



University of Missouri



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An invitation to apply for the position of:
Executive Vice Chancellor for Health Affairs
University of Missouri
Columbia, Missouri

The Search

The University of Missouri – Columbia (MU or Mizzou), the flagship, land-grant, comprehensive research university of the University of Missouri System (UM), welcomes applications and nominations for its Executive Vice Chancellor for Health Affairs (EVC). The EVC leads an integrated health science center, MU Health, overseeing both the Dean of the School of Medicine and the CEO of the University of Missouri Health System (MU Health Care). The EVC will set the vision guiding MU Health’s trajectory as an agile, coordinated academic health science center pursuing the highest quality clinical care, the education of tomorrow’s best clinicians and scientists, and important discoveries.

The confluence of several factors creates the conditions for larger-scale success for MU Health. The university appointed the current President and Chancellor in 2017 and the new Provost in 2018. Together with the governing Board of Curators, President Mun Y. Choi, Chancellor Alexander N. Cartwright and Provost Latha Ramchand have made MU Health a central priority. MU Health Care consistently generates strong revenue and margins and is exploring strategic partnerships for sustainable growth. The University of Missouri – Columbia campus has experienced steadily increasing student enrollment and success recruiting talented faculty to reach aggressive research goals. And finally, the University of Missouri System’s largest building priority is the Translational Precision Medicine Complex (TPMC) which will anchor MU and MU Health’s strategic drive in precision medicine. The \$228 million investment focused on oncology, cardiovascular diseases, neurological disorders and more is slated to open in 2021 and will help achieve MU’s ambition to more than double research spending on the Columbia campus over the next five years.

Uncommon opportunity awaits the next EVC, a visible, high impact role in the university system and state. This physician leader will guide the academic health center to systematically improve the clinical enterprise and to catalyze educational and research innovation in a unified enterprise. Fundamentally, success for the EVC is creating a transcendent relationship between MU Health and the School of Medicine where multiple missions thrive and indeed synthesize to create scale and the capacity to improve lives for decades to come.

MU is a member of the Association of American Universities (AAU) with 30,870 students, including 23,817 undergraduates, 5,872 graduate students, and 1,181 students pursuing professional degrees. With an operating budget of \$2.3 billion, MU maintains the state’s Extension Program and contains a robust, successful clinical and research medical enterprise in MU Health. MU is designated as a Research 1 university by the Carnegie Commission on Higher Education and totaled \$205 million in research expenditures in FY18.

Dedicated to improving the health of all Missourians, MU Health is a comprehensive academic health center that includes: MU Health Care hospitals and clinics, MU School of Medicine, and its University Physicians practice plan. MU Health is the leading health care provider in Mid-Missouri with operations totaling more than \$1 billion. During FY18, it served more than 226,000 Missourians; its clinics had in excess of 680,000 visits and the emergency departments and trauma center had more than 79,000 visits. The School of Medicine's more than 680 faculty physicians and scientists annually educate more than 1,000 medical students, residents, fellows, and others seeking advanced degrees. The School of Medicine is a national leader in patient-based learning and offers a rural track pipeline program that provides opportunities for students to train and live in rural communities across the state. MU Health leads transformative healthcare through programs such as the Tiger Institute for Health Innovation, a public/private partnership with Cerner Corporation. The Tiger Institute accelerated the adoption of a fully integrated electronic health record throughout MU Health and is building an integrated network connecting health care providers throughout the state.

MU Health is a central component of the University, supporting MU's mission to provide advanced care, education, and new discoveries to benefit all Missourians. In addition, MU Health's successful clinical enterprise is essential to the financial health of both MU and the University of Missouri System.

The EVC will report directly to the UM President and the MU Chancellor to establish and execute the overarching strategic direction of MU Health in all aspects. UM and its campuses benefit from a strong culture of collaboration. Working at the highest levels within the University, the EVC will also serve as a key partner with the Provost and research leaders to advance academic and education missions. MU Health is well positioned to facilitate interdisciplinary discovery science and translate cutting-edge research from bench to bedside. The EVC will help coordinate and leverage assets across MU as a primary driver of MU's ambitious, campus-wide goals for growth of sponsored research and the application of discoveries for good.

The successful candidate will be a leader in academic medicine who influences the national conversation on healthcare, research, education, and practice. An M.D. or the equivalent degree is required. Ideally, this individual will bring a distinguished record of leadership and success in academic health center research, education, and patient care. The EVC will bring a deep commitment to advancing diversity and creating inclusive, equitable organizational cultures. MU seeks candidates with experience leading transparently, collectively and responsively, who possess a deep understanding of both academic medical centers and hospital systems and the broad threats and opportunities facing both.

MU has retained Isaacson, Miller, a national executive search firm, to assist in the recruitment of the EVC. A complete list of the qualifications and characteristics desired as well as instructions for submitting applications and inquiries can be found at the conclusion of this document.

About MU

The University of Missouri-Columbia (MU) was founded in 1839 as the first public university west of the Mississippi River. It is both a major public land-grant institution with a statewide mandate to serve the citizens of Missouri, and the state's largest public research university, overseeing upwards of \$200 million in externally sponsored research expenditures each year, the majority of which comes from federal funding agencies such as the National Science Foundation, Department of Energy, the National Institutes of Health, and the U.S. Department of Agriculture. Its economic impact across the state is significant; MU creates jobs, attracts and fosters an entrepreneurial culture through programs supported by the Kauffman Foundation and others, and its students and faculty generate dozens of patents, invention disclosures, and new technology licenses each year that help to encourage innovation across the state.

MU is the largest and most programmatically diverse of the University of Missouri System's four campuses. Its over 30,000 students work towards completion of over 300 degree and certificate programs enabled by its more than 11,000 full-time employees including more than 3,200 faculty members. Its yearly operations and revenues total \$1.3 billion, and its endowment as of FY 2015 stood at \$850 million. It is home to 11 major research centers and the world's first journalism school. Its designation as a land-grant university allows it unparalleled access and public service state-wide to support the citizens of Missouri. It engages in collaborative activities with industrial, educational, and agricultural partners across Missouri and abroad through its schools and colleges, MU Health, its network of Agricultural Research Centers, and its statewide MU Extension program which each year provides outreach to over two million Missourians.

The UM System is governed by a Board of Curators made up of nine members appointed by the Governor with the advice and consent of the Senate. Curators serve six year terms with three positions expiring every two years. The Board is constitutionally comprised and carefully balanced in partisan terms. No more than five Curators can be from the same political party, with at least one, but no more than two from each of Missouri's eight congressional districts. The Curators are also advised by a student representative from one of the four UM System campuses.

Leadership at UM and MU

On March 1, 2017, Dr. Choi became the President of the University of Missouri System. Dr. Choi's 25-year career in higher education includes his time as provost and executive vice president at University of Connecticut, dean of engineering at University of Connecticut and department head of mechanical engineering and mechanics at Drexel University. Dr. Choi graduated from the University of Illinois at Urbana-Champaign with a bachelor's degree in general engineering in 1987. He later earned a master's degree and doctorate in mechanical and aerospace engineering from Princeton University.

In August 2017, Dr. Alexander Cartwright became the Chancellor of the University of Missouri – Columbia. Dr. Cartwright came to Mizzou from the State University of New York System (SUNY), where he served as executive vice chancellor and provost for the 64-campus system from 2014-2017. Dr. Cartwright joined the University at Buffalo, State University of New York (UB) in 1995, serving on the faculty, chairing the electrical engineering and biomedical

engineering departments, and serving as Vice President for Research and Economic Development and Acting Executive Director of the New York State Center of Excellence in Bioinformatics and Life Sciences. Dr. Cartwright holds a Ph.D. in Electrical and Computer Engineering from the University of Iowa and is a fellow of the American Association for the Advancement of Science, SPIE: The International Society for Optics and Photonics and the National Academy of Inventors. Since arriving on campus, Dr. Cartwright has embarked on an ambitious plan to ensure the prominence and continued success of the university—a plan built around innovation and engagement.

For more information about MU, please visit: <http://missouri.edu/>

About MU Health

MU Health includes a comprehensive academic health center on the Columbia campus consisting of MU Health Care, the School of Medicine, and the University Physicians Practice Plan. In addition, there are three other health-related colleges/schools of nursing, health professions, and veterinary medicine at MU for rich collaborations. In total, the comprehensive portfolio of diverse academic programs provides ample opportunities to find clinical and scholarly partnerships, whether they be in traditional health fields or in biological sciences, engineering, human environmental sciences, and others.

MU Health's mission is to provide exemplary patient- and family-centered care, education, and research to improve the health, well-being, and productivity of the people of Missouri and beyond. As the state's premier academic medical center, MU Health offers a full spectrum of care, ranging from primary care to highly specialized, multidisciplinary treatment for patients with the most severe illnesses and injuries. The statewide health system treats patients from every county in Missouri, educates future health professionals, conducts life-saving research, and provides policy expertise. MU Health is among the most critical components of the University of Missouri System and has an enormous economic impact on the state, each year driving approximately \$3 billion into the state's economy.

About MU Health Care

Patients at MU Health Care are served by approximately 6,000 physicians, nurses, and health care professionals and staff. The MU Health Care clinical enterprise consists of five hospitals and a network of more than 60 primary and specialty care clinics across the state. The hospitals are: University Hospital, Ellis Fischel Cancer Center, Missouri Orthopaedic Institute, Women's and Children's Hospital, and the University of Missouri Psychiatric Center. MU also has partnerships with Rusk Rehabilitation Center and Capital Region Medical Center in Jefferson City. The system offers the region's only Level I trauma center, a nationally accredited Cycle II Chest Pain Center, and a nationally accredited Primary Stroke Center. MU Health Care is a founding member of the Health Network of Missouri, a close affiliation of five Missouri hospitals; and MPact Health, a collaboration with Mercy (St. Louis, Missouri) and Mosaic Life Care (St. Joseph, Missouri).

During FY18, MU Health Care served more than 226,000 Missourians; its clinics had in excess of 680,000 visits and the emergency departments and trauma center had more than 79,000 visits. During this same time period, MU Health Care had more than 26,000 discharges and more than 2,400 babies were delivered at Women's and Children's Hospital. The system's FY18 payer mix by revenue was: Medicare 39%, Medicaid 20%, managed care/commercial 31%, self-pay 7%, and other government 4%. Last year, MU Health Care and University Physicians collectively contributed \$52 million in uncompensated care, providing a valuable resource for the citizens in the region.

With \$1.012 billion in net revenue and operating income of \$104 million in FY2018, MU Health Care has in recent years generated a margin of approximately 8-10 percent. It has consistently been one of the highest performing elements of the University of Missouri System from a financial perspective. As a public academic health center and safety net provider, MU Health benefits from supplemental Medicaid reimbursements, IME/GME funding for residency programs, and 340B program participation. The University currently has an Aa1 rating from Moody's. MU Health is rated with the broader University and does not have a separate credit rating.

The health system's strengths lie in its statewide presence and partnerships with community-based hospitals and clinics throughout Missouri. MU Health's primary service area includes 25 counties with a population of approximately 836,000 people. The system's inpatient market share in FY2018 was 28.7% in the 25-county region and 59.4% in Boone County, where Columbia is located. With its strong, modern clinical footprint, MU Health has completed more than \$400 million in new construction and renovation since 2010 and opened a number of new buildings in the past three years.

In the fall of 2009, MU launched a unique private/public partnership with the Cerner Corporation: the Tiger Institute for Health Innovation. The Institute's goal is to leverage the collective capabilities and resources of Cerner's electronic medical record (EMR) technology at Mizzou to create a national model for excellent patient care, reduced health care costs, and leadership in next-generation health sciences and technology sector jobs. The Institute was awarded a \$13.3 million CMS Healthcare Innovation Challenge grant for a study on Leveraging Information Technology to Guide High Tech, High Touch Care (LIGHT2). The successful partnership has been extended through 2025.

As an essential component of an AAU institution, MU Health Care is overseen by the President of the University of Missouri System, the Chancellor of the Columbia campus, and the Board of Curators, which includes a 5-member Health Affairs committee made up of both Board members and consulting experts from throughout Missouri.

University Physicians Practice Plan

University Physicians is mid-Missouri's largest multi-specialty group with more than 600 physicians trained in nearly 75 specialties and subspecialties. The practice reviews new funding models that reflect high-value care and works collaboratively with MU Health Care to develop and implement business plans for new services and expansion opportunities. The Executive

Director of University Physicians is also the associate dean for practice plan management and reports to the Dean of the School of Medicine.

University Physicians has 170 employees and \$207 million in annual revenue. It has been a formal faculty practice plan since 1956. Membership is composed of faculty of the School of Medicine and currently numbers 640 members. The School of Medicine also employs approximately 200 advanced practice providers. The practice is governed by a Management Committee and Executive Committee staffed by both Department chairs and members at large who serve staggered terms. The plan functions as an operating unit of the University of Missouri campus and all faculty and staff of University Physicians are employed by MU.

About MU School of Medicine

The University of Missouri School of Medicine was the first publicly supported medical school west of the Mississippi River. Today, the School of Medicine is a pioneer in the problem-based learning style of medical education that emphasizes self-directed learning and early clinical experience. This innovative medical education program has been profiled in the Journal of the Association of American Medical Colleges, which has also published an extensive study on the success of MU's patient-based learning curriculum.

The School of Medicine has recently expanded its medical school class size from 96 to 128 students to address a critical shortage of physicians in Missouri and the nation. In addition to the traditional application process, MU accepts students through the Lester R. Bryant Pre-Admissions Program for students from rural backgrounds. Medical students spend their first two years at the Columbia campus and have the option to spend their third and fourth years at the Springfield Clinical Campus, which operates in partnership with CoxHealth and Mercy health systems. By 2020, there will be a total of 64 third- and fourth-year medical students based in Springfield. In addition, a rural health track offers clinical education in underserved areas of Missouri.

More than 30% of the School of Medicine's physician graduates stay on for graduate medical education at MU. The School of Medicine trains more than 500 residents and fellows in 37 specialty programs.

The School of Medicine also educates more than 200 students pursuing masters and doctoral degrees each year. Degree programs include biochemistry, health management and informatics, medical pharmacology and physiology, molecular microbiology and immunology, nutrition and exercise physiology, and pathology and anatomical sciences. Students in these programs typically pursue a two- to five-year course of study that is interwoven with the scholarly activities of the faculty researchers in their degree programs. In addition, Department of Family and Community Medicine offers an online master's degree in academic medicine for practicing physicians who want to pursue an academic career teaching and conducting research.

Other notable education facts:

- Full accreditation with LCME (through 2023-2024 academic year)
- Step 1 Exam Results: 100% passed

- Step 2 Exam Results: Above national mean
- Residency Match Rate: 100%
- Boards Pass Rate: Above national mean

Research at the School of Medicine is distributed across the 22 clinical and basic science departments. In FY18, the School of Medicine's grant and contract expenditures totaled \$33.6 million. Its AAU equivalent grant expenditures (National Institute of Health, National Science Foundation, and Department of Defense) totaled \$21.5 million.

A core resource for clinical and translational science researchers at MU, the Institute for Clinical and Translational Science (iCATS), connects interdisciplinary researchers with tools through MU's ShowMe Portal and provides mentoring and educational opportunities to the next generation of researchers. MU-iCATS has been a formal partner of the Institute of Clinical and Translational Sciences at Washington University in St. Louis since 2015 and is supported by a Clinical and Translational Science Award (CTSA) from the National Institutes of Health. Together, these institutions work to develop translational research programs in Missouri that contribute to national CTSA goals.

The Harry S. Truman Memorial Veterans' Hospital is a key collaborator for the School of Medicine. Many faculty members have joint appointments at the VA hospital, which also serves as a training site for MU students and residents. Researchers at MU are working closely with VA investigators on studies of traumatic brain injury.

Research at the School of Medicine benefits immensely from collaborations with other schools, colleges, and resources on the Columbia campus. Cross-college and cross-unit collaboration is highly-interactive currently, and presents great opportunity for future growth. The next EVC will be able to partner with the Vice Chancellor for Research to help cultivate even more enriching, multi-disciplinary collaborations in and out of the academic health center that takes advantage of the programmatic and research diversity already engaged at the institution.

Other notable assets to health sciences research at MU:

- The College of Agriculture, Food and Natural Resources is ranked among the top 15 programs in the world for animal and plant science research by Thomson Reuters and is a perennial leader on the MU campus in sponsored program expenditures, with more than \$40 million annually.
- The College of Veterinary Medicine is ranked in the top 20 by US News & World Report and offers unique opportunities to develop large-animal models for human disease.
- The School of Health Professions is the state's only public health program located on a health sciences campus and has been experiencing extraordinary growth in many areas.
- The Sinclair School of Nursing is ranked in the top 40 by US News & World Report and is especially proud of its strong and rapidly expanding focus on gerontological nursing research.
- The College of Engineering is home to an interdisciplinary Department of Bioengineering and recently launched a new undergraduate degree program in biomedical engineering.

- The University of Missouri Research Reactor, a 10-megawatt facility, is the most powerful research reactor in the United States and is available to support research into novel radiopharmaceutical products that will transform the future of medicine.

More information about these Schools can be found in the Appendix of this document.

The Role

The EVC will report directly to the President of the University of Missouri System for dimensions of the role involving integration of MU Health’s multiple missions—particularly clinical affairs—and to the Chancellor of the Columbia campus for academic and research affairs. Accordingly, the Chief Executive Officer for MU Health Care reports directly to the EVC. The Dean of the School of Medicine also reports directly to the EVC with an additional line to the Provost for academic and research affairs.

To succeed in this role, the EVC will address challenges and opportunities including, but not limited to, the following:

Develop strategies leveraging the University’s and MU Health’s unique strengths and assets to shape a health sciences enterprise with the greatest impact

The EVC will develop and articulate a clear vision for MU Health’s future expansion and innovation as part of a major research university. This will require creative collaborations and coordination to develop highly-successful programs in patient care, education, and research that are truly interdisciplinary and support all of MU’s missions.

Provide sound financial and operational leadership to execute MU Health’s strategic vision and meet new challenges and opportunities as they arise

As MU Health continues to grow and evolve in a dynamic national healthcare landscape, the EVC will focus on coordination within MU Health Care and the School of Medicine to increase revenue, maximize efficiencies and provide outstanding healthcare. MU seeks a leader who will carefully steward existing financial resources, capitalize upon new opportunities for growth, and develop incentives to maximize the impact of investments on the clinical, educational, and research missions. At the same time, the EVC will ensure that leaders across the health system are empowered to ensure that MU Health delivers safe, high quality, affordable, patient-centered care, and that the virtuous loop of scientific advances informing care and educational practices moves with the least possible friction.

Provide leadership in the development of precision health initiatives

The EVC will also play a key role in the development of the precision health initiative. A key investment for this initiative will be for the Translational Precision Medicine Complex (TPMC). The TPMC is a new \$228 million facility to be constructed in Columbia, Missouri that will host collaborative research laboratories and state-of-the-art instrumentation for neural, cancer, and vascular R&D and translation to clinical applications. New technology and a collaborative multi-

disciplinary approach - as embodied by the TPMC, have the potential to develop innovative treatments that have previously been out of reach. Moreover, all four universities in the UM System have strong interdisciplinary research programs, positioning the UM System to make a major impact on the health and well-being of Missourians and beyond.

Establish collaborative relationships within the university and with external organizations

The EVC will seek out new collaborations, partnerships, and resources across the campus, the state, and the nationwide network of academic medical centers to enhance MU Health's impact. As a key advocate for MU's broad portfolio of health sciences programs, the EVC must constantly work to identify opportunities for alignment and collaboration among MU Health and both internal and external entities.

Champion a culture of excellence, inclusion, and collaboration

Collegiality, respect, and shared purpose define the culture of MU Health. The enterprise is made up of high functioning organizations able to recruit and retain first-rate talent. The EVC will bring commitment to sustaining such a culture as well as experience building organizations that engender the highest level of achievement in all missions. The EVC's ability to champion and exemplify values of diversity, inclusion, and equity is essential.

Attract new resources to help fulfill the ambitions of MU Health

Mizzou: Our Time is a capital campaign initiative that launched in October 2015 and is nearing its goal to raise \$1.3 billion. In 2018, more than 43,000 donors made nearly 77,000 donations, pledges, and estate gifts. In partnership with the President and other key leaders, the EVC will participate in efforts to grow the funding capacity for MU Health by generating revenues through diverse sources. The EVC will think strategically about the private, corporate, and governmental support available to fulfill the larger missions that MU Health serves.

Qualifications

The successful candidate will possess the following qualifications:

- MD or equivalent degree and at least 12 years of experience in leadership and administration within a health system.
- Demonstrated success in promoting inclusion and diversity;
- Significant experience fostering successful research, clinical care, and education in an academic health care setting;
- A deep understanding of both academic medical centers and universities and the broad threats and opportunities facing both;
- Effectiveness in a complex system of distributed leadership with experience developing clear organizational structures and delegating appropriately.

Additionally, the successful candidate will be able to illustrate demonstrated accomplishments and experience in many of the following:

- Deep knowledge of the economic, commercial, and political issues that impact university performance;
- A capacity and inclination to work effectively with local communities, and state and local government officials and agencies;
- Advanced knowledge of the financial and operational aspects of a modern health system's organization and function, including managing budgets, strategic planning, quality improvement, and the compliance and legal issues surrounding health care, higher education, and research;
- A record of success in growing and managing revenues from clinical, research and/or educational programs in a large academic health science institution;
- Demonstrated record of success with the harmonization of plans, processes, information, resource decisions, workforce capability and capacity, actions, results, and analyses to support key organization-wide goals.
- Advanced skills in communication, consensus building, and the recognition, recruitment, and development of talented faculty members and staff;
- Advanced abilities as a collaborative leader, a shared visionary, a successful manager of crisis, an engager of the community, and a creator and promoter of a supportive, thriving, and exciting work environment.

Diversity Commitment

The University of Missouri is fully committed to fostering an inclusive environment where individuals with diverse backgrounds, experiences and perspectives can contribute to the teaching, research and engagement mission of the institution. We seek individuals who are committed to this goal and our core campus values of respect, responsibility, discovery and excellence.

About Columbia, Missouri

MU plays a uniquely important dual role in the life of Missourians and the state of Missouri. It is both Missouri's major public research university, whose AAU membership embodies a tradition of academic and scholarly excellence, and a land-grant institution with a statewide mission of service to citizens. Tiger Pride is felt not only throughout Columbia and Boone County but across the state.

Columbia itself is a quintessential college town, consistently ranking as one of the best places to live in a number of national surveys. In this progressive community with rural roots, there's always something to do. While Mizzou football defines the scene on Saturday in late summer and fall, other popular events include dancing in the streets during July's Summerfest outdoor concert series, the smells and sounds of September's annual Roots and Blues and BBQ celebration, and the award-winning True/False documentary film festival. Mizzou's campus is adjacent to downtown Columbia, within walking distance of restaurants, clothing stores, ice cream shops and music venues. Downtown's shopping corridor is packed with designer boutiques, jewelers, florists, book stores, sweets shops, and purveyors of eco-friendly products and novelty items. Columbia's location in central Missouri is a two-hour drive to either Kansas

City or St. Louis; a local regional airport connects the city directly to Chicago, Dallas, and Denver. Less than 100 miles to the southwest lies the Lake of the Ozarks, Missouri's largest and favorite recreational water body and community.

Columbia boasts multiple city parks for outdoor recreation as well as easy access to Rock Bridge State Park and Stephens Lake. The regions caves, forests, streams and cliffs offer endless exploration for outdoor adventurers. The popular MKT Trail takes cyclists and hikers all through Columbia and links to the 225-mile Katy Trail, which stretches across the state.

Applications, Inquiries, and Nominations

The University of Missouri has retained Isaacson, Miller, a national executive search firm, to assist in this search. All inquiries, nominations, and applications, should be directed in confidence to:

Philip Jaeger, Jamie Sands and Laura Mariani
Isaacson, Miller
263 Summer Street
Boston, MA 02210

<https://www.imsearch.com/search-detail/S6-977>

Electronic submission of materials is strongly encouraged.

The University of Missouri System is an equal opportunity, affirmative action institution committed to cultural diversity and compliance with the Americans with Disabilities Act.

APPENDIX

Selected Colleges/Schools

Sinclair School of Nursing

The MU Sinclair School of Nursing is an integral part of the University of Missouri Health System and offers students degree opportunities at the baccalaureate, master's and doctoral levels and provides ongoing professional development to practicing nurses to meet care needs of the citizens of Missouri and beyond. The School's Nursing Outreach component offers 56 programs, many which give CE credit, which benefitted nurses in 77 of Missouri's 114 counties.

In 2016, U.S. News and World Report ranked both the Master's and Doctoral Nursing programs at the Sinclair School of Nursing graduate school in the top 50. Also in 2016, the Sinclair School announced a four-year grant for \$19.8 million from the U.S. Department of Health and Human Services Centers for Medicare & Medicaid Services (CMS) to expand their Missouri Quality Initiative for Nursing Homes – making this the University's largest research grant. The PhD program is home to one of four T32 programs on the Mizzou campus. The baccalaureate degree in nursing, master's degree in nursing and doctor of nursing practice at the MU Sinclair School is accredited by the Commission on Collegiate Nursing Education (CCNE).

For more information about the Sinclair School of Nursing, please visit: <http://nursing.missouri.edu/>

School of Health Professions

The MU School of Health Professions (SHP) is the University of Missouri System's only school of health professions and the state's only public health program located on a health sciences campus. Its mission is to improve the health and wellbeing of others. Every day, SHP faculty, staff, and students work towards changing lives through the integration of teaching, service and discovery.

With programs in rehabilitation, diagnostic and imaging sciences, graduates of the School of Health Professions fill critical roles in health care. The school is comprised of six departments and ten disciplines, each with its own specialized accreditation processes. The school also hosts a satellite program of the University of Missouri-Kansas City College of Pharmacy. The school has experienced extraordinary growth. As of 2015, enrollment is at 3,059 students, and the most popular majors at MU are in the health sciences.

For more information about the School of Health Professions, please visit: <https://healthprofessions.missouri.edu/>

College of Veterinary Medicine

Veterinary medicine at the University of Missouri began in 1884 and has since progressed through five stages: a course in veterinary science, a department of veterinary science, a school

of veterinary medicine in the division of agricultural sciences, a school of veterinary medicine as a separate division, and finally, a College of Veterinary Medicine. The College is comprised of three academic departments including: Biomedical Sciences, Veterinary Medicine and Surgery and Veterinary Pathobiology.

The College of Veterinary Medicine's collaboration with the medical, nursing and health departments and colleges, along with agricultural and science departments and colleges at the university, have made incredible breakthroughs including the development of Quadramet, a cancer treatment drug that was developed in collaboration with six complimentary University of Missouri "divisions" to treat painful bone cancer and target cancer cells exclusively, leaving normal cells unharmed.

The University of Missouri College of Veterinary Medicine is fully accredited by the American Veterinary Medical Association (AVMA) Council on Education (COE) and is ranked in the Top 25 Veterinary Medicine programs for 2017 by US News and World Report.

For more information about the College of Veterinary Medicine, please visit:
<http://vetmed.missouri.edu/>

School of Medicine – University of Missouri-Kansas City

The University of Missouri System opened a medical school in Kansas City in 1971 to meet the health care needs of Missouri and the nation. Using an alternative approach to medical education from that of the traditional four-year school, the UMKC School of Medicine accepts students directly out of high school for the combined baccalaureate/ Doctor of Medicine program, which allows students to graduate in six years with their medical degree.

The School's innovative curriculum provides students with early and continuous patient-care experience and fully integrates liberal arts/humanities, basic sciences and clinical medicine. The learning environment de-emphasizes competition and encourages learning through close faculty-student interaction and student partnerships.

Students begin learning about medicine and interacting with patients from the first day of class. They also learn the skills and attitudes that foster compassion, honesty and integrity. Hands-on learning and clinical experience are integrated throughout all the years of the program. The UMKC School of Medicine also offers the M.D. Program to students who have obtained, or will soon earn, a baccalaureate degree. These students may complete their medical degree in four years following their undergraduate programs.

The School of Medicine partners with six of the leading hospitals in Kansas City to provide students and residents outstanding medical education as they rotate through the various clinical departments. These hospitals include Truman Medical Centers, Children's Mercy Kansas City, Saint Luke's Hospital, Center for Behavioral Medicine, the Kansas City VA Medical Center, and Research Medical Center. The School does not operate its own hospital, however many of the doctors who practice at these hospitals also hold faculty positions with the School.

The UMKC School of Medicine offers three master's programs: the Master of Science in Anesthesia, Master of Medical Science Physician Assistant, and the Master of Science in Bioinformatics. An interdisciplinary Ph.D. program allows students to integrate clinical research skills into their doctoral programs. In collaboration with the School of Education, the School of Medicine also offers a master of Health Professions Education. The School is fully accredited.

For more information about the UMKC School of Medicine, please visit: <http://med.umkc.edu/>