



A TIME OF *TRANSformation*  
KCU ANNUAL REPORT 2015

 **Kansas City University**  
OF MEDICINE AND BIOSCIENCES

*College of Osteopathic Medicine*  
*College of Biosciences*



*...through a number of initiatives  
across the University in support of  
our five strategic goals, we have begun  
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A TIME OF **TRANS***formation*  
KCU ANNUAL REPORT **2015**

*Improving the well-being of the communities we serve.*



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## A Time of Transformation

OUR NATION'S HEALTH CARE LANDSCAPE IS CHANGING. While change has been ongoing, certainly it has accelerated with the passage of the Affordable Care Act five years ago. As we work to address a broad spectrum of related issues, including a severe shortage of doctors forecasted over the next decade, educational institutions such as the Kansas City University of Medicine and Biosciences (KCU) must focus more keenly on anticipating new directions, identifying new opportunities, and improving how we educate the next generation of physicians and scientists to meet future health care needs.

*KCU must focus more keenly on anticipating new directions, identifying new opportunities, and improving how we educate the next generation of physicians and scientists to meet future health care needs.*

Fiscal Year 2015 marked the beginning of KCU's 99th year educating physicians. During the past decade, we also began educating researchers, scientists and bioethicists who play a pivotal role in addressing future health care challenges – from discovering new treatments, to determining how we ethically navigate the complex health care delivery system and improve treatment options for everyone.

As we look ahead to celebrating our 100th anniversary in 2016, we also take time to reflect on the past twelve months. During this time, we have advanced our mission of “improving the well-being of the communities we serve” through a number of initiatives across the University in support of our five-year strategic goals. As a result, we have begun what is, perhaps, the most dramatic institutional transformation in the University's history. The following Annual Report details some of the key events that characterized Fiscal Year 2015 and set the stage for continued growth and development of KCU well into the future.

### OUR MISSION

*Improving the well-being of the communities we serve.*

### OUR VISION

- Become the most student-focused medical university in the nation.
- Build the best university team in the profession.
- Create the greatest workplace in the Midwest.

### OUR FIVE-YEAR STRATEGIC GOALS

- ♦ Enhance student success
- ♦ Enhance research activity
- ♦ Promote and increase internal and external service
- ♦ Promote sustainability across the institution
- ♦ Enhance institutional diversity and inclusion



## From the Chairman



During my tenure as chair of the Kansas City University of Medicine and Biosciences (KCU) Board of Trustees, I've witnessed a remarkable evolution of the school driven primarily by changes in three key areas: leadership, culture and the campus environment.

Dr. Marc B. Hahn's position at the helm has helped elevate KCU among the leading medical institutions in the country and improved our recognition as a center for translational research and bioethics studies. Dr. Hahn's formal investiture on March 26, 2015, provided an opportunity to share KCU's story and plans for future growth with Kansas City's academic, civic and government leaders, and provided a fitting backdrop for the announcement of a new KCU medical school in Joplin, Mo.

At the same time, new administrators, faculty and staff, who first and foremost share our vision of enhancing student success, have been instrumental in making critical advances in our medical training program, in cultivating an environment of inclusion, and in our cultural focus on sustainability and healthy living.

We've also focused on improving the KCU physical environment through our Campus Master Plan. With implementation well underway, we are building a state-of-the-art learning environment that will ensure we meet the highest standards in medical education.

And, with a continued commitment to volunteer work and clinical outreach, we are instilling a strong culture of service throughout the entire university, advancing our mission of "improving the well-being of our communities" in a very tangible way.

Our university community is, indeed, committed to moving our institution into its next century. I'm proud of the work we've accomplished this past year and look forward to the bright future ahead for KCU.

Sincerely,

MARSHALL D. WALKER, DO  
*Chair of the Board of Trustees*



### KCU BOARD OF TRUSTEES (FROM LEFT TO RIGHT):

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DANIEL HAAKE, CPA/PFS  
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MARC B. HAHN, DO, President and CEO, Ex Officio

### NOT PICTURED:

MARSHALL D. WALKER, DO, Chairman  
JOHN M. PARRY, Treasurer  
KEVIN J. HICKS  
KEVIN KAUFMAN  
EUGENE OLIVERI, DO

## From the President



Fiscal Year 2015 was a period of significant change within the Kansas City University of Medicine and Biosciences (KCU). As a result of improvements made across almost every facet of the University — academics, research and clinical services — we have emerged as a more dynamic institution, with an even more promising future.

We began the year with the decision to refresh the University's brand to more clearly reflect our osteopathic heritage, our importance as a world-class medical university, and our role in positively impacting health care. Launched in January, KCU's new branding helps tell the bigger story of our strength, history and progress, and can now be seen throughout our campus environment.

During the past year, we improved our medical school curriculum to more effectively prepare students to meet future career challenges. These changes have helped make KCU's College of Osteopathic Medicine even more desirable to prospective students. For the fall of 2015, we received the largest number of applications in a single year in the history of the College, placing KCU near the top of all medical schools in the country in application growth. Our applications to the College of Biosciences have increased dramatically as well, with combined applications to the one- and two-year biomedical sciences tracks increasing more than four times compared to the prior year.

Most significantly, we committed to building a new medical school in Joplin, Mo. KCU is already the 12th-largest medical school in the nation and the second-leading producer of physicians for Missouri and Kansas. With the new KCU Joplin campus, which will welcome its first class in 2017, we will matriculate an additional 150 students, allowing us to expand our impact and address the projected physician shortage, which is particularly critical in primary care and rural communities throughout the Midwest.

We also improved our research capability with a new focus on translational research — helping to ensure that knowledge from the basic sciences results in the development of new drugs, devices and treatment options that reach and help patients. This initiative includes an investment in new research laboratories, and collaboration with other area medical schools and industry partners to make our collective organizations and the Kansas City region recognized leaders in the field.

Progress on our Campus Master Plan — an investment of more than \$60 million over four to five years — is ensuring KCU remains on the leading edge of medical education and is preserving our institution as a vibrant cornerstone in Kansas City's Historic Northeast Neighborhood. At the same time, we continued to identify other opportunities to improve our local community, including the purchase and demolition of the nearby, deteriorating Capri Motel, and more than \$1 million in volunteer time and monetary donations from our students, faculty and staff.

We've strengthened engagement with our alumni — the true foundation of our success — resulting in a more vibrant alumni association and significant increases in alumni financial support.

We also established the Office of Institutional Effectiveness, Accreditation and Inclusion to identify strategies to help our campus better reflect the fabric of our communities, improve the cultural competence of our students, and ultimately address disparities in health care among underrepresented minorities.

And, new initiatives focused on recycling, reuse and reduced energy consumption reinforced our commitment to sustainability and the environment.

As we prepare to celebrate our Centennial in 2016, I am reminded that our progress this past year — and our continued ability to create transformational change in the future — is possible only through the tireless dedication of our entire KCU family. My appreciation extends to our board, leadership team, faculty, staff, students and alumni who have helped make this past year's journey an exciting and outstanding success.

Yours Truly,

MARC B. HAHN, DO

*President and Chief Executive Officer*

## THE IMPACT OF KCU-COM ALUMNI

Physician graduates of KCU continue to make an impact in all of the communities they serve throughout Missouri, Kansas and the nation.

- ♦ KCU has nearly 8,500 alumni throughout the U.S.
- ♦ Our physician alumni support or sustain nearly 82,000 jobs and generate nearly \$12 billion in economic impact in the U.S.
- ♦ KCU is the second-leading producer of physicians for Missouri and Kansas.
- ♦ 31% of all COM alumni practice in the five-state Midwest region (Missouri, Kansas, Oklahoma, Arkansas and Illinois).
- ♦ 60% of KCU alumni practicing in Missouri work as primary care physicians — a rate that is more than double that of most medical schools.
- ♦ 73% of our alumni in the five-state Midwest region practice in primary care specialties.
- ♦ 32% of our alumni practice in underserved areas nationwide.



President's Cabinet

MARC B. HAHN, DO, FAOCA  
*President and Chief Executive Officer*



JOE MASSMAN, CPA, MBA  
*Executive Vice President of Finance & Operations,  
Chief Financial Officer and  
Chief Operating Officer*



BRUCE DUBIN, DO, JD, FCLM, FACOI  
*Executive Vice President for Academic Affairs,  
Provost and Dean of the College of  
Osteopathic Medicine*



ROBERT WHITE, PhD  
*Dean of the College of Biosciences,  
Professor of Biochemistry*



GARY MICHAEL JOHNSTON, DO, MACOI  
*Vice Dean of the College of  
Osteopathic Medicine, Professor*



JEFFREY JOYCE, PHD  
*Vice President of Research*



JANE LAMPO, EDD, CFRE  
*Vice President of Institutional Advancement*



LISA CAMBRIDGE  
*Interim Director of University Relations*



BROOKE YODER, JD  
*Chief of Staff/Director of Government Relations*



DAWN KINGDON, MBA  
*Director of Administration*



12th largest  
*medical school in the United States*

Source: AACOM and AAMC



## CREATING A **NEW** LOOK AND FEEL

### Our Refreshed Brand Identity

Last year, we assessed key stakeholder perceptions of the University's identity — both locally and nationally — and of the impact of the Kansas City University of Medicine and Biosciences' name, image and brand.

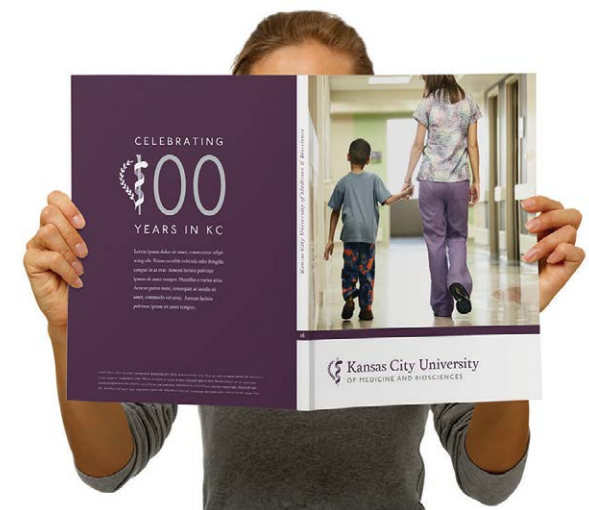
We found that our brand recognition was not strong among a number of key constituents and did not reflect the gravitas of a globally recognized medical university. As a result, the University implemented a brand refresh with the goals of creating a new identity that reflects both the importance of a world-class medical university and the institution's 100-year heritage, and of improving brand recognition among all of our constituent groups.

Capitalizing on the historical significance of the University's current name, we created new university branding that pays homage to our roots, reinforces the transformation occurring throughout the institution, and positions us well as we enter our next century.

In late January 2015, KCU's new branding was unveiled to the Board, faculty and staff. The refreshed brand identity includes a change in the primary palette colors, along with a new typeface, logo and seal. And it emphasizes the Kansas City University segment of the institution's name, establishing a clearer, more easily remembered abbreviation for the University — "KCU" — and underscoring our vital role in the local community.



**Kansas City University**  
OF MEDICINE AND BIOSCIENCES







## STUDENT SUCCESS

# Student Success

*Creating a strong academic foundation*

THE COLLEGE OF OSTEOPATHIC MEDICINE

### OUR INNOVATIVE COM CURRICULUM

Building on a proven model, the Kansas City University of Medicine and Biosciences College of Osteopathic Medicine (KCU-COM) curriculum is a trans-disciplinary, systems-based/interactive model with programmed repetition. The model stresses active, adult lifelong learning, a fundamental goal of KCU-COM for improving the quality of medicine that our graduates will perform.

Lectures consist of introductions to the course content and are delivered in conjunction with assigned readings and clinical integration sessions, which are case-focused. Faculty content experts conduct clinical integration sessions and typically employ interactive technology with full student engagement.

This past year, KCU began piloting special rotation honors tracks for third- and fourth-year students in pediatrics, surgery, OB/Gyn, internal medicine, psychiatry and family practice. Approximately 10 honor students were in each track, which are designed to provide advanced training and rotation experiences for outstanding students who already know which specialty program they wish to enter.

The disaster medicine course implemented this past year certified all first- and second-year medical students in both basic and advanced disaster medicine. KCU is the only medical school in the U.S. (outside of the military's medical school) that requires and provides this training for all students. The course will be expanded next year to include increased surgical skills.

### OUR DUAL-DEGREE PROGRAMS

To prepare greater numbers of physician leaders needed in health care today, KCU and Rockhurst University continue to jointly offer an innovative dual-degree program, through which select KCU medical students can earn both a Doctor of Osteopathic Medicine from KCU and a Master of Business Administration in health care leadership from Rockhurst University. Thirteen dual-degree DO/MBA students graduated with the Class of 2015, and the number enrolled for each of the next three graduating classes increases significantly.

### CURRENT DO/MBA ENROLLMENT BY GRADUATING CLASS

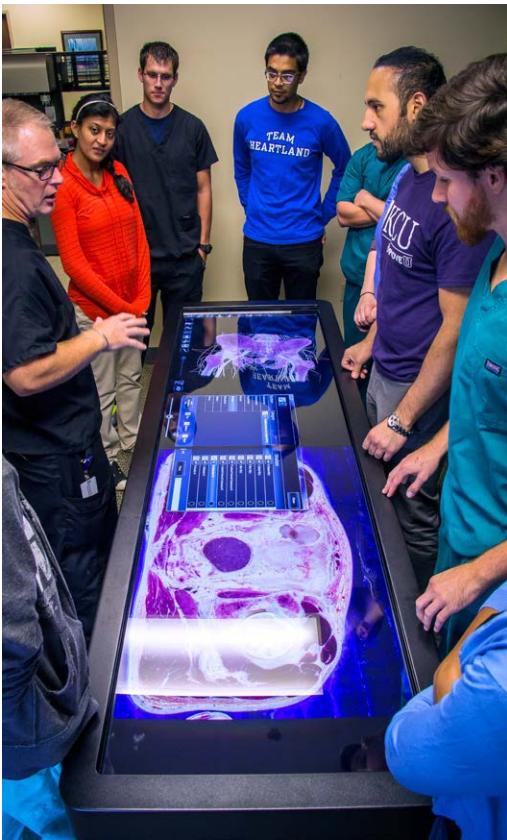
**2016:** 22 students

**2017:** 36 students

**2018:** 43 students



In addition, a dual Doctor of Osteopathic Medicine/Master of Science in biomedical sciences was offered for the first time during 2015. And, working in concert with the Center for Practical Bioethics, KCU offers a dual Doctor of Osteopathic Medicine/Master of Arts in bioethics to help better prepare physicians for dealing with important ethical and end-of-life care issues.



### OUR NEWLY ACCREDITED GME PROGRAMS

The Kansas City University of Medicine and Biosciences-College of Osteopathic Medicine Educational Consortium (KCU-COMEC) is a group of professionals from our osteopathic medical school, teaching hospitals, health clinics and ambulatory training facilities that governs KCU's GME training programs. The purpose of this consortium is to establish stronger and higher-quality postdoctoral training opportunities in the communities we serve.

KCU submitted and received initial accreditation for several new programs in FY2015, including: Family Medicine, Internal Medicine, and Psychiatry residency at Unity Health-White County Medical Center; Sports Medicine fellowship at Research Medical Center; Family Medicine residency at Reid Hospital; and Psychiatry residency at Signature Psychiatric Hospital.

### CLASS OF 2015 ACHIEVES 100% RESIDENCY PLACEMENT

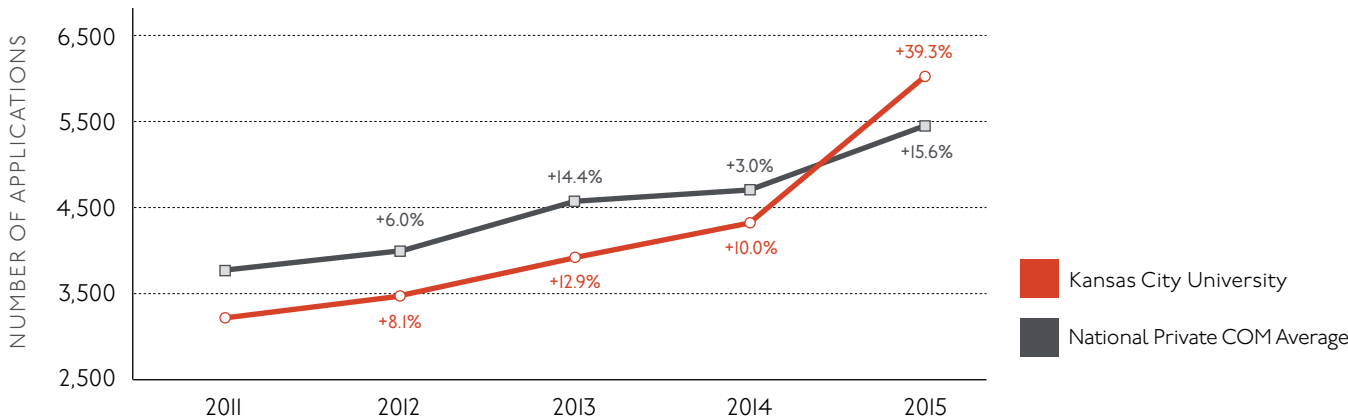
With highly qualified graduates demonstrating high skill levels, KCU placed 100 percent of all eligible COM students into post-graduate medical education programs for 2015, with nearly 50 percent placed in primary care specialties.

### DEMAND INCREASES FOR KCU-COM

Our strong academic foundation has helped create unprecedented demand for KCU among prospective students. For the fall of 2015, we had more than 6,000 applications to fill 270 seats in our COM, a year-over-year

increase of 39 percent. This represents the largest number of applications ever received by the college in a single year and places KCU near the top of all medical schools in the country in application growth.

COM APPLICATION GROWTH  
(KCU VS. NATIONAL AVERAGE)



### OUR SPECIALTY MEDICINE ACADEMIC TRACKS

*The COM introduced a military medicine track and a global medicine track, which are offered as honors programs as an addendum to the standard medical school curriculum. These programs were designed to provide students with specific training and unique experiences to prepare them for health care careers in their selected specialty.*



## ESTABLISHING THE **FIRST** NEW MEDICAL SCHOOL IN MISSOURI IN 45 YEARS

### KCU Joplin: Expanding Access to Care

In March of 2015, KCU received approval from the Commission on Osteopathic College Accreditation to establish an additional medical school campus in Joplin, Mo. With the development of the new campus, KCU will help address the country's growing shortage of physicians — a number that is expected to climb to nearly 100,000 in the next 10 years, with primary care and rural communities the hardest hit.

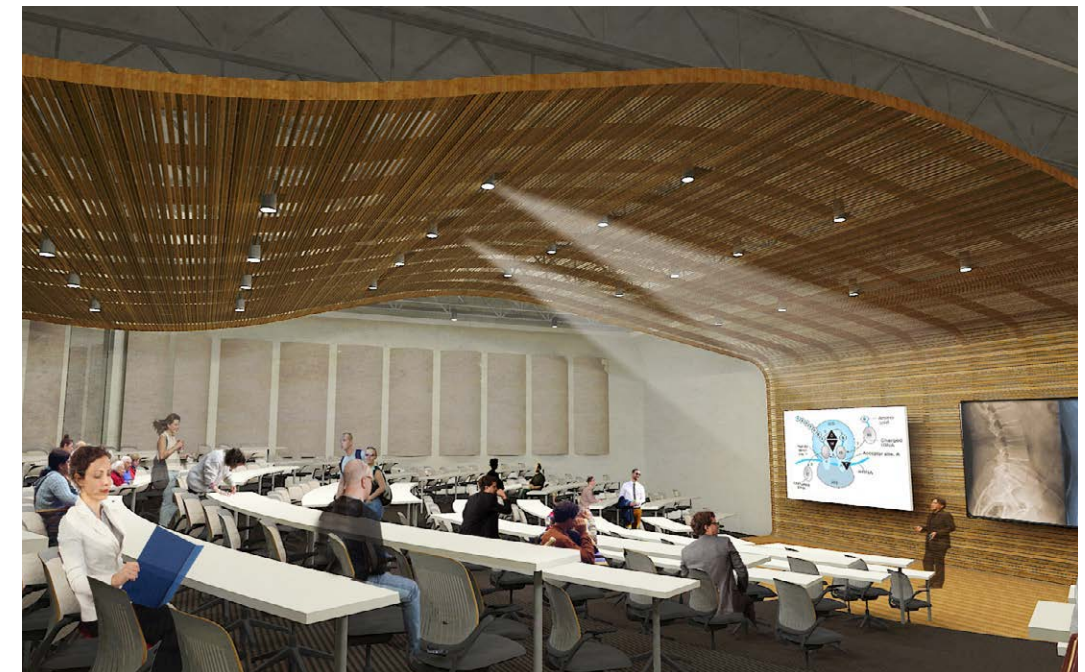
Thirty-five percent of KCU alumni currently practice medicine in rural areas. With research showing that graduates tend to settle and practice in close proximity to their training sites, the University's addition of a new medical school in Joplin will further expand access to care by training physicians that are most likely to stay — and serve — in the region.

KCU Joplin will be the seventh medical school in Missouri and the first new medical school to open in the state in 45 years. The new campus will matriculate its inaugural class of 150 medical students in the fall of 2017.

The Joplin community demonstrated its support for KCU's expansion by pledging \$30 million to assist in the development of the medical school campus. In addition, Mercy Health System, the owner of Mercy Hospital in Joplin, donated its former hospital — a 150,000-square-foot facility — to serve as home to the new medical school.

According to a recent economic impact analysis\*, it is estimated that the new Joplin campus will have a \$111-million annual economic impact on the Joplin community and create 65 to 80 new jobs in the Joplin area.

\*National Community Development Services





## Student Success

*Creating a strong academic foundation*

### THE COLLEGE OF BIOSCIENCES

#### KCU APPOINTS NEW DEAN FOR COB

Robert White, PhD, was named KCU's dean of the College of Biosciences (COB) in August 2014, following the retirement of Founding Dean Douglas R. Rushing, PhD, after 42 years of service to the University.

Dr. White joined KCU in 2010 and served as professor of molecular biology and medical genetics; in 2012, he was appointed associate dean of KCU-COB. Dr. White earned both his Master of Science and doctoral degrees in biology from Boston College, and completed a postdoctoral fellowship at Harvard Medical School and Children's Hospital in Boston.

#### KCU-COB RECEIVES RECORD NUMBER OF APPLICATIONS FOR FALL 2015

KCU received more than 1,000 applications to our one- and two-year biomedical sciences tracks for the fall 2015 class, a more than four-fold increase compared to the previous year and representing the largest number of applications in the program's history. Enrollment in KCU-COB jumped from 75 students for the 2014 class to 109 for the 2015 class, an increase of 45 percent and the largest number enrolled in the program to date. Enrollment in the COB has increased 400 percent since 2011.

*Enrollment in the COB  
has increased 400 percent  
since 2011.*

#### MAJORITY OF 2015 COB GRADUATES CHOOSE HEALTH-RELATED FIELDS

Seventy-five percent of our 2015 KCU-COB graduates entered health-related fields following completion of their degree. Of the 63 COB graduates, 38 entered KCU-COM, and two were placed on the COM waiting list. In addition, five graduates are attending other medical schools, two entered physician assistant programs, and two entered the MBA program at Rockhurst University. We anticipate continued growth in the COB as we develop innovative degree programs and establish key biomedical research partnerships.

#### KCU LIBRARY UNDERGOES DIGITAL TRANSFORMATION

During the summer of 2014, KCU's D'Angelo Library created a powerful new digital center for learning, where KCU students have 24-hour electronic access to thousands of journals, journal articles, texts and abstracts — expanding both the breadth and depth of information available for their use.

>8,000

*KCU alumni throughout the U.S.*

Source: National Center for the Analysis of Healthcare Data

## CELEBRATING A **NEW** ERA IN LEADERSHIP

### The Presidential Investiture of Marc B. Hahn, DO

On March 26, 2015, the Kansas City University of Medicine and Biosciences (KCU) held a formal ceremony at the Nelson-Atkins Museum of Art in Kansas City, Mo., investing Marc B. Hahn, DO, as its 14th president — a position he has held since July 2013.

The time-honored tradition of the **investiture ceremony** celebrated KCU's new leadership, as well as the beginning of a new era for the University. Area civic and community leaders joined KCU faculty, staff and students to celebrate Dr. Hahn's distinguished position at the helm of the University.

Peers and mentors recognized Dr. Hahn for his strong character, integrity, compassion and dedication to the pursuit of excellence. He was lauded as a medical education visionary, skilled collaborator, and leader in the future of osteopathic medicine.

Prior to being named president of KCU, Dr. Hahn had served as the University's provost and executive vice president for academic and medical affairs, and dean of the College of Osteopathic Medicine since 2012. He joined KCU after serving as senior vice president for health affairs and dean of the College of Osteopathic Medicine at the University of New England in Biddeford, Maine, since 2009.





# Student Success

*Investing in our campus and neighborhood*

## OUR CAMPUS MASTER PLAN

In late 2013, the Kansas City University of Medicine and Biosciences (KCU) unveiled its five-year Master Plan to improve our campus. Designed to make the campus more cohesive and pedestrian-friendly, and provide a state-of-the-art learning environment, the plan includes a new Academic Center; a Center for Medical and Surgical Simulation — the first of its kind in the region and one of the most sophisticated in the world; a renovated Administration Building; a new health and wellness center; a new cafeteria; and grounds improvements. By the beginning of Fiscal Year 2015, several of the improvements outlined in the Master Plan were well underway; an update on some of the projects follows.

### Creating an Award-Winning Student Academic Center

Fiscal Year 2015 began with a formal ribbon-cutting ceremony to commemorate the opening of the newly renovated KCU Student Academic Center, which serves not only as a hub for our students' classes, but also as a venue for community events that bring civic, business and health care leaders to our campus.



Originally the home of a 1,500-seat auditorium, the new Academic Center now features two state-of-the-art lecture halls and a collection of small-group classrooms that double as meeting space. The lecture halls, located on different floors and providing a combined seating capacity of more than 700, are equipped with the latest audio-visual technology, new furnishings and a modern dynamic design.

### Renovating the KCU Administration Building

Work began last year to transform the KCU Administration Building into a more modern facility, while retaining much of its classic appearance. The structure, which began its life nearly 100 years ago as Children's Mercy Hospital, became part of the University in the 1970s. The building's interior is receiving a complete remodel and will ultimately bear little resemblance to its former existence as Children's Mercy Hospital. Most exterior changes are being made on the north or rear side of the building, leaving the front façade historically intact. In addition to providing office space for several university departments, the building will feature a campus welcome center and coffee shop. KCU's newly remodeled Administration Building will be ready for occupancy by January 2016.



## KCU ACADEMIC CENTER RECEIVES PRESTIGIOUS AWARDS

*The Mid-America Design Awards program, sponsored by the International Interior Design Awards, recognized the Academic Center with top honors for design excellence in the Higher Education and Research category and awarded it "Best of Show" for its design and renovation work by Kansas City-based Helix Architecture + Design.*

*The Academic Center also was awarded LEED Silver Certification from the U.S. Green Building Council for its energy-efficient, high-performing design and construction. More than 90 percent of the materials from the building's former auditorium were repurposed for use in the new Academic Center or in other venues.*

## IMPROVEMENTS TO OUR COMMUNITY

### KCU Purchases the Capri Motel, Returns Land to Green Space

During the past year, KCU completed the purchase and demolition of the Capri Motel, a once-thriving business that stood for decades near the gateway to the University. In recent years, however, the Capri Motel developed an undesirable reputation and had become an eyesore in the Northeast community.

The Capri was demolished in June 2015, and the former site of the motel has been returned to green space. The Capri's iconic neon sign, which had historical significance as a community landmark, was donated to the Kansas City Museum.

### Highland Avenue Park Land Transferred to KCU

Last year, Kansas City, Mo., voters approved the sale of a 2.5-acre parcel of city-owned park land to the University. The land, which sits adjacent to KCU's Student Activity Center, will be incorporated into the University's future growth plans.







## RESEARCH

## Research

*Enhancing our capabilities and collaboration*

Last year, we began focusing on advancing scientific exploration through biomedical and translational research as an important step toward achieving KCU's strategic research goal and positioning the University as a magnet for students pursuing degrees in both medicine and the biomedical sciences. This also provided additional opportunities for collaboration with colleagues at the University of Kansas Medical Center, the University of Missouri-Kansas City, Children's Mercy Hospital and other key stakeholders in the Kansas City Area Life Sciences Institute.

As part of this new era in research, we made decisions to renovate our research facilities, purchase new, state-of-the-art research laboratory equipment, add experienced researchers to our team, and develop new opportunities for students.



### UPGRADES TO OUR RESEARCH FACILITY AND NEW CONFOCAL MICROSCOPE SUITE

In January 2015, we completed several significant enhancements to KCU's Dybedal Research Center. The upgrades to our research center included the development of a new open research laboratory; the acquisition of the Leica TCS SP8 confocal microscope, which was developed by Nobel Laureate Stefan Hell and provides optical access to study subcellular architecture at the nanoscale; the development of a designated room to house the microscope; the addition of a new cell culture room; and new animal housing (including mouse and aquatic facilities) and procedure rooms. A new compression system was also installed to facilitate air circulation among all of our laboratories.

*Last year, we began focusing on advancing scientific exploration through biomedical and translational research as an important step toward achieving KCU's strategic research goal.*





### NEW COLLABORATIONS

#### Musculoskeletal Disease Research Consortium

In February 2015, KCU announced the formation of the Kansas City Musculoskeletal Disease Research Consortium. This announcement marked the first time the area's three health sciences universities joined forces to advance biomedical and translational research. The collaboration combines the individual strengths and resources of our institution, the University of Kansas Medical Center and the University of Missouri-Kansas City, enhancing our collective ability to pursue large-scale funding and improve educational opportunities for students.

As one of KCU's key players in the consortium, Jingsong Zhou, PhD, joined the University in FY2015 as a research investigator and professor of physiology in the College of Osteopathic Medicine. Dr. Zhou brings the unique perspective of a biophysicist to understanding neuromuscular diseases and is an international leader in the research of these diseases, including amyotrophic lateral sclerosis (ALS).

### LOCAL RESEARCH PARTNERSHIPS

As a local partner, the University offers contract laboratory resources for the local life sciences community. These resources include our new confocal microscope; Wes Protein Simple, a small immunoassay system that allows for analysis of large numbers of samples in very short time intervals; and aquatic animal facilities (Zebrafish) for testing a variety of genetic diseases and potential treatment.

KCU also has established a student research externship program with MRIGlobal, which provides up to three, two-year research programs for KCU students.

### STUDENT RESEARCH FELLOWSHIPS

Each summer KCU offers nine research fellowships. These fellowship opportunities promote the importance of research and give interested KCU students an opportunity to work with an experienced faculty mentor to learn the skills necessary for conducting valid research in the areas of basic sciences, clinical research, epidemiology, public health, preventive medicine, health services research and educational research.

Summer student fellowships are student-led investigations focused on specific projects. Project proposals are competitively evaluated by the Research Committee and ranked according to the elements of significance, approach, research experience of the fellow, environment for success, and the professional appearance of the proposal and application. The fellowship is a full-time research experience. Each fellow selected receives a stipend of \$3,000 to cover seven weeks of research activity under the direct supervision of a mentor.



\$1 million

*in student, faculty and staff volunteer time and donations*

Source: Tripp Umbach





## A CULTURE OF SERVICE

## A Culture of Service

*Advancing our mission by giving of ourselves*

### CLINICAL SERVICE

The Kansas City University of Medicine and Biosciences (KCU) continues to demonstrate our responsibility to the communities we serve through a variety of activities and programs that operate concurrently with our educational curricula. These activities include local and regional community service programs; specialized service-learning projects for students; student and faculty participation in medical missions; work with local, state and national governments and agencies; and other activities.

#### Our Clinical Partnerships

During the past year, we continued to enhance our clinical practice sites at safety net providers throughout the area, including the Jackson County Juvenile Detention Center, Samuel U. Rodgers Health Center, Kansas City Care Clinic and Goppert-Trinity Family Care of Research Medical Center. KCU doctors provide primary care to adult and pediatric patients in these locations, helping to ensure needed clinical services reach these vulnerable populations.



#### Score 1 for Health®

The Score 1 for Health® program is both a service to the community and a learning tool to enhance educational experiences for KCU medical students. This program provides valuable health screenings to children in our surrounding communities, including dental and vision exams, and blood pressure, hearing and other physical assessments. During Fiscal Year 2015, the Score 1 program conducted comprehensive health screenings for nearly 15,000 primary and secondary school children at 50 schools and community locations in Kansas City.



## OUR NEIGHBORHOOD VOLUNTEER ACTIVITIES

KCU students, faculty and staff provide \$1 million in volunteer time and donations locally to improve the well-being of the communities we serve. Highlights of a few of the volunteer activities of our students, faculty and staff follow.

- Our **WE CARE Day** of community service for incoming students during orientation week benefitted 15 area organizations by providing nearly 1,500 hours of volunteer service in a four-hour block of time.
- KCU students trained area elementary students to prepare for the annual **Cliff Hanger Run** held in the fall in our Northeast neighborhood. Both KCU students and neighborhood children participated in the 5K run. Each child who participated was given a pair of running shoes donated by the University.
- KCU's **Community Garden and Park** consists of 20 large, raised beds maintained by University faculty, staff and students through more than 350 volunteer hours annually. The garden provides an opportunity for KCU to promote healthy, nutritious lifestyles to local children as they engage in planting and harvesting the produce from the garden. Each year, nearly 2,000 pounds of produce from the garden is donated to local food pantries.



## OUR MEDICAL MISSIONS

KCU's annual participation in medical missions sponsored by DOCARE International helps our participating faculty, staff and students engage with segments of the global community in delivering medical care to individuals with limited or no access to physicians and medications. KCU remains committed to these missions for their educational value to students, as well as their value to the patients they have the opportunity to serve.

## KCU NAMED TO PRESIDENT OBAMA'S COMMUNITY SERVICE HONOR ROLL

The Corporation for National and Community Service, the federal agency for volunteer and community service, honored KCU this past year by naming the University to the President's Higher Education Community Service Honor Roll. The honor recognizes KCU's dedication to serving others and the role the University has played in helping to address community needs and challenges.

2<sup>nd</sup> leading  
*producer of physicians for Missouri and Kansas*

Source: National Center for the Analysis of Healthcare Data





## SUSTAINABILITY

## Sustainability

*Preserving the quality of our environment*

At the Kansas City University of Medicine and Biosciences (KCU), sustainability is an approach to resource management that advances our mission while also supporting the need to preserve our environment. The primary focus of KCU's sustainability programs has been to reduce the University's environmental impact by carefully managing the resources we use.

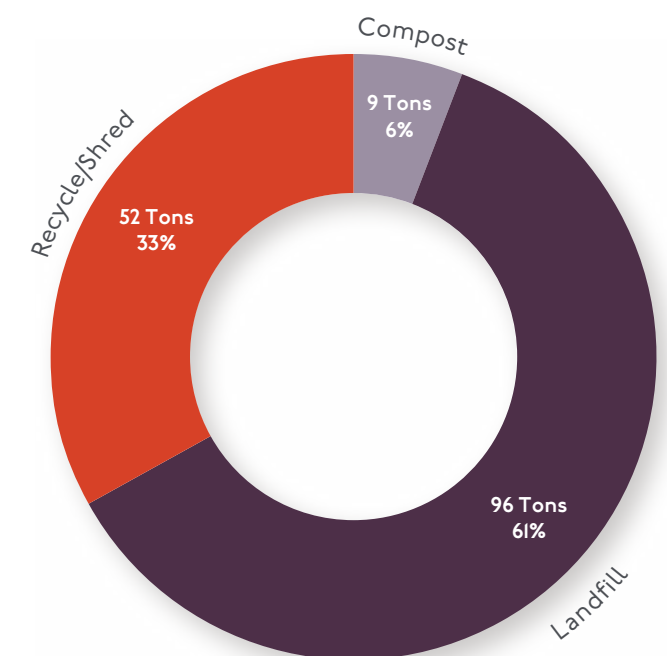
KCU has reduced its consumption of key resources during the past three years. In Fiscal Year 2015, copy paper consumption decreased 39 percent compared to the previous year and 82 percent compared to two years ago. By promoting use of our existing water fountain refilling stations, we have saved the equivalent of 104,300 plastic water bottles.

Placement of compost and recycle bins in the University's Cottonwood Café has diverted nine tons of compost from the landfill. As a further effort toward reducing energy consumption, the University also worked with Kansas City Power and Light Company to secure the installation of three electric vehicle-charging stations on the campus.

*The primary focus of KCU's sustainability programs has been to reduce the University's environmental impact by carefully managing the resources we use.*

KCU WASTE DISPOSAL, FISCAL YEAR 2015, IN TONS

Diversion from landfill: **39%**



### KCU HOLDS CAMPUS-WIDE RECYCLING EVENT

In April 2015, KCU held its first Extreme Recycling Day, during which University employees and students were encouraged to bring to campus any items they wished to donate for recycling. Items deposited included books, clothing, electronics, glass, Styrofoam and other materials. In all, more than 10,000 pounds of materials were collected for recycling on Extreme Recycling Day.





## DIVERSITY AND INCLUSION

## Diversity and Inclusion

*Reflecting the fabric of our communities*

The Kansas City University of Medicine and Biosciences (KCU) remains committed to creating and maintaining a University community that overcomes intolerance, develops cultural competency in the next generation of physicians, and addresses key issues in health disparities for the communities we serve.

The pathway for achieving our goals goes beyond the important task of establishing diversity among our student body. We must also address inclusion in the faculty and physician ranks, allowing us to better and more competently care for the citizens of our state, region and nation.

During 2015, the University made key advancements in creating a foundation for advancing our commitment to diversity and inclusion well into the future — improving the educational experiences for our students, the working environment for our employees, and the health of our communities.

*During 2015, the University made key advancements in creating a foundation for advancing our commitment to diversity and inclusion well into the future ...*

### DEPARTMENT ADDS FOCUS ON INCLUSION

Critical to meeting our goal, last year, KCU expanded our Office of Institutional Effectiveness and Accreditation to include an emphasis on inclusion. Adrian Clark, MBA, was appointed associate provost of the new Office of Institutional Effectiveness, Accreditation and Inclusion, which is dedicated to developing policies and programs that foster an atmosphere of inclusion on the University campus, and to ensuring the student body, faculty and staff are representative of diverse backgrounds and cultures.





## COM CURRICULUM INCLUDES TRAINING FOR DIVERSE PATIENT POPULATIONS

KCU-COM's two new specialized honors tracks, focused on global and military medicine, not only enhance our basic medical school curriculum, but also provide students with an intensive learning experience that directs their attention to the unique medical needs of a select group of patients. Also, Dr. Ron Holt, a 1993 graduate of KCU and a practicing psychiatrist, is leading an addition to our curriculum that addresses the unique medical needs of patients in the LGBTQ community. KCU held the first of these LGBTQ educational sessions in early 2015.



*"We no longer limit our discourse and efforts to only achieving diversity in terms of racial composition... We now look more broadly at becoming more inclusive by focusing on organizational culture and climate and recognizing the needs of other populations that suffer disproportionately from health disparities..."\**

### DR. MARC NIVET DISCUSSES DIVERSITY AND INCLUSION

*In October of 2014, KCU hosted Marc Nivet, EdD, MBA, chief diversity officer for the Association of American Medical Colleges. Dr. Nivet spoke to our campus about ways medical universities can better achieve excellence in research, education and patient care by becoming more inclusive of students, faculty, staff and administration from differing backgrounds. Dr. Nivet also met with KCU leadership and other constituent groups to discuss strategies for improving inclusion on our campus.*

\* Nivet, Marc A., EdD, MBA. A Diversity 3.0 Update: Are We Moving the Needle Enough? *Academic Medicine*, December 2015, Vol. 90, Issue 12.

Read the full article [HERE](#).

2 of the last 3 years  
*KCU has reduced tuition*





## INSTITUTIONAL ADVANCEMENT

## Institutional Advancement

*Ensuring a bright future*

The Kansas City University of Medicine and Biosciences (KCU) experienced significant growth in contributions in Fiscal Year 2015, with total gifts increasing from approximately \$1 million in Fiscal Year 2014 to nearly \$6 million this year. The current-year amounts include a \$3-million gift from the Joplin Regional Medical School alliance — the first installment toward the organization's total pledge of \$30 million — to help establish our new medical school in Joplin.

This dramatic increase in our support is the result of cultivating relationships with both existing and new University supporters, and increasing engagement with our nearly 8,500 KCU alumni located throughout the United States.

KCU is proud to be the leading provider of physicians to the region. However, changes occurring in the health care landscape could provide even greater opportunities for KCU to educate physicians to meet forecasted demand. As an independent, private institution, the University's ability to take advantage of these developing opportunities is directly tied to the support of our alumni who continue to generously give to KCU.

*...the University's ability to take advantage of developing opportunities is directly tied to the support of our alumni who continue to generously give to KCU.*

*We extend our sincere appreciation to the individuals and organizations (listed on the following pages) who have provided their financial support to KCU during the past fiscal year.*

CONTRIBUTIONS FROM ALUMNI BY CLASS YEAR

*The following is a list of all alumni who contributed to KCU in the form of cash, pledge or stock between July 1, 2014, and June 30, 2015. All names are listed by class year.*

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William Edelman, DO

CLASS OF 1950

Estate of William B. Geb, DO

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Lester W. Donley, DO  
Samuel B. Ganz, DO  
Roy A. Hills, DO  
Melvin E. Johnson, DO  
Norbert L. Kirk, DO  
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Gene F. Mahaffey, DO  
E. Duane Powers, DO

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Jerry Polsinelli, DO  
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Vernon F. O'Dell, Jr., DO  
William B. Trimble, DO

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William D. Hinsberg, DO  
Walter F. Kempe, Jr., DO  
Harold Schreiber, DO  
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Jalil Parsa, DO  
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Luis Quan, DO

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William J. Whitlock, DO

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*The dramatic increase in our support is the result of cultivating relationships with both existing and new University donors, and increasing engagement with our nearly 8,500 KCU alumni...*

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Randall L. Jones, DO  
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Gwynneth G. Neace, DO  
J. Scott Pritchard, DO  
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David I. Papish, DO  
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Estate of Gary P. Sands, DO  
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*The following gifts were made in honor of friends and family during Fiscal Year 2015.*

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*In Honor of David P. Bold, DO, 1982*  
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*In Honor of Class of 1959*  
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*In Honor of Class of 1980*  
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*In Honor of Keith E. Crocker*  
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*In Honor of Dennis Dowling, DO, MA*  
Marilyn Lubin, DO, MA

*In Honor of Gerald E. Finke, DO, 1973*  
Mrs. Robert G. (Dolores) Ricci

*In Honor of Robert J. George, DO, 1968*  
Richard F. Sulek, DO

*In Honor of Marc B. Hahn, DO*  
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Mr. Michael S. Kopman

*In Honor of Brenda Kahler*  
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*In Honor of Howard I. Kesselheim, DO, 1974*  
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*In Honor of Marcia Klain*  
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*In Honor of Sherry Mamjouki*  
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*In Honor of Kenneth H. Markiewicz, DO, 1979*  
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*In Honor of Charles W. Marsh, DO, 1945*  
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*In Honor of Rance L. McClain, DO, 1996*  
Elizabeth McClain, PhD

*In Honor of Dr. & Mrs. Ned Miller*  
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*In Honor of Carl V. Mitten, DO, 1960*  
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*In Honor of Robert E. Prangle, DO, 1970*  
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*In Honor of Philip L. Quinn, II*  
Philip L. Quinn, DO

*In Honor of Burt Routman, DO*  
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*In Honor of David P. Sufian, DO, 1964*  
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*In Honor of John F. Uslick, DO, 1965*  
Richard F. Sulek, DO

*In Honor of Harry J. Walter, DO, 1965*  
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*In Honor of Harold W. Witt, Jr., DO, 1960*  
Robert S. Juhasz, DO





MEMORIALS

We acknowledge the thoughtful remembrances of the following generous individuals.

*In Memory of Verner J. Ames, DO, 1950*  
Harvey A. Drapkin, DO  
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*In Memory of Eric and Edna Anderson*  
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*In Memory of Robert D. Aranosian, DO, 1969*  
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*In Memory of Quy Bai*  
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*In Memory of Mirza Kamal Beg*  
Asma Zaidi, PhD

*In Memory of Noel Blevens*  
Anonymous

*In Memory of Richard C. Bond*  
Michael A. Young, DO

*In Memory of Mary M. Burnett, DO, 1949*  
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*In Memory of Mary L. Butterworth, DO, 1954*  
Donald L. Brizendine, DO  
Leif E. Christiansen, DO  
Terrance T. Ursetta, DO

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Ronald W. Wadle, DO

*In Memory of Classmates of the Class of 1962*  
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*In Memory of Harry K. Cohen, MD*  
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*In Memory of Vincent F. D'Angelo, DO, 1957*  
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*In Memory of K. J. Davis, DO, 1933*  
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*In Memory of James A. DiRenna, Sr., DO, 1938*  
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I. David Weisband, DO

*In Memory of Mary Jane Donley*  
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*In Memory of Sam Dubin*  
Bruce Dubin, DO, JD

*In Memory of Stanley and Dorothy Fishbaugh*  
Larry B. Fishbaugh, DO

*In Memory of May Thomas Grant*  
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*In Memory of Benjamin J. Henderson, DO, 1971*  
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*In Memory of Mr. and Mrs. J.C. Holliday*  
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*In Memory of Dorsey A. Hoskins, DO, 1931*  
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*In Memory of Ronald W. Hubbard, DO, FACOS, 1961*  
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*In Memory of Manuel L. Neno*  
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*In Memory of Eugene M. Watto*  
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*In Memory of Rudolph L. Williams, Jr., 1955*  
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*In Memory of Leonard J. Zaylor, DO, 1955*  
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*In Memory of Elias E. Zirul, DO, 1950*  
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\$11.8 billion

*economic impact of alumni clinical operations in the U.S.*

Source: Tripp Umbach

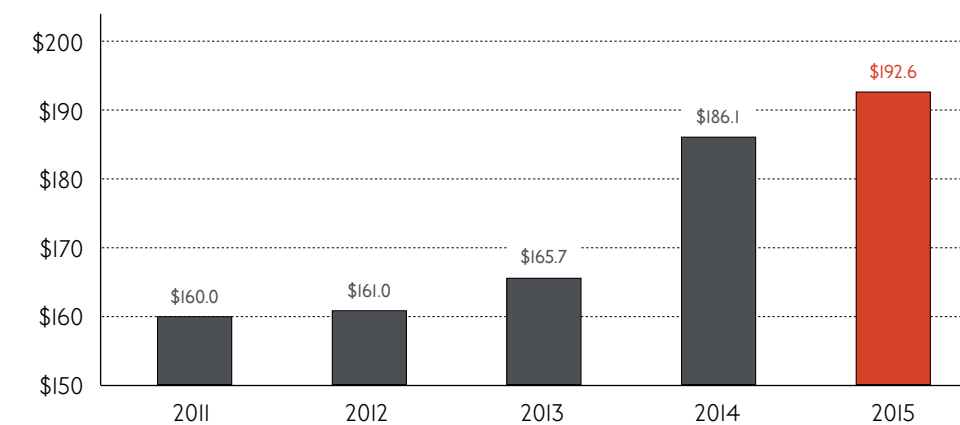




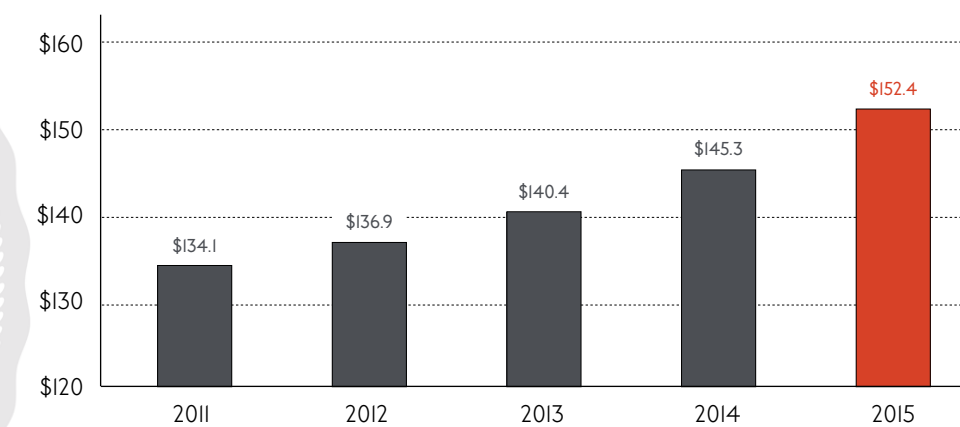
## Financial Overview

The Kansas City University of Medicine and Biosciences experienced positive financial results during Fiscal Year 2015. Results were driven primarily by increases in enrollment in both the College of Osteopathic Medicine and the College of Biosciences, as well as a significant increase in contributions during the year. Overall, the University's net assets increased by 5 percent to \$152.4 million.

GROWTH IN TOTAL ASSETS (DOLLARS IN MILLIONS)



GROWTH IN TOTAL NET ASSETS (DOLLARS IN MILLIONS)



## FINANCIAL OVERVIEW



REVENUES AND EXPENSES (DOLLARS IN MILLIONS)

Fiscal Years Ended June 30	2011	2012	2013	2014	2015
REVENUES					
Tuition and fees	41.9	42.4	42.4	42.9	46.6
Contributions and grants	1.4	1.4	1.1	1.0	6.0
Investment income (loss)	9.9	(4.3)	2.4	8.2	(0.5)
Other	2.4	1.8	1.9	1.4	1.2
TOTAL REVENUES	\$55.6	\$41.3	\$47.8	\$53.5	\$53.3
EXPENSES					
Instructional and student services	16.6	18.6	19.8	20.8	21.1
Institutional support	10.0	7.0	10.2	11.6	11.4
Academic support	3.5	3.4	3.7	3.5	4.5
Operation and maintenance	5.8	6.8	7.2	10.1	8.0
Other	3.7	2.7	3.3	2.6	1.1
TOTAL EXPENSES	\$39.5	\$38.5	\$44.4	\$48.6	\$46.1
NET INCREASE IN NET ASSETS	\$16.1	\$2.8	\$3.4	\$4.9	\$7.2

Overall, the University's net assets increased by 5 percent to \$152.4 million.

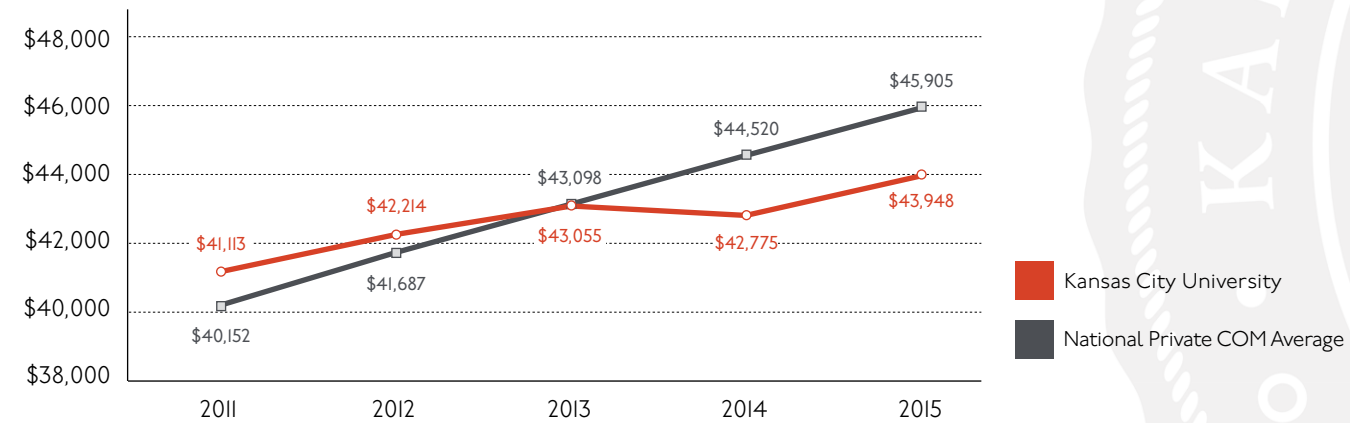


BALANCE SHEET (DOLLARS IN MILLIONS)

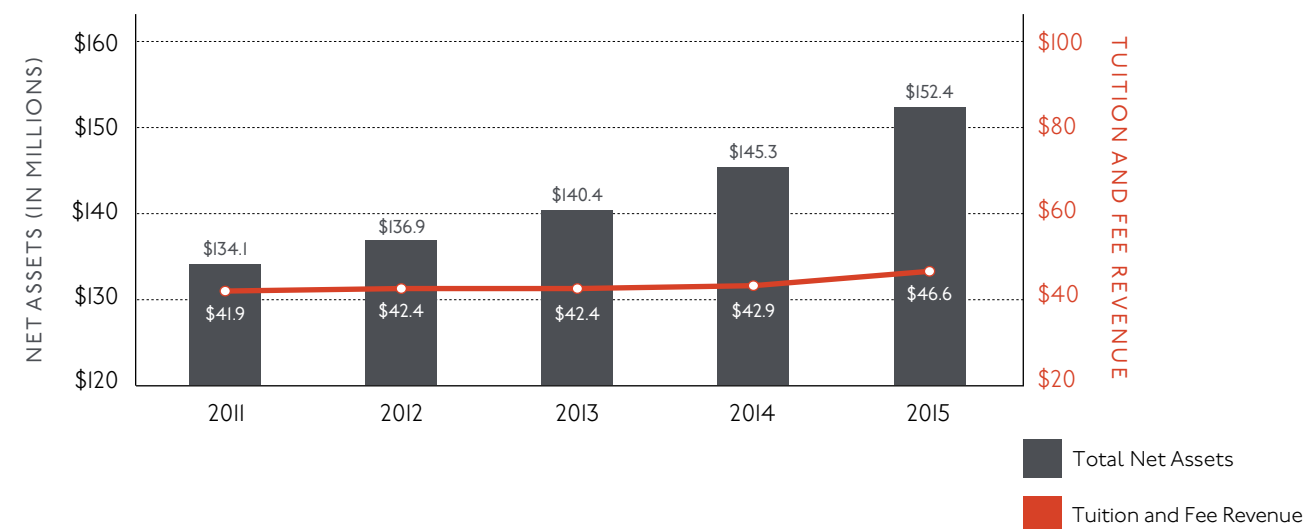
Fiscal Years Ended June 30	2011	2012	2013	2014	2015
ASSETS					
Cash and cash equivalents	29.7	20.7	29.0	30.0	26.2
Accounts, contributions and loans receivable, net	12.3	12.4	11.1	5.7	6.9
Other assets	1.2	1.4	1.7	2.3	3.0
Investments	68.8	78.3	75.9	94.6	96.1
Property and equipment, net	48.0	48.2	48.0	53.5	60.4
TOTAL ASSETS	\$160.0	\$161.0	\$165.7	\$186.1	\$192.6
LIABILITIES					
Accounts payable, accrued expenses and other liabilities	4.6	4.8	5.4	7.1	6.8
Deferred tuition and fee revenue	11.6	9.8	10.6	5.8	6.1
Refundable government student loan programs	2.8	2.9	2.9	3.0	2.9
Long-term debt, net	6.9	6.6	6.4	24.9	24.4
TOTAL LIABILITIES	\$25.9	\$24.1	\$25.3	\$40.8	\$40.2
NET ASSETS					
Unrestricted	127.0	129.2	132.7	136.9	140.7
Temporarily restricted	2.2	2.5	2.1	2.6	5.8
Permanently restricted	4.9	5.2	5.6	5.8	5.9
TOTAL NET ASSETS	\$134.1	\$136.9	\$140.4	\$145.3	\$152.4
TOTAL LIABILITIES AND NET ASSETS	\$160.0	\$161.0	\$165.7	\$186.1	\$192.6



**INCREASE IN TUITION AND FEES — FIRST YEAR STUDENTS**  
(KCU VS. NATIONAL AVERAGE)



**NET ASSET GROWTH VERSUS TUITION AND FEE REVENUES**



## CONTINUING OUR TRANSFORMATION INTO THE **NEXT** CENTURY

The past year at the Kansas City University of Medicine and Biosciences has been one of great activity and accomplishment. We're proud of the significant progress we've made toward advancing our mission and achieving our goals. However, we recognize there is still much work to be done.

For our centennial year, we plan a variety of educational opportunities and events to commemorate our past and inspire our future. Our 2016 Homecoming weekend will culminate in a Centennial Gala at Union Station in Kansas City, Mo., offering an opportunity to gather alumni to celebrate KCU's remarkable 100-year history.

As we look toward the near future, we will continue to transform, evolve and grow. We will:

- Create a more expansive university curriculum through the development of new graduate degree programs;
- Enhance the impact of our research and our collaboration through existing and new partnerships;
- Improve our Kansas City campus and surrounding Historic Northeast Neighborhood through continued community service and outreach;
- Reinforce a culture of inclusion within our campus community; and
- Establish our new medical school in Joplin, Mo., serving as a model for expanding our reach and closing the primary care gap in underserved areas.

We extend an open invitation to our alumni to return to KCU and re-engage with us in the activities, excitement and energy that are characterizing a revitalized and transformed KCU.



1750 Independence Ave., Kansas City, MO 64106

T. 816-654-7280

 [kcumb.edu](http://kcumb.edu)  [facebook.com/KCUMB](https://facebook.com/KCUMB)

*Improving the well-being of the communities we serve.*