

# Introduction



## Introductory Remarks

**K**ansas City University of Medicine and Biosciences (KCUMB), established in 1916 as the Kansas City College of Osteopathy and Surgery, is one of the oldest and largest of the nation's 29 colleges of osteopathic medicine. In 1970, the institution was renamed Kansas City College of Osteopathic Medicine. In 1980, the University changed its name to the University of Health Sciences (UHS). In 2003, the Higher Learning Commission (HLC) peer review team noted that the University lacked a local identity and recommended UHS explore new branding for the University. In 2004, the official name of the University changed to the current Kansas City University of Medicine and Biosciences.

KCUMB's beautifully landscaped campus is located in the heart of the Northeast Neighborhood in Kansas City, Mo. KCUMB's campus blends modern and historic architecture, with state-of-the-art facilities, such as the Student Activities Center, Dybedal Center for Research, D'Angelo Library, Weaver Auditorium, Conte Anatomy Lab, Kesselheim Center for Clinical Competence and classrooms designed to support academic excellence. The historic Administration Building was built in 1916 as the original Children's Mercy Hospital.

KCUMB is a private not-for-profit graduate institution dedicated to the development and preparation of highly qualified students in osteopathic medicine, biosciences, and bioethics. KCUMB's commitment to provide all students with the latest in technological capabilities recognizes the importance of sustainable and eco-friendly practices. Beginning in fall 2013, all students and faculty will be equipped with iPads®, and the curriculum will begin the transition to a more sustainable environment.

The University is organized into two colleges: the nearly century-old College of Osteopathic Medicine and the newer College of Biosciences. The founding of the College of Biosciences (COB) in 2004 evolved naturally from a desire to broaden the mission to include students preparing for the health professions by providing master's programs in biomedical sciences and bioethics. Each college has its own dean and department chairs. Faculty share governance in a combined Faculty Senate [K1] and serve on University-wide committees. A Staff Senate [K2] represents the non-academic divisions of the University and reports quarterly to the Provost's Academic Council.

## KCUMB Mission, Vision and Values

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

### Mission

Kansas City University of Medicine and Biosciences is a community of professionals committed to excellence in the education of highly qualified students in osteopathic medicine, in the biosciences, bioethics, and the health professions. Through lifelong learning, research, and service, KCUMB challenges faculty, staff, students and alumni to improve the well-being of the diverse community it serves. (Approved by the Board of Trustees, 2011)

### Vision

KCUMB will be recognized as a national leader in education, research, clinical practice and service.

### Values

**Integrity** - demonstrating respect, honesty and professionalism

**Compassion** - caring for students, patients, colleagues and all humanity

**Excellence** - achieving quality in all that we do

**Collaboration** - working with others to achieve mutual goals

**Intellectual Curiosity** - pursuing personal and professional growth

**Innovation** - embracing new practices to improve outcomes

**Heritage** - honoring the legacy of our past

## COLLEGE OF OSTEOPATHIC MEDICINE

The College of Osteopathic Medicine (COM) has been continuously accredited by the Commission on Osteopathic College Accreditation (COCA) or its predecessors since 1916. The COM provides a medical education grounded in the four principles of osteopathic medicine:

1. The body is a unit and the person represents a combination of body, mind, and spirit.
2. The body is capable of self-regulation, self-healing, and health maintenance.
3. Structure and function are reciprocally interrelated.
4. Rational treatment is based on an understanding of these principles: body unity, self-regulation, and the interrelationship of structure and function.

In 2000, the COM launched an innovative, patient-centered curriculum that integrated basic and clinical sciences during the first two years of classroom preparation. The foundations of basic science disciplines and subspecialties are incorporated into clinical presentations covering essential clinical concepts and diseases. Classroom presentations are supplemented with hands-on lab work, small-group discussions, specialized workshops, and simulation exercises with live patients and human patient simulators.

COM students also have the opportunity to participate in two dual-degree programs: a doctor of osteopathic medicine / master of arts in bioethics (D.O./M.A.); and a doctor of osteopathic medicine / master of business administration in healthcare leadership (D.O./MBA), which is offered through an agreement with Rockhurst University.

In the third year of medical school, students start a two-year program of clinical clerkships to reinforce the training they received during the first two years of medical school. Training sites [\[K4\]](#) for these clerkships are located across the United States. A series of required and elective clerkships enhance the process of professional training, which prepares students for competitive post-graduate residencies and fellowships.

The most critical requirement for graduation from the COM is the successful completion of the Comprehensive Osteopathic Medical Licensing Examinations (COMLEX) [\[K5\]](#). COMLEX Level 1 must be successfully completed prior to participation in clerkship experiences. Successful completion of two additional exams are required for graduation. COMLEX Level 2 CE provides a cognitive evaluation, testing knowledge and decision-making skills. COMLEX Level 2 PE provides a physical evaluation of significant clinical skills that all physicians should possess.

## COLLEGE OF BIOSCIENCES

In 2004, KCUMB established the College of Biosciences (COB) [\[K6\]](#) as part of an expanded mission that embraced research and discovery, as well as education across the health sciences. The College is home to the master of science (M.S.) in biomedical sciences (2004), as well as the master of arts (M.A.) in bioethics (2006).

The M.S. in biomedical sciences provides a solid scientific foundation that is designed to prepare students to enter additional training in the competitive health professions fields (ie. medicine, dentistry, pharmacy, etc.). The M.S. in biomedical science emphasizes the development of competencies in research methods and ethical principles, as well as a foundation in the basic disciplines. Students may also choose a two-year research track to enhance their research skills and to prepare them for careers in health sciences research. Students learn the guiding principles of conducting biomedical research, while also acquiring the neces-

sary theoretical background knowledge and appropriate skills to contribute to the biomedical sciences in our state and country by improving human health.

The bioethics program has three distinct avenues for students to earn a M.A. in bioethics:

- The D.O./M.A. dual-degree program allows students to complete both their doctor of osteopathic medicine and master of arts in bioethics in four years.
- The one-year M.A. program allows students to complete their master of arts in bioethics in one year of concentrated study.
- The career enhancement program provides an avenue for students to work full-time while pursuing their master of arts in bioethics on a part-time basis.

Students in the bioethics program are exposed to a variety of disciplinary approaches to ethics, and all complete a thesis or capstone project as part of their required coursework. The program prepares students to enter health professions as leaders in professionalism, ethics, and humanism in medicine.

## **ANCILLARY PROGRAMS**

In addition to its educational programs, KCUMB includes three additional enterprises:

### ***Research***

In 2005, the University opened the Dybedal Center for Research, a multipurpose research building that contains both basic science laboratories and the Dybedal Clinical Research Center (CRC) [K7]. This not-for-profit research center conducts Phase I through Phase IV clinical studies, including drug trials. A dedicated staff of full-time, certified clinical research coordinators is employed by the University to manage the CRC.

### ***Physician Associates***

KCUMB Physician Associates (PA) [K8] is a medical practice located in the Carondelet Medical Building at St. Joseph Medical Center in Kansas City, Mo. The practice is staffed by clinical faculty members from the COM and provides medical services grounded in osteopathic philosophy that stress compassion and treatment of the whole patient.

### ***Score 1 for Health®***

Score 1 for Health® [K9] provides free comprehensive health screenings to urban elementary school children in the Kansas City metropolitan area. Each year, medical students, faculty, and staff provide screenings to more than 13,000 children in underserved areas.

## **SIGNIFICANT CHANGES SINCE 2009**

For almost 100 years, KCUMB has prided itself on its commitment to academic excellence and the value



it brings to students, faculty, and the greater community. During its long history, change has been a constant, and KCUMB views change as necessary to drive continuous improvement of the institution.

### ***Removal of KCUMB's President and CEO in 2009***

Beginning in December 2009, a series of major changes in administrative leadership began at the University. These changes were triggered by financial mismanagement by the University's long-time (15 years) president and chief executive officer, Karen Pletz, which came to light when questions were raised while responding to an information request by the Internal Revenue Service. When learning of those concerns, the Board of Trustees promptly formed a special committee to conduct an internal investigation, which revealed that Pletz had misused more than \$2 million of University funds over a six-year period. The Board acted swiftly by unanimously voting to terminate Pletz for malfeasance and misuse of University funds.

Additionally, the Board of Trustees put the University's chief financial officer (CFO) and other officials on administrative leave. Shortly thereafter, several administrative employees were terminated and the CFO resigned. In March 2010, the University filed a civil lawsuit against the former president in an effort to recover its assets. One year later, in March 2011, a federal grand jury returned a 24-count indictment against Pletz, alleging that she had embezzled more than \$1.5 million from the University. In November 2011, Pletz died and, as a result, the federal criminal lawsuit against her was dismissed. No charges were ever filed against KCUMB.

### ***Moving Forward: KCUMB is Focused on its Mission and Continuous Improvement***

*"KCUMB continues to fulfill its mission of educating its students in spite of all the issues that surround it. It's the hard work and dedication of the faculty, staff, and students that continue to aid the University in reaching its goals."*

*– H. Danny Weaver, D.O., in an excerpt from the summer 2010 KCUMB Communicator*

### ***Presidential Leadership***

As stipulated by the University Bylaws [K10] of the Board of Trustees [K11], in the event of a presidential vacancy, the Board chair is appointed as interim or acting president. Thus, following the termination of Pletz, H. Danny Weaver, D.O., the 2009 Board chair, became acting president and chief executive officer of KCUMB. The Board worked closely with EFL Associates, an executive search firm that specializes in hiring qualified higher education executives, for the purpose of finding an appropriate candidate for the president and chief executive officer position. In September 2010, based on advice from EFL Associates and Polsinelli, LLP, the Board voted to appoint Acting President Weaver as the 12th president and chief executive officer of KCUMB. Dr. Weaver was selected because, among other reasons, his experiences as a KCUMB alum and Board chair were of great value at a time when the University was looking for stability following the transition in leadership. In light of the financial mismanagement concerns, Dr. Weaver sought to foster an environment of open communication and transparency among all University constituencies and specifically pledged transparency to concerned alumni. Additionally, Dr. Weaver was instrumental in an intense review of KCUMB policies and procedures and oversaw the restructuring of University functions following the termination of Pletz. Moreover, Dr. Weaver encouraged all involved with the University to refocus their energy on KCUMB's mission to educate highly qualified students to become osteopathic physicians, researchers, and bioethicists. A focus on students resulted in greater access to technology and new student-centered facilities on campus, including the D'Angelo Library and the Student Activities Center, both of which opened in March 2011.

In November 2012, Dr. Weaver announced his plan to leave the presidency effective on Dec. 31, 2012, to return to private medical practice. Marshall Walker, D.O., the director of medical education for Via Christi Health System in Wichita, Kan., and the vice chair of KCUMB's Board of Trustees, was appointed by the Board to serve as interim president. Additionally, Dr. Walker was tasked with playing a critical role in the national search to fill the KCUMB president's position.

The national search for the president and chief executive officer was co-chaired by Dr. Walker and the Faculty Senate president and was conducted with the assistance of EFL Associates. More than 5,000 contacts across the nation were made seeking nominations/applications for the presidency. The Search Committee identified a short list from 25 applicants for off-campus interviews. The list of applicants was narrowed to 11, and from that group, three candidates were invited for on-campus interviews.

Open forums were held on campus for all faculty, students, and staff to attend candidate presentations. Attendees were encouraged to submit formal evaluations of each candidate for consideration by the Search Committee. Following the on-campus interviews, the Search Committee submitted two names to the Board of Trustees. On May 21, 2013, the Board of Trustees announced an offer had been extended and following negotiations, there would be a formal announcement.

On June 10, 2013, the KCUMB Board of Trustees announced the appointment of Marc B. Hahn, D.O., as the 14th president and chief executive officer. Prior to his appointment as president, Dr. Hahn served as executive vice president for academic and medical affairs, provost and dean of Kansas City University of Medicine and Biosciences' College of Osteopathic Medicine. His accomplishments [K17] at KCUMB and elsewhere are significant and substantial. Since his arrival at KCUMB in fall 2012, he has led the University in making innovative strategic changes that have incorporated state-of-the-art curriculum delivery, as well as ensured reduced student tuition.

### ***Administrative Leadership Changes***

Along with presidential leadership changes and organizational structure changes, KCUMB faced other significant leadership changes – voluntary and involuntary. These terminations and resignations included the:

- Executive vice president for institutional development
- Executive vice president for finance and chief financial officer
- Vice president of admissions
- Regional alumni director
- Assistant director of admissions
- President for the Center of Medical Education Innovation

As previously mentioned, the University's CFO resigned in December 2009, shortly after Pletz's termination. Following his resignation, other individuals filled the CFO role for short time periods, and in November 2010, the University contracted with EFL Associates to manage the search for a new CFO. On Feb. 18, 2011, Joseph Massman, MBA, CPA, was identified as a candidate for the CFO position. At the time, Massman was a member of KCUMB's Board of Trustees and resigned his position from the Board to avoid any conflict of interest. In April 2011, the Board voted to appoint Massman as the executive vice president for finance and operations and chief financial officer. He later added the role of chief operating officer. Massman previously was the CFO for Freightquote.com and has valuable expertise in financial and investment management [K271].



KCUMB

COLLEGE OF BUSINESS

KCUMB

Additionally, in March 2011, the executive vice president for research and institutional effectiveness was terminated. Subsequently, after careful evaluation, the Office of Research and Institutional Effectiveness was divided into two departments: the Office of Research and Sponsored Programs, and Institutional Effectiveness and Accreditation. Additionally, two newly defined positions were created to oversee the two departments: the vice president for research, and the vice president of institutional effectiveness and accreditation compliance. A national search for both positions was launched in spring 2012, with significant involvement from faculty and staff. Jeffrey Joyce, Ph.D., was selected as vice president of research. In November 2012, Dr. Joyce assumed his responsibilities, which include developing an aggressive strategic plan for research activities and are further discussed in this self-study. In April 2013, Mary Hoy, Ph.D., was appointed as the interim associate provost for institutional effectiveness and accreditation.



Another major change in leadership came in June 2012 when the executive vice president for academic and medical affairs and dean of the College of Osteopathic Medicine, Darin Haug, D.O., resigned his position to return to private medical practice. After an extensive national search, two candidates were invited to KCUMB for formal interviews. Forums were open to faculty and staff to hear each candidate. Each attendee was invited to complete an evaluation form on each candidate. In October 2012, Marc B. Hahn, D.O., was appointed and assumed leadership as the executive vice president for academic and medical affairs, provost, and dean of the College of Osteopathic Medicine. As discussed above, Dr. Hahn recently was appointed as the 14th president and chief executive officer of the University. Under his leadership, the University plans to continue building on its tradition of excellence. A search is underway to fill the vacancy left when Dr. Hahn became president.

### ***Board of Trustees***

As will be discussed in great detail in Criterion Two of this self-study, the termination of Pletz led to a time of reflection and of action on the part of the Board of Trustees. Significant administrative changes were made to the operation and structure of the Board. Since 2010, 11 new Board members with expertise in financial administration, governance, and higher education have joined the Board of Trustees. In addition, the Board and its committees were restructured and revisions were made to Board Bylaws and governance documents to ensure optimal oversight and governance.

### ***Operational and Procedural Changes***

Because of the abuses of Pletz's administration, KCUMB conducted an intense analysis of its processes, policies, and procedures. This review was a team effort and included the leadership of presidents Weaver and Walker, the Board of Trustees, a newly created Advisory Board and the expertise of several outside consultants. In response, the University has implemented new and/or revised policies and procedures that

address past concerns, including a Corporate Minutes and Records Policy, a Whistleblower Policy, and an Anti-Nepotism Policy.

*... Despite the Challenges, Academic Excellence Prevails ...*

KCUMB has undergone tremendous change in each of its administrative areas during the past few years. However, the commitment of faculty to teaching and student learning continued to provide a positive environment that allowed student success to continue at the highest levels. This student success is evidenced by graduates' excellent COMLEX [K5] passage rates, overall student engagement within the University, and through the thousands of hours dedicated to community service. Further, past concerns at KCUMB have resulted in better policies, procedures, and practices that will prevent future fiscal and administrative abuses. Moreover, despite past financial mismanagement, KCUMB has very strong finances, as discussed in Criterion Five of this self-study and as evidenced by its recent A1 rating from Moody's Investors Service. Lastly, the administrative changes experienced at KCUMB provided an opportunity for the University to bring additional expertise and experience to its leadership roles. With the leadership of the new president and chief executive officer, Marc B. Hahn, D.O., and the Leadership Team [K3], KCUMB is prepared to move forward and continue its mission to educate highly qualified students to become osteopathic physicians, researchers, and bioethicists, and to fulfill its vision to become recognized as a national leader in higher education.

## **ACCREDITATION HISTORY AND STATUS**

### ***Commission on Osteopathic College Accreditation (COCA)***

KCUMB-COM has been continuously accredited by the Commission on Osteopathic College Accreditation (COCA) of the American Osteopathic Association (AOA) or its predecessors since the founding of the institution in 1916. The most recent self-study [K13] [K14] and comprehensive visit from the COCA occurred in fall 2011, and resulted in a follow-up focus site visit in fall 2012. Of note, the 2011 COCA comprehensive visit report required that KCUMB-COM provide a clinical educational infrastructure on campus and at the affiliated clinical sites that support cooperative instructional activity. Documentation of the plan and the COM's progress in implementing the plan were accepted by the COCA in 2012 and are detailed in Criterion Three of this self-study. Although the reviewers had a number of concerns due to the leadership challenges following the 2011 visit, the COM was able to demonstrate fulfillment of all standards during the 2012 visit. The results of the September 2012 COCA visit indicated full accreditation, with no requirements (i.e., no deficiencies in meeting standards) and only two recommendations (non-binding suggestions for improvement). The next regular accreditation visit will occur in fall 2018. At that time, the University will demonstrate its full compliance with Commission criteria and Assumed Practices (a reference outlining the University's compliance with Assumed Practices will be available in the Electronic Resource Room).

### ***Higher Learning Commission (HLC)***

KCUMB's history with regional accreditation is more recent. KCUMB received initial accreditation from the HLC in 1998, and had its first comprehensive visit in 2003. In the 2003 comprehensive evaluation, KCUMB was approved for continuing accreditation with the next evaluation visit in 2013-2014. The team suggested 11 areas for institutional attention [K15]. Changes were made to address each of the identified areas. The most significant of these dealt with the institution's name: the University of Health Sciences-College of Osteopathic Medicine. "The dual name of the institution may be reviewed to more clearly reflect its singular focus." As previously mentioned, in 2004, the institution changed its name from the University of Health Sciences-College of Osteopathic Medicine to Kansas City University of Medicine and Biosciences.

Since the 2003 comprehensive HLC visit, two “Focused Visits for Change” have taken place to establish the master of science in biomedical sciences in 2004, and the master of arts in bioethics in 2006. Additionally, in January 2012, following the removal of Pletz and other administrators, a focus visit regarding administrative turnover, governance, and ongoing academic quality was conducted.

## **2012 HLC FOCUS SITE VISIT**

In 2012, HLC mandated a focus visit to KCUMB to review six specific areas of commission concern:

- Concerns of programmatic accreditation
- Qualifications of upper administration
- Administrative turnover
- Role of the Board of Trustees in oversight of the University
- Effective governance structure in the presidential selection process
- Ongoing academic quality

### ***Concerns of Programmatic Accreditation (COCA)***

Because the final report of the regularly scheduled COCA accreditation visit had not yet been received by KCUMB at the time of the HLC visit, the reviewers determined that a contingency report would be filed within 30 days of receipt of the report from COCA addressing concerns of programmatic COCA accreditation. KCUMB complied. (See above for COCA report and actions [K13] [K14].) No other action was required, but the HLC report identified some specific areas for organizational follow-up related to several of the Commission’s concerns.

### ***Qualifications of Upper Administration***

The HLC requested that the 2012 focus visit team address the qualifications of the new administration.

KCUMB engaged in a national search for the new president and chief executive officer. The search committee, which included representation from all University constituencies, helped to identify the characteristics and abilities the next president should have. The following list is an excerpt from the position profile that details the experiences and knowledge the University identified that candidate should possess:

- An understanding of and commitment to the University’s mission and character as an institution dedicated to providing outstanding medical education
- A passion for the osteopathic profession, which is exhibited in all interactions and influences all decisions that affect stakeholders in and outside the University community
- A substantial record of personal and professional achievement, including significant organizational leadership experience inside a complex organization
- The ability to relate to and build connections with alumni and external stakeholders, including corporate and community leaders, alumni and other medical professionals in a way that is both persuasive and inspiring
- The ability to foster a greater public understanding of and appreciation for the University, its history, mission, programs, and people, in order to secure strong financial support for annual operations, capital and endowment growth

- An understanding of the shared governance model and how that model affects decision-making inside the University community
- The background and personal style that will enhance relationships with faculty and staff
- A genuine interest in and enjoyment in the success of students that extends to both those in the classroom and those in clinical settings
- A vision for the University that includes an environment that invites intellectual discourse
- Broad knowledge of and comfort with the discussion and analysis of current trends in medical education – the ability to be the “idea” person
- A documented record of success in fund raising and development activities
- Demonstrated competence in financial/budget planning and operations
- A terminal degree is strongly preferred; a doctor of osteopathic medicine would distinguish the candidate.

As discussed previously, the Board of Trustees selected Marc B. Hahn, D.O., as president and chief executive officer. Prior to being appointed as president, Dr. Hahn served as executive vice president for academic affairs, provost, and dean of KCUMB-COM. The following reflects Dr. Hahn’s qualifications [K17] [K16]:

- Executive vice president for academic affairs, provost, and dean of KCUMB’s College of Osteopathic Medicine from October 2012 – June 2013
- Eleven years as senior vice president for health affairs and dean of the College of Osteopathic Medicine at the University of New England and at the University of North Texas
- Former professor of anesthesiology and program director at the Pennsylvania State University College of Medicine
- Former program director and major in the U.S. Army at Walter Reed Army Medical Center; and assistant professor of anesthesiology at the Uniformed Services University of the Health Sciences
- 20 years higher education experience
- Licensed and board-certified D.O.
- Received extramural funding for research support
- Awarded Robert Wood Johnson Health Policy Fellowship
- First osteopathic physician elected president of the premier multi-specialty American Academy of Pain Medicine (AAPM)
- Chair and member of AACOM’s Executive Board
- Widely published author



As mentioned, Dr. Hahn's appointment to president left the role of executive vice president for academic and medical affairs, provost, and dean of the College of Osteopathic Medicine vacant. The national search for a provost and dean of the College of Osteopathic Medicine is being conducted by EFL Associates, a national search firm that has assisted with the University's previous searches for president and chief executive officer, provost, and dean of the College of Osteopathic Medicine.

The University also identified a search committee to assist with the search process. Members include the incoming and outgoing presidents of the Faculty Senate, two members of the Board of Trustees, one member of the University Advisory Committee, the chief financial officer, interim provost, senior associate dean, and a student.

KCUMB also has addressed the concern related to the open vice president for research position. As previously noted, Jeffrey Joyce, Ph.D., [K18] [K19] assumed the role of vice president of research in November 2012. His qualifications include the following:

- Worked for more than 15 years as a research administrator in medical research
- Internationally known researcher and pharmaceutical consultant in central nervous system drug discovery
- Published more than 150 original papers and book chapters in a diverse arena of neuroscience topics
- Awarded more than 25 federal, state, and pharmaceutical industry grants
- Served on multiple review boards for National Institutes of Health and the Veteran's Administration

Additionally, KCUMB filled its associate provost for institutional effectiveness and accreditation position when it appointed Mary Hoy, Ph.D., in the interim role [K21] [K20]. Dr. Hoy has served as a consultant to the institution for two years and is highly qualified for the position:

- Thirty-four years experience in higher education, including 17 years as dean of the College of Education at Marquette University, Fort Hays University, assistant dean at Iowa State University and associate dean for medical education at KCUMB
- Co-led the 2003 KCUMB HLC self-study
- A graduate of the Executive Leadership in Academic Medicine (ELAM) program at Drexel University and Harvard Macy Medical Educators program
- Served as a consultant evaluator (CE) and team chair for HLC (PEAQ and AQIP) for 10 years and 10 years as CE and member of the NCATE accrediting board. Assisted in writing the 2000 NCATE standards
- Widely published with more than \$3 million in external funding

### ***Administrative Turnover***

The HLC also requested that the 2012 focus site team address the number of administrative changes and the process that was used to search for and to select the new members of upper administration.

- KCUMB has conducted four national searches during 2012-2013: president and chief executive officer; executive vice president for academic and medical affairs, provost, and dean of the College of Osteopathic Medicine; vice president for research; and vice president for institutional effectiveness and accreditation compliance. In each of these, search committees were formed that included substantial faculty representation. The latest search for the new president and chief executive officer involved a broad spectrum of individuals, including faculty, staff, alumni, Board members and the president of the

Student Government Association. The Faculty Senate president served as co-chair for the presidential search committee.

- During 2012, an ad hoc committee revised the protocol/hiring policy [K22] for faculty hiring to more clearly establish the prominence of faculty at all stages of the hiring process.
- The appointment of a highly qualified president and chief executive officer, who began July 1, 2013, brings a level of integrity, experience, continuity, and stability to the leadership of KCUMB.

### ***Role of the Board of Trustees in Oversight of the University***

As detailed in Criterion Two, beginning in the spring of 2010, the Board of Trustees [K11] restructured its membership and revised its operational practices. These changes strengthened the financial oversight of the Board, increased the amount of experience in higher education among Board members, and strengthened the integrity of Board committees and processes. Eleven new trustees have joined the Board since early 2010 (nearly 65 percent of its 17 current members). These new members include financial experts and individuals with higher education administration experience.

Working with Virginia C. Gross, a consultant from Polsinelli, LLP, and a well-known expert in the field of non-profit governance, the Board conducted a comprehensive review of its governance documents [K24]. Committee charters and Board bylaws [K10] were revised or developed to ensure a governance structure and processes consistent with best practices. Committees are charged with the annual review of their individual charters, and an outside review of governance documents is conducted annually by Polsinelli, LLP.

A non-voting Advisory Board was created to provide expert advice to the Board of Trustees, the Board chairman, and the president and chief executive officer of the University. Members are selected to provide experience and knowledge in areas where the Board needed expertise. For example, the Advisory Board [K25] may contain members with expertise in higher education administration, finance, academics, research, or clinical administration [K26]. Advisory Board members attend Board meetings regularly and are actively engaged in discussions.

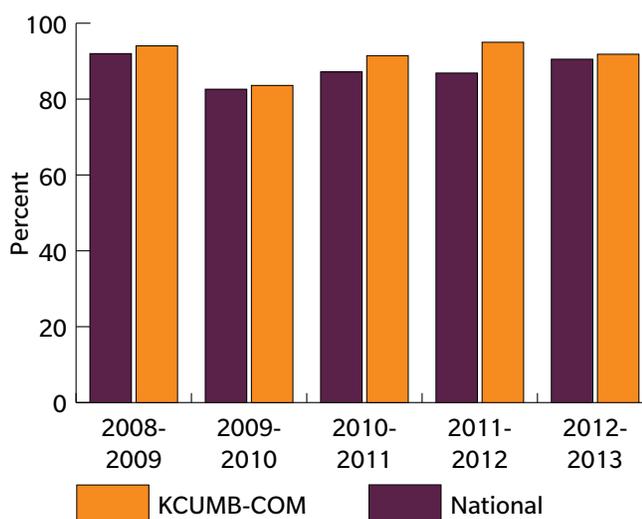
### ***Effective Governance Structure in the Presidential Selection Process***

Following the termination of Pletz as president, the Board chair was appointed as interim or acting president as stipulated by the University bylaws [K10] of the Board of Trustees. As previously noted, the Board worked closely with EFL Associates, an executive search firm that specializes in hiring qualified higher education executives, for the purpose of finding an appropriate candidate for the president and chief executive officer position. In September 2010, based on advice from EFL Associates and Polsinelli, LLP, the Board voted to appoint Acting President Weaver as the 12th president and chief executive officer of KCUMB. Two years later, Dr. Weaver announced his plan to leave the presidency effective on Dec. 31, 2012, to return to private medical practice. At that time, Marshall Walker, D.O., the director of medical education for Via Christi Health System in Wichita, Kan., and the vice chair of KCUMB's Board of Trustees was appointed by the Board to serve as acting president. The subsequent national search for the president and chief executive



officer was co-chaired by Dr. Walker and the Faculty Senate president, and was conducted with the assistance of EFL Associates. More than 5,000 contacts across the nation were made seeking nominations/applications for the presidency. The Search Committee identified a short list from 25 applicants for off-campus interviews. The list of applicants was narrowed to 11, and from that group three candidates were invited for on-campus interviews. Open forums were held on campus for all faculty, students, and staff to attend candidate presentations. Attendee were encouraged to submit formal evaluations of each candidate for consideration by the Search Committee.

**Figure 1 | COMLEX Level 2CE | First-Time Pass Rate**



### **Academic Quality**

KCUMB outcomes measures gave evidence of academic quality to the focus site team. As shown in Figure 1, KCUMB has a history of performing above national average on national board examinations. Performance in the 2011-2012 examinations ranked KCUMB No. 1 in the nation for both COMLEX level 1 CE and COMLEX level 2 CE; however, this did not continue during the 2012-2013 cycle for COMLEX level 1 [K5]. As a result of this decline in performance, several outcome measures were evaluated and discussions led to the establishment of additional resources and benchmarks for students at the end of years two and three. Faculty have also established minimal competencies for each basic science discipline integrated into each section, which must be achieved by the end of the second year and prior to taking COMLEX 1. While in clinical training, students must also pass all national discipline-specific subject exams for each required clerkship prior to graduation. It is anticipated that these changes will drive higher pass rates and a higher overall mean on the exams. These new measures also will demonstrate that all graduates will have met minimal competencies in each basic science clinical discipline.

## **OTHER ACCREDITATIONS**

### **Accreditation of KCUMB's Osteopathic Postdoctoral Training Institute (OPTI)**

The Osteopathic Postdoctoral Training Institute (OPTI) at KCUMB is known as the Kansas City University of Medicine and Biosciences-College of Osteopathic Medicine Educational Consortium (KCUMB-COMEC). KCUMB-COMEC [K28] is a consortium formed through affiliation between KCUMB-COM and local/regional freestanding hospitals and health-care institutions providing medical education to osteopathic medical students, interns, and residents. Affiliation with the educational consortium is formally established through participation agreements executed between each hospital or health-care institution and KCUMB-COMEC [K29] [K30]. On Sept. 9, 2006, the Bureau of Osteopathic Education (BOE) of the American Osteopathic Association (AOA) granted KCUMB-COMEC continued accreditation for three years, expiring in 2009. On Dec. 5, 2009, the BOE granted the Consortium continued accreditation [K31] for four years. KCUMB-COMEC will be reviewed for continuing accreditation in fall 2013.

To support KCUMB-COMECE's requirements for graduate medical education and in response to the COCA requirement from the 2011 comprehensive visit that KCUMB-COM must provide a clinical educational infrastructure on campus and at the affiliated clinical sites, an associate dean for clinical education and medical affairs was appointed in April 2010 with duties that include osteopathic graduate medical education (OGME). To bolster clinical education and OGME, two assistant deans of clinical education were appointed in July 2011. Responsibilities are now two-fold: medical student education/clerkship development, and graduate medical education and development.

The COCA requirement from the 2011 comprehensive visit stated KCUMB-COM must provide a clinical educational infrastructure on campus and at the affiliated clinical sites that support cooperative instructional activity. Documentation of the plan and the COM's progress in implementing the plan were accepted by the COCA in 2012 [K104].

A new clinical organizational structure for KCUMB-COM was implemented in the 2012-2013 academic year. This organizational plan includes new regional assistant deans [K32] [K33], who provide continuous evaluation of the facilities and personnel at affiliated sites. The regional assistant deans serve as a liaison between the University and the regional education partners. The regional assistant deans monitor and assist in directing clinical clerkship experiences and collaborate with the associate dean for clinical education and medical affairs, KCUMB-COM's clinical chairs, and the clinical site directors of medical education (DME) to ensure that KCUMB-COM's mission, goals, and objectives are achieved and compliance is maintained. Regional assistant deans are appointed as ex-officio members of the Curriculum Committee to further enhance the clinical communication and input/involvement in curriculum design and/or revision. Regional assistant deans and KCUMB-COM clinical chairs receive clinical site reports that evaluate student and site performance, thus enhancing the evaluation and feedback mechanism between KCUMB-COM and the clinical site.

### ***Accreditation for Continuing Medical Education Programs***

The University's Continuing Medical Education (CME) [K34] programs are accredited by both the American Osteopathic Association (AOA) and the allopathic Accreditation Council for Continuing Medical Education (ACCME).

#### ***AOA Accreditation***

KCUMB initially was accredited to provide CME by the AOA in 1980. The AOA Council on Continuing Medical Education (CCME) has awarded KCUMB the maximum three-year accreditation period for the last four accreditation cycles based on KCUMB document survey reviews receiving perfect scores. In 2013, the CCME reviewed 30 document surveys for re-accreditation. Only KCUMB-COM and one other osteopathic medical school were awarded three-year accreditation and "Level 3 Accreditation with Commendation" status. The next re-accreditation cycle is in the spring of 2016.

#### ***ACCME Accreditation***

Initially accredited by the ACCME for the standard two-year provisional accreditation period, KCUMB has maintained ACCME accreditation since July 2002. In 2004, KCUMB received four years full accreditation and maintained it until 2012. Due to deficiencies, KCUMB updated some policies, procedures, and practices related to ACCME Criteria Compliance, and a progress report will be filed in July 2013 for the 2012-2016 ACCME accreditation cycle. The progress report will

demonstrate: 1) performance-in-practice, including demonstration of use of a mechanism to resolve conflict of interest; 2) implementation of receipt and disbursement for commercial support; 3) analysis of changes in learners competence; 4) performance or patient outcomes achieved as a result of the overall program; 5) program based analysis on the degree to which KCUMB met its mission; and 6) the impact of implemented changes on the organization's ability to meet its mission. Once KCUMB demonstrates compliance with the criteria, KCUMB will receive the full four-year accreditation for the 2012-2016 accreditation cycle.

### ***Board of Certification, Inc., Approval***

In March 2013, KCUMB became a Board of Certification (BOC), Inc., approved provider of continuing education for BOC certified athletic trainers and held the first accredited continuing education program for athletic trainers on June 14, 2013.

### ***Federal Title IV Compliance***

The U.S. Department of Education conducted a program review April 18-21, 2011, focusing on compliance with statutes and regulations as they pertain to the administration of Title IV. KCUMB responded to the program review and on Jan. 30, 2012, [K27] received notice of its full compliance with all statutes and regulations.

## **THE SELF-STUDY PROCESS**

KCUMB has been in a process of internal self-study and external review almost continuously since the 2003 HLC self-study. In 2004, a self-study was conducted to obtain initial approval of a master of science degree in biomedical sciences. In 2006, the University once again conducted a self-study for approval of a master of arts degree in bioethics. Each of these was successful. In 2007, 2008, and 2009, KCUMB conducted self-studies for the application for the Missouri Quality Award, and in 2008 and 2009 for the Baldrige Award. Although not receiving the awards, the University received feedback for consideration for quality improvements.

In 2010-2011, the self-study [K14] for COCA accreditation was completed. Following review by COCA, KCUMB prepared reports and hosted a follow-up visit for COCA in September 2012, successfully addressing all previously noted concerns.

In December 2011, KCUMB officially began to prepare the HLC self-study as well as to prepare a self-study for a focus HLC visit [K35], which occurred in January 2012. President Weaver appointed an HLC Accreditation Steering Committee [K36], naming himself as chair; and appointing criterion chairs, vice chairs and secretaries, as well as members of each criterion committee. On Feb. 14, 2013, KCUMB's staff liaison, Dr. Karen Solomon, visited the campus and met with criterion chairs and the Steering Committee.

In April 2013, Marc B. Hahn, D.O., then the executive vice president for academic and medical affairs, provost, and dean of the College of Osteopathic Medicine, and with input from University leaders, appointed Mary Hoy, Ph.D., interim associate provost for institutional effectiveness and accreditation, as chair of the HLC Self Study process with full authority for project completion. Dr. Hoy worked with Alan Glaros, Ph.D., associate dean for basic medical sciences, and other criterion chairs, co-chairs, and committee members in the final development of the self-study. Throughout the entire process, the criterion committees met in person or via email. During May and June, the final drafts were reviewed by criterion committees, the Steering Committee, and two consultants. Changes and additions were made to each to

accommodate identified needs. On July 1, 2013, the Steering Committee met to approve the final draft prior to submission for publication.

## **SUMMARY**

Kansas City University of Medicine and Biosciences has served as an educational anchor in the Northeast section of Kansas City for nearly 100 years. Its graduates continue to serve the city, the state, and nation as osteopathic physicians and researchers. KCUMB's legacy of providing primary care physicians for underserved areas is now expanded by the new programs in the College of Biosciences.

In recent times, the University has undergone extensive change: changes in administrative leadership, policies, and processes. KCUMB has emerged a much stronger and more effectively run institution. The administration is committed to its mission and has the experience and commitment to lead KCUMB as a premier institution. KCUMB proudly presents its self-study for peer review and trusts that sound policies, procedures, curricula, and administration have been demonstrated.

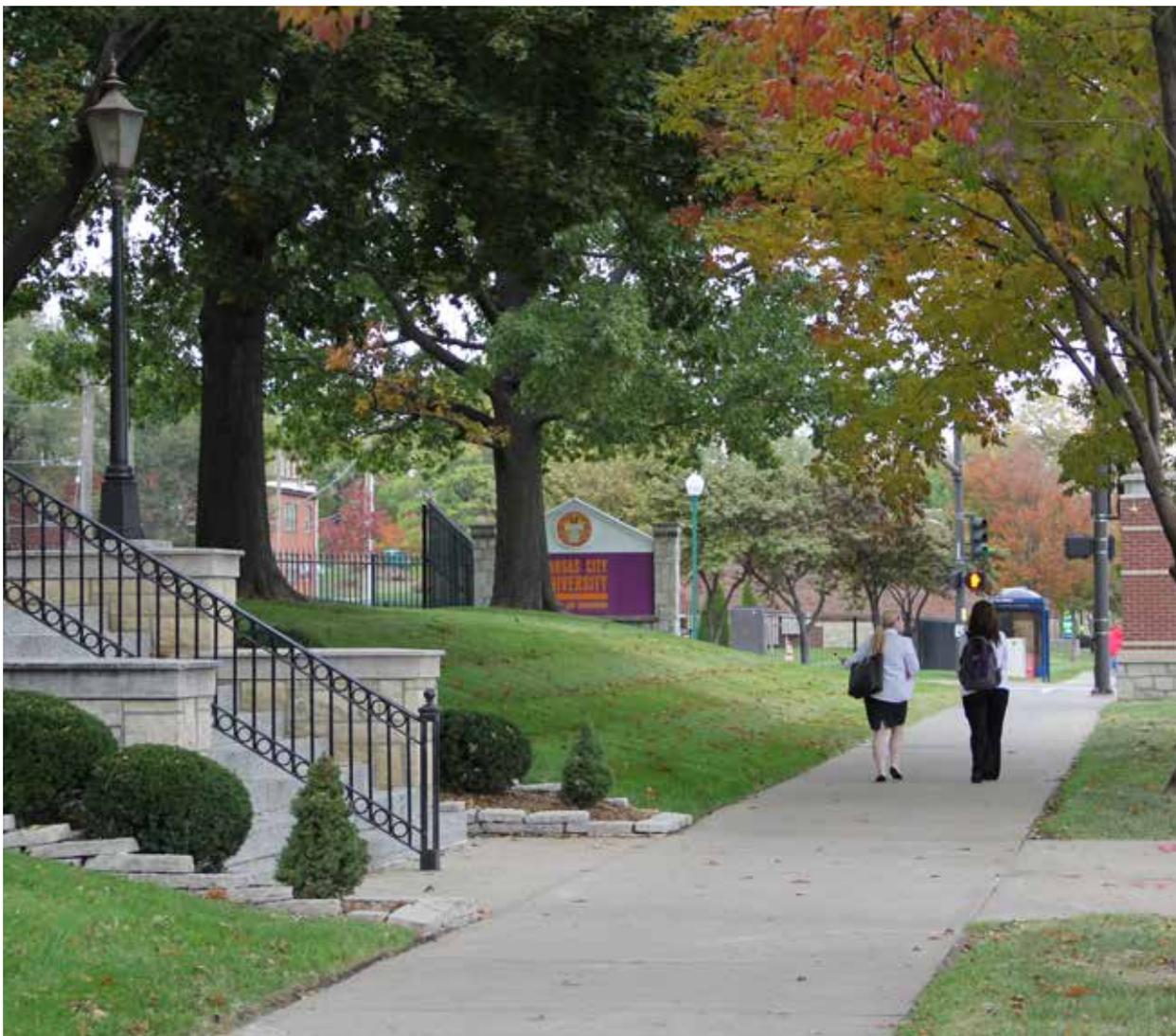


Exhibit #	INTRODUCTION EXHIBITS
<a href="#">K1</a>	Faculty Senate (PDF)
<a href="#">K2</a>	Staff Senate (PDF)
<a href="#">K3</a>	Leadership Team
<a href="#">K4</a>	Core Clinical Clerkship Sites
<a href="#">K5</a>	COMLEX Report (PDF) - password protected
<a href="#">K6</a>	College of Biosciences
<a href="#">K7</a>	Dybedal Clinical Research Center
<a href="#">K8</a>	Physician Associates
<a href="#">K9</a>	Score 1 for Health
<a href="#">K10</a>	Board of Trustees - Bylaws (PDF) - password protected
<a href="#">K11</a>	Board of Trustees
<a href="#">K13</a>	COCA Comprehensive Visit Report
<a href="#">K14</a>	COCA Self Study - 2011 (PDF)
<a href="#">K15</a>	HLC Recommendations - 2011 (PDF) - password protected
<a href="#">K16</a>	Job Description - Executive Vice President for Academic Affairs, Provost and Dean of the College of Osteopathic Medicine (PDF) - password protected
<a href="#">K17</a>	CV - Marc Hahn, D.O. (PDF)
<a href="#">K18</a>	Job Description - Vice President for Research (PDF) - password protected
<a href="#">K19</a>	CV - Jeffrey Joyce, Ph.D. (PDF)
<a href="#">K20</a>	Vice President for Institutional Effectiveness and Accreditation - Job Description (PDF)
<a href="#">K21</a>	CV - Mary Hoy, Ph.D. (PDF)
<a href="#">K22</a>	Hiring Protocol - Faculty (PDF)
<a href="#">K24</a>	Board of Trustees - Board Governance Documents (PDF) - password protected
<a href="#">K25</a>	Advisory Board
<a href="#">K26</a>	CVs - Advisory Board (PDF) - password protected
<a href="#">K27</a>	Title IV Letter (PDF)
<a href="#">K28</a>	KCUMB-COMEC
<a href="#">K29</a>	KCUMB-COMEC Annual Report (PDF)
<a href="#">K30</a>	KCUMB-COMEC Self-Study (PDF)
<a href="#">K31</a>	KCUMB-COMEC Accreditation Letter (PDF)
<a href="#">K32</a>	CVs - Regional Deans (PDF) - password protected
<a href="#">K33</a>	Job Description - Regional Deans (PDF) - password protected
<a href="#">K34</a>	Continuing Medical Education
<a href="#">K35</a>	HLC Focused Site Visit Report (PDF)
<a href="#">K36</a>	HLC Steering Committee (PDF)
<a href="#">K104</a>	COCA Accreditation Letter (PDF)
<a href="#">K271</a>	CV - Joe Massman (PDF) - password protected