovation – before and after 1999*



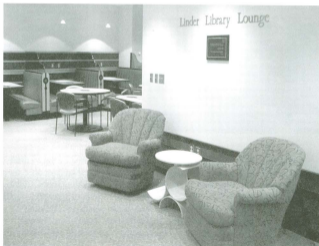
*Figure 5. The Sievers Facility for Interactive Instruction*

A building at 37<sup>th</sup> Street and Dewey Avenue was purchased by the Medical Center and modified to serve as a temporary residence for the families of patients undergoing transplant. It opened in 1991 as “The Potter House” under a lease to the Children’s Transplant Association which ran the project (22). The Ronald McDonald House at 31<sup>st</sup> Street and Jones Street resides in a building leased from the University of Nebraska Medical Center. It serves as a home-away-from-home for the families of pediatric patients and can be used by any of the Omaha hospitals (43).

On July 8, 1991, the Sievers Facility for Interactive Instruction was dedicated on the eighth floor of the McGoogan Library. The facility was named in honor of Dr. Rudolph Sievers, a 1939 graduate of the College of Medicine. It was supported by a leadership pledge from the Sievers family and gifts from many Medical Center supporters and the Classes of '37, '38, '65, and '91. The facility includes 12 computers, software programs, and other equipment necessary for interactive learning (38).

An extensive renovation of the sixth and seventh floors of the McGoogan Library of Medicine was carried out between October of 1999 and January 2001. At the same time a generous gift from Drs. James and Wendy Linder, graduates of the College of Medicine, added a student lounge to the sixth floor of the Library adjacent to the entrance. It is named the Linder Library Lounge and contains vending machines for food and drink, an ice machine and a microwave. Students are able to use their lap top computers from network connections at wall mounted tables. Leisure seating is located throughout the 730 square foot area (81).

*Figure 6. The Linder Library Lounge on the sixth floor of the McGoogan Library*





The South Laboratory building was renamed Bennett Hall in honor of Dr. A. Lawrence Bennett, retired Professor of Physiology/Pharmacology, who died in 1995 (52).

A Student Fitness Center had originally been built as an addition to the Good Shepard Home on 40<sup>th</sup> Street in 1962. The University purchased the house, razed it, and updated the Fitness Center in 1974 (54). It was renovated again and two stories added in February 1995. The new facility was dedicated as the Student Life Center on June 22, 1996 (55). It contains the Thomas Heiser Strength and Fitness Facility. Dr. Heiser was a former Cornhusker football player and a graduate of the College of Medicine. He was paralyzed in an accident in 1990 but ultimately returned to his practice. Money donated by his family and friends financed the facility. In addition the Center contains a bookstore, student lounge, and centralized student services and offices.

Demolition of Conkling Hall began in March of 1996 to make way for the Lied Transplant Center. Conkling Hall was built in 1923 and served as a residence for student nurses. In 1950 the School of Nursing moved to a new building and Conkling Hall subsequently housed Student Services, the Physical Therapy Division, Physicians Assistant Program, Office of Academic Affairs, and a number of departmental offices (57).

Starting with a 15 million dollar donation from the Lied Foundation the transplant center was financed by private donations and no State tax dollars were used. Construction started in 1996 and the building was dedicated November 25, 1998 (88). The Center is a 14 story, 259,000 square feet complex. There are research laboratories in floors 9-12. The first 11 floors contains cooperative care suites, University House guest rooms, the Peggy D. Cowdry Patient Care Center, outpatient facilities for diagnosis and



*Figure 7. The Student Life Center*



*Figure 8. The Lied Transplant Center*

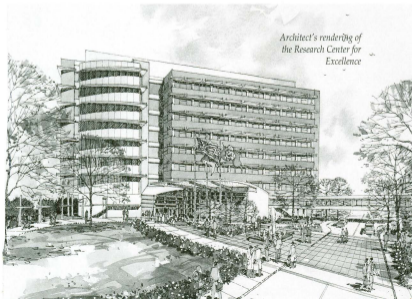
treatment of cancer, blood disease, and solid organ transplant patients, plus a number of other facilities. The innovative program of the Center employs the cooperative care patient suites. The transplant procedures are carried out in the hospital. When the patients become ambulatory, they are moved to the transplant center. The patient has a care partner, usually a family member, who stays with the patient and learns the skills necessary to support the patient. The patient and the care partner learn what they need to do from admission to discharge to care at home.

A number of modifications not involving extensive physical changes occurred within the hospital and other parts of the Medical Center in the last 20 years and are not appropriately detailed here. The opening of a pediatric intensive care unit, neonatal intensive care unit, a separate oncology/bone

marrow unit for the care of patients undergoing transplantation and the Baby Place an independent area for labor, deliver, recovery and postpartum care to mention but a few.

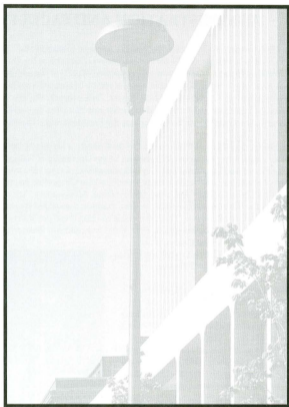
The Board of Regents approved a program statement to erect a "Research Center for Excellence" designed primarily for research laboratories and some educational components. At this time it is under construction at 45 Street between Dewey Avenue and Emile Street at the previous site of the Geriatric Center which was demolished to make room for the new building. Outpatient geriatric services are provided at the Geriatric Medicine Service Clinic in the area previously occupied by the Clinical Cancer Center as noted earlier. The Inpatient Rehabilitation Program has been relocated to the sixth floor of NHS Clarkson Hospital. Pain Management and Eating Disorders programs have become outpatient programs.

A new parking structure on the east side of Emile Street opposite the Durham Outpatient Center's parking structure and the east Central Utilities Plant are also under construction. As have been true of most of the physical changes that have occurred recently at the Medical Center, these projects are supported by donations and no State tax dollars will be used (83,85). The



*Architect's rendering of  
the Research Center for  
Excellence*

Kiewit Foundation gave 17.5 million (78) and Charles Durham made the largest donation ever made to the University the amount of which was not disclosed. The Research Center for Excellence will cost 77 million dollars. It will contain 248,000 square feet with 116 research laboratories, a 225 seat auditorium, and 50 class rooms or conference rooms. The garage will have 750 spaces (75). Because of Mr. Durham's donation, the structure was renamed the Durham Research Center for Excellence (90).



**ADMINISTRATION  
AND FACULTY**

## ADMINISTRATION AND FACULTY

In 1968, a series of administrative changes occurred following the University's incorporation of the former University of Omaha as the University of Nebraska at Omaha. A President was appointed at each of the administrative units, University of Nebraska Lincoln, the University of Nebraska at Omaha, and the University of Nebraska Medical Center. Subsequently the title was changed to Chancellor and each was designated as a Vice President of the University. The Chief Executive Officer was the President of the University.

In 1980 at the end of the first century of the College of Medicine, Dr. Neal A. Vanslow was serving as the third Chancellor of the University of Nebraska Medical Center and Dr. Alastair M. Connell was serving as the 16<sup>th</sup> Dean of the College of Medicine. At that time there were two Vice Chancellor positions at the Medical Center, a Vice Chancellor for Academic Affairs and a Vice Chancellor for Business and Finance. A third position was added recently, a Vice Chancellor for Research. The individuals holding these positions at the present time are: Thomas Rosequist, PhD, Vice Chancellor for Research, David Crouse, PhD, Interim Vice Chancellor of Academic Affairs, and Don Leuenberger, Vice Chancellor for Business and Finance.

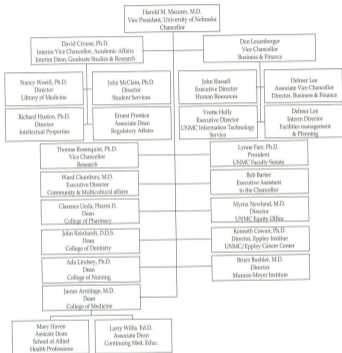
The Colleges of Pharmacy, Dentistry, Nursing and Medicine, the Monroe-Meyer Institute, and the Eppley Cancer Institute are the major administrative units of the Medical Center at this time. The University of Nebraska Hospital was an administrative unit of the Medical Center in 1980, but now is part of the Nebraska Health System. This will be discussed later when the merger of the University Hospital and Clarkson Hospital is covered.

Dr. Vanselow addressed and largely resolved problems regarding professional fee reimbursement for the geographic full-time faculty. He encouraged and emphasized



*Nel A. Vanselow, M.D.*  
1977 - 1982

# UNMC Organization Chart



faculty involvement in research and addressed the issue of providing adequate health care to all rural Nebraskans (7).

Dr. Vanselow resigned to accept a post at the University of Minnesota August 23, 1982. James V. Griesen, PhD, served as interim Chancellor until Dr. Charles E. Andrews became the fourth Chancellor of the University of Nebraska Medical Center on May 1, 1983. In remarks at the time of his installation, Chancellor Andrews encouraged a blend of science and humanities. During his time as Chancellor, the chronic problem of budget shortfall continued to plague the University. In a bold move to solve the problem, he recommended closing the College of Pharmacy and the College of Nursing in Lincoln (27). As might be expected, this recommendation was not accepted by the Board of Regents (28) but some funds were reallocated and tuition was raised.

In May 1990, Chancellor Andrews initiated a new program to, ".....redefine and recreate quality throughout the University of Nebraska Medical Center campus". The Chancellor's Advisory Committee, with the help of a consultant, Paula Wells, CEO of Wells Engineering, attempted to define a total quality management program for the entire Medical Center (33). As a result, a Total Quality Management Council was formed in January 1991. It consisted of all the heads of the various divisions of the Medical Center plus one or two other individuals and Dr. Wells (37). Under the Council a new program "Distinction Through Quality" was initiated. The program was consumer oriented, emphasizing error prevention rather than correction and was based on the notion that 90% of all problems are caused by the system, not individuals (39). This type of program had been used successfully in corporations to achieve total quality management.

Groups of employees from various divisions of the Medical Center were trained to use quality programs to improve customer satisfaction. These individuals then worked with their various divisions to train others in the system. Studies were done throughout the Medical Center to assess ways to improve the



*Charles E. Andrews, M.D.*  
1983 - 1991



various functions of the divisions so as to achieve better quality. These programs went on throughout the Medical Center resulting in many improvements which continue today.

Chancellor Andrews retired effective June 30, 1991. Dr. William Berndt was appointed interim Chancellor. A search committee chaired by Dr. James O. Armitage was appointed and on August 1, 1992, Dr. Carol A. Aschenbrener became the fifth Chancellor of the University of Nebraska Medical Center.

Drs. Vanselow and Andrews each had a group of people who acted as an "Executive Committee" to help with the administration of the Medical Center. There was some variation in membership, but essentially the group consisted of the heads of the various divisions of the Medical Center.

Dr. Aschenbrener formed a "Leadership Council" which consisted of the Chancellor, the Vice-Chancellor for Academic Affairs, Dean of the College of Medicine, Dean of the College of Dentistry, Dean of the College of Pharmacy, Dean of the College of Nursing, Director of Hospital Administration (CEO), Executive Director of Human Resources, Campus Quality Officer, Director of Eppley Research Institute, Director of Meyer Rehabilitation, the Executive Assistant to the Chancellor and the Director of Information and Technology Services. The Hospital Chief of Staff who had been a member of the previous groups was not a member.



*Carol A. Aschenbrener, M.D.*  
1992 - 1996

In an article in February 1994 in the UNMC News (44), the Chancellor pointed out that significant changes were occurring in the world generally as well as in medicine. She noted that a number of previous studies had shown that an organization's ability to respond to change was significantly influenced by its culture. She pointed out that in order to respond to change, the Medical Center needed to assess its culture and proposed that a survey of a large random sample of its employees be taken to carry out this assessment. Subsequently an active plan to transform the organizational culture could be developed.

The survey which was carried out in the first half of 1994, found both strengths and weaknesses in the UNMC's organizational structure. The assessment revealed three general cultural characteristics (45).

"We have a sense of excellence and pride in our work."

"We are a culture of caution."

"We are missing some of the attributes needed for the future."

In April 1995 the Leadership Council charged Dr. Bruce Buehler to develop a team to look at the way UNMC conducted its clinical operations. The report "Critical Results Area 102" (CRA 102) concluded that the delivery of clinical care was fragmented and that there was no incentive for the departments to work together or plan together (54). The Leadership Council subsequently decided that the recommendations of the CRA 102 Team should also involve education, research and other support services. As a result of this report, a new structure for the campus was proposed (54). The Medical Center organization would consist of three functional areas: Health Services Enterprise, Strategic Support Services, and Education and Research. Each functional area would be designed to facilitate interaction with the other two and each would be headed by a process leader who would be called a Vice Chancellor. A new Health Services Center Team was formed with the Chancellor as Chair plus the three Vice Chancellors and five other individuals picked for their skills, experience, ability, and commitment to change. The team would oversee the process to improve campus wide operations. A Transition Facilitating Team was added to the other three. (56)

In July 1994 the A, B, and C categories of employees were dropped because the terms had become an indication of status and were inappropriate or even harmful to the Medical Center. It was determined that in the future, reference to employees would be either "employee" or "faculty and staff" (46).

In the spring of 1996 Alegant Health, a local health system partnership, approached the Medical Center regarding the feasibility of UNMC becoming a partner. The Chancellor and the Leadership Council reacted favorably to this offer. Dr. Aschenbrener presented the proposal to the Board of Regents at its March 1996 meeting and with the Regents approval the Chancellor signed a letter of intent to pursue the development of a long-term relationship with Alegant Health with a target date of July 31, 1996.

At that time a situation unique in the history of the Medical Center occurred which along with the hospital merger represented a defining moment in that history. A letter dated May 13, 1996, signed by 18 physicians of the Medical Center was sent to Dr. Aschenbrener declaring an, "..... irrevocable loss of faith in your leadership of the University of Nebraska Medical Center." A number of problems, both general and interpersonal, arose as a result of the changes Dr. Aschenbrener was attempting to bring about leading to the beginning of divisiveness among the Medical Center personnel. The letter came about because many of the Medical Center clinicians felt that they were not being consulted about the changes occurring in the Medical Center and probably more importantly because many were not in favor of joining with Alegent Health. Subsequently University President Dennis Smith laid out and implemented a plan to address the concerns of these physicians and he recommended that the target date for partnership with Alegent Health be pushed back 45 days. The recommendations were as follows (60):

- 1) A representative from the University Medical Associates (UMA) would be appointed to the Model for the Future executive team, the Leadership Council, and the Strategic Planning Committee.
- 2) The Board of Regents would appoint members to the Alegent Health Board of Directors. These would be the President of the University, Dean of the College of Medicine, and a physician recommended by the UMA Board.
- 3) A new Medical Research and Education Advisory Council would advise the Chancellor and the Leadership Council on issues concerning the future of medical research and education at the Medical Center, particularly in preserving those critical missions upon alliance with any other institutions.

On July 30, 1996, the Alegent Board voted not to accept the requested extension beyond the July 31 deadline. This essentially ended negotiations, although Alegent indicated they were still interested (61).

As stipulated by the President, Dr. Aschenbrener met with the UMA Board to discuss the representation on the Model for the Future executive team, the Leadership Council, and UNMC Strategic Planning Committee.

The August meeting of the Board of Regents focused on the status of Academic Health Centers (62). President Smith and four members of UNMC addressed the Board. They were the Chancellor, the Dean of the College of

Medicine, the President of the Faculty Senate and the Chair of the President's Research and Education Advisory Council at UNMC. The discussion centered on several issues.

- 1) How managed care was affecting Academic Health Centers.
- 2) How UNMC could protect its academic mission in the future.
- 3) How UNMC could maintain a strong patient base within the ramifications of partnerships with other health care organizations (62).

Chancellor Aschenbrener resigned effective September 30, 1996. William Berndt, PhD was appointed the sixth Chancellor for a two-year term effective October 1, 1996 (63).

Chancellor Berndt served until November 30, 1998. During his tenure the merger of University Hospital and Clarkson Hospital was accomplished and the Lied Transplant Center was completed. These are discussed more fully in another part of this report. A UNMC Equity Office was started in January 1997 to address gender equity issues. Dr. Myrna Newland was appointed director. The cooperative program between UNMC and the VA Medical Center expanded (67).



*William O. Berndt, Ph.D.*  
1996 - 1998



*Harold M. Maurer, M.D.*  
1998 -

Dr. Harold Maurer, who had served as the Dean of the College of Medicine since October of 1993, became the seventh Chancellor of the Medical Center on December 1, 1998. At the time of his investiture Dr. Maurer said that he looked forward to guiding UNMC through a time of rapid transition to a world class academic health science center and health system (90). As one indication of this, plans for a Research Center of Excellence were approved and construction started in 2001. An Office of International Health Care Science was established. Nizar Mamdani became the Director and was essentially the driving force in the establishment of this area. His wife had been treated for Non-Hodgkin's lymphoma and he was very pleased. As a result he was of the opinion that UNMC should advertise to attract more international patients and this was the mission of the office (70).

## Table 1

### Chancellors of the University of Nebraska Medical Center

Neal A. Vanselow, M.D.	July 1, 1977-August 23, 1982
James V. Griesen, Ph.D., Interim	August 1, 1982-April 30, 1983
Charles E. Andrews, M.D.	May 1, 1983-June 30, 1991
William O., Berndt, Ph.D. Interim	July 1, 1991-July 30, 1992
Carol A. Aschenbrener, M.D.	August 1, 1992-September 30, 1996
William O. Berndt, Ph.D.	October 1, 1996-November 30, 1998
Harold M. Maurer, M.D.	December 1, 1998-present

During the period covered by this report, four individuals have served as Dean of the College of Medicine and three others as interim Deans for periods of 9, 21, and 16 months respectively.

Dr. Connell started a Dean's Research Forum in which a member or members of the College presented their research programs to the faculty during a noon hour session at Eppley Auditorium (26). Dr. Connell resigned as Dean to accept a position at the University of Virginia on September 3, 1984. Dr. Charles A. Dobry was appointed interim Dean. On July 1, 1985, Dr. Robert H. Waldman became the seventeenth Dean of the College of Medicine.



*Alasdair M. Connell, M.D.*  
1979 - 1984

## Table 2

### Deans of the College of Medicine

Alastair M. Connell, M.D.	February 1, 1979-September 30, 1984
Charles A. Dobry, M.D. Interim	October 1, 1984-June 30, 1985
Robert H. Waldman, M.D.	July 1, 1985-December 31, 1991
Layton F. Ridders, M.D. Interim	January 1, 1992-September 30, 1993
Harold M. Maurer, M.D.	October 1, 1993-November 30, 1998
James Linder, M.D. Interim	December 1, 1998-March 31, 2000
James O. Armitage, M.D.	April 1, 2000-present



*Robert H. Waldman, M.D.*  
1985 - 1991

During his tenure, Dean Waldman was instrumental in bringing about significant changes in the curriculum which will be discussed in the chapter on education. Dr. Waldman resigned effective January 1, 1992, to accept a position as Vice President of the American Association of Medical Colleges.

Dr. Layton F. Ridders was appointed interim Dean January 1, 1992, and served until September 30, 1993, when Dr. Harold M. Maurer became the eighteenth Dean of the College.



*Harold M. Maurer, M.D.*  
1993 - 1998



*James O. Armitage, M.D.*  
2000 - present

Dr. Maurer was significantly involved in the negotiations with Alegen Health, the turmoil of the Aschenbrener affair, and the merger of University and Clarkson Hospitals. He resigned November 30, 1998, to assume the position of Chancellor of the Medical Center. Dr. James Linder was appointed interim Dean

December 1, 1998 and served, until April 1, 2000, when Dr. James O. Armitage became the nineteenth Dean of the College of Medicine.

The positions of Assistant and Associate Deans have expanded significantly since the early days of the College of Medicine. The subsequent array of additions, deletions, titles, title changes, and shifts in relationships in the 20+

**Table 3**

**Assistant and Associate Deans of the College of Medicine**

Executive Associate Dean	Irene G. Klintberg, Ph.D.
Associate Dean for Admissions and Students	Jeffrey W. Hill, M.D.
Assistant Dean for Students and Multicultural Affairs	Kristie D. Hayes, M.D.
Associate Dean for Curriculum	Gerald F. Moore, M.D.
Associate Dean for Ambulatory Services	Stephen B. Smith, M.D.
Associate Dean for Clinical Affairs	Rodney Markin, M.D., Ph.D.
Assistant Dean for Clinical Affairs	Carl B. Greiner, M.D.
Associate Dean for Health Sciences	Glenn A. Fosdick
Associate Dean for Continuing Medical Education	Larry F. Willis, Ed.D.
Associate Dean for Graduate Medical Education	Robert S. Wigton, M.D.
Associate Dean for Research and Development	Ira S. Fox, M.D.
Associate Dean, School of Allied Health Professions	Mary C. Haven, M.D.
Associate Dean for Veterans Affairs	Rowen K. Zetterman, M.D. Interim

**Table 4**

**Associate Deans of the School of Allied Health Professions**

D. Craig Affleck, Ph.D.	1968
James T. Tollman, M.D.	1970
James B. Monroe	1973
Perry G. Rigby, M.D.	1973
William Ruegamer, Ph.D.	1974
Reba Benschoter, Ph.D.	1985
Mary Haven, M.D.	1995

years since 1980 are beyond the scope of this report and probably of little interest to those who will read it. Table 3 documents the present roster of Assistant and Associate Deans and those who occupy the positions.

The School of Allied Health Professions is a Division of the College of Medicine. As reported in "The First Hundred Years" Chancellor Wittson recognized the importance of the allied health programs and in 1968 appointed Dr. Craig Afflick Associate Dean for allied health (4). The development of the program is covered in the section on Education. Table 4 lists the Associate Deans from 1968 to the present.

The College of Medicine has significantly expanded its teaching, clinical and research endeavors in the last 20 years. In 1980 there were 64 full time, 9 part time, and 38 voluntary faculty members in the basic science departments. At the same time there were 206 full time, 47 part time, and 719 voluntary faculty members in the clinical departments. In 2000 there were 73 full time and 4 part time faculty members in the basic science departments and 447 full time and 51 part time in the clinical departments representing a doubling of full time faculty members in the clinical sciences. There were 1326 individuals listed as voluntary faculty members. The figures were not broken down as to the number

## Table 5

### Basic Science Departments

1980	2000
Anatomy	Cell Biology and Anatomy
Biochemistry	Biochemistry and Molecular Biology
Medical Microbiology	Pathology and Microbiology
Pathology	Pharmacology
Pharmacology	Physiology and Biophysics
Physiology and Biophysics	Preventive and Societal Medicine
Medical Jurisprudence and Humanities	



in basic sciences versus the number in clinical sciences, nor as to the numbers who were locally present compared to those who were out state. As described in the section on education, the new curriculum plus other programs have resulted in a significant need for more voluntary faculty members especially out state.

Table 5 lists the basic science departments in 1980 and 2000 and Table 6 does the same for the clinical departments. A number of name changes and/or mergers occurred during this time. In the following, the date showing the time of merger and/or name change refers to the time that it was approved by the Board of Regents. In the basic sciences, Biochemistry became Biochemistry and Molecular Biology 1/18/92; Anatomy became Cell Biology and Anatomy 1/18/92; Medical Microbiology merged with pathology 7/1/85 to become the Department of Pathology and Microbiology.

The Department of Preventive and Societal Medicine and its predecessors originally had been assigned to the basic sciences where it remains to this time. Prior to 1980 there was a "Department" of Medical and Educational Administration which subsequently became Medical Jurisprudence. It was changed to the Department of Medical Jurisprudence and Humanities on 2/16/80. Then on 9/2/88

**Table 6**  
**Clinical Departments**

<b>1980</b>	<b>2000</b>
Anesthesiology	Anesthesiology
Dermatology	Family Medicine
Family Medicine	Internal Medicine
Internal Medicine	Neurological Science
Neurology	Obstetrics and Gynecology
Obstetrics and Gynecology	Ophthalmology
Ophthalmology	Otolaryngology-Head and Neck
Otolaryngology	Orthopedic Surgery and Rehabilitation
Orthopedic Surgery and	Pediatrics
Pediatrics	Psychiatry
Psychiatry	Radiology
Radiology	Radiation Therapy
Surgery	Surgery
Neurology	
Urology	

the name was changed to the Department of Preventive and Societal Medicine where it remains at this time.

In the clinical departments, Neurology and Dermatology merged with the Department of Internal Medicine and Urology and Neurosurgery with the Department of Surgery. Two new departments were formed, Neurological Sciences and Radiation Oncology. These changes reduced the number of departments from 15 in 1980 to 13 in 2000.

The number of individuals who have served as chair or interim chair has been quite variable from department to department. In the following listings, the names of these individuals will be listed under the appropriate department and their dates of tenure indicated. Where necessary, explanatory notes are provided.

#### **Department of Biochemistry and Molecular Biology**

William R. Ruegamer, Ph.D.	7/01/68	6/07/85
C. Kirk Phares, Ph.D., Interim	6/08/85	8/31/86
Edward Bresnick, Ph.D.	9/01/86	6/30/89
C. Kirk Phares, Ph.D., Interim	7/01/89	6/30/91
David B. Bylund, Ph.D., Interim	7/01/91	9/30/91
Diane D. Birt, Ph.D., Interim	10/01/91	8/31/94
Judith K. Christman, Ph.D.	9/01/94	present

#### **Department of Cell Biology and Anatomy**

William K. Metcalf, M.D.	7/01/73	6/30/91
David A. Crouse, Ph.D., Interim	9/01/91	2/27/92
Thomas H. Rosenquist, Ph.D.	3/01/92	present

#### **Department of Pathology and Microbiology**

Clarence A. McWhorter, M.D.	1965	3/31/81
David T. Purtilo, M.D.	4/01/81	9/27/92
Samuel M. Cohen, M.D., Ph.D.	9/28/92	present

Harry W. McFadden, Jr., M.D. was Chair of Medical Microbiology from 7/01/56 until 7/31/85 when it merged with Pathology.

#### **Department of Pharmacology**

Manuchair Ebadi, Ph.D.	5/1971	9/30/88
David B. Bylund, Ph.D.	10/01/88	8/31/02
William O. Berndt, Ph.D., Interim	9/01/02	present

## Department of Physiology and Biophysics

Joseph P. Gilmore, Ph.D.	7/01/70	9/30/88
Francis J. Clark, Ph.D., Interim	10/01/88	5/11/89
Irving H. Zucker, Ph.D.	5/12/89	present

## Department of Preventive and Societal Medicine

Alfred G. Ellick, JD was a voluntary faculty member and taught a "brief" course in relationships between medicine and the law in the early days when the department was recognized as Medical Jurisprudence. As noted earlier, it became the Department of Medical Jurisprudence and Humanities February 1980. Mr. Ellick continued to do some teaching until November of 1980 after which medical jurisprudence was taught by a number of other individuals. On 7/1/1980 Dr. Walter J. Friedlander became Chair and served until 6/30/84. Subsequently, Ruth B. Purtilo, Ph.D. served as Chair until 6/30/87. With the resignation of Dr. Purtilo, Andrew Jameton, Ph.D. became interim Chair. He served in this capacity until 11/10/89. In addition to medical jurisprudence students were provided information on medical history, sociology, and ethics. During Dr. Jameton's tenure the name was changed to the present name, Department of Preventive and Societal Medicine. James R. Anderson, Ph.D. became Chair on 11/11/89 and has served to the present time. The Department now provides students with information on biostatistics, epidemiology and medical ethics.

## Department of Anesthesiology

Daniel W. Wingard, M.D.	4/15/73	6/30/80
Jerry Edelman, M.D., Interim	7/01/80	6/30/83
Jan D. Smith, M.D.	7/01/83	7/31/85
K. Reed Peters, M.D., Interim	8/01/85	2/04-86
F. Miles Skultety, M.D., Ph.D., Interim	2/05/86	5/31/86
Michael L. Nanrwold, M.D.	6/01/86	9/02/87
Dennis F. Landers, M.D., Ph.D. Interim	9/03/87	3/11/89
Dennis F. Landers, M.D., Ph.D.	3/12/89	12/26/94
Myrna C. Newland, M.D., Interim	12/27/94	5/26/94
Dennis W. Coombs, M.D.	6/01/96	3/31/97
Myrna C. Newland, M.D., Interim	4/01/97	4/27/97
John H. Tinker, M.D.	4/28/97	present

Anesthesiology had the greatest number of chairs and interim chairs of any department. For reasons about which the author is not sanguine departments of anesthesia throughout the country have been "unstable" during the past 20 years. Dr. Daniel W. Wingard had served as Chair for many years up until 6/30/80 when he resigned. Subsequently, there have been 4 chairs and 6 interim chairs prior to Dr. John Tinker becoming Chair on 4/28/97. He continues to serve to the present time. With the exception of Dr. Dennis Landers, tenures were quite short, respectively 9 months, 14 months, and 25 months. Dr. Landers served for 5 years and 9 months plus having been interim Chair for 9 months prior to that.

### Department of Family Medicine

Margaret E. Faithe, M.D., Interim	8/01/80	3/19/81
Robert L. Bass, M.D., Interim	3/20/81	1/31/82
Robert L. Bass, M.D.	2/01/82	6/30/89
Michael A. Sitorius, M.D., Interim	7/01/89	5/10/90
Michael A. Sitorius, M.D.	5/11/90	present

Dr. Francis Land was the first Chair of the Department of Family Practice from the time it became a Department in 1970 until his departure in 1980. The name was changed to Family Medicine during his tenure. Dr. Michael A. Sitorius, the present Chair is only the third individual to head the Department since its inception.

### Department of Internal Medicine

Joseph C. Shipp, M.D.	7/01/70	11/31/79
Michael F. Sorrell, M.D., Interim	12/01/79	4/30/81
Michael F. Sorrell, M.D.	5/01/81	10/14/90
James O. Armitage, M.D.	10/15/90	12/31/99
Joseph H. Sisson, M.D., Interim	1/01/00	6/30/01
John L. Gollan, M.D., Ph.D.	7/01/01	present

### Department of Dermatology

Dr. Ramon Fusaro was Chair of the Department of Dermatology from 10/01/70 until it merged with Internal Medicine Department 7/01/82.

### Department of Neurology

Dr. Donald R. Bennett was Chair of the Department of Neurology from 7/01/75 until retiring on 6/30/86. Dr. Ronald F. Pfeiffer became interim Chair, and served in that position until Neurology merged with the Department of Internal Medicine on 7/01/87.

### Department of Neurological Sciences

In February of 2000 a new Department of Neurological Sciences was approved. Dr. Pierre Fayad was appointed Chair 4/01/01 and neurology was returned to departmental status.

### Department of Obstetrics and Gynecology

Joseph C. Scott, Jr., M.D.	10/12/74	10/30/87
McClure L. Smith, M.D.	11/01/87	10/31/96
Carl V. Smith, M.D., Interim	11/01/96	2/28/98
John T. Repke, M.D.	3/01/98	3/02/02
Carl V. Smith, M.D.	3/03/02	present

### Department of Ophthalmology

Raymond E. Records, M.D.	12/01/70	5/31/89
Stanley M. Truhlsen, M.D., Interim	6/01/89	6/30/90
Michael E. Yablonski, M.D.	7/01/90	4/11/00
Carl B. Camras, M.D., Interim	4/12/00	11/31/00
Carl B. Camras, M.D.	12/01/00	present

### Department of Orthopaedic Surgery and Rehabilitation

John F. Connolly, M.D.	7/01/75	1/01/90
Kevin L. Garvin, M.D., Interim	1/02/90	3/31/91
James R. Neff, M.D.	4/01/91	6/30/00
Kevin L. Garvin, M.D.	7/01/00	present

### **Department of Otolaryngology-Head and Neck Surgery**

Dr. Anthony J. Yonkers was Chair of what was then the Department of Otolaryngology in 1980 having served in that capacity since 7/01/74. In January 1992 the Department name was changed to the Department of Otolaryngology-Head and Neck Surgery to reflect the change in its services which involved more extensive external surgery than traditional ENT encompassed. Dr. Yonkers stepped down 7/31/99 and Dr. Donald A. Leopold became Chair on 8/01/99 and serves in that position to the present time.

### **Department of Pathology and Microbiology**

In 1980 Dr. Clarence A. McWhorter was Chair of the Department of Pathology and Dr. Harry W. McFadden, Jr., was Chair of the Department of Medical Microbiology. The two departments merged 7/01/85 to form the present Department of Pathology and Microbiology. Dr. David T. Purtilo, had been Chair of the Department of Pathology since 4/01/81 and became Chair of the new department. He remained in that position until his untimely death on 9/28/92. Dr. Samuel M. Cohen, the present Chair, assumed the position at that time.

### **Department of Pediatrics**

Glenn C. Rosenquist, M.D.	7/01/76	3/31/80
Carol R. Angle, M.D.	4/01/80	9/30/85
Philip J. Hofschire, M.D., Interim	10/01/85	11/30/86
Jaime L. Frias, M.D.	12/01/86	11/30/91
Bruce A. Buehler, M.D., Interim	12/01/91	8/31/94
Bruce A. Buehler, M.D.	9/01/94	present

### **Department of Psychiatry**

As of July 1, 1987, the University of Nebraska Department of Psychiatry joined with the Creighton University Department of Psychiatry to form a combined department. Dr. Merrill T. Eaton was chair of the University of Nebraska Department of Psychiatry from 7/01/68 until 6/30/85. Dr. Frank J.

Menolascino became Chair 9/01/85 and continued as Chair after the two departments merged. He stepped down 4/02/92. Dr. Robert J. Ellingson became Chair at that time and served until 9/30/93. The present Chair, David G. Folks, M.D., has served since that time. On July 1, 1999, the department again became an independent department of the College of Medicine. The residency program remained combined with Creighton. With the loss of the Nebraska Psychiatric Institute inpatient, clinic work was transferred to the Richard Young Hospital.

### Department of Radiology

Harold A. Baltaxe, M.D.	1976	9/30/81
Charles A. Dobry, M.D., Interim	10/01/81	8/14/82
Thomas J. Imray, M.D.	8/15/82	1/31/96
David D. Stark, M.D.	2/01/96	6/30/00
Craig W. Walker, M.D., Interim	7/01/00	3/31/01
Craig W. Walker, M.D.	4/01/01	present

### Department of Radiation Oncology

The Department of Radiation Oncology was approved by the Board of Regents 3/26/94. At that time Dr. Thomas J. Imray was Chair of the Department of Radiology. Dr. Glenn V. Dalrymple became Chair of the new department 7/01/94 and served until 4/30/96. Dr. Rowen K. Zetterman served from 5/01/96 to 1/31/98. Dr. Charles A. Enke the present Chair assumed the position on 2/01/98.

### Department of Surgery

Paul E. Hodgson, M.D.	8/10/72	7/30/84
Layton F. Ridders, M.D.	8/01/84	3/31/95
Jon S. Thompson, M.D., Interim	4/01/96	12/31/96
Byers W. Shaw, Jr., M.D.	1/01/97	present

Neurosurgery and Urology were both separate departments in 1980. Neurosurgery had been a Section of Surgery until 1973 when it became a separate department. Dr. F. Miles Skultety had been Section Chief and became Department Chair at that time. Neurosurgery merged with Surgery 7/01/87 following Dr. Skultety's retirement. Urology had been a Section until Dr. Francis F. Bartone became Chair of the new Department 1/01/67 and served in that capacity until Urology merged with Surgery in October 1984.





**EDUCATION**

## EDUCATION

Following the Flexner Report, the nature of medical school teaching became more standardized in the United States. In general, a four-year formal structured program became the norm. There was a series of basic science courses the first two years followed by two years of clinical education. This program remained largely unchanged in the majority of medical schools for the next 75 years.

Except for minor adjustments, the College of Medicine followed the standard until recently. In the 70's in response to a national concern about a perceived shortage of physicians, the College of Medicine implemented a 12 quarter curriculum, shortening the total time to 3 years. One-hundred and fifty students per year were accepted instead of 120 which had been the case for some time previously. The program ran from 1972 to 1979 when the 4 year, 16 quarter curriculum was reintroduced (6). About the same time a few problem based learning sessions were introduced into the curriculum.

The results of a national study in the mid 1980's criticized the traditional way medicine was taught. In response to this Dean Robert Waldman initiated a review of the Nebraska program. The curriculum committee, with input from members of the faculty, began to initiate some changes. Problem based learning, use of standardized patients, decreased lecture hours and an increase in small group sessions were introduced along with other changes; however, no extensive overhaul of the curriculum was carried out.

In 1989 the Dean appointed four blue ribbon committees to study the curriculum: a Committee on Educational Goals, a Committee on Evaluation, a Committee on Ambulatory Education, and a Committee on Basic Science Curriculum. (40) As a result of these evaluations, a new and significantly different curriculum was proposed. This information was provided to the faculty and their input was requested. Meetings were carried out with Department Chairs, and efforts were made to keep the faculty informed about the committees' activities. In 1991, an integrated curriculum was proposed. In brief, an integrated curriculum eliminates teaching by subject, i.e. anatomy, physiology, etc., and instead teaches by systems, i.e. anatomy, physiology, etc. of the cardiovascular system, taught as a unit. Students have increased

responsibility for their education and the system is changed from faculty oriented teaching to a student oriented learning system. Student evaluation is done by a combination of tests including objective, essay, and small group participation.

The original group appointed by Dean Waldman to assess UNMC medical educational programs concluded that the existing curriculum failed to prepare students for the complexities of medicine in the future. It did not recognize that medical students were adult learners and forced students to deal with too much information. The object of the new program was to provide students with the tools to acquire the information they needed by focusing on problem solving and interpretive skills.

Six subcommittees of the Curriculum Committee were formed to make recommendations for and evaluate a new curriculum. It became apparent that the new curriculum would require more faculty and more faculty time, especially the clinical faculty. After a manpower analysis, it was determined that sufficient faculty would be available to carry out the new program. On the basis of information from the subcommittees, a new curriculum was developed and proposed to the faculty. In March 1992 the general faculty voted to accept this new curriculum.

The new first year curriculum was initiated with the entering class in August 1992. Subsequently, the new curriculum for each year was introduced as this class reached it so that at the end of four years the entire curriculum had been introduced. Subsequent entering classes would follow the new curriculum.

In the first year four core courses emphasizing normal structure and function are covered in sequence during the morning hours. These are structure of the human body core, cellular processes core, neuroscience core and function of the human body core. In the later part of the morning, several times a week, a problem based learning experience is introduced wherein students are presented with information about a patient that relates to the subjects being covered in the appropriate cores and they are to "solve" the problem. Two afternoons a week are devoted to integrated clinical experience in which the bio-psycho-social aspects of medicine are presented and discussed. Each student has a three week rotation with a primary care physician during the first year. At the end of the year a comprehensive examination is given.

Figure 13

## University of Nebraska College of Medicine: Nebraska

## First Year Curriculum — Normal based

	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	Summer
A.M.	Intro. To Med. In 21 <sup>st</sup> Cent.*	Structure of the Human Body Core		Cellular Processes Core		Neuroscience Core		Function of the Human Body Core		
P.M.		PBL — Problem-Based Learning (Approx. 2-3 hours per week)								3 week Primary Care Experience
		ICE - Integrated Clinical Experience — Two afternoons per week - Behavioral								

\*Introduction to Medicine in the 21<sup>st</sup> Century — Three day orientation

## Second Year Curriculum — Organ based

	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	
A.M.	Introduction to Disease Processes Core			Cardio/Pulm/Ent/Endo Core		Neuro/Ophth/ Psych Core		Hem/Onc/MS/ BLS/Derm Core		GU/GI Core	USMLE Step 1
	Problem-based Learning (Approx. 2-3 hours per week)										
P.M.	Integrated Clinical Experience — Two afternoons per week										

## Third Year Curriculum

Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Family Practice		Pediatrics		Surgery		Internal Medicine			Psych		Ob/Gyn

## Fourth Year Curriculum

Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Basic Science Select.	Elect.	Elect.	Elect.	Elect.	Elect.	Elect.	Elect.	Elect.	Vacation

In general the second year follows the same format. However, the morning core programs are more oriented toward the abnormal. These are introduction to disease processes core, cardiology/pulmonary/ear, nose and throat/endocrinology core, neurology/ophthalmology/psychiatry core, hematology/oncology/musculoskeletal/basic life support/dermatology core, and genitourinary/gastrointestinal core. Problem based learning sessions are still carried out several times a week in the latter part of the morning related to the material being presented in the core course at that time. The afternoons continue to be devoted to integrated clinical experience two afternoons a week. At the end of the year the students must take the United States Medical Licensing Examination (USMLE) Step I.

The last two years are devoted to clinical teaching much as in the traditional curriculum. In the third year there are mandatory rotations in Family Practice, Pediatrics, Surgery, Internal Medicine, Psychiatry, and Obstetrics-Gynecology.

In July of the fourth year, each student takes an elective in a basic science field. A number of programs have been developed by each of the basic science departments and the students elect one of these programs. The rest of the fourth year is devoted to elective one-month rotations in various clinical areas. At the end of the year the student must pass the USMLE Step II.

Because of the involvement of multiple departments and classes in this integrated program, an Educational Support Office was opened in May 1992. Various aspects of the curriculum are integrated and coordinated at this office. Appropriate information is sent to the faculty and other administrative matters are handled here. The overall supervision of the integrated program and the entire curriculum is the responsibility of the Associate Dean for Curriculum.

The College of Medicine is involved in a significant number of other educational programs. In the early 1930's, classes in medical technology and radiologic technology were offered under the egis of the College of Medicine. Classes in other allied health programs were added as time went on. Finally in 1972 the School of Allied Health Profession was established within the College of Medicine and an Associate Dean for Allied Health was appointed. Programs continued to expand and in 1997 at the time of the 25<sup>th</sup> anniversary of the founding of the School of Allied Health Professions there were 10 programs: Clinical Perfusion, Cytotechnology, Diagnostic Medical Sonography, Medical

Nutrition, Medical Technology, Nuclear Medicine Technology, Physical Therapy, Physicians Assistants, Radiation Therapy, and Radiography. (68) Tables 7 and 8 lists the divisions School of Allied Health Professions in 1980 and in 2002.

In 1972 there were 123 students registered and in 2002 there were 335. There were no full time faculty members in 1972, whereas at the present there are 30. There were 38 clinical affiliation sites in 1972 and 610 clinical affiliation sites and health professionals were involved in teaching students in 2002.

The College of Medicine had already increased the number and scope of its Graduate College programs by 1980. Basic graduate degree programs in specific departments, (i.e. anatomy, biochemistry, etc.) and a medical science interdepartmental area graduate program were, and still are, offered. The interdepartmental area program is somewhat more flexible and the degree is awarded in medical science as opposed to anatomy, biochemistry, etc.

In 1980, anatomy, biochemistry, medical microbiology, pathology, and physiology and biophysics departments offered degrees in their specific fields and were also involved with 10 other departments in the interdepartmental area program. In 2000 the changes in "specific" degree programs were due mostly to departmental name changes. Biochemistry and Molecular Biology, Cell Biology and Anatomy, Pathology and Microbiology, Pharmacology, and Physiology and Biophysics had degree programs in each of their fields and each of these departments were involved with nine other departments in the medical science interdepartmental program.

## Table 7

### Divisions of the School of Allied Health Professions - 1980

Biomedical Communications (discontinued 1992)	Physical Therapy Education
Health Services (discontinued 1985)	Physician Assistant Education
Nurse Anesthetist (discontinued 1982)	Radiologic Technology
Medical Nutrition Education	Nuclear Medicine Technology
Medical Technology	Radiation Therapy Technology

## Table 8

### Divisions of the School of Allied Health Professions - 2002

Clinical Perfusion Education	Nuclear Medicine Technology
CT/MRI	Physical Therapy Education
Cytotechnology	Physician Assistant Education
Diagnostic Medical Sonography	Radiography
Medical Nutrition Education	Radiation Therapy Technology
Medical Technology	

In 1980, there were 100 students registered in the graduate programs including 21 in the medical science area. In 2000, there were 101 students registered including 13 in the medical science program. In 1980, there were 15 PhD degrees awarded including three in medical science and 10 masters degrees including 2 in medical science. In 2000 there were 24 PhD degrees awarded including 3 in medical science and only 2 master degrees in biochemistry and molecular biology. As noted there was no significant change in the number of students registered in the graduate programs between 1980 and 2000. However, there was an increase in the number of PhD's awarded in 2000 as compared to 1980 and a decrease in the number of master's degrees. A discussion of the significance of this is outside the scope of this report.

An MD/PhD program was first offered 15 years ago. At that time it had no centralized financial or administrative support. The departments of Pathology and Microbiology had the most active programs and actively supported students with MD/PhD objectives. An MD/PhD Scholars Program was created in 1994. The College of Medicine Research and Development Committee became responsible for the Program. The Associate Dean for Research and Development chairs the MD/PhD Scholars Program Committee which is a subcommittee of Research and Development.

Interested individuals must make their desires to enter the program known at the time of, or before, their application to the College of Medicine. Students are selected for admission into the program on the basis of excellent undergraduate GPA, MCAT scores, research experience and scientific motivation as judged by an extensive interview. Those accepted, "MD/PhD Scholars," receive an annual stipend and their tuition is waived for both medical and graduate school. The training program begins during the summer prior to their first year of Medical School when the students participate in a summer research program which will provide exposure to several of the PhD Graduate Programs.

Scholars participate in the course work of the first two years of Medical School and spend the summer between the first and second years involved in initial studies on a specific research topic. After the second year of Medical School, the student enters his/her selected program as a full-time graduate student. Two or three years will be needed to complete the graduate program after which the student joins that year's third year class in Medical School and completes his/her last two years.

There were some interns in the University of Nebraska Hospital shortly after it opened in 1917. However, the first residency was in surgery in 1947, followed by programs in internal medicine, obstetrics and gynecology, psychiatry and pediatrics in the late forties (3). The programs expanded both in variety and the number of positions. In 1980-81 there were 16 accredited core residency programs with 272 house officers. In addition there were 6 accredited subspecialty programs. There were 39 family practice residents at UNMC, plus 14 at the Lincoln Memorial Education Foundation. In the 2000-01 academic year there were still 17 accredited core residency programs with 389 house officers. Some programs had been discontinued and others started but the total number remained the same. There were 12 accredited subspecialty programs.

The family practice program had expanded. There were 24 residents at the Lincoln Medical Education Foundation and 49 at UNMC including 27 military (Air Force). In 1992 a rural residency program within Family Practice was started and at the present time there are 4 residents in Scottsbluff, 5 in Grand Island, 4 in Kearney, and 3 in North Platte.



**Table 9**  
**UNMC Residency/Fellowship Programs**  
**1980 - 1981**

Anesthesiology	Orthopedics
Dermatology	Otolaryngology
Family Practice - Omaha	Pathology
Family Practice - Lincoln	Pediatrics
Internal Medicine	Pediatric GI
Hematology/Oncology	Psychiatry
Gastroenterology	Child Psychiatry
Pulmonary	Radiology
Cardiology	Surgery
Neurology	Urology
OB/GYN	
Ophthalmology	
Oral Surgery	

In 1990, the Legislature approved the establishment of a Rural Health Education Network for the purpose of exposing students to the delivery of health care in rural areas of Nebraska (34). It was funded in 1991 and at first only medical students participated in the program. However, other Colleges of the Medical Center were soon involved and now medicine, dentistry, pharmacy, nursing and physicians assistant programs are all involved. In the new College of Medicine curriculum, all students spend 3 weeks between the first and second year in a rural setting, plus two months in the third year. This is now an extensive network of communities and approximately 1,000 preceptors are involved in the program.

About that same time the Rural Health Opportunities Program (RHOP) was instituted. The Colleges of Medicine and Dentistry, in conjunction with Chadron State College and Wayne State College participate in this program. Incoming freshman at either college with an interest in going into medicine or dentistry are able to save a spot in either school on entering college (36).

A number of "community outreach" programs have been developed in the past 20 years. The programs are diverse and do not necessarily fall under theegis of a specific medical center entity. As a result the following list does not cover every outreach program in which UNMC is involved. However, it will serve to illustrate the extent of the College of Medicine's involvement in educational programs.

## Table 10

### UNMC Residency/Fellowship Programs 2000-2001

Anesthesiology	Ophthalmology
Pain Management	Oral Surgery
Family Practice - Omaha	Orthopedics
Family Practice - Military	Otolaryngology
Family Practice - Lincoln	Pathology
Internal Medicine	Hematopathology
Hematology/Oncology	Pediatrics
Gastroenterology	Pediatric GI
Pulmonary	Pediatric ID
Cardiology	Psychiatry
Geriatrics	Child Psychiatry
Endocrine	Radiology
Neurology	Interventional Radiology
Neurosurgery	Surgery
Nuclear Medicine	Urology
OB/GYN	

*Mini-Medical School*, started in 1995. It offers to the public free-of-charge, a number of evening programs on various subjects (i.e. the brain, cancer, women's health, etc).

*Community Health Line*, started in 1984. It is the longest running locally produced health program in Omaha radio and has been hosted by Dr. Bill Gust and Tom O'Connor for the past 13 years. It covers a variety of health issues.

*Life Quest*, a television program covering medical topics of interest. It was discontinued in the year 2000.

*Health Watch*. Segments on KETV (Channel 7) started in 1993. At the present time it is hosted by Dr. Jose Romero. It airs four times per week, 10 pm on Saturday, and three 5 pm segments during the week. The Thursday segment is always a live in studio interview with Dr. Romero.

*Health Science Meet*. An event open to all eighth grade students in the State. Students must do a health science project in their region. The best projects qualify to come to Omaha in the summer for the Health Science Meet. It was started in October of 1992, with the first students coming to UNMC in June of

1993. About 60 students qualify for Omaha each year. Hundreds participate at the regional level.

*KMTV (Channel 3).* Segments with Dr. Bruce Buehler, a question and answer format is used with the TV anchorperson questioning Dr. Buehler about medical subjects in the news.

*UNMC Community Academy.* Ninth grade students spend three days per week for six weeks at the Medical Center (Tuesday, Wednesday, Thursday). A different "subject" is covered each week. The program hopes to turn the student on to science, math, and/or opportunities in the health care science field (66).

UNMC has been involved in continuing education for some time, i.e. the 30<sup>th</sup> Family Practice Review Course was held in 2001. The number and variety of material offered has increased significantly since the first Family Practice Review. At present the Center for Continuing Education is involved in the accreditation of the following programs.

Departmental rounds are reviewed and accredited by the Center upon request of the departments. Various review programs, symposia, and programs on multiple subjects focusing on such things as endoscopies are held on campus or at appropriate locations within Omaha. Additionally the Center is involved in the organization and/or accreditation of programs in such diverse locations as Hawaii and Utah. Taped programs for interactive self instruction are available as well as self evaluation material in some journals.

These examples are by no means inclusive of all of the continuing education programs in which the Medical Center is involved but serve to illustrate the degree of that involvement.

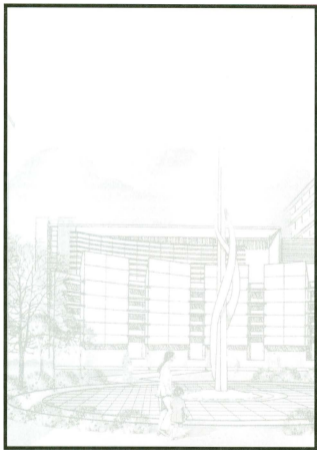
The College of Medicine has made significant progress regarding gender and equity issues during the last 20 years. An Office of Student Equity and Multicultural Affairs exists which has a number of programs oriented to recruiting and retaining minority students. The office purchases from the American College Testing Service the names of minority students with scores in the upper 25%. These students are contacted and offered an opportunity to be placed in the prospective student data base. This has resulted in many more minority students ultimately applying for admission.

The office has established affiliations with several colleges with a high minority student population. Faculty from these schools are invited to come to UNMC to meet College of Medicine faculty members as well as look over the research going on and in general get some orientation to our program. Faculty from the College of Medicine go to these schools to present material on their

research and to establish a closer liaison. Student with appropriate GPAs are urged to apply to the University of Nebraska College of Medicine. A few students spend summers at UNMC working with researchers. Once a minority student is registered and attending school, the Office of Student Equity and Multicultural Affairs attempts to assist in any way possible, from checking on schools for their children if they are married or checking on housing availability to providing counselors to whom the student can talk and attempt to solve personal problems.

To further enhance the College of Medicine's effort at recruiting and retaining minority students, Dr. Kristie Hayes was appointed Assistant Dean for Students and Multicultural Affairs in February of 2002. It is not within the scope of this report to record all of the many ways in which the College of Medicine is increasing its effort to recruit and retain minority students but the above will serve as an illustration.

In 2001, UNMC started a program titled NU-PATHS with UNL. The program recruits talented minority students who are seniors in high school or after their freshman year at UNL. Students who are accepted must maintain a cumulative GPA of 3.25. Those considering the College of Medicine must have a cumulative GPA of 3.50. Each student has an NU-PATHS advisor, a UNL advisor, and a UNMC discipline specific representative to guide them through the program. The first student from the program entered the College of Dentistry in the fall of 2002.



**CLINICAL PRACTICE**

## CLINICAL PRACTICE

The clinical teaching of medical students was done by volunteer faculty from the inception of the College of Medicine until the 1950's. The fully accredited status of the College was tenuous for several reasons one of which was the absence of a full time clinical faculty. A few appointments were made prior to 1950. Then in 1954 four men were appointed to full time positions. Dr. Robert Grissom in Internal Medicine, Dr. Gordon Gibbs in Pediatrics, Dr. Roy Holy in Obstetrics, and Dr. Merle Musselman in Surgery. (2)

The situation remained essentially unchanged until the 1960's when Dean Cecil Wittson began actively recruiting full time clinical faculty. This resulted in the need for an increasingly diverse patient population, more non indigent or private patients and a system for reimbursing physicians for services rendered. (24) There was no policy regarding the professional fees generated by the treatment of private patients by the clinical faculty. (25) Some individuals were salaried full time and any professional fees generated by them went to their respective departments, others retained their fees and several modifications of these two themes existed. It became obvious that some definitive system had to be developed.

The history of the development of a reimbursement system for patient care by full time clinical faculty has been set down in detail in "University of Nebraska Hospital: The First 75 Years" (23) for those who are interested. The Nebraska Clinicians Group (NCG) was formed under a medical service plan which established a group practice of geographic full time physicians at the University of Nebraska Medical Center.

A Clinical Practice Board (CPB) was formed in 1986 when the hospital discontinued maintenance of the outpatient clinics. The Board took over the management and fiscal responsibility of all outpatient clinics on and off campus. The Nebraska Clinicians Group (NCG) retained fiscal responsibility through the Professional Fees Office (PFO) for the billing and collecting of all professional fees for outpatient services as well as inpatient.

In 1993, the University Medical Associates (UMA) was formed to take over the function of the Clinical Practice Board (CPB). In 1995, the Nebraska Clinicians Group was eliminated and the University Medical Associates became

the sole organization to manage all clinical activity, both inpatient and outpatient, for the faculty. The PFO was retained as the fiscal agent of the University Medical Associates to bill, collect and disperse professional fees. In 1995 the University Medical Associates became a not for profit 501(C)3 corporation. A number of departments and divisions had formed separate corporations to handle their financial matters under the egis of the Nebraska Clinicians Group. They were all dismantled and folded into the single entity of the "University Medical Associates" which was essential to comply for designation as a 501(C)3 organization.

New bylaws were drawn up and accepted by the Board of Regents. Membership consisted of ".....all full-time, part-time, and volunteer physician faculty members of the College of Medicine who provide clinical service at the University of Nebraska Medical Center". The affairs of the corporation are managed by a Board of Directors. The Board consists of each clinical chair, four at-large representatives (full-time faculty), the Associate Dean for Clinical Affairs as Chair, the UMA Chief Administrative Officer, and the Dean of the College of Medicine, ex-officio without vote. There is an Executive Committee consisting of the four elected members at large plus four department chairs, and the Associate Dean for Clinical Affairs. The UMA Chief Administrative Office and the Dean of the College of Medicine are ex-officio members without vote.

A Physician Hospital Organization (PHO) was formed with representatives from the hospital and the University Medical Associates for the purpose of carrying out joint ventures relating to the provision of services to outside health care organizations. It has continued to function subsequent to the merger of the University and Clarkson Hospitals and now has representatives from NHS and UMA and has fostered relationships and services to an increasing number of outside health care organizations.

With the increase in full time faculty, the number and diversity of clinical programs at the Medical Center expanded. Subsequent to 1980 in addition to the growth of "standard" services a number of unique programs were started. A kidney transplant program had begun prior to 1980. On July 19, 1985, the first liver transplant was performed (28). Subsequently small bowel transplant, pancreas transplant and multiple organ transplant programs were added. An internationally recognized bone marrow transplant and leukemia treatment program commenced in the 1980's. One of the first Robotic Surgical Equipment systems in the region was installed at the University Hospital operating rooms

in 2000. (83) Extensive electronic communication systems were installed throughout the Medical Center. The number of sub-specialty services increased which is reflected in the list of fellowships offered in 2000-01 as compared to 1980-81 in the section on education. All of this attested to the rapid changes occurring at UNMC.

The expanding clinical services put an increasing burden on the limited physical facilities of the University Hospital. The proximity of Clarkson Hospital appeared to offer an obvious solution. However this was not as obvious as it seemed.

In 1953 the University acquired land north of Dewey Avenue and west of 42<sup>nd</sup> Street and leased it to Bishop Clarkson Memorial Foundation for the purpose of erecting a new hospital. The University agreed to extend, at its own expense, its steam and hot water to the hospital and to provide those services at cost. The University also agreed to do all the necessary laundry work for the hospital at cost. The lease contract stipulated "...in the event that the second party (Bishop Clarkson Memorial Hospital) should desire to cease operating the hospital the first party (University) shall have the option to buy said hospital and other facilities at the same price as may be obtained by the second party elsewhere." (9) The Bishop Clarkson Memorial Hospital was subsequently built and began receiving patients December 16, 1955. (22)

The relationship between the two institutions was "at a distance" for most activities. However, from the onset a number of members of the Clarkson staff had appointments as volunteer faculty members at the College of Medicine. As the Medical Center began to acquire a full time staff (2), the majority of these individuals applied for and were granted appointments to the Clarkson staff.

Many of the Clarkson voluntary faculty offered electives for medical students which were usually full. Similarly residents in a number of services spent time at Clarkson under the egis of a Clarkson staff member. The Internal Medicine service had the largest number of residents through the years. The majority of these residents went through specialty services at Clarkson that were not available at the Medical Center. As the services were developed at the Medical Center, those at Clarkson were no longer used and the number of residents at Clarkson gradually diminished. Medical residents stopped going to Clarkson some time in the early nineties. A number of other departments of the College of Medicine had residents at Clarkson on the services of voluntary faculty members. This was quite variable through the years and there is no accurate record available.



Starting during the tenure of Chancellor Wittson, several attempts were made through the years to develop a closer physical and/or administrative integration. None were successful. One or the other party would pull back before any definitive agreement was reached.

In 1988, an outside consultant studied areas of possible integration between the University Hospital and Clarkson Hospital. The report concluded that the two hospitals should move to share use of their facilities and form common government and management strategies as appropriate. Each should maintain separate medical staffs and retain individual ownership of existing assets. It did not recommend a merger. (29) In 1989 a Joint Planning Board of the University Hospital and Clarkson Hospital was developed to study possible joint programs. (31).

In April 1993, a joint project was started which would provide new steam lines to three UNMC buildings and a larger steam line to Clarkson. In addition, chilled water levels were to be installed from Clarkson's plant to UNMC to provide backup in the summer and chilled water to Clarkson in the winter. (41) About that same time BCMH and UNMC announced plans to pursue a lease agreement in which the University Hospital would lease bed space from Clarkson Hospital. To facilitate patient and staff traffic, a covered, all weather link connecting the two hospitals would be constructed across Dewey Avenue. (42)

In the Spring of 1994, negotiations were started between Bishop Clarkson Memorial Hospital and Columbia/HCA Health Care Corporation pertaining to Columbia purchasing Clarkson. (45) Subsequently the talks between the University Hospital and Clarkson Hospital regarding leasing of beds was discontinued. The Medical Center was concerned that a for profit institution would have an adverse effect on such joint programs as existed between UNMC and BCMH and seriously hinder further negotiations.

The attorneys for Clarkson Hospital inquired as to whether or not the University intended to exercise its option as per the 1953 agreement. Subsequently Clarkson was requested to provide information so that a prudent recommendation could be made to the Board of Regents regarding the University's possible purchase of Bishop Clarkson Memorial Hospital. (48,49)

In June 1995 the Board of Regents voted to exercise its option to buy Clarkson Hospital. (50,51). Subsequently Bruce Lauritzen, Chairman of the

Clarkson Hospital Board, offered to meet with Medical Center officials to discuss Clarkson's future. He also said that any legal action would have to be filed by Columbia HCA whose offer to buy Clarkson had been accepted by the Hospital Board. (51) Columbia/HCA Health Service Corporation filed a law suit in Douglas County District Court on June 12, 1995 to determine the validity of the original agreement. Ultimately the court ruled in favor of the University and Columbia/HCA discontinued its negotiations with Bishop Clarkson Memorial Hospital.

Early in 1996, Alegent Health approached the University of Nebraska Medical Center regarding the feasibility of UNMC becoming a partner. On March 20, 1996, Alegent Health and the University of Nebraska Medical Center announced plans to partner (58) and a letter of intent was signed (59). Subsequently a major administrative problem occurred in the Medical Center which is discussed in the section on Administration. As a result, University President Smith requested that the target date for final agreement be pushed back 45 days (60). The Alegent Board did not grant this request and negotiations halted.

Dr. William Berndt was appointed Chancellor subsequent to the resignation of Dr. Carol Aschenbrenner. He asked Dr. Harold Maurer, Dean of the College of Medicine, to lead a UNMC effort to examine its approaches to selecting a potential partner. (64). Chancellor Berndt contacted Bishop Clarkson Memorial Hospital administration regarding the possibility of integrating both clinical operations and found they were interested. He subsequently appointed Dr. Maurer to head a UNMC group to meet with a group from BCMH to work out details for a possible merger. Ultimately it was recommended that UNMC and BCMH create a joint operating company to manage the hospital and clinic operations of both institutions. The 1953 agreement was to remain in effect for 5 years. (65)

In the fall of 1997 the Nebraska Health System (NHS) was initiated. The Board of Regents approved the merger at its meeting on September 29, 1997. The Clarkson Hospital Board of Directors had approved the merger at their meeting on September 15<sup>th</sup>. A signing ceremony consummated the merger on October 1, 1997. A 12 person Board with six representatives from each Institution became the governing Board. The 12 members were: For UNMC William O. Berndt, PhD, UNMC Chancellor, Dr. James Armitage, Chairman of the Department of Internal Medicine, Jan Thayer, Nursing Home Administrator in Grand Island, James Massey of Scottsbluff, past-president of JG Elliott

Company, Lt Governor Kim Robak, and Harlan Noddle, Chairman of Noddle Development Company and for BCMH Bruce Lauritzen, President of First National Bank, Kenneth Stinson, President and Chairman, Kiewit Construction Group, Dr. Timothy Kingston, a private practice physician and partner of Surgical Services of the Great Plains, Lewis E. Trowbridge, President of Mammel and Associates, Mogens Bay, President and Chief Operating Officer of Valmont Industries, and James T. Canedy, M.D., Chairman of Clarkson's Private Practice Affairs. Dr. James Armitage was elected Chairman of the Board and Dr. Louis Burgher became Chief Executive Officer of the Nebraska Health System.

Medical staff bylaws were adopted which replaced the previous bylaws of each hospital. The Chief of Staff would come from the membership of the Medical Staff Executive Committee and be appointed by that Committee. Although it is not stipulated, the position would be alternated between the private practice physicians and the university physicians.

The Executive Committee of the Medical Staff was appointed by the Board of Directors of NHS and responsible to the Board. It consisted of 5 members from the private practice category and 5 from the academic faculty category plus 2 NHS nurses, one selected from each hospital.

The entire staff was divided into two categories. A private practice category consisting of those individuals who spent more than 50% of their professional activity at NHS and were not full-time academic physicians. Full-time academic physicians consisted of those medical staff members who spent more than 50% of their time as academic faculty.

Clinical services were divided into hospital-based services (i.e. anesthesiology, radiology, pathology) and non hospital-based services which essentially included everything else. Clinical service chiefs of the non hospital-based services "...shall be active staff members of the private practice category...". Individuals from the full-time academic faculty could not serve as clinical chief of a non hospital-based service. As to hospital-based services, the clinical chief could come from either category and would be selected by the CEO and the academic Department Chair. Term of service was two years and the position alternated between the two categories.

Without belaboring the point, the bylaws make it obvious that despite the merger, there are two Medical Staffs and much needs to be done to bring about a cohesive integrated clinical service. Clinical practice of both the "Clarkson

physicians" and the "University physicians" were and will continue to be modified by the merger.

In the Fall of 1998, the University Medical Associates (UMA) and the Nebraska Health System (NHS) arrived at a management agreement to jointly manage their respective primary care and specialty clinics. On or about September 15, 1998, all UMA clinics staff and clinic administrative employees became employees of NHS. All UMA physicians and midlevel providers remained employees of UNMC and UMA.

The agreement was approved by the UMA Board of Directors and the NHS Executive Council. The two UMA hospital based operations hematology/ oncology and geriatrics were excepted from the rule. (88)

This management agreement was modified in 2000. At that time NHS signed a management agreement with UMA that UMA assume management of ten of the eighteen clinic settings which had been managed by NHS (73). As it turned out, those clinics were the ones primarily under UMA prior to the 1998 agreement. Remaining clinics were those that had been mainly "Clarkson clinics" prior to 1998 agreement. Therefore the situation was essentially as it had been before the merger and as far as outpatient clinics were concerned, a unified system of outpatient clinics did not exist.

In the Fall of 2000, the Board of Regents extended the original 5 year lease to 40 years. Chancellor Harold Maurer stated ".....by extending the lease agreement to 40 years, we are sending a loud and clear message that the partnership is working and that both members view this as a permanent arrangement." The Board also approved several amendments to the Joint Operating Agreement the most significant being the termination of the 1953 Right of First Refusal Agreement and deletion of language that gave both parties the right to withdraw from the Joint Operating Agreement without cause. (77). In November 2000, Dr. Louis Burgher, CEO and President of NHS, submitted his resignation. He agreed to stay until a replacement was found. He noted that there were still a number of physicians and staff members who believed that the two hospitals were too different to maintain a lasting and equal partnership. The Nebraska Health System remains a campus divided, Clarkson to the North of Dewey Avenue and University Hospital and NU Medical Center to the South. The actual physical separation ceased with the construction of a corridor connecting the two hospitals which bisected Dewey Avenue. (89)

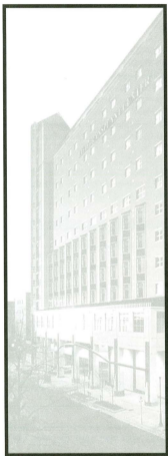
There was already some “bad blood” between the two institutions because of the court battle over the 1953 agreement. Not all departments joined together easily. The Radiology Department was an example. The Heads of each of the two Departments were unable to agree on anything. Ultimately resignations of both helped to begin to heal the wounds and at the present time there is a single Radiology Department and the director is Dr. Craig Walker, who is a full time faculty member. There was a jump in the number of doctors and administrators retiring or taking other jobs. There was a 10 percent loss the first year as compared to the normal staff turn over of 6 percent per year. Chancellor Maurer noted that some resignations were to be expected as a result of the merger. He stated that the physicians who replaced those that had resigned didn’t have the emotional attachment to the “old hospital” and would be more likely to “.....embrace the opportunities of the new system.” Lastly Dr. James Armitage, Dean of the College of Medicine and former Chairman of the NHS Board said, “If you really don’t like it, this is the way its going to be. We haven’t done all the things we need to do, but there is no question that it will happen.” (15)

Further evidence that the merger has become a physical fact is manifested in the construction of a Center for Clinical Excellence. Groundbreaking for this structure occurred November 21, 2002. (86) It will connect the two hospitals across Dewey Avenue and will consist of four stories containing a common emergency room, a radiology and CT suite, a surgical suite, and a neonatal intensive care unit. Completion is expected May 2005.



*Architect's rendering of the Clinical Center for Excellence*





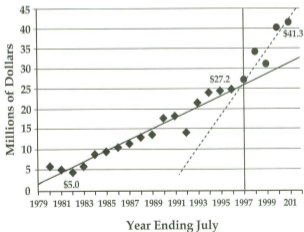
**RESEARCH**

# RESEARCH

There has been a significant change in the number, variety, and scope of research endeavors in the 20 years from 1980 to 2000. In 1980, the National Institutes of Health (NIH) support to the College of Medicine totaled 4.6 million dollars. In the year 2000, it was 21.3 million dollars. Although the largest sum of outside funds for research comes from the NIH, there are other organizations and agencies funding research at UNMC. As of July 2001, the first funding from the Nebraska Tobacco Settlement Biomedical Research Initiative was obtained. It is assumed that this will continue to be a source of funding in the immediate future.

The total amount of money for research was 5 million dollars in 1980. By 1997, it had reached 27.2 million dollars. Since then the rate of increase has increased significantly and by 2001 it was 41.3 million dollars.

## Research Funding at UNMC



7/18/01



It is not within the scope of this work to record all of the research occurring at UNMC at this time. However, there are three Program Project Grants and one Cooperative Research Project funded in excess of 1 million dollars at this time which are worthy of mention: "Neuro-Circulatory Function in Chronic Heart Failure", project director Irving H. Zucker, PhD., Chair, Department of Physiology and Biophysics; "Folic Acid and Homocysteine: Mechanisms of Heart Defects", project director Thomas H. Rosenquist, PhD, Vice-Chancellor for Research; "Molecular Origin of Cancer: Catechol Estrogen-3,4, Quinones", project director Ercle Cavalleri, DSC, Professor, Eppley Research Institute; and "SPORE in Gastrointestinal Cancer: A Cooperative Research Project Centered at UNMC", project director, Michael Hollingsworth, MD, Associate Professor, Eppley Research Institute.

Occasionally research will lead to the discovery of new products or procedures which have potential commercial application. In 1991, UneMed Corporation was founded for the purpose of marketing technologies invented at UNMC. It arose from an earlier attempt in marketing called Medigenics (32). UneMed is incorporated and independent of the University. It has a Board of Directors consisting of five individuals from the community, a secretary to the Board, and four shareholder representatives from UNMC: the Chancellor, the Vice-Chancellor of Academic Affairs, the Associate Vice-Chancellor of Academic Affairs, and Associate Dean of Graduate Studies and the Vice-Chancellor for Business and Finance. At this time the President and CEO is Thomas McDonald, PhD, Professor in the Department of Pathology and Microbiology. Linda S. Johnson, MPA, who serves as Associate Director for UNMC's Intellectual Properties Office, is Vice-President. (1)

UneMed has a Technology Development Program Agreement with UNMC to market technology invented at UNMC. "UNMC receives 100 percent of any proceeds generated by UneMed from the sale or license of technology." (1) The inventor(s) receives one-third, his/her department receives one-third, and the Administration of the Medical Center receives one-third.

In 1994 the University Hospital initiated a Clinical Research Support Service (CRSS) designed, "...to increase industrial research, facilitate translational research and boost the number of clinical trials" at UNMC. The Director of Technology Development is responsible for CRSS. "The goal of the program is to move a drug or medical device from the experimental stage to the market". (47)

Dr. Howard Gendelman is Director of the Center for Neurovirology and Neurodegenerative Diseases which is extensively funded by a variety of grants. In 2003 the Center is expected to receive approximately 6 million dollars in federal funding. (17) During the last few years research done at the Center has led to controversy with significant ramifications.

On November 28, 1999, an article appeared in the Omaha World Herald (Mary McGrath) reporting that UNMC was using "brain cells from aborted fetuses in research aimed at a better understanding of Alzheimer's disease" (10). Upon a request from the paper, Chancellor Berndt acknowledged that Dr. Leroy Carhart, operator of the Bellevue-based Abortion and Contraception Clinic of Nebraska, provided the tissue. Dr. Carhart had a voluntary faculty appointment in Pathology commencing October 1987.

As might be expected, this information caused significant controversy. The Omaha World Herald, although generally supportive of the research, reported that "when this research was proposed initially, it was effectively buried in material submitted to the Regents and lawmakers" (11).

University President Dennis Smith subsequently announced that he would form a board to advise him and the Board of Regents on bioethical issues. The Bioethical Committee was appointed and began functioning by March of 2000. It consisted of specialists in biological research, law, medical ethics, medicine, philosophy/theology, social/behavioral science and a member of the public.(72) The committee was to review appropriate policies, guidelines and regulations as they related to bioethical research being conducted at the University. The Committee was to identify broad, overarching, principles to govern ethical conduct of biomedical research at the University of Nebraska. The Committee would not be responsible for approval of individual projects since there were processes in place at the federal and university level to approve research projects.

The University Faculty Senate at its December 1999 meeting supported the continuation of using fetal tissue. (69) It also backed efforts announced by Chancellor Harold Maurer to seek out natural sources of fetal tissue for research including tissue from miscarriage, tubal pregnancy, and stillbirth.

In 2000 a bill, LB1405, was introduced by state Senator John Hilgert which would ban the use of fetal tissue obtained from elective abortions for research, treatment, or transplantation. A hearing was held by the unicameral judiciary

committee on February 23, 2000. A number of individuals and organizations testified before the committee. The Nebraska Right To Life was opposed to the research and supported the bill. Experts from out-of-state testified. Dr. Keith Krutcher, a Professor of Neurosurgery, from the University of Cincinnati, testified in support of the bill noting that he was opposed to using the fetal tissue obtained from abortion even if it was absolutely necessary, ".....the evidence is not there that this is required or the best approach". Dr. Eugene Major, a research scientist from the National Institute of Neurological Diseases and Stroke at Bethesda, testified that tissue obtained from abortion was critical to learning about brain functioning and that a ban would cripple important research into the mechanisms of neurodegenerative diseases and the functioning of the brain. (13)

The bill died in committee on a 4-4 vote not to advance it to the full Legislature. Senator Hilgert pulled the bill from further consideration on March 28, 2000 (71).

In an editorial on February 5, 2000, the Omaha World Herald noted that LB1405 would stop research in Nebraska on neurodegenerative diseases. More importantly, at the national level, it would in all likelihood make those involved in granting research support reluctant to support other research at the University of Nebraska. Nebraska would lose a number of nationally recognized researchers from the Medical Center and would have a difficult time recruiting top ranking scientists to Nebraska. (12) In compliance with Chancellor Maurer's directive, the University of Nebraska Medical Center continued to explore other potential sources of tissue to use in place of that obtained from elective abortions. In August 2000, Dr. Gendelman reported that scientists at UNMC had been able to use cells from rapid brain autopsy. The autopsies had to be done within two hours of death. They were able to obtain two of the three cell types required for the research from this tissue. These were astrocytes and microglia support cells for the neurons in the brain but they were unable to obtain neurons. Further investigations have continued and UNMC has reallocated \$250,000 in the quest for alternative tissue sources. (74)

An in depth analysis of the College of Medicine's volunteer faculty program was carried out during the spring and summer of 2000. A new policy for appointment and retention of voluntary faculty resulted. Among the various criteria was one requiring that the primary appointment for physicians would be made in the department of their specialty training. More than 200 volunteer faculty members were sent appropriate letters alerting them to the newly

adopted policy. Those whose primary appointments were not in the department of their specialty training, were notified that their continuing appointment would end December 20, 2000, if they did not rectify this situation. (76)

Dr. Leroy Carhart, who supplied the fetal tissue to UNMC, was notified that his voluntary faculty status would be terminated since he provided abortions and conducted family practice which would not qualify him to be in the Department of Pathology and Microbiology where he had his voluntary appointment. (14) He did not seek reappointment in an appropriate department and was terminated.

Dr. Carhart filed suit against UNMC January 18, 2001 in the U.S. District Court in Lincoln. Among other things he requested that the court order the Medical Center to reinstate his voluntary faculty appointment. His lawyers alleged that he was terminated because he had challenged and ultimately defeated Nebraska's ban on partial birth abortions. (16,18) On August 23, 2001 the University announced that, ".....in light of a federal judge's prediction that it would almost certainly lose the case if it went to trial...." reinstated Dr. Carhart as a volunteering faculty member with sufficient restrictions that it was an appointment in name only. (84)

Subsequently, with the approval of the Institutional Review Board, fetal tissue was obtained from the Birth Defect Laboratory of the University of Washington. This tissue program was funded by the National Institutes of Health and had provided tissue to scientists for nearly 40 years. It provided tissue only for grant funded research. (79)

In the 2001 session of the Legislature, State Senator Dwite Pedersen introduced LB462 which would prohibit the use of fetal cells from elective abortions for medical research. Senator Chris Beutler introduced LB304 as a possible compromise. This bill would require the University to give yearly reports on its search for alternative sources and discontinue use of fetal tissue from abortions once an adequate substitute was found (82). Both bills were bracketed and subsequently came up early in 2002 Legislative Session but were withdrawn under threat of a filibuster.

In October 2002, a report to the UNMC Institutional Review Board showed a 65% decrease in the use of fetal cells. Dr. Gendelman hoped this would help to reduce the public furor on the subject. He did not expect it to appease

antiabortion activists but hoped it might persuade the Regents and the State Legislature to halt further attempts to ban research using fetal cells. (17) Even though the amount of federal financial support which Dr. Gendelman's section receives is a substantial portion of the total federal funding for the Medical Center, its leaders worry about losing State funds if the Center becomes an issue. The consequences of all this is to restrict the program from expanding including addition of new people. Fetal cell researchers will not be able to work in the new 11 story research facility, even though it is being built through private donations. More importantly expansion to the next level of clinical trials which will come about in the next couple of years will probably be restricted because researchers don't want to start trials and enroll patients unless they know they will be able to finish the research project.

Chancellor Maurer at the time of investiture indicated that he looked forward to guiding UNMC to become a world class academic health center. Much has been done already to reach this goal. However, an atmosphere of restriction such as that imposed on Dr. Gendelman is a serious threat to that goal. Should his program be forced out because of restrictive legislation the "black eye" which the Medical Center would receive nationally would be very damaging.

Unfortunately as we go to press, Senator Dwite Pedersen has introduced LB512 into the 2003 session of the Legislature to prohibit the use of fetal cells for research. (8)





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Debra Marie Lyddon  
Demetrios George Maragos  
Christine Kay Markus  
Paul Leslie Marz  
Christopher Teruo Masada  
Teri Jo Mauch  
Mary Kathleen McCabe  
Kim Renard McArthur  
Timothy Mark McCashland  
Jeffrey Giles Meade  
Lynnette Ann Moseman  
David John Moyer

Mary Laura Robinson Nance  
Jeffrey Scott Nelson  
Lyle Wilfred Nelson  
Baolien Thi Nguyen  
Cuc Thu Nguyen  
John David O'Holleran  
Teresa Anne Olsen  
Mark David Omar  
Ramona Kay Peshek  
Timothy Douglas Peters  
Marcie Ann Hannigan Peterson  
Mark Alan Pitner  
Robert Jeffery Pitsch  
Robert Dean Plambeck, Jr.  
Michael Patrick Pryor  
Kurt Wesley Rohren  
Vitalicia Soriano Romero  
Susan Jane Gordon Rosenbaum  
Peter Bechan Rosenquist  
Gregory Joel Schafer  
Karen Russel Schmidt  
Monty Roy Sellon  
Craig Scott Shapiro  
Timothy Myron Smith  
Timothy James Soundy  
Todd Alan Stastray  
Thomas G. Stoffel  
Peter John Stokman  
John Arthur Sundell  
Douglas Paul Tewes  
Jeffery Noel Thompson  
Charles Stuart Tomek  
Debra Jane Payne Tomek  
Julita Rae Tuch  
James J. Turek  
Linda Vargas  
Myloan Thi Vu  
Cynthia Elizabeth Wiborg  
Elizabeth Ann Krin Wickstrom  
Mark Van Wilson  
Gill Cowan Wright III  
Timothy D. Wycoff

## 1988

- Irene Agostini  
 James Scott Albin  
 Renee Marie David Albin  
 Martin Long Arnold  
 David Mauldin Arteaga  
 Kevin Scott Baker  
 Scott Erick Balogh  
 Sanjay Bansal  
 Sean Gregory Barry  
 Brenda Jean Barth  
 Bonnie J. Bateman  
 Mark W Becher  
 Curtis George Benesch  
 Steve Clair Boyer  
 Kyle Coreen Bryans  
 Mary Frances Caffrey  
 Mark Lee Catterson  
 Rebecca Christensen  
 William Gerard Cimino  
 Stacey Barton Dagle  
 Kimberly Kay Davis  
 Neal Thomas DeCosta  
 James David Demmel  
 Jeanne Marian Franco Doyle  
 John Vincent Durso  
 Mary Beth Duryea  
 Peter Timothy Egan  
 John C. Ely  
 Jeff Lynn Fidler  
 Patricia Mary Rita Fitzgibbons  
 Douglas Alan Foulk  
 Todd Edward Fristo  
 Mark Allan Gauthier  
 Michael Richard Goodman  
 Donald Doan Graham, Jr.  
 Paul Robert Gregory, Jr.  
 Kenneth Paul Gross  
 Thomas Gene Gross  
 Dwight Earl Gurley  
 Michael Lee Haag  
 Phillip John Haberman  
 Steven Vincent Hagan  
 Michael Thomas Hagley  
 Julie Jill Hamann  
 Sharon Jean Hammer  
 Calvin Jay Hansen  
 Jeffrey Dale Harrison  
 Mary Christine Hauser  
 Michael Craig Havekost  
 Frank Edward Hwkins  
 Kathryn Ann Hedges  
 Susan Corning Long Hollins  
 Christine Marie Holm  
 Barry Allen Hoover  
 Kirk Scott Hutton  
 Robert Andrew Iaffaldano  
 Cheryl Bellanca Jack  
 Paul Leon Jacobsen  
 James Jagers  
 Sarah Mae Jantzen  
 Ravijot Singh Jobar  
 Kristin Kay Myers Johnson  
 Michael Oliver Johnson  
 David Vernon Kassen  
 Brenda Kay Keller  
 Seung J. Kim  
 Kirk Allen Kinberg  
 Michael John Kozal  
 Kathryn Janice Leeper  
 Nicholas Yuvienco Lorenzo  
 Peter Donadi Lueninghoener  
 William Michael Lydiatt  
 George Benjamin Lynch  
 Nancy Sue Barrett Mathews  
 Patrick James McCarville  
 Matthew Thomas McLeay  
 Susan Elizabeth McNeil  
 Marilyn F. Aschoff Mellor  
 Stephanie Jeanne Meyers  
 David J. Miller  
 Jon James Morton  
 Mark Alan Mozer  
 Kathleen J. Muffly  
 Clifford Martin Myles  
 Douglas Donn Netz  
 Chi Dang Nguyen  
 Charles Edward Olson  
 Julie Ann Overcash  
 Jan Ellen Paisley  
 Frederick Mark Paz  
 Scott Huntly Plantz  
 Scott Charles Rasmussen  
 Rebeca Jo Stingley Rezael  
 Roy Wallace Robertson  
 Joseph Gordon Rogers  
 Lynn Krista Rosenlof  
 Patricia Joan Kemmy Ryan  
 Timothy Wayne Ryschon  
 John Paul Safranek  
 Denise Marjorie Sammons  
 Lori Ann Sapp  
 Kane Loux Schaphorst  
 Nancy Ann Scheinost  
 Michael B. Schneider  
 Steven Eugene Seals  
 Jeffrey Michael Seizys  
 James Edward Smith  
 Marshelle Denise Smith  
 James Harrison Sorrell  
 William Thomas Sorrell  
 Theodore Harry Stathos  
 Christine Louise Stevens  
 Dale Frank Sutherland  
 Noel Allen Timmons  
 Jon Paul Trevisani  
 James Frederick Tritz  
 Leslie William Veskrna  
 Michael Gerald Wadzinski  
 David John Watts  
 Kelly Jean Wehrman  
 Stephen Vern Wendt  
 Martin Wayne Wetzell  
 Daniel S. Williamson  
 Mark E. Wilson  
 Scott Denman Wilt  
 Wayne Terence Wolfrey  
 Geoffrey Zeldes  
 George Allen Zieg  
 Kenneth Allen Zoucha  
 Kevin Robert Zuerlein

## 1989

John Melvin Allen  
Deanna Marie Armstrong  
Shelly Lynn Barker  
Deatrice Faye Beck  
Brian Paul Beezley  
Elizabeth Catherine Berigan  
Scott Dana Bigelow  
David Anthony Boes  
Denise Ruth Shonsey Bograd  
Brenda Sharon Schonberg Burns  
Michael Edward Carroll  
Richard James Chamberlain  
Dianna Marie Clyne-Govier  
William W. Colgate  
Carol Sue Conley  
Thomas Vernon Connelly  
Margaret Mary Delmore  
John Mark DeMay  
Cynthia Ann Doerr  
Stephen Edwin Doran  
Donna Marlene Kohler Earnshaw  
Matthew Kevin Egbert  
Christopher Jon Elliott  
Beth Mason Ernst  
Thomas Augustine Franco  
Terry Paul Gee  
Daniel Wayne Gillette  
Thomas John Goaley, Jr.  
Marcia Lynne Goering  
Nancy J. Gogan  
Thomas Alan Graul  
Richard Eugene Hall, Jr.  
Kevin Wayne Hamburger  
Ronald Lee Hamilton  
Kimberly Anne Hanson  
Kristie Denise Hayes  
Jay James Hinkhouse

Mark Joseph Hinrichs  
Timothy Charles Hollingsed  
Jeffrey Alan Horak  
Patrick Alan Hotovy  
Joseph Michael Houston,  
Jr. Michael Dean Hurt  
Barbara J. Jensen  
David Duane Johnson  
Eric Lind Johnson  
Bruce Alanson Jones  
Sandi McKenzie Jones  
Dian Sue Ogren Keller  
Kathleen Mary Kelley  
Erin Marie Kennedy  
Lee Kirchner  
David K. Kortje  
Ermaelyn Ludeman Kubart  
Elizabeth Rose Kujawa  
James Gordon Leiferman  
Jeffrey Scott Lewis  
David Paul Lux  
James Andrew Martin  
Michael Patrick Martin  
Erin Ritter Masada  
Michael Lee Matthews  
Kristine Lynn Samuelson  
Petersen McVea  
Clyde Raymond Meckel  
Kimberly Ann Michels  
Jean Marie Moon  
K. Ann Newman Moore  
Peter Martin Morin  
Gregory Paul Mueller  
Daniel Lynn Murman  
Marcus Bartholomew Nashelsky  
Ngoc Van Nguyen  
Laura Williams Nielsen

Scott Michael Noel  
James B. Norwood  
Steven John O'Connor  
David William Paine  
Joel E. Parriott  
Bruce Ronald Peters  
John William Pflug  
Daniel V. Phan  
Cindie Louise Plymire  
Ronald David Prauner  
DeAnn Kay Obermiller Psota  
Roger Scott Quiring  
Thomas Kurt Rath  
Jill S. Reel  
Lisa Ann Remer  
Nancy Ann Rogic  
Jean Ann Sahs  
David Martin Schmidt  
Anthony Luke Schmieg  
Paul W. Sieckmann  
Ann Meissner Sjulín  
David Howard Sjulín  
Warren Austin Stiles  
Nancy Marie Tabor  
Alan Gale Torell  
Susanne Kay Browning Torell  
John Bernard Valdrighi  
Victoria Lynn Van Roy  
Kenneth Leroy Vettel  
David Leo Vlach  
Gregory Borys Wawryszczak  
Thomas Frederick Werner  
Joanell Kathryn Wheeler  
Timothy James Widhalm  
Dwight Anthony Wigg  
Chris Bertram Winter  
James Leo Zukaitis

## 1990

Susan Ezzat Al-Eid  
James Curtis Anderson  
Emilio Alberto Arispe  
Daniel Jonathan Baden  
Michael Richard Bailey  
Timothy Glenn Barnwell

Andrew James Blankenau  
David Edward Bouska  
Patrick Joseph Brown  
Phillip Michael Cahoy  
Kimberly Ellen Carlson  
Karla Kay Langemeier Cheney

Teralynn Sue Clark  
Michael James Coen  
Kurt Allan Davey  
Lynn Marie DeDonato  
Stephen Theodore Waller Diemont  
John Robert Dobson, III

Paul Edward Dudley  
Patrick James Duey  
George James Emodi  
Alan Reuben Erickson  
David John Ermer  
Phillip Edward Essay  
Jerry Christopher Evans  
Cristina Salazar Flores  
Julie Kay Ford  
Corwin Don Friesen  
Monica Vanessa Ghosh  
Allison A. Griffiths  
Stephanie Joan Grohs  
Kurstin Lynn  
Hammelmann-Friesen  
Jeffrey Neville Hawthorne  
Bradley D. Heermann  
Thomas Wayne Hejkal  
Susan Elaine Henley  
Mitchell Jay Henry  
Kimberly K. Hissong  
Scott Charles Hofmann  
Larissa Lyn Hood  
Rex Erwin Hudson  
William Laurene Huggett  
Christopher Loren Hunt  
John Kalu Ijem  
William Michael Johnson  
Mark Patrick Kerekes  
Kimberly Hyeyoun Kim  
Robert Kent Koch

Stephine Kramer  
Ginnelle Mae Krause  
William Alexander Loder  
Kelly Anne Look  
David Charels Lorenz  
Mary Brigitte Bancroft Lux  
Carlos Jesus Macias  
Anne Lucile Mardis  
John Roger Massey  
David Dale McConnell  
Janet Patricia McGivern  
Robert Charles Messbarger  
Annette Sue Miller  
Gregory Paul Morgan  
Kurt Karl Mueller  
Yvonne Marjorie Stephenson-  
Muisa  
Cynthia Kay Nettekoven Muths  
Scott Alan Nitzel  
Creig Anthony Nordhues  
Deborah Joan Novak  
Maria Louise Murabito  
Olberding  
Scott Andrew Ostdiek  
Michael Todd Otte  
David Gerard Owen  
Greg E. Paul  
Renee A. Pitner  
Sheryl Lin Pitner  
Sylvia Patricia Preciado  
Steven E. Rademacher

Susanne L. Sasse  
Sharon Kaye Klyn Schaefer  
Mary Eileen Schanbacher  
Susan Kay Semin Schultz  
Kelly Marie Sems  
John Martin Small  
Michael D. Soe  
Amy Beth Spomer  
James Hanlon Stevens, Jr.  
Thomas Robert Stone  
Scott Edwin Strasburger  
Robert Alan Sweet  
Kenneth Ray Thomas  
Arthur Melvin Townsend  
Mary Claire Valdrighi  
John Joseph Vann  
Timothy Andrew Walline  
Corinne Bernadette Phillips  
Ward  
Barbara Elizaeth Welch  
Robert Alan Wermers  
John William West  
Mark Cecil Weston  
Thomas James White  
Janssen Jacob Williams  
Janet Kathleen Wolfe  
Thaddeus David Woods  
Terry Nye Wooldridge  
Frances GERALYN Xavier  
Anita Marie Yearley

## 1991

Curtis Lee Albers  
Kay Lynn Anderson  
Margo Kay Anderson  
Kimberly Ann Gilroy Apker  
Kay Diane Arbegast  
Ron Jonathan Bahar  
Kevin Joel Bardwell  
Francis W. Bemis  
Kathleen Ann Bendon  
Joseph Orville Billig  
Christine Faith Blake  
Douglas Ugere Blank  
David Lee Bohlender  
Patricia Jo Borman  
Scott Thomas Boyd

Lisa June Gruber Brown  
Raymond Jay Brown  
Thomas Matthew Byrne  
Rodney Thomas Caniglia  
Colleen Marie Cannon  
Jack Richard Chamberlin  
Patricia Joan Chudomelka  
Sharlene Joy Classen  
Cecelia Cody  
Donna Kathryn Culhane  
Mary Ann Curtis  
JudithKay DeGraff  
John Albert Ehrenfried  
John Douglas Engel  
Robert Charles Erickson

Ruth Alice Moller Eucker  
Maria Carol Jackson Fisher  
Sheila Marie Forsman-Bierman  
James Elton  
GeorgePatrick Michael Gerbus  
Timothy Charles Govaerts  
Sanjay Kumar Gupta  
Daniel Lee Gwartney  
Mark Woods Haecker  
John Albin Haggstrom  
David Charles Hagwood  
Cynthia Marie Hannibal  
Thomas Gerald Harbert  
Gregory John Hattan  
Michael Lee Hattan

Theresa Lynn Graybill Hineline  
David John Jaskieomy, Jr.  
Carole Jean Johnson  
Donald Joseph Keller  
James B. Kim  
Kip Alan Kircher  
Marc Gerhard Koenig  
Denise Ann Kolbet  
Jerry Alan Kripal  
Emily Josphine Dworak Kucera  
Richard Alan Kutilek  
Amy Estelle Salem Lacroix  
Sean M. Leach  
David Keith Lenser  
Kenneth LeRoy Loper  
Consuelo Teresa Lorenzo  
Lynn Renee Mack  
Mary Irene Maloney  
Douglas Wayne Martin  
John Francis Mazour  
David Andrew McCormick  
Kathleen Rose McDonald  
Thomas Edward Meister  
Mark Christopher Meyer  
Lance R. Meyerson  
Robert Alan Miller

Wm J. Mohr III  
Mary Shannon Mound-Bonness  
Jennifer Ann Nelson  
Bao-Lan Thi Nguyen  
Jo Anna Nicolas  
Kathleen Allison Ogden  
Karen Christine Olson  
Lael G. Paul  
Edward A. Pelton  
Gregory C. Pippert  
Goya Vasant Raikar  
Sundar Rajendran  
Todd A. Rave  
Charles Meehan Reese  
Todd William Robinson  
Sandra Lee Schank  
Randall Kent Schmidt  
Richard Dee Schroder  
Deborah A. Schutte  
Sheryl Ann Siegmund  
Charels Edward Smith  
Scott Leroy Smith  
Lisa Ann Sobeski  
R. James Sorrell  
Sue Ann Carlson Springman  
Frederick Richard Stack

Lisa Jo Stearns  
Nick Steinauer  
Jonathan Albert Stelling  
James Steven Supancic, Jr.  
Irene Ann Sysel  
David Gwoh Tao  
Robert Michael Taylor  
Shari Lyn Taylor  
William Scott Van Wie  
Louis A.D. Violi  
Lac Thien Vu  
Loi Thien Vu  
Frieda Ashley Watson  
Walter Robert Weaver  
James Mathew Weekly  
Daniel James Weiler  
Annette Johnson White  
Clinton Rockney White  
Susan Gail Williams  
Todd Lang Williams  
Scott Lawrence Wilson  
Louise A. Winter  
Rhonda Rachele Write  
Todd Arthur Wullschlegler  
Mark Ridder Young  
Paul Murray Zieg

## 1992

Sharon Wegman Alfaro  
Sandra Marie Dostal Allbery  
Lisa A. Allen-Khalil  
Joel Robert Atchison  
Stephanie Lynn Shipley Barry  
Erick Matthew Bendorf  
Douglas Alan Boon  
Erick James Boyd  
Kevin Anthony Brewton  
Larry Lee Brown  
Curtis Ross Burhoop  
Mark James Butler  
James Andrew Cervantes  
John Burton Chace  
Kenneth John Cheloha  
Paul Eli Christensen  
Mark Yiu Chu  
Jude Thomas Cook  
Suzanne Joleen Gibson Cornwall  
Robert Arthur Cusick

Nancy Jane Miller Davis  
Christopher Robert Delp  
Henry John Dethlefs IV  
Michael Dean DeWald  
Royce Kent Dexter  
John Kelly DiBaise  
Jeffrey Rhodes Dillow  
Rhett J. Eckmann  
Lorraine Lynn Edwards  
Sheila Jo Sternberg Ellis  
Bradley Francis Emanuel  
Jane Marie Eskildsen  
Joseph John Fanciullo  
Tony Padilla Felix  
Anna Marie Felty-Duckworth  
Greg Allan Gillham  
Dana Rene Matzke Govaerts  
Valencia Marie Darien Green  
Candace Gaswick Grier  
Michael Martin Grubb

Sylvia Cortez Gutierrez  
Paul Youngin Hahn  
John Williams Hansen  
Mark Allan Hartman  
Brian Edward Hass  
Russell G. Hilliard II  
Julie K.C. Hingorani  
Gregory Alan Hirz  
David John Hoelt  
Bradley Forrest Hupp  
Philip Michael Jacobs  
Amy K. Stranik Jespersen  
Howard Aaron Kader  
David Michael Keller, Jr.  
Denise Marleen Kendall  
Jonathan Taylor Ketzler  
Michele A. Krieger  
Elizabeth Waldman Lane  
Michael Joseph Lane  
Joseph Don Liewer



Mikel Wun-Chin Lo  
Daniel Francis Maisner  
Chad Leroy McCance  
Mark O. McCoikindale  
Daniel Joseph McGowan  
Terry Dwain Melendez  
Roger Michael Menze  
David Andrew Minnick  
Douglas Marlon Monasebian  
Ronald Ray Morrison  
Jeffrey A. Murro  
Michael Allen Myers  
James Lee Ockner  
Gregory Paul O'Donnell  
James Ken Okamoto  
Todd Alan Pankratz  
Brian Philip Perry  
Paul Floyd Petersen  
Joseph Vernon Petty III  
Daniel Patric Pflieger  
Mark W. Plautz  
Jay Thomas Pohl

Michael Charles Prescher  
Mark Layne Pudwill  
Anne Elizabeth Rader  
Curtis Daniel Reimer  
Savita G. Gupta Ries  
Allinson Macaulay Rose  
Ann Bernadette Keltgen Russell  
Douglas Alan Russell  
Ardith A. Ryberg  
Steven John Soathoff  
Christopher John Schaffer  
Daniel Edwin Schiefelbein  
Karla Marie Stelling Schlimgen  
Mark Robert Schlimgen  
Leanna Jean Scott-Timperley  
Robert James Singer  
Sandra Jo Snider  
Susan Leigh Dinzole Speaks  
Kevin Johannes Spence  
Julie Ann Hidy Spencer  
Douglas Jeffrey States  
Todd W. Stull

Kenton Richard Sullivan  
Lisa Marie Trumler Sullivan  
Michael Patrick Thompson  
Eva Tollefsen  
Jeffrey Everett Tomjack  
Joel Allen Travis  
Michael Christopher Tushla  
James Frederick Van Brocklin  
Juvencio Navarro Velasquez  
Scott Lee Vonderfecht  
Michael Charles Wadman  
Marc Anson Weitzel  
Madeline Jennifer Woods West  
Renee Rochelle Minor West  
Paul Christian Wibbels  
Lawrence Paul Widman  
Michael John Wilczewski  
Bernard Joseph Wilson, Jr.  
Granger Bradford Wong  
Robert James Zadalis  
Mark Duane Zetler

## 1993

Francisca Acosta-Carlson  
Kerrie Vojtech Allen  
Michael Anthony Arroyo  
Teresa Marie Bane  
Patrick Robert Barnwell  
John Paul Beacom  
Joel Ray Bessmer  
Brian Paul Biermat  
Camela Ann Billick  
Paul D. Boone  
Julie Renee Brahmner  
William Joseph Brunsman  
Alka Desai Buechler  
Charles Frederick Burt  
Todd Eugene Bush  
Amanda Jan Ghosh Cervantes  
Mary Lynn Drey Chaisson  
Martin Jeffrey Coker  
Barbara J. Cook  
Donna Jeanne Shaner David  
Tadd Alan Delozier  
Cynthia E. Dumler  
Ann Louise Edmunds

Kathryn Suppes Eppel  
Susan Elizabeth McDonald Fanta  
Eric D. Farlin  
Kathleen Vitton Farrell  
Paul J. Ferreira  
Scott Robert Florell  
Stephen Michael Forney  
Patricio Andres Frias  
Bart Gerard Gatz  
Beth L. Goldstein  
Christine H. Gosch  
Janet J. Grange  
James Gordon Green  
Paige Lyn Groppe-Giesselmann  
Paul Michael Grossman  
Susan Marie Hakenson  
Martin Joseph Harrington  
Kimberly Ann Hayden  
Rebecca Lynne Routh Herink  
Jeffrey Allen Hicklin  
Hugh Ralph Holmquist  
Carmella Norene Imig  
Amy Jo Kienker Johar

Jasjot Singh Johar  
Rachelle Alynn Kaspar-Cope  
Steven Blaine Katsis  
Amy Marie Kessler  
Judith Marie Kisicki  
Ann Morrow Knowles  
Frances Barbara Kopecky  
Carolyn Ann Lamonica  
Scott Alan Lemek  
Barbra Jolane Lenz  
Calvin Thomas Leuschen  
Cristee Michelle Locke-Winter  
Matthew James Luedke  
Monique Lyn Macklem  
Michael Joseph Mahoney  
Thomas Anderson Mallisee, III  
Michelle Kaye Delsing Manning  
John Walter Markus  
Joel Erick Maurer  
Debra Sue Zink McCaslin  
Joseph Thomas McCaslin  
Jane Ann McDonald  
Holly Lynn McMillan

Craig Matthew Meier  
Michael Joseph Moore  
Lisa Marie Stone Murray  
Venugopal Sreedharan Nair  
John Matthew Navarro  
Chau Minh Thi Nguyen  
Hieu Van Nguyen  
Lan Hoang Nguyen  
Lawrence Phillip O'Connell  
Kevin Patrick O'Farrell  
Jeffrey Dean Parks  
Gustavo B. Parra  
Laura Elizabeth Peter  
Troy Lane Pothoff

Babu Rajendran  
Matthew Connor Rings  
Todd Alan Roberts  
Bradley F. Ropp  
Keith Adrian Rugless  
Thomas Ray Sachtleben  
Lisa Linn Scharp  
David Alan Schmidt  
Rebecca Ann Schmidt  
Johnnie K. Simonson  
Steven Scott Sindelar  
Steve Michael Skoumal  
Kevin Ray Smith

Paul Robertson Spence  
Deborah Diane Stoner  
Catherine Ann Sutera  
Jennifer Jean Strand  
ThomasJohn Samuel Treves  
Prince Chukwuemeka Uzoije  
Alicia Vazquez  
Stephen Jude Wassinger  
Sheila Marie Wetovick  
Jean Ann Winslow  
David Paul Wise  
Lissa Ann Woodruff  
Barbara J. Young

## 1994

John Louis Allen  
Robert Louis Allison  
Deborah Marie McKinnis Anderson  
Kipton Lynn Anderson  
Michelle Rae Andrew  
Gregory Michael Behm  
Thomas Matthew Beutler  
Pennie Sue Bliss  
Curtis Lee Boeck  
Jerome Daniel Bond  
Troy Duane Bracker  
Julie Ann Breiner  
Kelli Dee Bremer  
Michael Sean Brown  
Jon J. Brunkhorst  
Michael Wayne Budgler  
Cary Jocelyn Buresh  
Joseph Charles Camarata  
Elizabeth Ann Campbell  
Chad Thomas Carlson  
Richard Frank Chadek  
Bok Chung  
David John Clare  
Donald Francis Cronin  
Troy Olan Dawson  
Yvonne Lee Decory-Woronoff  
Edward D. Discio  
Casey Ellen Drake  
Joann Falkenburg  
John Stanley Fallick  
Thomas Blair Falloon

Peter L. Gallagher  
James Willard Gallentine  
Lisz Renee Gammel  
Michael James Garcia  
Lisa Kay Gerdes  
Bex William Gerding  
Ondria Chris Gleason  
Greig Hughes Glover  
Michael Tannehill Grier  
Cindy Ann Adams Gubbels  
James Martin Gulizia  
Julie Anne Johnson Gulizia  
John Gregory Haerberle  
Yvette M. Haerberle  
Michael Lee Ham  
John Michael Harris  
William T. Hay  
Michelle Seizys Hemmett  
Phyllis Jean Moser Henery  
Daniel Joseph Herold  
Keri Lynn Hoelsing  
Monica Rae Hoier  
Kim Diane Holtmeier  
Rommie Joe Hughes  
Kent S. Hutton  
Darin Edward Jackson  
Julie Patricia Shaaphorn Janky  
Donald E. Jappert  
Carolyn Anne Johnson  
Scott Roger Johnson  
Michael Wayne Jones

Michael Allen Jurgens  
Brent W. Keenportz  
Todd James Kendall  
Jared Brian Ketner  
Angela Young-Min Kim  
Carl McCamey Kimbler  
Preston Scott Klassen  
Kimberly Kay Kleveland  
Jeffrey James Knaajdl  
Scott Allen Kohtz  
Edward Stephen Kris  
Janice Marie Kutilek  
Desiree Jane Langel  
Christopher Erik Larson  
Deanna Joy Larson  
Janice Rae Mahaney Lassek  
Mitchell Laine Lewis  
Andrew James Maxwell  
Susan Lee Miller  
Scott William Moss  
Patricia Elaine Oehring  
Gary Michael Podhaisky  
Edward John Quinlan  
Cory Anthony Roberts  
Tiffany Ann Roberts  
David Eldon Rohwer  
Roger Paul Rudloff  
Kelly William Rydlund  
Elizabeth Jerald Schenken  
Steven George Schneider  
Robert John Schwab

Susan Rae Schwerdtfeger  
Seth Edgard Smith  
Charles J. Sprague  
James Henry Stageman III  
Karen Leigh Stanek  
Hugh Benjamin Starks  
Stacy Theodor Stearns

David Steele  
Lola K. Sue  
Patrick Terrence Sweeney  
Tri Huu Tran  
Theodore Donald Uebcht  
Paul Joseph Vana  
Lisa Lynn Whitcomb

Deborah A. Yeshnowski Witte  
Matthew Nolan Witte  
Timothy Wong  
Sandra Elizabeth Wood  
Suzette Anne Sulter Woodward  
Mee Ae Yoon

## 1995

Jay Robert Allison  
Nahia Jean Mahmoud Amoura  
Paul Wade Bauer  
Elizabeth Anne Bauer-Marsh  
Debra Lynne Carter Bavari  
Richard Joseph Paul Ciaran Bean  
Jay B. Bender  
Nicole Joel Bergerson  
Monte L. Bernhagen  
Jason Lane Bespalec  
Kathryn Lynn Binfield-Lynch  
Robert Charles Bossert  
V. Richard Bowen  
Mary Allison Bowles  
Nancy Ann Snyder Burt  
Michelle Marie McTee Cassidy  
Christopher Clemens Caudill, II  
Paige Suzanne Charleston  
Thomas John Clinch  
Kim Lynette Coleman  
Brian Patrick Conroy  
Jill Alice Considine  
Julie Ann Considine  
Patrick Timothy Costello  
Eric Joseph Crimmins  
Amy Eden Daley  
Suzanne Davey  
Alfredo Diaz  
Douglas Arthur Dilly  
Robert Charles Drvol, Jr.  
Timothy Francis Ebel  
Karen Ann Endacott  
Edward Vincent Fehringier  
David Allan Finken  
Laura Elizabeth Fleckten  
Suzanne Mary Furesz  
Timothy Andrew Gardner  
Ken Marcus Gatter  
Allen Arthur George

Matthew Michael Glenn  
Mathew Charles Gordon  
Joel Anthony Greisen  
Anthony Joseph Griess  
Timothy Bruce Grossman  
Kristen Lynn Guy  
Michael Joseph Hallerty  
Mary Ellen Hayden  
Jeffrey D. Helmink  
Andrea Marcia Herman  
Vicki Anne Crossland Herrman  
Julie Dawn Hester-Diaz  
Craig Edward Hinkle  
Cheryl Kay Hinner  
Darin Jay Hoffman  
Deborah Renee Hoffmann  
Michael Lamkee Hubner  
Jimmy Dee Huebert  
Tuan Anh Huynh  
Barry Javadzadeh  
Christine Marie Chonis Jeffrey  
Veronica Lynn Johnson  
Carolee Vehilia Hernandez Jones  
Gina Renee Jones  
Robinlyn Kagaruki  
Fernando Enrique Karst  
Pamela S. Kohlmeier  
Lynette D. Landrigan Kramer  
James Russell Lairmore  
Steven G. Lapke  
Catherine Anne Curtis Leadabrand  
Cynthia Peterson Lloyd  
Marty Lynn Luedke  
Joseph David Magee III  
Thomas Michael Magnuson  
James Mathew Malone III  
Mary Michaela Manning  
Edward M. Mantler  
Joseph Michael McClain

Lorrie L. McGill  
Charles Todd McMinin  
Kristin R. Melton  
Jeffrey T. Merz  
Ted Richard Mikuls  
Patricia Ellen Murdock-Langan  
James Michael Neid, Jr.  
J. Scott Neumeister  
Lorraine Henry Newburn III  
David Allen Nickel  
Anna Belinda O'Grady  
Ifeanyi Samuel Orizu  
James Enoch Partridge II  
Shailesh J. Patel  
Kenneth O. Phillips  
Lewis Wayne Plachy  
Mary Carol Plank  
Harry Person Pocras  
Mark J. Puccioni  
Clifford Charles Quintana  
Amie Lynn Rath  
Robert Raymond Rauner  
Sheila Mary Reefe  
Eric Charles Rice  
Deanna Lee Rison  
Charles Patrick Rogers  
Carl Frank Schanbacher  
Stacey A. Schmidt  
Tina Rae Scott-Mordhorst  
Wade N. Sears  
Patricia Anne Seivert  
Scott Allen Shipman  
Tracy Lee Slocum  
Patrick James Steinauer  
Mark Edward Tafoya  
Stephen Thomas Thew  
Michael Charles Thompson  
Stephen Randolph Tibbels  
Kynan Charles Trail

De Quang Tran  
Barry Michael Uhl  
Heather Anne Vahle  
Sharee Anne Valencia  
Scott Allen Vosik

Kathryn Ann Vuper  
Avis Diane Walters  
Joan M. Warner  
Kirk Grant Watkins  
Tamara Sue Wendt

Jason Corwin Wills  
Renee Lynn Wimpfheimer  
Leslie Carol Graham Winter  
Michael Lynn Zaruba  
David Kent Zetterman

## 1996

Jaime Arturo Altamirano  
David Charles Bell  
Marcus Wade Balters  
Eileen M. Barto  
Jennifer Lynn Bauermeind  
Todd Charles Bean  
Jeffrey Reed Berney  
Donna Genett Blankenbaker  
Christopher John Boes  
Paul Kenneth Branch  
Gregory Daniel Brooks  
William Robert Butz  
Elizabeth Ann Cannella Denman  
Michael Patrick Clare  
Katherine Caroline Clark  
Brian Thomas Clarke  
William Erick Coady  
Linda Marie Westman Collins  
Tod Andrew Cramton  
Gabriel Matthew Czka  
William Joseph Dasovic  
Lynn Alida Davidson-Stroh  
Melody Ann Denson  
Terry McIntosh Eccles  
Rebecca Lynn Eisenmann  
Scott Dimino Ellison  
Joseph C. Erwin  
Gregory Lee Essink  
Jonathan Quist Felt  
Matthew J. Ficenec  
Curtis E. Fox  
Jacqueline Ann Frazer  
Mary Deegan Gallagher  
Allen Lyle Gee  
Lori Boumert Gerding  
Ashok Kumar Gupta  
Josephine Irene Guzman-Wadman  
Terrell Shane Hadley  
Mary Jo Hanigan  
Jeffrey Wayne Hannel  
Daniel P. Harrahill

Natalie Jeanne Baker Harvey  
Lon Arthur Haskell  
David Clark Hatch  
Armodios Miltiadis Hatzidakis  
Nicholas J. Helwig  
Oliver Ellsworth Hoig  
Thomas Joseph Huggett  
Grant Farley Hutchins  
Kari Michelle Hutson  
Kimberly Jean Jarzynka  
Eric Mathew Johnson  
Robert Ray Kahnk  
David George John Kaufman  
Mark L. Keller  
Erika R. Ketteler  
David Raymond Kimberly  
Darra Diane Kingsley  
Tonya Marie Kratovil  
Daniel John Kruse  
Heather Taggart Lang  
Timothy Joe Larsen  
Dawn Marie Larson  
Keith Winston Lawson  
Alan Cyril Linderman  
Geron Matthew Longo  
Matthew Brooke Lovato  
Christopher C. Madden  
Mark Lee Mahloch  
Jeffrey Michael Mahoney  
Patrick Edmund Matoole  
Camille S. McIntosh  
William Jon Michael  
Yvette Milazzo  
Howard Larry Mitchell  
Laurie Lee Moore  
James Patrick Nealon  
Mark Charles Newman  
Baolong Nguyen  
Devin Reed Nichol  
Grant Eugene Nitzel  
Jeffrey Joel Nitsche

Lynn D. O'Hanlon  
Dawnette Kay Peppler  
Christine M. Petricek  
Janis Bacon Petzel  
William Lewis Read III  
Sudheshna L. Reddy  
Danny Redman  
Brooke Denise Renard  
John C. Reyes  
Christopher Jerome Ronkar  
Benjamin Gus Ropp  
Donald John Schmidt  
Bradley Jaems Schroeder  
Diane Michelle Schwery  
Janet Kruse Sellon  
Shawn Dale Semin  
Gregory S. Sextro  
Emily Ann Sharpe  
Frederic C. Soares  
Nancy Jeanette Smiley  
Gregory Scott Smith  
Crista Carol Spears  
Douglas Stewart Spurgeon  
Richard Charles Starlin  
Rebecca Jean Koesters Steinko  
Carol Ann Stessman  
John Owen Stevens  
William Scott Stuart, Jr.  
Mark Livingston Switzer  
Martin A. Tahara  
William Earl Thorell  
Kimberly Lynn Tjaden  
Christopher Wesley Tomhave  
Minou Phuong-Lan Tran  
Rebecca Sue Urbauer  
Bradley Jason Vasa  
Ryan Thompson Whitney  
Renee Michelle Woehrer  
David William Wolken  
Kevan S. Zechin, Sr.

## 1997

Tripti Agarwal  
Nicolas Aguilera  
Kent Patrick Allison  
Paige Renee Dye Anderson  
Mark Andrew Basham  
**David Albert Baxter**  
Terry Anthony Becker  
Robin Jean Bernard  
Suzanne Christine Gish Bilyeu  
Janelle Marie Bohli  
Barry A. Bohlen  
Annette Marie Bojanski  
Tod Arthur Bonebrake  
Dean Webster Brown  
David Michael Burt  
Amy Christine Cannella  
Chelsea Lynn Chesen  
Brian Robert Chisdak  
Vilma Beatriz Rodriguez Cline  
J. Paul Cook  
Jodie Kay Cote  
Douglas Alan Cross  
Jami Lorene Cullan  
Timothy Joseph Dalton  
Mary Creighton Dek  
Tamara Ann Bouda Doehner  
Mark Alee Ebad  
Carey Ann Bartels Ehlert  
Mary M. Fehringer  
Matthew David Felten  
Scott Edward Felten  
Greg Alan Fitzke  
David Andrew Franco  
Steven Karl Gerhardt  
Sara Ann Vondrak Gernhart  
Timothy John Goc  
John David Goering  
Liesl Marta Goering  
Katherine Christine Grandsaert  
Sean C. Halligan  
Kristin L. Harts  
Kelly James Hendricks  
Debra Kay Higginbotham

R. Lisa Hirai  
Amy Jean Pinkall Holst  
Marjorie Jean Hrbek  
Andrew Edward Huff  
Dori Lee Hunt  
**Nancy Sue Husarik**  
Jeffrey James Ickler  
Andrew Timothy Ingram  
Brian Allen Isaacson  
Duane Mark Jensen  
Paul Jonathan Jensen  
Patrik Lennart Johansson  
Michelle Leigh Peterson Jones  
Christine J. Ehresman Keim  
John Howard Keogh  
Jeffrey Kenneth King  
Jennifer Lynn Vogel King  
Kari Ann Krenzer  
Christopher Mark Lambert  
Pamela Sue Lergen  
Tara Ann Longoria  
Brandon Everett Madson  
Matthew Alan Mahar  
Maureen AnneBoyle Manganaro  
John Michael Martens  
Corey James Mayberger  
Shelley Jean Kreider McCoy  
Deborah Smith McPherson  
Robert Edward Meehan Jr.  
Alan Patrick Michels  
Keith Allen Miller  
Michael Perry Millie  
Lee David Millward  
Lynn Marie Mousel  
Connie Jo Murphy  
Dawn Marie Murphy  
Paul Dennis Murray  
Reema O. Abou-Nasr Nabulsi  
Gregston Rodney Nelson  
Heather Lynne Walsh  
Neumeister  
Ky Camron Newell  
Dung Anh Nguyen

William James Ostdiek  
Sandra Lee Dorn Parks  
Daniel A. Pearson  
Anne Michelle Perlman  
James Todd Peterson  
**Troy John Plumb**  
Rhonda Rene Martin Quintana  
Patricia Jean Rand  
Lorinda L. Reece  
David Roman Renner  
David Lawrence Robbins  
Saswata Roy  
Michael Jason Sayers  
Lisa Ann Sharp Schalley  
Richard John Seitz  
Ann Marie Shahwan  
Elisabeth Cleary Shearon  
Trisha Lee Sheeley  
Derek L. Shickell  
Darcy Lynn Sittig  
John Ulf Skoog  
Tiffany Lynn Somer-Shely  
Stefanie Seaman Somerhalder  
Chad Lynn Stoltz  
June Sharri Stoural  
William Bennett Stratbucker  
Thomas Andrew Sullivan  
Sheldon L. Thieszen  
Joni Annette Travis Tilford  
Daniel Joel Tomes  
Michelle Lynn Trauthen  
Joshua Aaron Urban  
Chad Weylin Vieth  
Jason David Walsh  
Stephanie Yi Wang  
Thomas John Wescom  
Patrick Gerald Wetovick  
John Steven Whitfield  
Tina Marie Schade Willis  
Brad Andrew Winterstein  
Timothy Carl Zimmerman

## 1998

Gregory Lee Alberts  
Daniel Roy Anderson  
Claire Elizabeth Hutchins Baker

Todd James Batenhorst  
Mark Allen Becker  
Michelle Leigh Duval Benes

Kristin Sue Bird  
Richard A. Blatny, Jr.  
Shawn Michael Brooks

Kenneth Joseph Brown  
Steven Joseph Buda  
Melinda Dawn Burst  
John Matthew Byrd  
Scott Stuart Chapman  
Lynn L. Charlton  
Brian Edward Couse  
Deborah Lynn Darrington  
Kristin Rikkers Davis  
Wendi Jolea Dick  
Margarita Arispe Dickey  
Adrian Dreesen  
Patrick Cameron Farrell  
William Victor Fattig  
Julie Lyn Feddersen  
Gregory Michael Fletcher  
Edward Francis Fogarty III  
usannah Playfoed Ford  
Devin Jon Fox  
Caitlin Blanton Foxley  
Toby Douglas Free  
Matthew Frank Fryzek  
Ann Regan Gallagher  
Kerri Jo George  
John Andrew Gill  
David Charles Goldner  
Whitney Richmond Sears Goldner  
Michael Peter Gruber  
Regg A. Hagge  
David Andrew Haggstrom  
Jeffrey Mark Hall  
Melissa Lynne Steiner Hall  
Patrick John Hanna  
Brian Mark Hartiger

Russell Dean Havranek  
Courtney Frances Madson  
Hellman  
Douglas James Herbek  
George Louis Hertner  
Kristin Gasseling Heuermann  
Lance Hamilton Hoffman  
Erin Leigh Ziegler Hoeschman  
Jeffery Scott Jacobs  
Pamela Susan Jaworski  
Jennifer Sue Kay  
Darren Robert Keiser  
Michael Lee Kiekhaefer  
Ladd Daniel Lake  
Kimberly Wells Larsen  
Lou A. Lukas  
Cheryl Lynne Madson  
John Paul Majerus  
Monique Christine Mathews  
Burt John McKeag  
David Wayne Minderman  
Jodee Lyn Mosher  
Michele Nicole Mulligan  
Chadd S. Murray  
Stephanie Kay Neuhaus  
Anita Nijhawan  
Cory Lee Ohlson  
Jennifer Lynn Oldham  
Michael Scott Olguin  
Kim Renee Olson  
William Sung Pae  
Arman Kersi Pajnigar  
Roena Natvarlal Patel  
Steven Aaron Pergam

Trisha Dian Powers  
Brent Michael Premer  
Piyush Kamalakar Rajurkar  
Laurence M. Raynor  
Jonathan Scott Richman  
Louis Walter Roemhildt  
Jennifer Melissa Sauer  
Bradley C. Sawtelle  
Lisa Ann Scheppers  
Susan Marie Schuckert  
Garret Temple Shaw  
Jason Floyd Shiffermiller  
Linda Ann Snyder  
Mary Colleen Snyder  
Scott Alan Snyder  
Patrick James Specht  
Jonathan Lee Spencer  
Debra Lynn Steele  
Cathleen Margaret Steinegger  
Todd William Stuckey  
Darrell D. Svoboda II  
Sara Lynn Batchter Svoboda  
J. Sean Patrick Tarsney  
Michael Andrew Thompson  
Lisa Kristen Booher Thurbert  
Shivanvaan Michelle Couch Torres  
Joseph L. Tuma  
H. Denise McMillan Vosik  
Gina Bartlett Wilson-Ramirez  
Todd Alan Woltman  
Mathew Hardin Wood  
Todd Alan Woollen  
Jeffrey Joseph Yosten

## 1999

Neera Agrwal  
Jill Adair Anderson  
Nicole P. Anest  
Amy Margreta Settles Badberg  
Tonia Michelle Hanna Baldwin  
Kimberly Ann Baptiste  
Terri Renee Batterman  
Matthew Alan Beacom  
LeAnn Cazi Smith Beran  
Kaea Nanette Long Beresford  
Gerry Chester Bohac  
John Scott Bonta  
Bradley

Steven Bowdino  
Anne Marie Beeltinger  
Nicholas Benjamin Bruggeman  
Andrew James Buresh  
Kenneth S. Burton  
Jason Michael Citta  
Andrew David Coen  
Christopher Kinsman Corbit  
Kerri Lynn Brown Corbit  
Steven Tyler Cullen  
Brent Marsden Cutshall  
Murray Eugene D'Angelo  
Tatyana Rashelle Demidovich

Mary Kay Drake  
Christie Ann Mercer Dry  
Steven Gary Dunder  
Heather C. Due Eberspacher  
David Ehsan  
Kathryn Lynn Fick  
Edward Marshall Ford  
Erich Richard Fruehling  
Jill Andrea Gaines  
Jeffrey Scott Gilroy  
Jason Edward Grennan  
Jill Jene Heen Gerрман  
Cynthia Dawn Kraus Guerne

Dawn Marie Massey Hagen  
Brian Paul Hasley  
Michael Edward Hauser  
Scott Allen Heasty  
Jay Michael Hoelscher  
Nichelle Ree Horton  
Matthew James Hrnicek  
Kathryn Garrity Hughes  
Michael Scott Jackson  
Lynnette Sue Jacobsen  
Angela Lynn Griffith Jenkin  
Jennifer Sue Kiesel Jensen  
Joel Matthew Johnson  
Emily Rachael Kean  
Lynne M. Knowles  
Douglas A. Koch  
Alan Stuart Kricsfeld  
Marcy K. Krueger  
Todd Robert Kumm  
David Derek Lee  
Kerry Ann Leslie  
Keith Raman Lodhia  
Bryce H. Lund  
Trevor Alden Lundstrom  
James Michael Mahalek

Tarek Helmy Mahrous  
Andrea G. Marsh  
Patrick Ian McConnell  
Lisa Dyan McMeekin  
Christopher Daniel Miller  
Douglas Roy Mitchell  
Anne Newland  
Tan M. Nguyen  
Vu T. Nguyen  
Kendra Elizabeth Olson  
Suzan S. Pae  
Jeevan Jagdish Pai  
Jennifer Rose Parsa  
Kimberly Peck  
James Allen Plasek  
Kevin J. Policky  
Jason Robert Potts  
Christopher Edward Price  
Mark Thomas Quinlan  
Frances Ann Radkoy  
Trisha Marie Ragland  
Kevin Joseph Reichmuth  
Tracy Suzanne Asche Reichmuth  
Andrew Young Reynolds  
Ellen Kay Gilbert Roberts

Sheila Olivia Smith Roupf  
Steven Keith Roupf  
Stacey Lee Safford  
Christopher Phillip Samuels  
Tricia Marie Schmit  
Lance Eric Shupbach  
Christopher Charles Seip  
Christopher William Spilker  
Gelenie Darlene Arfiles  
Stenbakken  
Sharon Rae Stoolman  
Mikela Jennifer Swenson  
Allison Luanne Toepfer  
James Daniel Tollman  
David Z. Tusek  
Marilyn Evonne Ashby Valentine  
Lars Erik Vanderbur  
Christopher Alan Vandemeck  
Amy Elizabeth Sack Vertin  
Jennifer Rebecca Walker  
David D. Weeks  
Pamela Sue West  
Scott Wesley Wilson  
Dale A. Zaruba

## 2000

Saraz Afari  
Jeffrey K. Ailes  
Karolin Sonja Redenbach Anderson  
John Charles Andresen  
Timothy Daniel Babbitt  
Kristina Lynn Bailey-Marrero  
Jennifer Lynn Krohn Bengston  
Kristina Suzanne Walline Birch  
Kenneth L. Blad  
Stacy Diane Fairbanks Blum  
Kristine Lynn Kulig Bott  
Tara Renee Bemey Brakke  
Stacey L. Brown  
Shanaeya Nicole Burton  
Michele Sue Cauble  
Jason J. Cisler  
Mark J. Clift  
Christopher John Connolly  
Corinna Ann Kolder Cooper  
Wendy M. Curulla  
Jason John David  
Valerie Anne David

Jeanne Marie Dean  
Yulia Michelle Demidovich  
David Arthur Denman  
Arjuli J. Desai  
Joy Catherine Taylor Drass  
Chad Michael Duval  
Vanessa Denise Evans  
Lynette Denes Exum  
Thomas Nolan Fennessy  
Douglas Robert Fiedler  
Jennifer Ann Forsman  
Sheryl A. Haggerty  
Cody Stephen Harlan  
Nick J. Hartl  
Bryce Aric Heese  
Jason Thaine Helvey  
Jeffrey Allen Himmelberg  
Virginia Marie Hoefler  
Jason Douglas Huff  
Heidi Jo Iwanski  
John Randall Jacobsen  
Alicia Ann Johnson

Melissa Ann Johnson  
Joseph Michael Kalamaja  
Dina Alexandra Kogan  
Joseph Lewis Kummer  
Nitya Krishan Lassi  
Anthony James Lauder  
Lisa Ellen Berger Linquist  
Patrice Diane Lockhart  
Brant Noel Luebbe  
Jennifer Leigh Lundgren  
Nicolle Marie Mahoney  
Tamer Helmy Mahrous  
Gotam Makker  
Mark Phillip Menolascino  
Donald Michael Merrill  
Jason John Mickels  
Clifford Douglas Miles  
Jason Jay Miller  
Kody Alan Moffatt  
Jonathan Fisher Moreavek  
Adam Paul Newman  
Susan Michelle Nikels

Timothy J. Nitzsche  
Curtis Robert Noel  
John Robert Obnoutka  
Mara Pegoen Paradix  
Philip Anthony Pazderka  
Diane Manning Pennington  
Wendy Marie Metz Peterson  
Travis J. Petroe  
Elizabeth Suzanne Pitt  
Randall Raymond Plambeck  
Dorisa L. Polk  
Todd John Popp  
Sara C. Powers  
David Lee Priebe  
John Christopher Puente  
Bryan Lee Reuss  
Dasen Ronald Ritchey  
Julie Lynn Rothlisberger  
Chelsea Dawn Sawyer  
Laura Joelle Schaben

Michele Nicole Schaefer  
Amy Lynn Schlichtemeier  
Rudy Jay Schneider  
Gwynn Colette Schoonmaker  
David John Schram  
Matthew Robert Schultz  
Matthew David Shaw  
Lisa Michelle Sieczkowski  
Erin Nicole Wingert Silvius  
Michelle Lea Simmons  
Anton James Smolik  
George Brent Sorensen  
Michael Tracey Stang  
Christine S. Stanko  
Scott D. Straka  
Heidi Lynn Hieb Strouth  
John Jason Summa  
Daniel Lee Surdell  
Chad Aaron Surratt  
Misty Anne Svitak

JonBen Dale Svoboda  
Richard Mack Tempero  
Todd Jason Tessendorf  
Julie Ann Schmid Theis  
Lee Thomas Thurbert  
Nguyet Anh Tran  
Christopher Michael Traudt  
Corey Alan Trease  
Theodore Carl Tucker  
Christopher Burgon Valentine  
Chad William Vokoun  
Steven Jerald Volin  
Paula Leigh Engolbaert Walters  
Kristin Kay Warner  
Colin Dexter Weekes  
Nicole Suzanne White  
Joy Carol Williams  
Mario Valente Wilmath  
Robert Royden York, Jr.