



POSITION DESCRIPTION AND IDEAL CANDIDATE PROFILE

**For the position of
Executive Vice President and Provost**



Lincoln, Nebraska

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POSITION DESCRIPTION AND IDEAL CANDIDATE PROFILE

POSITION:	Executive Vice President and Provost
REPORTS TO:	James B. Milliken President
ORGANIZATION:	University of Nebraska (http://www.nebraska.edu)
LOCATION:	Lincoln, Nebraska

OVERVIEW OF THE ORGANIZATION

Founded in Lincoln, Nebraska in 1869, the University of Nebraska (NU) is a four-campus public university that serves the citizens of Nebraska through quality teaching, research, outreach and engagement. One of the early land grant universities, founded less than two years after Nebraska became the nation's 37th state, NU was the first institution west of the Mississippi to offer graduate education. The state's only public university, NU today comprises a comprehensive research campus in Lincoln (University of Nebraska – Lincoln, UNL), a health sciences center in Omaha (University of Nebraska Medical Center, UNMC), a metropolitan campus in Omaha (University of Nebraska at Omaha, UNO), and a residential undergraduate-focused campus in Kearney (University of Nebraska at Kearney, UNK), as well as research, extension, and service facilities statewide. (For a description of each campus please see Appendix A.) NU employs approximately 13,000 people and enrolls slightly more than 50,000 students.

The University of Nebraska is led by the President of the University. The Chancellors of each campus serve as the chief operating officers of their campuses and also as Vice Presidents of the University. There are four additional senior administrative officers who comprise the University Central Administration: the Executive Vice President and Provost, the Vice President for Business and Finance, the Vice President for University Affairs, the Vice President and General Counsel, and the Vice President and Vice Chancellor for Agriculture and Natural Resources. The Executive Vice President and Provost reports directly to the President and serves as deputy to the President for the full range of academic and student affairs needs and issues. The President and the University's Central Administration provide a single focus and voice for the University as a statewide institution, and they ensure its accountability to the public.

NU is supported by the University of Nebraska Foundation, a private, non-profit corporation that exists to provide financial support for the University. In fall 2009, NU announced the largest comprehensive campaign in its history, *The Campaign for Nebraska: Unlimited Possibilities*. The campaign aims to raise \$1.2 billion by 2014 for a wide range of critical university initiatives including financial aid, faculty support, global engagement, agriculture and life sciences, information technology, cancer, architectural engineering and construction, water, and early childhood education. As of October 2011, the NU Foundation reported that gifts to the Campaign had exceeded \$1.1 billion.

The University strives to be the best public university in the country as measured by its impact on Nebraskans and the state, and through them, the world. Such excellence requires the ability to compete effectively with other institutions for talented students and faculty. The future of Nebraska is closely tied to the future of its only public university, and this framework guides university-wide and campus planning to help build and sustain educational and economic opportunity and a high quality of life for the 1.8 million citizens of the State. The University's goals and aspirations are laid out in the key planning document, *Investing in Nebraska's Future: Strategic Planning Framework, 2010-2013*. This framework lays out six overarching goals, along with related objectives, strategies and accountability measures that detail the University's commitment to access and affordability, quality academic programs, workforce and economic development, research growth and excellence, engagement with the state, and accountability. In particular, the University aims to focus its resources on areas of strength in research where there is opportunity for regional, national and international leadership and where there are areas of strategic importance to the health and economic strength of Nebraska. These areas include agriculture and life sciences; natural resources, especially water; prevention and cure of diseases such as cancer; and early childhood education.

Under the State Constitution, the University is governed by a Board of Regents consisting of eight voting members elected by district and four non-voting student Regents, one from each campus, who serve during their tenure as student body president. The Board supervises the general operations of the University and the control and direction of all expenditures. The Board's minutes, notices, policies and bylaws are public and available on the University's website. The Board operates through four standing committees – Executive Committee, Academic Affairs, Audit, and Business Affairs.

The University of Nebraska has a total budget of \$2.2 billion in FY2012. Approximately 12 percent of the University's operating budget is derived from tuition. Twenty-two percent of the University's operating budget comes from State support; indeed, NU is the largest single entity in the state budget. The remaining 66 percent comes from private funds, governmental funds, revolving and other sources.

Each campus within the University has a unique role and mission. Where appropriate, the resources of the four campuses are linked in cooperative efforts and through University initiatives, such as the Daugherty Water for Food Institute, the Buffett Early Childhood Institute, and Online Worldwide, that encompass the mission of all four campuses. Many of these programmatic initiatives report to the President through the Executive Vice President and Provost of the University.

THE CLIMATE FOR SUCCESS

As a heavily agricultural state, Nebraska has been relatively immune to the fiscal troubles of the real estate market and financial institutions that have damaged other states' economies. Nebraska has managed to ride out budget problems with far less drastic measures than those undertaken by many other states. The forecast for the future is moderately optimistic and quite stable, which opens strategic options for NU that may not be available to other institutions.

While the University's financial support from the State has remained stable, NU enjoys strong public support from the citizens of Nebraska, who value higher education and recognize that education is the key to a strong workforce and a vibrant economy. Nebraskans view NU as "their university" and are vested in its success. The "Big Red" phenomenon helps drive alumni loyalty while it also lifts Nebraska's visibility nationally, allowing the University to compete both athletically and academically.

Two NU campuses – UNL and UNMC – have a strong research and graduate student orientation, and three – UNL, UNO, and UNK – have a strong focus on undergraduate education. Research funding at the University of Nebraska has continued to increase, up 180 percent in the last decade. UNL was awarded nearly \$140 million in external research funding in 2010, an increase of 14 percent over the previous year. Nearly 70 percent of sponsored research at UNL comes from federal sources, including the National Science Foundation, National Institutes of Health, Department of Energy, Department of Defense, Department of Education, Department of Agriculture, and National Endowment for the Humanities, among others. Total external funding for all sponsored programs (research, teaching, public service, and student services) exceeded \$246 million in 2010. The Medical Center campus was awarded \$115 million in external research funding in 2010, an increase of nearly 15 percent over the previous year. Of that total, \$91.6 million came from federal sources, with the largest amount from the National Institutes of Health.

The University has a positive growth trajectory, strong institutional leadership, and solid support from the Regents and the state. Within this context, the Executive Vice President and Provost will have the unique opportunity to work with a visionary President to promote collaboration and synergy across the University in helping NU to achieve its goals of academic excellence, increased access, and accountability.

THE POSITION

The Executive Vice President and Provost (Provost) is the University of Nebraska's chief academic officer and, after the President, the University's ranking administrative officer. She or he serves as Dean of the University's Graduate College, presiding officer of the graduate faculty and chair of the Executive Graduate Council, responsible for implementing policies governing graduate studies and research and for approving new graduate programs. The Provost acts as advisor to the President, campus chancellors, and the Board of Regents on matters related to academic affairs, graduate studies and research, and student affairs.

The Provost serves as the principal officer for academic affairs in the University. In this role, she or he is assisted by the Council of Academic Officers (CAO), which is chaired by the Provost. The CAO includes the chief academic officers from each of the four campuses and the vice chancellors for research from the UNL and UNMC campuses. The Provost uses the CAO in both an advisory and a policy role in executing the functions of her/his office and in developing academic policies for the University as a whole. Although the chief academic officers of the campus report administratively to their respective chancellors, they are expected to cooperate fully with the Provost in matters that have university-wide implications.

The Provost is responsible for recommending any changes in or additions to academic programs for consideration by the President and the Board of Regents. She or he provides leadership in coordinating academic programs among the campuses to improve the effectiveness of the University. The Provost monitors the academic quality of the University and reports to the Board of Regents on progress made on the *Strategic Framework* as well as other academic matters as directed by the Board or the President. The Provost coordinates matters in the area of student affairs that have University-wide implications. She or he coordinates the long-range academic planning of the University.

Among many other responsibilities, the Provost works with the Coordinating Commission for Postsecondary Education (CCPE) of the State to maintain a master plan for higher education for Nebraska; supports the work of the Midwestern Higher Education Compact (MHEC); co-chairs the state's EPSCoR committee; and represents the University of Nebraska in national professional academic organizations such as the Association of Public and Land-grant Universities (APLU) and the American Council on Education (ACE). In addition to these responsibilities, the Provost oversees a number of offices, initiatives and programs, including the Nebraska Research Initiative (NRI); Programs of Excellence awards; Honorary Degrees and faculty, departmental, and entrepreneurship awards and recognition; the Nebraska P-16 Initiative; the Office of International Affairs; the Office of Institutional Research and Planning; and the Nebraska Student Information Systems Project. The Provost serves as the Executive Sponsor for the PeopleSoft system, which includes the University's campuses as well as the Nebraska State College system. The Provost oversees the Executive Directors of several University-wide initiatives – Online Worldwide, the Peter Kiewit Institute, and the Buffett Early Childhood Institute. (For a description of these programs, see Appendix B.)

The immediate task facing the Provost will be to spend time on each campus to learn about its academic culture and distinct identity and to build relationships of trust and support with the individual vice chancellors for academic affairs and other academic leaders. Working with the campus vice chancellors for academic affairs, the Provost will provide academic leadership for many of the major initiatives facing the University. These include:

- the organization of the Buffett Early Childhood Institute;
- planning and implementation of P-16 higher education goals that relate to student access, retention, and success at the University;
- planning and implementation of the next generation of high school academies, pilot programs with Nebraska high schools to promote student preparation for success in higher education;
- growth in international activities to include long-term goals of doubling the number of international students, increasing opportunities for undergraduates to study abroad, and increasing the number of faculty awards for international study; identifying and supporting increased opportunities for faculty to collaborate; developing platforms for engagement of the University with institutions and regions around global challenges; and
- providing intellectual leadership in the design and development of programs across the four campuses.

The Provost will be expected to encourage and promote effective programmatic collaborations across the campuses that will leverage academic resources to the benefit of the University and the State. These include supporting the University's commitment to the growth of distance education through Online Worldwide, ongoing commitment to assessment and program review to ensure academic quality and productivity, and continued planning for the coordinated use of information technology to support academic decision-making.

SPECIFIC KEY RESPONSIBILITIES:

- Provide university-wide leadership and assistance in academic and research planning, development, and review, including collaborative academic activities among the campuses;
- Provide university-wide leadership in the implementation of policies governing graduate studies and research and the approval of new graduate programs through a process of external peer review;
- In collaboration with the campus chief academic officers, provide leadership to the University in the development of University-wide academic goals, strategies, and educational activities for implementation on the campuses, including program planning, policy analysis, planning for diversity and inclusion, faculty and staff development, international education and strategies for international engagement, student affairs, and instructional technology;

- Work collaboratively with the campuses to ensure access and affordability of program offerings and to find innovative and cost effective methods of program delivery;
- Work with the Board of Regents Academic Affairs Committee to develop policy on academic matters in consultation with the campuses and to report on progress on meeting the metrics of the *Strategic Framework*;
- Represent the University with external organizations and state agencies;
 - Work with the Coordinating Commission for Postsecondary Education, which is responsible for maintaining a master plan for higher education in Nebraska and helping to avoid unnecessary duplication of programs and facilities;
 - Serve as a member of the Midwestern Higher Education Compact, one of four interstate compacts created to improve efficiency in the administration of higher education institutions and to increase access and affordability in higher education.
 - Serve as a member of the Nebraska EPSCoR Committee and provide oversight of the Director of EPSCoR, a federally supported program to enhance the research capabilities of designated states to compete more successfully for funding from federal agencies.
- Represent the University and maintain relationships with national and international higher education leadership and policy organizations such as ACE and APLU that promote the enhancement of teaching, research and public service functions.

KEY SELECTION CRITERIA

The University seeks an academic leader with strong credentials as a scholar, a record of excellence in teaching and research, and administrative leadership gained in a large, complex, and diverse higher education environment. Prior experience within a public multi-campus or multi-university environment is an advantage. Respect for shared governance and a demonstrated ability to work collaboratively, yet decisively, will be important requirements.

The Provost will have outstanding credentials that warrant appointment as a full professor on one or more of the University of Nebraska campuses. The successful candidate will likely have held a senior administrative appointment (Provost, Vice President or Vice Chancellor for Academic Affairs, or Dean) in a complex university or university-system setting with experience working with governing boards, administration, and faculty. She or he will demonstrate evidence of strategic thinking and long-range vision; excellent leadership skills; commitment to academic quality; appreciation for the mission of a land-grant university; the ability to serve as a spokesperson for the University; financial acumen; collaborative and interpersonal skills in

teaming with colleagues and partners; a track record of commitment to diversity and to building diverse leadership teams; and the wisdom to support four unique campuses to achieve excellence while determining when it is appropriate to promote centralized leadership on university-wide agendas. Capacity to work within a national context is essential as is the ability to work within a Nebraska culture that is direct, pragmatic, authentic, and inclusive.

The following criteria are essential:

- ▶ Strong academic credentials (an earned doctorate in a relevant discipline or equivalent terminal degree). An understanding of business, science, engineering, finance and research-related fields would be helpful;
- ▶ Demonstrated track record as a successful leader within a complex multi-campus or multi-university academic environment; knowledge of and experience with a range of institutional missions, including research intensive, urban comprehensive, academic medical center, and undergraduate teaching institutions would be valuable;
- ▶ Evidence of strong commitment to teaching, service, scholarly research activities and academic values; the ability to advocate for these values to the Board of Regents;
- ▶ Demonstrated ability to provide leadership, oversight, and strategic direction. Excellent organizational skills and analytical ability, an understanding of systems and how they work, experience in framing new programs, a strong sense of accountability and a focus on outcomes, and experience in communicating results;
- ▶ Experience leading change and fostering collaboration and a sense of shared purpose across campuses, schools, departments, and units;
- ▶ Demonstrated commitment to and knowledge about diversity, equity, and inclusion as critical components of academic excellence and student success;
- ▶ Interest in new ways of teaching and learning, and experience in discerning and preparing for the needs of the students of the future, grounded in evidence-based decision-making;
- ▶ A collaborative, consultative, and facilitative leadership style appropriate for working across boundaries within a complex university system; enthusiasm for working with and through others to achieve significant outcomes;
- ▶ Entrepreneurial and innovative skills in identifying targets of opportunity for collaboration and opportunities to achieve synergies across the University; and
- ▶ Ability to participate in external outreach activities to represent the University.

ADDITIONAL PROFESSIONAL AND PERSONAL REQUIREMENTS AND COMPETENCIES:

- ▶ An independent thinker with the intellectual vigor and courage necessary for leadership in a complex, dynamic educational system;
- ▶ Strong influencing, coaching, and relationship skills; a reputation for transparency, integrity, fair-mindedness, and high ethical standards of excellence; able to equitably and rigorously uphold quality standards and command the respect and earn the trust of individuals within and outside the University;
- ▶ Persuasive oral and written communication skills; the ability to articulate the University’s various missions and programs, to ask the right questions, and to promote good ideas in ways that are compelling to both internal and external audiences; excellent mediation, negotiation, and brokering skills to help people solve problems;
- ▶ Astute political sense; good judgment in recognizing ideas and assessing where improvements are needed; the ability to make appropriate connections and build synergies; an open-minded and multi-dimensional approach to problem solving and a willingness to address issues in ways that build consensus and find common ground; the ability to understand and enable diverse viewpoints and approaches to achieve the University’s goals;
- ▶ Strong listening skills, imagination, a high level of energy and confidence, a “can-do” and enabling attitude, and the ability to juggle many responsibilities combined with perseverance, a willingness to learn, and a good sense of humor.



SEARCH TEAM AND CONTACT INFORMATION

Nominations, inquiries, and expressions of interest (cover letter, CV, and five references) should be directed electronically to: Nebraska.Provost@divsearch.com

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For additional information, please consult the University of Nebraska's website at <http://www.nebraska.edu>*

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Appendix A: The Four Campuses of the University of Nebraska

The University of Nebraska – Lincoln (UNL)

The University of Nebraska-Lincoln (UNL) is the designated land-grant campus and enrolls nearly 24,600 students; it is ranked among the nation's top 50 public universities. UNL fulfills its mission of teaching, research, and service through nine colleges and other schools and institutes – Architecture, Arts and Sciences, Business Administration, the Jeffrey S. Raikes School of Computer Science and Management, Education and Human Sciences, Engineering, Fine and Performing Arts, Journalism and Mass Communications, Law, the Graduate College and the Institute of Agriculture and Natural Resources, which includes the College of Agricultural Sciences and Natural Resources, the Agricultural Research Division, the Cooperative Extension Division and the Conservation and Survey Division. UNL has been recognized by the Legislature as the primary research and doctoral degree granting institution in the state for fields outside the health professions. It offers more than 136 undergraduate majors, 76 master's degree programs, 39 doctoral programs, and six professional degree programs. Many of UNL's teaching, research, and service activities have an international dimension in order to provide its students and the State with a significant global perspective.

Research funding at the University of Nebraska has continued to increase, up 180 percent in the last decade. UNL was awarded nearly \$140 million in external research funding in 2010, an increase of 14 percent over the previous year. Nearly 70 percent of sponsored research comes from federal sources, including the National Science Foundation, National Institutes of Health, Department of Energy, Department of Defense, Department of Education, Department of Agriculture, and National Endowment for the Humanities, among others. Total external funding for all sponsored programs (research, teaching, public service, and student services) exceeded \$246 million in 2010.

The University of Nebraska at Omaha (UNO)

The University of Nebraska at Omaha (UNO) is Nebraska's metropolitan campus. A comprehensive university located in Nebraska's largest metropolitan area, UNO offers a broad range of bachelor's programs, a diverse array of master's programs, two specialist's programs, and five doctoral programs in psychology, public administration, educational administration, criminal justice, and exercise science. Building on a strong liberal arts foundation, UNO fulfills its mission through colleges of Arts and Sciences, Business Administration, Education, Communication/Fine Arts/Media, Information, Science and Technology, Public Affairs and Community Service, and the University-wide Graduate College. UNO is also home to the multi-campus Peter Kiewit Institute of Information Science, Technology and Engineering. The campus also pursues active research agendas that foster interdisciplinary, as well as discipline-specific research and creative activity. Furthermore, the campus plays an important role in public affairs research and small business development within the state.

Throughout its history, UNO has been firmly anchored to its community, building strong ties with business, education, government, arts and civic organizations as it serves the diverse needs of its students and the urban metropolitan area. UNO enrolls 14,700 students, including 700 international students.

The University of Nebraska at Kearney (UNK)

The University of Nebraska at Kearney (UNK) is the University's residential undergraduate-focused campus located in central Nebraska and serving 7,100 student from throughout the state and from more than 40 countries. It offers more than 170 academic programs with a strong emphasis on undergraduate research, including baccalaureate programs in the arts and sciences, business and technology, nursing, and education, and master's programs in education and business. UNK also offers Educational Specialist degrees in the areas of Educational Administration, School Counseling, and School Psychology. UNK offers cooperative programs with social services, criminal justice systems, and health agencies, clinics and consultants to help address the community and health needs of Nebraska citizens. In addition, the Nebraska Business Development Center, operated in cooperation with UNO, directly assists Nebraska's small businesses.

The University of Nebraska Medical Center (UNMC)

The University of Nebraska Medical Center (UNMC), located in Omaha, is Nebraska's only public academic health sciences campus, offering programs in health professions education, research, patient care and community service. UNMC's mission is accomplished through eight major units – the College of Dentistry, the College of Medicine, the College of Nursing, the College of Pharmacy, the College of Public Health, the School of Allied Health Professions, the Monroe-Meyer Institute, and the Eppley Institute for Research in Cancer. In addition, the Office of Graduate Studies conducts a variety of Master's and Ph.D. programs under the auspices of the University-wide Graduate College. UNMC prepares more than 3,600 students for careers in health sciences and participates in a broad-based program of health-related research. UNMC's public service mission encompasses direct patient care, public health education and other forms of technical and consultation services to the professions, to the public, to industry, and to governmental and other agencies at the local, regional, national, and international level.

UNMC was awarded \$115 million in external research funding in 2010, an increase of nearly 15 percent over the previous year. Of that total, \$91.6 million came from federal sources, with the largest amount from the National Institutes of Health.

Appendix B: Programs within the Office of the Provost and Executive Vice President

The following programs or initiatives are operated under the direction of the Executive Vice President and Provost:

Buffett Early Childhood Institute

The newly established Buffett Early Childhood Institute is a university-wide, multidisciplinary research, education, outreach and policy institute of the University of Nebraska committed to helping transform the approach to early childhood development and education in Nebraska and across the nation. The Institute is being established with a significant gift from philanthropist Susie Buffett. Envisioned as a new model for how public higher education is engaged in early childhood, the Institute builds on the land-grant philosophy and experience that combines basic and translational research, education, outreach to all corners of the state—urban and rural, and policy development. The long-term goal of the Institute is to be a leading center focusing on children from birth to age eight where scholars, community members and policy makers collaborate to advance a unified approach to research, education, outreach, and policy in order to improve the lives of young children and families and the systems that support them.

EPSCoR/IDeA

The Nebraska Experimental Program to Stimulate Competitive Research/Institutional Development Award (EPSCoR/IDeA) is a statewide organization dedicated to enhancing the sustainable science, technology, engineering, and mathematics (STEM) research competitiveness of all state research universities by enhancing their training and fostering cooperation and collaboration among all state institutions of higher education. Nebraska EPSCoR/IDeA also provides opportunities for economic development through the encouragement of industry and university partnerships and through technology transfer from higher education to businesses looking to enhance their competitiveness. In addition, Nebraska EPSCoR/IDeA looks to foster the interest of the next generation of STEM students through programs designed to provide hands-on opportunities for all age levels. Nebraska joined the EPSCoR community in 1991 and has since brought in over \$225 million in EPSCoR funding to Nebraska.

Honors and Awards

Honorary Degrees

The university awards honorary doctoral degrees to individuals who have attained achievements of extraordinary and lasting distinction. Honorary degrees may be awarded to:

- Persons who have rendered distinguished service to the university;
- Persons who have rendered distinguished service to Nebraska;
- Graduates, former students, and former employees who have achieved distinction;
- Persons not associated with the university who have a record of scholarship, creativity, leadership, or humanitarian or public service.

Faculty Recognition

The University of Nebraska annually recognizes outstanding work by faculty members through the following awards:

- The Outstanding Research and Creative Activity Award (ORCA), which recognizes work of national or international significance conducted by individual full-time faculty members.
- The Outstanding Teaching and Instructional Creativity Award (OTICA), which honors faculty members for meritorious and sustained records of excellence in teaching and creative teaching approaches.
- The Innovation, Development, and Engagement Award (IDEA), which honors faculty members who have extended their academic expertise beyond the boundaries of the university in ways that have enriched the broader community by developing new ideas, projects, or technologies to strengthen the economy, culture, environment, or governmental policies.
- The University-wide Departmental Teaching Award (UDTA), which is presented to honor a department or unit within the university that has made a unique and significant contribution to teaching and which demonstrates outstanding esprit de corps in its dedication to the education of students at the undergraduate, graduate and professional levels.

Entrepreneurship Recognition

The University of Nebraska offers two awards annually to recognize specific entrepreneurial activities:

- The Peter Kiewit Student Entrepreneurial Award, which is designed to recognize University of Nebraska students who have directed their energies, ideas, and talents toward community and business improvements through the creative and innovative use of information technology.
- The Walter Scott Entrepreneurial Business Award, which is designed to encourage existing businesses with a presence in Nebraska to create partnerships and links with the University of Nebraska in the area of technology.

Institutional Research and Planning

The University of Nebraska's Office of Institutional Research and Planning (OIRP) provides a broad array of services, including the collection, analysis and interpretation of data and information to support reporting, planning and decision-making.

Working in conjunction with the campus institutional research offices, the staff of the OIRP coordinates efforts to:

- Develop and maintain consistent data definitions;
- Develop analytical comparability standards for both campus-level and university-wide applications;
- Share information and analyses with university leadership, including the Board of Regents, President, Chancellors and other senior officials;
- Make effective use of national data sources, including the integrated Postsecondary Education Data System (IPEDS), the National Center for Educational Statistics, the Common Data Set, and the Data Warehouse;
- Maintain and manage reports, factbooks, and information on students, faculty, staff, academic programs, national trends, and peer institutions;
- Support the University of Nebraska's Strategic Framework process by assisting in development of standards and metrics that measure progress toward goals established by the Board of Regents.

International Affairs

The Office of International Affairs provides strategic direction and leadership in shaping the University of Nebraska's efforts to increase the global engagement of its four campuses. Led by the Vice Provost for Global Engagement, the office has principal responsibility for four areas of importance to the University and Nebraska and articulated in the University's *Strategic Framework*: (1) offering every undergraduate the opportunity for a meaningful academic experience abroad, (2) growing international student enrollment, (3) expanding faculty exchanges and strategic relationships around the world and (4) renewing our commitment to work with countries and institutions around the world. These responsibilities are carried out by:

- Leading the University-wide development and implementation of a strategic plan to enhance the University's international activities;
- Leveraging the University's programmatic strengths and developing strategic institutional affiliations, agreements, and partnerships to expand teaching, research, and service opportunities for University faculty, staff, and students outside of the United States;
- Leading the development of new opportunities, support, and financial aid for students at all levels to participate in high quality study abroad programs as an integral part of their academic preparation, international understanding and personal development;
- Supporting campus efforts to recruit and retain outstanding international students and faculty and to build international research and outreach activities;
- Identifying and seeking external funding opportunities to support international programs, activities and initiatives;
- Providing support to academic programs for integrating international experience into the curriculum in order to strengthen the academic experience and the University and prepare capable leaders for Nebraska;
- Representing the University of Nebraska at the national and international levels with regard to international activities; and
- Advising the University's administrative leadership and faculty on international opportunities.

Nebraska P-16 Initiative

The Nebraska P-16 Initiative is a coalition of 26 Nebraska organizations in education, business, and government that strives to improve success rates for Nebraska students at every level, preschool through college. One of 30 states that have P-16 programs, Nebraska concentrates on:

- Helping all students reach their full potential;
- Improving coordination among the various sectors of education;
- Increasing two and four-year college-going rates;
- Helping students develop the core skills needed to succeed in careers;
- Improving Nebraska's economic competitiveness by helping keep more well-educated people in the state.

The University of Nebraska is one of the senior partners in the operation of Nebraska P-16, along with the Nebraska Department of Education and the EducationQuest Foundation, a private, non-profit organization whose mission is to increase accessibility to college for all Nebraska students. The executive director of the P-16 Initiative is housed at the University.

Nebraska Research Initiative (NRI)

The Nebraska Research is an investment by the State of Nebraska to provide a research base within the University of Nebraska to enhance economic growth in business and industry, agriculture, social services, and health care. The program is operated under the aegis of the Executive Vice President and Provost, assisted by the President's Research Board, an advisory body made up of private-sector representatives appointed by the university president.

Research conducted with NRI funding is focused on the following areas:

- Biosecurity
- Nanotechnology and Materials Science
- Water and Environmental Management
- Sustainable and Renewable Energy
- Molecular Genetics
- Bioengineering
- Science, Technology, Engineering and Mathematics (STEM)
- Development and Management of Information Systems
- Construction and Architecture

NRI funding is open to all full-time faculty members of the University with encouragement given to intercampus proposals. Funding may be provided for up to two years. Annual total funding for all NRI projects averages \$10 million.

Nebraska Student Information System (NeSIS) System

The goal and vision of the NeSIS system is to improve services to students, faculty, and staff, resulting in enhanced, efficient, accessible and safe University and State College operations, and to provide the highest level of consistency and integrity of data and the reporting tools needed to ensure reliable and usable information for advanced planning and decision-making. NeSIS is shared in common by the University of Nebraska and the Nebraska State College System (NCSC).

NeSIS is the central repository of all student data. The Governance of NeSIS is responsible for:

- Safeguarding student records, including student financials and FERPA data;
- Managing updates and modifications to preserve the functionality of the single implementation for both NU and NSCS;
- Facilitating student recruitment, admissions, and registration;
- Providing for and supporting appropriate academic advising;
- Helping the institutions comply with student financial aid processing;
- Meeting required regulatory reporting, including IPEDS federal reports;
- Supporting and maintaining all associated NeSIS components.

Online Worldwide

Online Worldwide is the University of Nebraska's system-wide distance education initiative serving the needs of Nebraskans and students throughout the world. The mission of Online Worldwide is to help individuals transform their lives through quality education by broadening access to the University of Nebraska's best academic programs, faculty and student support services for Nebraskans, and students throughout the world. Online Worldwide currently offers more than 120 online degree, certificate and endorsement programs.

Online Worldwide provides an integrated academic enterprise approach to continue the University of Nebraska's long history of providing high quality, flexible distance education programs designed to meet the needs of a diverse set of learners. Through Online Worldwide, students and adult learners from around the world receive:

- The same high quality education and student services offered to on-campus students;
- A degree from the University of Nebraska – diplomas and transcripts for online students are identical to those of on-campus students;
- Programs that are fully accredited both by national accrediting bodies and by prestigious associations in specific fields;
- Competitive tuition and fees;

- Access to outstanding library services 24/7, technical support, financial aid advisors and other professionals who are committed to helping students achieve their educational and career goals.

Under the direction of the Associate Vice President for Distance Education and Director, Online Worldwide has responsibility for:

- Creating statewide and national awareness and marketing NU distance education;
- Managing key university-wide distance education support services that may be located at multiple campuses to achieve cost-efficiency and improve service to students;
- Encourage and facilitating collaboration among campuses for new undergraduate and graduate programs, including investing seed funds for new programs; and
- Building a policy and process infrastructure to support distance education, promoting shared standards and procedures, encouraging innovation, and developing new policies and procedures that will enhance the sustainability and integration of distance education into the mainstream of NU's academic mission.

Peter Kiewit Institute (PKI)

The Peter Kiewit Institute for Information Science, Technology and Engineering is a unique partnership among business and industry, the University of Nebraska at Omaha (UNO) and the University of Nebraska-Lincoln (UNL) to provide high quality, up-to-the minute undergraduate and graduate education in information science, engineering and engineering technology. The vision of the Institute is to advance research, scholarship, and creative innovation at the University of Nebraska, and in so doing, to establish a national reputation as a preeminent research center known for its distinctive entrepreneurial focus on improving the human condition by solving societal problems and improving quality of life through advancement of science, technology, engineering and mathematics.

The Peter Kiewit Institute facilities are in Omaha, Nebraska, and consist of state-of-the-art classrooms, research laboratories, and meeting rooms. Academic programming at the Peter Kiewit Institute is provided by faculty in UNL's College of Engineering and UNO's College of Information Science and Technology. Institute faculty are heavily involved in research in the disciplines of computer science, bioinformatics, management information systems, computer electronics and engineering, construction science, architectural engineering, and civil engineering. Undergraduate and graduate degrees are offered in the same disciplines. The unique collaboration between business and industry and the University of Nebraska ensures that by all measures, the Peter Kiewit Institute exemplifies excellence in academic programming, research developments and constituent outreach.

Programs of Excellence

The University of Nebraska allocates funding for priority areas of research, teaching and public service. Campuses submit funding proposals for priority programs with the potential to advance to a higher level of accomplishment. Awards are made on the basis of quality of the proposal and the University's agenda.