



University of Nebraska

PRESIDENTIAL PROFILE

Compiled by the University of Nebraska Office of the President and Isaacson, Miller and approved by the Executive Committee of the Board of Regents of the University of Nebraska

June 2014

“There was an atmosphere of endeavor, of expectancy and bright hopefulness about the young college that had lifted its head from the prairie only a few years before.”

- Willa Cather on the early University of Nebraska, from *My Antonia*

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This profile was prepared by the University of Nebraska Office of the President and Isaacson, Miller, a national executive search firm, to provide background on this employment opportunity. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

Executive Summary of the Opportunity

The Board of Regents invites nominations and applications for the position of President of the University of Nebraska (NU). After a highly successful decade leading NU, President James B. Milliken was named chancellor of the City University of New York, the nation's premier urban public university, effective June 1. The Board of Regents seeks a dynamic, innovative and visionary new leader with proven skills, capacity and passion who has successfully demonstrated these abilities in a major complex organization.

The next president will lead an institution that has played a vital role in the life of the state and its citizens for nearly 150 years. One of the early land-grant universities, founded less than two years after Nebraska became the nation's 37th state, the University of Nebraska serves the citizens of Nebraska through quality teaching, research, outreach and engagement. It is a key catalyst and driver of regional economic development and contributes significantly to the cultural, social, health and educational fabric of Nebraska. The university operates with an annual budget of \$2.4 billion, enrolling more than 50,000 students and employing nearly 14,000 faculty and staff. It has a robust research enterprise with R&D expenditures averaging nearly \$360 million per year since 2005. The president is the chief executive officer of the university, which is governed by a Board of Regents of eight members popularly elected on a nonpartisan basis. The president appoints, subject to the approval of the Board of Regents, the chancellors of the four campuses, who serve as vice presidents of the university and as CEOs of their own campuses.

The state's only public university, NU is composed of 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), a residential undergraduate-focused campus in Kearney (University of Nebraska at Kearney, UNK), a two-year college of technical agriculture in Curtis (Nebraska College of Technical Agriculture, NCTA), and research, extension and service facilities statewide. (For a longer description of each campus please see the Appendix.) University-wide institutes and initiatives, such as the Robert B. Daugherty Water for Food Institute, the Buffett Early Childhood Institute, the National Strategic Research Institute, the Rural Futures Institute and University of Nebraska Online Worldwide, span the roles and missions of all four major campuses.

The university is guided by a Strategic Planning Framework which has as its overarching goal to be the best public university in the country as measured by the impact it has on the people of Nebraska and through them the world. The university's highest priorities include: ensuring affordable access to high-quality education; increasing educational attainment; developing a workforce for the 21st century; serving as a catalyst for innovation and economic growth; creating and sharing new knowledge that benefits Nebraska and the world; and having a local, national and global perspective as the university and its partners take on some of the most critical challenges of the day.

The next president will have an outstanding opportunity to advance the University of Nebraska by building on an already impressive foundation and continuing its development as a nationally renowned and globally relevant public research university. Over the past decade, the university has experienced one of its most expansive periods of growth and achievement. This period was marked by: expanded access for Nebraskans and record investments in need-based financial aid; growing enrollment, including a 20-year high this fall and ambitious goals for continued growth; record levels of research funding in areas important to Nebraska; significant physical expansion of the campuses; a highly successful capital campaign; creation of a number of university-wide institutes and initiatives; a new level of commitment to global engagement; strengthened public-private partnerships; and expansion of the university's distance learning programs.

Institutional History and Mission

Founded in 1869 in Lincoln, the four-campus University of Nebraska is the only public university in the state. The original goal of this land-grant university, made possible by the Morrill Act, was “to afford the inhabitants of this state with the means of acquiring a thorough knowledge of the various branches of literature, science and the arts.” No longer would higher education be accessible only to the elite. The Morrill Act meant the promise of a college degree would now be available to the sons and daughters of farmers, ranchers, mill workers, and all those who aspired to build a better quality of life for themselves and their communities.

The world has changed since the Morrill Act was passed, but the mission of land-grant universities has stood the test of time, inspiring the University of Nebraska’s dedication to serving the people of Nebraska through quality teaching, research in a broad range of disciplines, and outreach and engagement throughout the state. In fact, the land-grant mission has never been more important and relevant than it is today. As it approaches its 150th anniversary, the University of Nebraska is in a stronger position than at any other point in its history to make a difference in the lives of Nebraskans and people around the world.

Campuses of the University of Nebraska

The University of Nebraska is home to more than 50,000 students and nearly 14,000 faculty and staff on its four campuses. A brief introduction follows:

- The **University of Nebraska–Lincoln** is the largest of the four campuses with more than 24,000 students. A member of the Big Ten Conference and its corresponding Committee on Institutional Cooperation since 2010, UNL is a top-50 research university with more than 150 undergraduate majors, leading graduate and professional programs and a research enterprise that today is enjoying record levels of success. Housed within UNL are the Jeffrey S. Raikes School of Computer Science and Management, nationally prominent Husker athletics programs, and the Institute of Agriculture and Natural Resources including the Nebraska College of Technical Agriculture in Curtis which provides two-year, ag-focused programs for about 300 students.
- The **University of Nebraska at Omaha** is Nebraska’s metropolitan university and home to more than 15,000 students. The Peter Kiewit Institute, offering academic and research opportunities in information science, technology and engineering, is based at UNO. Other leading academic programs include those in community engagement, criminal justice and public administration. The campus is actively engaged in the Omaha metro area, providing abundant internship and service opportunities for students, and has been recognized as the nation’s leading public institution for military friendliness. UNO is a Division I school in the Summit League with a nationally competitive hockey program.
- The **University of Nebraska at Kearney** has 7,000 students who enjoy a residential campus with small classes and a strong emphasis on undergraduate education and research. UNK is a hub of educational and economic activity whose graduates help to sustain a talented workforce in Central Nebraska. UNK students come from nearly every Nebraska county and U.S. state as well as countries

More information about the NU campuses can be found in the Appendix. Additionally, the university has a network of extension offices throughout the state that provide education and other services to farmers, ranchers, teachers, entrepreneurs and others, as well as alumni and friends in every Nebraska county.

around the world. Many UNK students are the first in their families to attend college, and more than two-thirds of UNK undergraduates receive financial aid. The Lopers consistently lead Division II athletics as members of the Mid-America Intercollegiate Athletics Association.

- The **University of Nebraska Medical Center** is the only public academic health science center in Nebraska. UNMC provides undergraduate, graduate and professional programs to 3,700 students, including those in medicine, nursing, pharmacy, dentistry, public health, allied health and others. Together with its hospital partner, The Nebraska Medical Center, and other affiliates, UNMC is widely recognized for its excellence in cancer, stem cell therapy and transplantation, cardiovascular disease, neuroscience, genetics, and other fields. UNMC's research enterprise has grown steadily in recent years, and the Fred & Pamela Buffett Cancer Center is expected to have a transformational effect on cancer care and research.

Enrollment and Student Success

The university's enrollment is growing steadily and is now at its highest point in 20 years, with enrollment among the key group of first-time freshmen increasing nearly 7 percent in fall 2013. Nearly 22 percent of NU students come from outside Nebraska, including a growing share from Illinois, Indiana, Minnesota, South Dakota and other states. International student enrollment also reached a record high, surpassing 3,600. The university has established ambitious goals to grow enrollment by 10,000 students—5,000 each at UNL and UNO. Improving college-going among Nebraska students, particularly among low-income and first-generation students; attracting more students from other states and countries; and growing enrollment in distance education programs will be key strategies in achieving the growth goals.

Not only are more students attending the university, they are also more talented. Half of Nebraska students who graduate in the top quartile of their high school class now choose NU, and the average ACT score among incoming freshmen is 24.4, the highest ever. Additionally, nearly 12 percent of NU students are minorities, the highest ever and a remarkable success in light of a 2008 decision by Nebraska voters to prohibit the use of race- and gender-based affirmative action in public hiring and admissions practices.

It is a high priority of the Board of Regents to improve student retention and graduation rates. Freshman-to-sophomore retention rates currently range from about 75 percent to 85 percent, and each campus is implementing strategies to improve those figures, including learning communities based on academic majors, more focused academic counseling, and early intervention techniques to identify and assist students at risk. Six-year graduation rates vary widely by campus—from 42 percent at UNO to 53 percent at UNK to 67 percent at UNL—which can be attributed to variances in student demographics and campus missions. Initiatives such as a Board of Regents policy approved in 2011 capping most NU baccalaureate degrees at 120 credit hours may encourage more timely graduation and cost savings for students and families.

The university has established ambitious goals to grow enrollment by 10,000 students—5,000 each at UNL and UNO—in the coming years.

Faculty, Staff and Scholarship

The University of Nebraska’s nearly 14,000 faculty and staff—the people who educate the next generation of Nebraska’s leaders, do cutting-edge research in areas important to the state, and perform outreach across Nebraska—are its greatest assets. The Board of Regents understands that the university competes in a global market for talent, and one of its strategic goals is providing competitive salaries and benefits that help to attract and retain top talent. The board’s aspires to be at or above the midpoint of the peers; not accounting for cost of living adjustments, faculty salaries at UNL and UNMC are approximately 7 percent and 8.5 percent, respectively, behind the average salaries at peer institutions. Faculty salaries at UNO and UNK are negotiated by collective bargaining units on the respective campuses.

The university strives to recruit diverse employees, including, within the confines of Nebraska law, women and minorities. At last count, 35 percent of NU faculty were women—just over the peer average (UNO led its peer group in this category)—and 18 percent were people of color, slightly below the peer average. The university also has a goal to maintain an inclusive campus climate and in 2013 expanded eligibility for participation in its benefits plan to include employees’ same- and opposite-sex partners, significantly improving equity, employee satisfaction and competitiveness for talent.

The university’s research expenditures have grown steadily over the years and now total more than \$300 million, including \$185 million in federal research expenditures. Most research expenditures come from UNL and UNMC, but UNO and UNK are important hubs of research activity as well. Water and agriculture, early childhood development, cancer, information sciences, public health, engineering, national security, and concussions and brain research are among the university’s key areas of expertise. In recent years the university has successfully leveraged the talents of faculty across its campuses to create institutes focused on areas important to Nebraska and the world:

- The **Robert B. Daugherty Water for Food Institute**, focused on ensuring water and food security for a growing global population.
- The **Buffett Early Childhood Institute**, focused on creating a more level playing field for at-risk children and families.
- The **Rural Futures Institute**, focused on revitalizing rural communities and people.
- The **National Strategic Research Institute**, one of 14 University-Affiliated Research Centers in the country that conducts research and development in support of national security and defense, with a focus on combatting weapons of mass distribution.

The institutes have attracted national and international attention and have received significant support from donors and other funding agencies. More information on university-wide institutes and initiatives can be found in the Appendix.

NU faculty are also increasingly engaged in technology transfer, bringing their innovations from the laboratory to the marketplace. In the 2011 fiscal year, the University of Nebraska ranked 20th in the country in licensing revenue, with \$16.8 million. Five startup companies grew from university research that year and 23 patents were issued.

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Tuition, Budget and Finances

The University of Nebraska is a \$2.4 billion enterprise, making it one of the largest and most impactful institutions in Nebraska. Currently, about \$830 million of its budget—state appropriations plus tuition revenue—comprises what is known as the “state-aided budget,” which supports the day-to-day operations of the university. The rest of the budget includes grants, contracts, auxiliary operations and other funds that are designated toward a specific use by university policy or practice.

About 80 percent of the state-aided budget is directed to employee salaries and benefits. The number of full-time equivalent employees supported by the state-aided budget has remained flat since 2000, despite enrollment growth from 45,000 to more than 50,000 and growth in research expenditures from \$100 million to more than \$300 million.

Like many institutions of public higher education, the university has experienced fiscal challenges in recent years. Prior to the FY 2013-14, state appropriations to the university for operations had been essentially flat for five consecutive years. In order to keep tuition rates moderate and predictable, manage increases in basic costs, and maintain investments in salaries and other priorities, the university has reallocated about \$78 million since 2000. Today the University of Nebraska makes up about 13 percent of the State of Nebraska’s total budget, compared to more than 21 percent two decades ago. State appropriations to NU have grown at a slower rate than appropriations to Medicaid, K-12 education, community colleges, the state college system, and slower than the state budget overall.

Challenges notwithstanding, the University of Nebraska is in a strong position relative to many other institutions. Stable state funding has allowed the university to avoid the damaging budget cuts seen elsewhere. The state’s political leaders have been strong supporters of quality higher education in Nebraska and accordingly have invested in a number of ongoing capital initiatives, including Nebraska Innovation Campus, the Fred & Pamela Buffett Cancer Center at UNMC, a new veterinary diagnostic facility at UNL, a nursing and allied health expansion at UNK, and a new College of Nursing facility in Lincoln. These public investments have spurred significant additional investments from the private sector.

For the current biennium, the state agreed to provide a 4 percent annual increase in appropriations to the university in exchange for a two-year freeze on resident tuition. Even before the freeze, tuition rates on all four NU campuses were well below those at peer institutions—a reflection of the first priority identified in the university’s Strategic Framework, affordable access to quality education. The University Administration and Board of Regents have a stated commitment to moderate, predictable tuition increases that help students and families plan for the cost of college, and tuition increases since 2006 have averaged slightly more than 4.5 percent.

The university has historically increased its investment in need-based financial aid at the same rate as tuition, so that students with the highest financial need are not impacted by tuition increases. The university’s current investment in need-based aid from its operating budget is \$10.8 million. That includes Collegebound Nebraska, a program promising that Nebraska students who meet NU admission requirements

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and qualify for a federal Pell Grant will receive a full tuition waiver at any campus. Additionally, many other sources of financial aid are available to students. More than 2,500 NU students receive support from the Susan T. Buffett Foundation, a tenfold increase since 2007. The University of Nebraska Foundation has raised \$240 million for student financial aid in its current fundraising campaign.

The Foundation, the independent fundraising arm of the University of Nebraska, has played an increasingly important role in the university's success. With \$1.9 billion in assets, the Foundation provides tremendous benefits to the university, its faculty and students. The last fiscal year was the Foundation's most successful, with \$237 million in gifts raised and \$175 million transferred to the four campuses to support student scholarships, academic programs, faculty chairs, research and capital improvements.

The Campaign for Nebraska will conclude in 2014 as the largest and most successful fundraising campaign in University of Nebraska history. The priorities outlined for the campaign—financial aid, faculty support, global engagement, cancer research and care, early childhood development, water for food, agriculture and life sciences, architectural engineering and construction, and information technology and business—have clearly resonated with donors who, through an all-volunteer campaign leadership team, have had a transformational impact on the university, positioning NU as a global institution doing even more to serve Nebraskans and people around the world. The campaign entered its public phase in 2009 with a goal of \$1.2 billion. Nearly \$1.7 billion has been raised to date.

In addition to the annual support provided by the Foundation and donors, strong partnerships with the State of Nebraska have helped the university achieve many of its strategic priorities. At a time when many states have struggled to cope with massive reductions in funding for higher education, the University of Nebraska has been fortunate to have a relatively stable base of state support. Elected officials appreciate the role the university plays in economic competitiveness and workforce development and thoughtfully consider the needs of the university each legislative session, providing funding in recent years for visionary new initiatives such as Nebraska Innovation Campus and Building a Healthier Nebraska.

The Current Context and Climate for Success

The University of Nebraska 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. The university's strategic aspirations are laid out in the key planning document, "Investing in Nebraska's Future: Strategic Planning Framework." This framework, initially adopted in 2005, lays out six overarching goals that reflect the university's strategic priorities as a 21st century land grant institution. They are:

- To provide the opportunity for Nebraskans to enjoy a better life through access to high quality, affordable undergraduate, graduate and professional education.
- To build and sustain undergraduate, graduate and professional programs of high quality with an emphasis on excellent teaching.

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- To play a critical role in building a talented, competitive workforce and knowledge-based economy in Nebraska in partnership with the state, private sector and other educational institutions.
 - To pursue excellence and regional, national and international competitiveness in research and scholarly activity, as well as their application, focusing on areas of strategic importance and opportunity.
 - To serve the entire state through strategic and effective engagement and coordination with citizens, businesses, agriculture, other educational institutions, and rural and urban communities and regions.
 - To be cost effective and accountable to the citizens of the state.

Importantly, within each major goal, the university has established specific objectives, strategies and accountability measures that serve as an ongoing assessment of progress.

Many of the university's accomplishments in the last decade have their roots in the strategic framework: expanded student financial aid; moderate and predictable tuition increases (including a freeze on resident tuition from 2013-2015); comprehensive distance education offerings from high school through advanced degrees; improved college-going, retention and graduation rates; new educational programs closely aligned with the needs of the workforce; greatly expanded facilities for research; greater collaboration within and among campuses; more efficient and cost-effective business practices; and a far more ambitious and comprehensive strategy for global engagement—to name just a few.

The last decade for the University of Nebraska was marked by considerable success and momentum on which the next president can build, including:

- Expanded access for Nebraskans, including record investments in need-based financial aid and the resident rate tuition freeze. Tuition rates on all four campuses are well below the peer averages and the university's tuition assistance program, Collegebound Nebraska, now promises full tuition coverage for nearly 6,700 students.
- Growing enrollment, including a 20-year high in fall 2013 of 50,705, with ambitious goals for continued growth to help produce a highly talented workforce for Nebraska.
- Record levels of research funding in areas important to Nebraska, including water and agriculture, cancer, early childhood education, public health, engineering, energy, information technology and others.
- Significant physical expansion of the four campuses.

- Creation of a number of university-wide institutes that are mobilizing the diverse resources of the four campuses: the Robert B. Daugherty Water for Food Institute, the Buffett Early Childhood Institute, the Rural Futures Institute, and the National Strategic Research Institute.
- A new level of commitment to global engagement, which has resulted in record enrollments of international students and new strategic partnerships in China, India, Brazil and other key countries.
- A strengthened commitment to public-private partnerships, including Nebraska Innovation Campus, which is leveraging UNL's research strengths in food, fuel and water; a new Community Engagement Center at UNO that houses both community organizations and campus organizations and a 70-acre campus expansion to provide for growth and private-sector engagement; the new Fred & Pamela Buffett Cancer Center at UNMC; and University Village at UNK, which will provide expanded space for private and university activities.
- Expansion of the university's distance learning programs, including creation of the University of Nebraska Online Worldwide and expansion of the University of Nebraska High School.

The university has a positive growth trajectory, strong institutional leadership, and solid support from the Board of Regents, the state's political leadership, and citizens and taxpayers who value higher education and recognize that it is key to a strong workforce and vibrant economy. Nebraskans view NU as "their university" and are highly vested in its success. The "Big Red" phenomenon of Husker athletics in the Big Ten conference also helps drive alumni loyalty and lifts Nebraska's visibility nationally. Within this context, the next president will have the unique opportunity to build on a solid foundation of success and promote collaboration and synergy across the university to help NU achieve its goals for Nebraska.

The Role of the University of Nebraska President

The University of Nebraska is a single public university system with four major campuses, a technical college of agriculture, and many research, extension and service facilities statewide. It is governed by a Board of Regents of eight members popularly elected by Nebraska voters by district and four non-voting student regents who are the elected student body presidents of the campuses. The Board of Regents appoints a chief executive officer—the President of the University of Nebraska—as the senior administrator responsible to the board for the effective functioning of the institution.

The president is principally responsible for implementing the board's policies and providing for the proper administration and operation of the university. Specific responsibilities of the president may be found in the Bylaws and Policies of the Board of Regents and the Executive Memoranda at <http://www.nebraska.edu/bylaws-and-policies.html>.

The president provides general leadership for the university in achieving its objectives and is responsible for overall administration including academic affairs, program coordination, strategic planning, business and finance, physical planning, budget

development and control, policy recommendations, university and governmental relations, institutional research and policy analysis, global engagement, information technology, human resources, diversity and equity, and legal affairs.

The president is an ex officio member of all faculties of the university, which operates with a strong history of shared governance. The president serves as a major thought leader on higher education in Nebraska and nationally, is the public voice of the university as a statewide institution, and advocates on the university's behalf with the governor, state legislature and other political bodies. The president plays a significant external role with the business and agricultural communities in the state and is highly involved in donor cultivation and private fundraising.

The president is assisted in the administration of the affairs of the university by the four campus chancellors, who also hold the title of vice president of the university. The chancellors, as the officers on each of the campuses, are responsible to the president and through the president to the Board of Regents. The chancellor of each campus is responsible for the conduct of the affairs of that campus consistent with policies established by the Board of Regents and administered through the Office of the President.

The leader of the Institute for Agriculture and Natural Resources at the University of Nebraska–Lincoln also holds the title of vice president and in that capacity reports to the president. In addition, four vice presidents with university-wide administrative responsibilities—the Executive Vice President and Provost, Senior Vice President for Business and Finance, Vice President and General Counsel, and Vice President for University Affairs—report to the president as do the Chief Information Officer and Chief of Staff. The Corporation Secretary and the Assistant Vice President and Director of Internal Audit and Advisory Services report jointly to the president and the Board of Regents. Approximately 200 employees are affiliated with University of Nebraska Central Administration.

Key Opportunities and Challenges for a New President

The next president will lead the University of Nebraska at an exciting time in its history. The future holds great promise. The university's assets are many, including remarkably well-developed campuses, strong faculties, substantial federal research funding, highly competitive and qualified students, and an impressive record of private support from alumni, friends, corporations and foundations. It is on strong footing to receive national and international recognition in key areas. Few universities are able to articulate an ambitious capital campaign goal to raise \$1.2 billion in private philanthropy, but even fewer raise nearly 150 percent of their original target. The state of Nebraska also has a strong history of supporting the university and is in a position to contribute more, should the right case be made.

Like virtually every other major public and private university in America, NU also faces challenges. Making the case for increased state support among competing priorities, remaining competitive in the many fields of research and scholarship, being faithful to the land-grant tradition of access and affordability while at the same time enhancing quality—these are only a few of the many challenges the next leader of the University

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of Nebraska will face. With a clear vision for the future and strong support from the board, faculty, staff, students, campus leaders, policy makers, corporate partners, alumni, and the people of Nebraska, the next president of the University of Nebraska will have a profound impact on the future of this institution and the state.

Some of the key opportunities and challenges that will face the next president include:

Crafting a clear vision and roadmap to lead the university into the future

Building on the existing Strategic Planning Framework and a decade of exceptional achievement, the next president will refine and articulate a compelling vision for the future that will position the University of Nebraska and the state for even greater success. This will involve being progressive with innovative ideas while also understanding and respecting the Nebraska culture. The University of Nebraska needs a leader who will fully appreciate the complexity of the educational institution and maximize the contributions of each of its campuses to the university and to the state. The president will lead the university community to important decisions related to how resources should be invested, further developing a highly distinctive platform of academic programs that continue to attract and retain world-class faculty and students from across Nebraska, every state of the nation, and beyond. During this process, the president will listen to and learn from both the internal and external communities and will bring together diverse perspectives into a roadmap for future growth and improvement in collaboration with the Board of Regents.

Serving as a compelling and effective ambassador for the University of Nebraska

The president must be an articulate and effective advocate for the university, raising the profile of the institution nationally and internationally as a leader among land-grant institutions. S/he will need to establish, build or maintain close relationships with leaders in the public and private sectors.

The president must convey an understanding of and appreciation for the important contributions the university makes through the education of students, the development of future leaders, the creation of new jobs, and the advancement of knowledge. The president must work effectively with the state's political leadership, including its new governor and legislators, to obtain fiscal resources and to build confidence and trust in the university. The president will need to foster supportive and collaborative relationships with alumni, donors, prospective donors and others in order to grow private philanthropy.

As the leader of Nebraska's only public university, the president has a special role in the state and should work closely with the heads of Nebraska's other public and private institutions of higher education to leverage strengths and work toward common goals for the benefit of Nebraska. S/he will be a convener to develop direction and will also establish relationships with national higher education organizations, foundations, corporations, and business organizations. The president will need to create positive lines of communication to civic leaders, the media, and other opinion leaders.

The University of Nebraska is driven by teaching, research, and economic development initiatives, and it has the opportunity to be an example for how to fulfill its mission as a land-grant institution, educating all citizens, whether in rural areas or in urban centers. This mission is reflected in the new Rural Futures Institute, which is intended to increase community capacity, build confidence in those from rural communities, and create next generation leaders for those communities. While only in its infancy, the University of Nebraska hopes this institute will be a good launching point for establishing the university as a national and international leader in rural sustainment strategies.

The president will be committed to the success of other new institutes which are intended to further distinguish the University of Nebraska including the Buffett Early Childhood Institute, National Strategic Research Institute, and the Robert B. Daugherty Water for Food Institute, as well as the Fred & Pamela Buffett Cancer Center, which is one of 67 NCI-designated centers in the country. S/he will also find other strengths of the university to leverage and in which to invest to ensure the University of Nebraska continues to be viewed as a premier research institution that is at the front lines of science and to serve as an example to other universities around the world.

Stimulating the state economy while advancing research efforts at the university will be achieved by leveraging the new Nebraska Innovation Campus (NIC) and continuing to develop public/private partnerships. At full build-out, the NIC will be a 2-million-square-foot campus with up to 7,000 people working to foster interaction and collaboration, and stimulate ideas, sustainability and innovation. NIC is expected to help attract new talent and research interests to the university while continuing to build on existing partnerships that keep the university on the cutting edge of research, particularly in the areas of food, fuel and water.

Leading and managing a large, complex enterprise

The president will be expected to enhance the coordination and collaboration essential to enabling the University of Nebraska and its campuses to achieve full potential. The university has developed over time, with each individual campus possessing distinct missions and having different strengths. Looking forward, the president must be aware of the contributions and programs at the campuses and how s/he can leverage their strengths. S/he should be visible to the faculty and students, and understand the strengths and contributions that the campuses make to the institution and the state. There are important decisions to be addressed about the financial capabilities of all campuses. In considering these, the president must be president of the whole university and make decisions that will continue to strengthen the entire institution.

The president will need to evaluate the administrative structures in place to ensure effectiveness and efficiency at all levels, and continue to recruit and retain top talent. In addition to sustaining strong chancellor leadership at each campus, the president will continue to develop an effective leadership team and the collaborative culture needed to develop cohesion throughout the university. By developing an environment

of cooperation and collaboration among the campuses, s/he will lead the university's commitment to academic excellence through inclusive decision making and a shared vision. S/he will also assist the campuses in distinguishing themselves based on their unique strengths.

Setting strategic direction for sustained growth of resources needed to achieve the university's aspirations

The president must provide leadership, along with the chancellors, to identify key areas for program growth and opportunities for attracting additional public and private research dollars, while also investing significantly in the enhancement of the research infrastructure. Doing so in the current environment of diminishing federal support will require the University of Nebraska to strengthen its research infrastructure and ensure the institution is strategically positioned to remain a leader in the eyes of funding agencies. It also means leveraging applied research and continuing to expand public-private partnerships for multiple sources of revenue.

The University of Nebraska has raised nearly \$1.7 billion in its most recent capital campaign, but even the most robust of state institutions today face significant financial challenges. The president will lead efforts to sharpen priorities and diversify and grow revenue streams to support the strengthening of academic programs and faculties, the enhancement of research, the modernization of physical plants and facilities, growth of university-wide institutes and insuring affordable excellence for students. Even now the university is committed to improving the performance of its administrative operations while at the same time reducing costs. Leading these efforts to expand revenues and contain costs will be a significant priority for the new president and the leadership team.

Further advance the inclusivity of an increasingly diverse institution

The president will lead new and continuing efforts to ensure a diverse faculty, staff and student population and foster a more inclusive and safe environment. This is fundamental to the excellence of the institution and critical to the university's agenda as one of the nation's distinguished public research universities educating future global citizens. This diversity can and should come in all forms, including but not limited to diversity of race/ethnicity, gender, socio-economic status, sexual orientation, religion, and political perspective.

Ensuring an affordable and accessible higher education choice for the citizens of Nebraska

Cost and access to a high quality education are areas of top concern to students, their families, and the people of Nebraska. Compared to its peers, the university receives a high level of state support for the purpose of educating its citizens and serving as a major economic driver for the state. The university must continue to keep tuition at a reasonable level to remain competitive in recruiting top talent and fulfilling its mission of educating all Nebraskans regardless of economic status. The university must continue to keep its academic standards high to make it the top choice for public higher education among Nebraskans.

As a state with 1.8 million people, two-thirds of whom live near Omaha and Lincoln, Nebraska can initiate activities that would be much more daunting in a more populous state. A robust P-16 Initiative involving state government, the university and the private sector has been in place for nearly two decades. This effort has laid the groundwork for more discussions around the Buffett Early Childhood Institute. The president reaches out annually to Nebraska middle school students, their parents, and counselors encouraging academic and financial preparation for college and consideration of the University of Nebraska. Recently, NU's campuses have committed to greater investments in summer scholars programs for underprivileged students to experience college while still in high school. In recent years, the university has significantly invested in promoting the Collegebound Nebraska program which promises a tuition-free education for Pell-eligible students. The president works with secondary schools and their leadership to ensure students are prepared to enter the university, thus creating a pipeline of students, fulfilling the university's mission of educating all Nebraskans, and allowing the state to serve as a leading example of P-16 collaboration.

Delivery of academic content through various technology platforms is a growing reality in higher education today to increase access and revenue. The university currently has an online high school to ensure that students in non-urban areas have a quality education, including AP and dual enrollment courses. The university has also invested significantly in University of Nebraska Online Worldwide providing programs through distance education across the country and the globe. The university will continue to expand its efforts to also provide higher education more broadly, but remain consistent with the university's mission and aligned with its goals to provide affordable excellence to Nebraskans.

Desired Leadership Qualities, Experience and Characteristics

The next president will possess the passion, experience, professional qualifications and personal attributes to be effective and successful in addressing the opportunities and challenges identified above.

The ideal candidate will have experience in and a thorough understanding of U.S. higher education and familiarity with the complexity of a major public research university. Strong preference will be given to candidates with credentials sufficient for appointment as a professor with tenure in an academic department of the university, including an earned Ph.D. or other relevant terminal degree, teaching experience, a personal record of research and scholarship, and other higher education achievements. The president is an ex officio member of all faculties of the university, which operates with a strong history of shared governance.

S/he will possess a deep understanding of and appreciation for the significance of the University of Nebraska's role in the state and an inspiring vision consistent with the university's mission and commitment to the pursuit of excellence in teaching and research and to service for the people of Nebraska. The successful candidate must have a record of excellence in intellectual and academic performance and significant experience with a university or university system at both the faculty and administration level or a commensurate record of excellence, leadership, and experience outside academia in business or public service.

The Board of Regents seeks an individual who has had major leadership roles with bottom-line responsibility for outcomes and who has effectively demonstrated the ability to lead people and organizations in achieving these outcomes.

Applicants or nominees should have strong evidence of the following professional and personal qualities, experience, and characteristics:

- Demonstrated capacity for strong and effective leadership with a collaborative, consultative, and facilitative style appropriate for working across boundaries within a multi-campus university system;
- Ability to formulate, articulate, and implement a shared vision for public higher education in Nebraska;
- Proven professional accomplishment in a complex environment and ability to implement change;
- Entrepreneurial and innovative skills and the proven ability to build and leverage external alliances and to develop strategic opportunities and partnerships in Nebraska, the nation, and globally;
- Success in institution or program building that integrates and leverages diverse disciplines, approaches, and interests;
- Demonstrated understanding of finances and a track record of effectively managing human, fiscal, and capital resources;
- Proven ability to manage, enhance and diversify funding including, but not limited to, state, federal, philanthropic, business, industry, and private sector funds;
- Outstanding record of effectively managing and influencing people, a strong team orientation, along with a willingness to circulate widely, listen well and motivate and empower others;
- Demonstrated success in fostering diversity and inclusivity, affirmative action and equal opportunity, and the commitment to establish working and learning environments of trust and mutual respect for all students, faculty, and staff;
- Support for academic freedom and shared governance and a commitment to transparent decision-making;
- Effective interpersonal and communication skills including ability to establish strong, purposeful relationships, work closely with and earn the respect and trust of the governor, Nebraska Legislature, leaders throughout the state, the congressional delegation, the board, faculty, staff, and student body;
- Intellectual vigor, astute relationship sense, an outgoing and optimistic personality, creativity, resilience, flexibility, tenacity, passion, stamina and energy;
- Demonstrated great character, personal and moral values, integrity and ethics;
- Excellent sense of humor and a deep sense of personal humility;
- Willingness to stay at the University of Nebraska for at least five years, ideally up to 10 years.

Compensation

The Board of Regents recognizes the highly competitive nature of the quest for talent in higher education. The board's general philosophy regarding compensation is to strive to exceed the midpoint of peer institutions in salaries, incentives and benefits. The successful candidate for the University of Nebraska presidency can expect to receive a competitive offer commensurate with his or her work experience and salary history. The compensation package is subject to negotiation with the Executive Committee of the Board of Regents, and the final contract is subject to approval by the full board.

Location

The president of the University of Nebraska will work primarily from the system administration offices in Lincoln. A city of more than 260,000 people and growing, Nebraska's capital city offers the ambiance of a friendly small town and the amenities, attractions, and entertainment opportunities of a larger metropolitan area. Lincoln's stable economy, moderate cost of living, low crime rates, growing diversity, world-class health care facilities, outstanding public and private schools, and commitment to community are the Midwestern ideal. For more information, see the Appendix.

Applications, Inquiries and Nominations

Acceptance of applications, inquiries, and nominations will begin immediately and continue until the position is filled. **Confidential inquiries, nominations, referrals, and resumes with cover letters should be sent to:**

M ISAACSON, MILLER

David Bellshaw, Bernard Jones, and/or Lindsay Gold
1000 Sansome Street, Suite 300, San Francisco, CA 94111
Email: NUPresident@imsearch.com
Phone: 415.655.4900
Fax: 415.655.4905

Electronic submission of application materials is strongly encouraged.

The University of Nebraska is an Affirmative Action/Equal Employment Opportunity employer and will not discriminate based on an individual's sex, age, disability, race, color, religion, marital or veteran's status, national or ethnic origin.

Applicants are advised that job application materials, such as employment applications, resumes, references letters and transcripts, submitted by candidates who become finalists for the position will become public records which must be disclosed upon request. According to Nebraska law, a finalist means any applicant (i) who reaches the final pool of applicants, numbering four or more, from which the successful applicant is to be selected, (ii) who is an original applicant when the final pool of applicants numbers less than four, or (iii) who is an original applicant and there are four or fewer original applicants. It is the intent of the Board of Regents to publicly identify four final candidates for president.

Presidential Search Committees

The Board of Regents has appointed two committees that will assist with the presidential search. Both are comprised of representatives from key constituencies with which the president interacts including students, faculty and administrators, supporters and donors, the public, and members of the board.

The 21-member Presidential Search Outreach and Advisory Committee will work with the search firm to solicit stakeholder input on issues facing the university and qualities the university should seek in the next president, conduct a broad and inclusive search, seek nominations and applications for the position, and estimate how well potential candidates meet criteria established by the board.

The 13-member Presidential Search Screening and Selection Committee will review and evaluate candidate application materials, select and interview leading prospects, conduct and/or review reference checks, and recommend to the Board of Regents no fewer than four candidates who agree to become public finalists for the position.

Final selection of the next president will be made by the Board of Regents following university visits and public forums by the finalists that will provide opportunities for Nebraska citizens and university constituents to meet the candidates and provide feedback to the board.

This profile was prepared by the University of Nebraska Office of the President and Isaacson, Miller, a national executive search firm, to provide background on this opportunity. It was approved by the Executive Committee of the Board of Regents of the University of Nebraska.

The material presented has been copied, compiled or quoted in part from other NU documents and personal interviews and is believed to be accurate and reliable; however, it should be relied on for informational purposes only.

Candidates are urged to review additional information and documentation posted on the NU presidential search website, <http://www.nebraska.edu/presidentsearch>, and the University of Nebraska website, www.nebraska.edu.

University Leadership

Board of Regents

The University of Nebraska Board of Regents is a 12-member public body consisting of eight voting members popularly elected on a nonpartisan basis by regental district for six-year terms, and four non-voting student regents, one from each campus, who serve during their tenure as student body president. The board oversees the general operations of the university, and the control and direction of all expenditures. A corporation secretary is appointed by the board to manage all records including agendas, minutes, notices, policies and bylaws. Members of the board are not compensated but are reimbursed for expenses related to their service.

The Standing Rules of the board provide for four standing committees: Executive Committee, Academic Affairs Committee, Business Affairs Committee and Audit Committee. Members of the committees are appointed by the chair of the board following consultation with other regents.

- The Executive Committee serves as the consultant group for the president during times when the full board is not in session and makes recommendations to the full board when appropriate. It reviews the proposed agenda of each meeting of the board and acts as the *de facto* personnel committee in matters pertaining to the president.
- The Academic Affairs Committee addresses matters involving teaching, research, service and extension in support of the university mission.
- The Business Affairs Committee addresses matters of finance, budget, and business administration in support of the university mission.
- The Audit Committee addresses policies affecting operations review, accountability, and audit.

Meetings of the full board typically are held six times each year in the odd-numbered months. The committees of the board typically meet monthly. In addition, the board usually holds an annual workshop designed to improve its effectiveness. The Bylaws, Policies and Rules of the board may be found at: <http://www.nebraska.edu/board/bylaws-policies-and-rules.html>.

Current members of the Board of Regents are:

- District 1 – Timothy Clare, Lincoln
- District 2 – Howard Hawks, Omaha (Chairman)
- District 3 – Jim Pillen, Columbus
- District 4 – Bob Whitehouse, Papillion
- District 5 – Robert Schafer, Beatrice
- District 6 – Kent Schroeder, Kearney
- District 7 – Bob Phares, North Platte (Vice Chairman)
- District 8 – Hal Daub, Omaha
- Student Regents – Connor Schulte, UNK; Kevin Knudson, UNL; Krupa Savalia, UNMC; and Jordan Koch, UNO

University Administration

The Board of Regents has appointed James Linder, M.D., as Interim President of the University of Nebraska. By mutual agreement with the board, Dr. Linder will not be a candidate for the permanent position. Prior to assuming this position, Dr. Linder served as senior associate to the president of the University of Nebraska for innovation and economic competitiveness and as president of the University Technology Development Corporation. He holds a faculty appointment as professor of pathology and microbiology at the University of Nebraska Medical Center. In addition to his NU employment, Dr. Linder serves as chief medical officer of Roche Diagnostics Hematology of Boston.

The president is assisted in the administration of the affairs of the university by the four campus chancellors, who also hold the title of vice president of the university. The chancellors, as the chief executive officers on each of the campuses, are responsible to the president and through the president to the Board of Regents. The chancellors are:

- John E. Christensen, University of Nebraska at Omaha
- Jeffrey P. Gold, University of Nebraska Medical Center
- Douglas A. Kristensen, University of Nebraska at Kearney
- Harvey S. Perlman, University of Nebraska–Lincoln

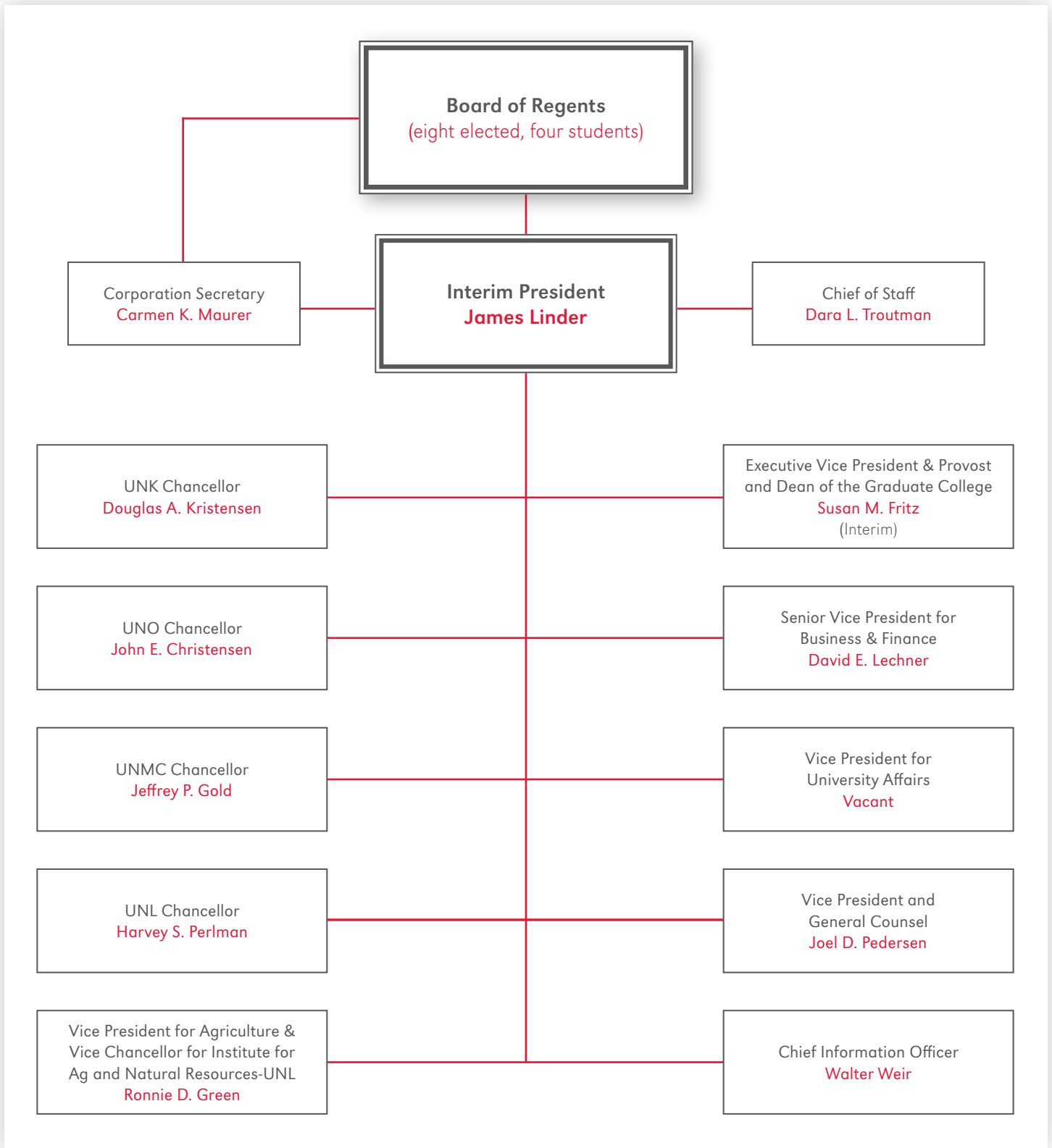
The leader of the Institute for Agriculture and Natural Resources, Ronnie D. Green, also holds the title of vice president and in that capacity reports to the president. He also reports to the UNL chancellor.

In addition, four vice presidents with university-wide administrative responsibilities—the Executive Vice President and Provost, Senior Vice President for Business and Finance, Vice President and General Counsel, and Vice President for University Affairs—report to the president as do the Chief Information Officer and Chief of Staff. The Corporation Secretary and the Assistant Vice President and Director of Internal Audit and Advisory Services report jointly to the president and the Board of Regents.

- Susan M. Fritz, Interim Executive Vice President and Provost
- David E. Lechner, Senior Vice President for Business and Finance
- Joel D. Pedersen, Vice President and General Counsel
- Vacant, Vice President for University Affairs
- Walter Weir, Chief Information Officer
- Dara L. Troutman, Chief of Staff
- Carmen K. Maurer, Corporation Secretary
- Michael Justus, Assistant Vice President and Director of Internal Audit and Advisory Services

Approximately 200 employees are affiliated with University of Nebraska Central Administration.

University Administration Organization Chart - 2014



Summary of Campuses

University of Nebraska–Lincoln

The University of Nebraska–Lincoln (UNL), chartered in 1869, is an educational institution of international stature. Always a place of high ambition, UNL was one of the first institutions west of the Mississippi River to award doctoral degrees—the first, in physics, was granted in 1896. The university also established the world’s first undergraduate psychology laboratory. Today UNL is one of the nation’s leading teaching institutions, and a research leader with a wide array of grant-funded projects aimed at broadening knowledge in the sciences and humanities.

In 2013, for the tenth straight year, UNL was among the top 50 public universities listed in U.S. News and World Report’s annual evaluation of America’s Best Colleges. Its online MBA is ranked sixth in the nation. UNL undergraduates—a primary focus for the campus—learn from faculty who create new knowledge, who are leading scientists and scholars, and who care about students’ success. Signature programs that exemplify this commitment to undergraduate success include:

- The **Undergraduate Creative Activities and Research Experiences Program (UCARE)**, which connects faculty and students who work collaboratively on independent study projects that advance new knowledge.
- The **Jeffrey S. Raikes School of Computer Science and Management**, which develops leaders for an era of expanding information technology and business globalization. Students are selected based on high academic achievement, outstanding leadership experience, demonstrated interest in computer science and business, and career goals. The program provides an education in technology and management while developing professional skills in leadership, communications and collaboration.
- The **Heuermann Lectures** focus on providing security in the areas of food, natural resources, and renewable energy for people, as well as on securing the sustainability of rural communities where the vital work of producing food and renewable energy occurs.
- The **University Honors Program** hosts Honors Forum talks to complement the 20-year-old E.N. Thompson Forum on World Issues.

UNL is one of the nation’s leading teaching institutions, and a research leader with a wide array of grant-funded projects aimed at broadening knowledge in the sciences and humanities.

UNL is an intellectual center for the state of Nebraska, providing leadership in education and research. UNL’s federal research expenditures are nearly \$100 million, including funds from the National Science Foundation, Department of Health and Human Services, National Institutes of Health, and Department of Defense. UNL’s goal is to achieve \$300 million in total research expenditures by 2017, with at least half coming from federal agencies.

The campus also contributes significantly to the cultural life of the state. An early institutional interest in literature and the arts provided the foundations for today's *Prairie Schooner* literary magazine, for the University of Nebraska Press, the Lied Center for the Performing Arts and for the Sheldon Museum of Art, which houses one of the world's most significant collections of 20th-century American art. And, UNL's prominent athletic programs are a cultural touchstone for Nebraska, with nationally competitive football, volleyball and other teams and a new home for men's and women's basketball that has generated significant excitement on campus and in the community.

Institute for Agriculture and Natural Resources

The Institute for Agriculture and Natural Resources (IANR), part of the University of Nebraska–Lincoln, serves Nebraska by providing internationally recognized science and education to ensure the state's competitiveness in a changing world. IANR was formed in 1974, a result of a legislative action recognizing the critical role agriculture and natural resources play in the state's success.

IANR strives to achieve excellence in the life sciences, ranging from molecular to global systems; sustainable food, fiber and natural resource systems that support a bio-based economy; economics and environments for a sustainable future; and human capital development of children, youth and families. IANR faculty, staff and extension educators do that by advancing knowledge along the continuum from fundamental research to application and education; preparing professionals for the future; creating and implementing solutions to critical problems; expanding partnerships across UNL and the University of Nebraska; and cultivating public-private partnerships.

IANR collaborates with the Iowa State University College of Veterinary Medicine on a unique professional program in veterinary medicine. Nebraska resident students who are admitted and enroll in the program complete the first two years of the veterinary curriculum at UNL and the last two at ISU, paying ISU resident veterinary tuition for all four years of enrollment.

Institute faculty and staff have appointments in the Agricultural Research Division, College of Agricultural Sciences and Natural Resources, College of Education and Human Sciences, School of Natural Resources, Nebraska Forest Service, and the Nebraska Statewide Arboretum. IANR also includes UNL Extension, which serves all 93 counties in the state by delivering research-based knowledge that Nebraskans can immediately use in their lives, businesses, families and communities. Extension's key focus areas include: animal agriculture; crops for the future; children, youth and families; entrepreneurship; food, nutrition and health; and water and the environment. About 144,000 Nebraska youth are involved in UNL Extension's 4-H programs, per capita one of the highest enrollments in the country.

Independent research concluded that IANR returns \$15 for each state dollar invested. In this way, the Institute of Agriculture and Natural Resources is truly at work for Nebraska, carrying out the university's land-grant mission to serve as an educational and economic engine for farms, ranches, rural communities, agribusinesses and urban centers across the state.

Nebraska College of Technical Agriculture

Located 45 miles southeast of North Platte and Interstate 80, Curtis, a community of 800 residents, is home to the Nebraska College of Technical Agriculture (NCTA), a two-year institution administered by IANR at UNL. NCTA occupies a 72-acre campus and a 562-acre farm which serves as a field laboratory. The farm includes grain storage facilities, cattle growing and finishing facilities, and a completely diversified dry land and irrigated farming operation.

NCTA was established in 1965 as a land-grant institution, and remains the oldest college campus that was previously a high school and is still functioning today as an educational institution. The campus is rich in history with many of the original buildings, including Ag Hall, still being used. NCTA blends its history with the latest in technology as it continuously improves and adds new facilities to the campus, including a new Education Center and new residence halls. NCTA also is home to a 3,400-square-foot greenhouse that is one of the largest greenhouse facilities of any two-year institution.

NCTA offers majors in veterinary technology systems, agriculture production systems, agribusiness management systems, and horticulture systems. The college also offers unique programs designed to foster entrepreneurship skills in students, including the Combat Boots to Cowboy Boots program, which assists military personnel, veterans and their families in becoming farmers, ranchers and business owners following their military service. Combat Boots to Cowboy Boots has attracted national attention for its innovative programming that helps military members become successful farm, ranch and business owners.

Nebraska Innovation Campus

Nebraska Innovation Campus (NIC) is a research and development campus designed to facilitate new and more in-depth partnerships between UNL and the private sector. NIC, which was launched in 2010 when the university acquired the former state fairgrounds adjacent to UNL City Campus, has a theme of “food, fuel and water,” capitalizing on UNL research strengths and areas important to Nebraska. It will provide long-term economic benefits to the state by expanding university research and building mutually beneficial partnerships among the private sector, government and university.

When fully built, NIC is expected to include more than 2 million square feet of research, meeting and office space. As many as 7,000 people could eventually work at Innovation Campus, with one-third of those employed by UNL and two-thirds employed by private businesses looking to take advantage of the strategic location of NIC that allows them to easily access university talent.

Innovation Campus has significant potential to attract new businesses, retain talented young people, create jobs, foster research that leads to innovation and commercialization, and increase Nebraska’s competitiveness. The state provided a \$25 million investment in 2011, a critical jump-start to initial development, including renovation of the historic 4-H Building which was recently completed. The 4-H Building

and a linked companion facility include a conference center, commons area, offices and meeting space. The building also includes “maker space” open to faculty, staff, students and members of the public seeking to develop ideas and products, and a new business accelerator to support early-stage companies related to food, health, energy, engineering, agriculture, hardware, or product and industrial design. Work on a \$10 million greenhouse complex will begin soon.

The state investment also has leveraged significant private-sector funding and engagement. ConAgra Foods, a highly successful food company headquartered in Omaha, is the first private-sector collaborator at Innovation Campus. In 2015, UNL’s Department of Food Sciences and Technology will move from East Campus to NIC to take advantage of the close proximity to ConAgra. The move will allow the department to double lab and classroom space. Negotiations with other private collaborators for Innovation Campus are underway.

University of Nebraska at Omaha

The University of Nebraska at Omaha (UNO) is Nebraska’s premier metropolitan research university, offering nationally recognized bachelor’s, master’s and doctoral degrees at competitive prices that meet the diverse needs of traditional and nontraditional students. UNO spans more than 150 acres on multiple campuses in the heart of Omaha—a testament to the fact that UNO is driven by an extraordinary connection to and partnership with the city it calls home.

Since its inception in 1908, the University of Nebraska at Omaha has been firmly anchored in the community, forging partnerships with business, education, government, arts and civic organizations. Early founders of UNO had a desire for a learning environment “free from ecclesiastical control” and for a university within reach of anyone who sought higher education. Accessibility is a commitment that remains an important part of UNO’s mission and vision.

By 1930, Omaha voters approved taking over control of the University of Omaha, making it the city’s first and only municipal university. Over time UNO became the state’s metropolitan university and the symbiotic relationship between UNO and the city of Omaha has only grown stronger.

In the 1930s, UNO adopted adult education and continuing studies programs that were progressive for the time, focusing on access, lifelong learning and educating students for employment. To this day, UNO prides itself on preparing students for careers and narrowing the gap between student life and career life.

Since UNO became part of the University of Nebraska in 1968, there has been a flurry of growth—from Mammel Hall, the state-of-the-art, 120,000-square-foot home of the College of Business Administration, to the Health, Physical Education and Recreation building, one of the premier university recreation centers in the country. UNO has added 832,000 total square feet of facilities and renovated more than half of its academic space in recent years. Student housing has been constructed, allowing more students to live on campus and fully experience all that UNO has to offer. UNO has taken its athletics programs to the next level, joining the ranks of NCAA Division I

UNO has been firmly anchored
to the community—
building strong ties with business,
education, government, arts
and civic organizations.

sports in the Summit League. On the academic side, priorities include early childhood education, global engagement, STEM fields and sustainability. UNO is widely recognized for its military friendliness with a presence at Offutt Air Force Base since 1950 and its connections to urban, regional, national and global communities.

For seven consecutive years, UNO has remained on the President’s Higher Education Community Service Honor Roll, the highest federal recognition a school can achieve for its civic engagement. UNO in 2014 celebrated the grand opening of the new 60,000-square-foot Community Engagement Center, which will support and allow for further expansion of university-community partnerships.

It is in part thanks to its rich, layered history that Mavericks today know they are a part of a university committed to diversity and inclusion. The opportunity to create the next chapter continues as the University of Nebraska at Omaha addresses the changing needs of the metropolitan area, state, region and world.

University of Nebraska at Kearney

The University of Nebraska at Kearney (UNK) is an affordable, student-centered regional hub of intellectual, cultural and artistic excellence that has been a prominent part of Nebraska’s higher education landscape for more than a century. UNK offers more than 170 undergraduate, pre-professional and graduate degree options in a range of fields including education, business, fine arts, the humanities and natural sciences. Programs are taught by nationally renowned faculty who are passionate about teaching.

What truly distinguishes UNK is its commitment to providing an outstanding education in a small and personal setting. UNK’s student body is a close-knit and supportive community of friends, and its campus truly serves as a “home away from home” for many students. The campus offers more than 175 student organizations, nationally respected music and performing arts programs, and a successful intercollegiate athletics program. UNK also has strong ties to the Kearney community and many local businesses hire UNK students as interns and then as full-time employees when they graduate. The Museum of Nebraska Art, an important regional center for cultural activity including more than 5,000 works of art, also is located in Kearney.

The campus has exciting plans for growth, including development of the Health Sciences Education Complex, which broke ground in spring 2014. The \$19 million, 30,000-square-foot complex, a collaboration with the University of Nebraska Medical Center, will house expanded nursing and allied health programs that will better meet the health care and workforce needs of rural Nebraskans.

Originally a teachers college, UNK became Kearney State College in 1963 before joining the University of Nebraska in 1991. Today it is an important hub of economic activity for rural Nebraska that serves taxpayers well. A recent analysis concluded that:

UNK adds more than \$650 million annually to Nebraska’s economy.

- The higher earnings of UNK graduates expand Nebraska’s tax base by nearly \$50 million each year.

UNK is an affordable,
student-centered regional hub
of intellectual, cultural
and artistic excellence
that has been a prominent part
of Nebraska’s higher education
landscape for more than a century.

- Taxpayers save \$11 million per year from benefits associated with UNK graduates, including improved health, reduced crime, and reduced welfare and unemployment.
- State and local governments see a rate of return of 6 percent on their support for UNK.

University of Nebraska Medical Center

As Nebraska’s only public academic health sciences center, the University of Nebraska Medical Center (UNMC) has a mission to improve the health of Nebraskans through premier educational programs, innovative research, high-quality patient care, and outreach to underserved populations. The talented faculty, staff and scientists affiliated with UNMC are committed to educating the next generation of Nebraska’s health care workers, to finding cures and treatments for devastating diseases, to providing the best care for patients, and to serving the state and its communities through award-winning outreach. UNMC also is committed to embracing the richness of diversity and is a major economic engine for the state of Nebraska.

UNMC is home to six colleges and two institutes serving a record number of students in more than two dozen programs. UNMC’s primary care program was recently ranked sixth in the nation by U.S. News & World Report, the rural medicine program was ranked ninth, and the physician assistant program tied for 16th. The campus’ physical therapy, pharmacy and nursing master’s programs continue to be ranked among the top in the country.

On the research side, UNMC is the home of dedicated scientists who work at the forefront of fields such as transplant medicine, cancer, neurodevelopment and genomics. With collaboration from a highly engaged community of skilled professionals and access to world-class facilities, UNMC researchers identify and focus on critical questions that lead to new knowledge and life-changing therapies. UNMC has goals to strategically grow funded research, develop globally recognized research programs, and improve the health of Nebraskans.

The UNMC of today builds on a rich history that dates to the 19th century, including the state’s first medical college, a dental college, a pharmacy college, nursing college, allied health training programs and a graduate college. In later years, expansions included College of Nursing brick-and-mortar sites in Omaha, Lincoln, Kearney, Scottsbluff and Norfolk. In 2006, UNMC formed its newest college, the College of Public Health, whose state-of-the-art building opened in 2011.

Other expansions—fueled largely by private giving—include the Lied Transplant Center, the twin Durham Research Center towers, the Michael F. Sorrell Center for Health Science Education, the Weigel Williamson Center for Visual Rehabilitation, the Home Instead Center for Successful Aging, the Center for Nursing Science, the Stanley M. Truhlsen Eye Institute, and a student plaza complete with an ice rink and campus art. The Fred & Pamela Buffett Center, currently under construction, will transform cancer care, research and education in Nebraska through collaboration between UNMC and its hospital partner, The Nebraska Medical Center. The Fred & Pamela Buffett Cancer Center will position UNMC to earn prestigious Comprehensive Cancer Center

UNMC has a mission to improve the health of Nebraskans through premier educational programs, innovative research, high-quality patient care, and outreach to underserved populations.

designation, an honor currently shared by only 41 centers in the U.S. It is supported by both private and public funds, including a \$50 million investment from the state.

Also on the horizon for UNMC is a new integrated clinical enterprise that combines the leadership structure of The Nebraska Medical Center, Bellevue Medical Center and UNMC Physicians into a single, unified board that will better meet the future health care needs of Nebraskans.

Summary of University-Wide Institutes and Programs

Robert B. Daugherty Water for Food Institute

The Robert B. Daugherty Water for Food Institute (DWFI) at the University of Nebraska addresses one of the greatest challenges facing our global community: feeding a population expected to increase 40 percent by 2050 using less water and land resources than we use today. University leadership recognized a critical need for an institute with a global perspective and diverse expertise to address this challenge and believed that with its long history of research leadership in water, agriculture and natural resources management, the university could meet this need.

Discussions with key leaders in the university and the state, and with top national and international water and agriculture experts, led to a proposal to create a global Water for Food Institute. In 2010 the Robert B. Daugherty Charitable Foundation made a \$50 million founding gift to establish the Institute, which in 2011 was named for Mr. Daugherty, who died in 2010.

The DWFI is a research, education and policy analysis institute committed to helping the world efficiently use its limited freshwater resources to ensure food security for current and future generations. Through its programs and partnerships DWFI is creating innovative solutions to sustainably manage water and increase food security, inform policy, and give students hands-on experience in the lab and the field.

In 2012, Roberto Lenton, one of the world's foremost experts in water management and development, was appointed as founding executive director of the DWFI. Lenton has brought exceptional experience and knowledge to the challenge of establishing the DWFI as a global leader in research, education and policy related to water and food security.

The DWFI is extending the university's expertise through strong partnerships with universities and public and private sector organizations based on the common goal of a water- and food-secure world. Partnerships range from a joint master's degree program with UNESCO-IHE in the Netherlands, the world's largest graduate program in water management, to collaborative research with USAID's Middle East and North Africa Network of Water Centers of Excellence, and research with the Food and Agriculture Organization of the United Nations on drought monitoring and improved sustainability of crop production.

NU research projects supported by DWFI grants already are gaining support from other funders and advancing science in important areas. The Global Yield Gap and Water Productivity Atlas, led by UNL agronomist Ken Cassman and funded by DWFI, the Bill & Melinda Gates Foundation and USAID, is creating a network of agronomists in 17 countries on four continents. Based on local data provided by the scientists, Cassman's team is developing a web-based, advanced modeling and mapping tool to identify existing farmland with the capacity to sustainably produce much higher, stable crop yields.

Another DWFI-funded project is showing highly promising results using genes from wild wheat to increase a wheat plant's root mass and its ability to access water and increase yield. UNL agronomists Harkamal Walia and P. Stephen Baenziger believe this work could lead to new wheat varieties that will yield well even under very dry conditions—realizing the DWFI goal to grow more food using less water.

Buffett Early Childhood Institute

Giving all children, regardless of their background, equal opportunities for success is the goal of the Buffett Early Childhood Institute, established in 2011 with a founding gift from Omaha philanthropist Susie Buffett. The institute is dedicated to promoting the development and success of children from birth to age 8, focused especially on those who are vulnerable because of poverty, abuse, or developmental, learning or behavioral challenges.

Early childhood education and development is an area of significant, long-standing expertise across the university, in areas such as literacy, parent engagement, early learning, speech and language development, biomechanics and mobility, autism spectrum disorders, nutrition, developmental disabilities, and public policy relating to children. Drawing on the deep experience of the faculty, the Buffett Institute will work in three interrelated areas: research to advance the science of early childhood; education and professional development to provide research-based information to early childhood teachers and providers; and outreach and policy to inform and impact state and national policy related to children and families.

Among the institute's partners is Educare, a national network of early learning schools, each serving 140-200 infants, toddlers and pre-school-age children who are growing up in families facing tough odds. A new Educare Center in Lincoln dedicated in 2013 joins two in Omaha and others nationally, with more planned across Nebraska. The centers serve families but also function as a "showroom" in which policymakers and business leaders learn the wisdom of investing in the early years. The Buffett Institute will provide assessment resources as well as graduate teachers from its early childhood programs.

In 2013, Samuel J. Meisels, one of the leading experts in the nation on early childhood development, became the founding executive director of the Buffett Early Childhood Institute. He has named a national advisory committee of prominent leaders in the field, both from higher education and the private sector.

Rural Futures Institute

The viability and vitality of rural communities is of growing importance in Nebraska and around the world. As a 21st-century leader in developing new technologies and deploying them to meet the needs of a growing global population, the University of Nebraska must and will continue to play a leading role in sustainable agricultural production and natural resource use. However, to successfully meet the needs of Nebraskans, it is equally important that the university's intellectual resources be harnessed to help shape a vibrant and healthy rural landscape. The University of Nebraska established the Rural Futures Institute to help sustain, stabilize and enhance the economy and quality of life in nonmetropolitan areas.

The institute was created with broad input from constituents, beginning in 2008 when the university invited a team of external experts to provide recommendations on how the university could spur investment and wise use of resources in rural communities. Focus group sessions across the state and on all four campuses, followed by a capacity crowd at a national conference in May 2012, confirmed that the vision for an institute focused on rural people and communities was timely and important. The Rural Futures Institute (RFI) was approved by the Board of Regents that fall. In 2013, a national search led to the hiring of Charles P. (Chuck) Schroeder as the founding executive director. Schroeder is a Nebraska native and NU graduate who has deep roots in and passion for rural America, as well as extensive experience in agriculture and business.

The RFI will support, encourage and build local leaders who envision communities that are vibrant economically, socially and culturally, and that provide a legitimate choice for young adults seeking the best place to launch careers, build families, and be active citizens in an environment where they can make a difference. The institute's immediate focus is to build networks of community, business and organizational leaders, subject matter experts, educators and thought leaders who are invested in positive rural futures. In addition, nearly \$1.5 million has been invested in teaching and research grants that focus on issues impacting rural people and places.

National Strategic Research Institute

Defending America and its allies against increasingly sophisticated attacks, whether from chemical and biological weapons of mass destruction, cyber warfare or nuclear weapons, is the goal of the National Strategic Research Institute (NSRI) at the University of Nebraska. One of only 14 University-Affiliated Research Centers (UARCs) in the country, the NSRI was established in 2012 in partnership with USSTRATCOM and the U.S. Department of Defense to ensure the United States' safety and preparedness.

Leading this prestigious research institute is Gen. Robert Hinson, retired lieutenant general of the U.S. Air Force and former vice president of Northrop Grumman Corp. Gen. Hinson brings highly relevant military and private sector experience to the NSRI, and was successful in securing \$9 million in research contracts in the institute's first year. The initial contract award provides for up to \$84 million over five years.

The NSRI concentrates on five core research competencies that leverage research strengths across the university in support of the United States Strategic Command, its sponsor, and the nation's efforts to combat weapons of mass destruction:

- Nuclear detection and forensics
- Detection of chemical and biological weapons
- Passive defense against weapons of mass destruction
- Consequence management
- Space, cyber and telecommunications law

Researchers in the areas of vaccine development; space, cyber and telecommunications law; consequence management; and nuclear detection and forensics work collaboratively to develop and deliver solutions to significant security threats. Current projects include work on enhanced anthrax and ricin vaccines, visualization and simulation tools for warfighting facilities, assessment of biosurveillance, cyber attacks against essential facilities and services, and detection of nuclear material.

Peter Kiewit Institute

Established in 1997, the Peter Kiewit Institute (PKI) aims to meet the needs of technology and engineering firms in Omaha and throughout Nebraska by providing top-flight education to students interested in careers in information science, technology and engineering; connecting students directly to business and industry; and advancing research and innovation in critical STEM areas in Nebraska. PKI is based in Omaha and is a combination of the University of Nebraska at Omaha's College of Information Science and Technology and the University of Nebraska–Lincoln's College of Engineering. It is home to nearly 2,000 students, with plans for significant growth in the coming years. PKI also aims to grow its research enterprise fivefold, in part by leveraging its newly remodeled facilities.

Enrollment and research goals—and others—are part of an integrated strategic plan for PKI that was presented to the Board of Regents in early 2014 following an external review that concluded that the institute has been successful but has not yet reached its full potential. The strategic plan represents the most ambitious agenda for engineering and information technology in Omaha in the University of Nebraska's history and includes specific benchmarks for enrollment growth, student success, faculty hiring, research activity, and academic programming. Other goals include building more partnerships with leading Omaha companies and state and federal agencies, ensuring PKI has the facilities it needs to achieve its teaching and research missions, and expanding outreach to K-12 STEM programs in Nebraska. Given that workforce development surveys in the Omaha area show that information technology hiring will be robust in the coming years, it will be critical for PKI to move to the next level of excellence.

PKI is guided by a Board of Policy Advisors that includes a number of Omaha business leaders.

University of Nebraska Online Worldwide

For more than a century, the University of Nebraska has provided high-quality, flexible distance education programs to students in Nebraska and beyond. While the tools have changed dramatically—computers and email have largely replaced written correspondence—the University's commitment to ensuring access for students wherever they are has remained constant. What started out as paper-based correspondence courses in the early 1900s has evolved into innovative online courses and programs that connect talented faculty with students in Nebraska and beyond. Today the University of Nebraska Online Worldwide offers more than 130 online and blended degree, certificate and endorsement programs, taught by the same expert faculty who teach in classrooms on the campuses. The university also offers access

to online high school courses through its fully accredited college preparatory high school. Together, the University of Nebraska Online Worldwide and University of Nebraska High School provide access to quality education to students in all 50 states and more than 100 countries.

Online Worldwide was launched in 2009 following an external review that concluded that the university's previous distance education model—in which new programs were developed on a campus-by-campus basis with no university-wide strategy—was not serving students effectively or positioning the university to maximize its share of the growing market for online education. That review led the university to develop a new strategy in which all distance programs are marketed under one roof, providing effective access for students, streamlining costs and enhancing awareness of online education opportunities at the University of Nebraska. The university is especially interested in expanding access to the 290,000 Nebraskans who have completed some college but have not earned a degree.

The new strategy has been successful. Distance-only students—students not also enrolled on one of the university's campuses—completed 57,000 credit hours in 2012-13, a 12 percent increase over the previous year. Nearly 6,800 students are distance-only, also a 12 percent increase. New programs, many of them cross-campus, are continually being developed to meet student needs and workforce demands.

Online Worldwide will further expand its reach with the university's partnership with Coursera, a leading provider of Massive Open Online Courses (MOOCs). The partnership allows faculty to explore options for making their online courses much more widely available, in line with the university's goal of expanding access. The university will offer its first MOOC, on health literacy and communications, this fall.

As of 2013, the University of Nebraska High School—formerly based at UNL—also is a component of Online Worldwide, allowing the university to better leverage the resources of all four campuses to serve more students, particularly those challenged by a more traditional path to a high school degree. Enrollment in the University of Nebraska High School is about 3,000 students. The university plans to grow the high school significantly, especially Nebraska-based enrollment, as part of its goal to provide a college-preparatory curriculum to more students, including low-income, rural and first-generation students.

Summary of Significant Presidential Initiatives

College Pipeline and Collegebound Nebraska

Over the past decade the University of Nebraska has made good progress toward increasing access to a college education in Nebraska. Nebraska now ranks 7th in the nation in the percentage of high school graduates who go directly to college, and our high-school graduation rate remains one of the highest in the nation at almost 90 percent. However, the university would like to improve the college-going rate even further and has created a College Pipeline to more successfully move students from middle school to college.

In a White House summit on access and affordability in January 2014, the University of Nebraska made a commitment to expand access to Nebraska youth through three programs:

- 1) an outreach program to middle school students across the state to encourage college participation and help ensure college readiness,
- 2) the Virtual Scholars scholarship program, which subsidizes access to the University of Nebraska High School (including advanced placement and higher level STEM courses) for students who may not have access to them, helping them meet minimum requirements to attend NU, and
- 3) the summer scholars program, which provides on-campus experiences across all four campuses for low-income and first-generation high school students.

As a final step to assist disadvantaged high school students who want to go to college (and have prepared to do so), the university's Collegebound Nebraska program promises Nebraska students that if they qualify for a Pell Grant and meet admission standards they can attend the University of Nebraska, earn a bachelor's degree and pay no tuition. It is one of the most far-reaching tuition assistance programs in the country; this year, almost 7,000 students meet those criteria. Any tuition gap remaining after a Pell Grant is covered by scholarships, grants, and need-based financial aid provided by the university.

P-16 Initiative

The University of Nebraska is committed to improving student success at all levels of education—from preschool through college—and is a key player in the Nebraska P-16 Initiative, a coalition of more than 30 Nebraska education, business and government organizations focused on increasing educational attainment and improving student success in Nebraska. One of 40 states that now 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;

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- Providing higher education opportunities for adult learners, working professionals, and other non-traditional students; and
 - Improving Nebraska’s economic competitiveness by ensuring the state has a qualified workforce.

The University of Nebraska helps operate the state initiative, which is housed in the Office of the Executive Vice President and Provost.

The Assistant Vice President for P-16 Initiatives (AVP) works closely with university, state and regional higher education, K-12 and early childhood leaders; state and federal policymakers; business leaders; and other stakeholders to prepare students for the workforce and facilitate lifelong learning. The AVP is responsible for implementing high-impact programs and activities that promote access to higher education, assist first-generation and low-income students, and increase college readiness and participation of underrepresented minorities.

Global Engagement

Today’s world is increasingly interconnected. In order for students to be prepared to live and work in a global economy, and for faculty to have opportunities to work with the world’s best minds in addressing the complex challenges of the day, it is critical for the University of Nebraska to be engaged with partners around the world who share similar strengths and interests. The university has outlined an ambitious agenda for global engagement that includes four overarching goals:

- Provide every undergraduate the opportunity to study abroad.
- Double international student enrollment to more than 6,000 by the end of the decade.
- Increase opportunities for faculty to collaborate with colleagues around the world.
- Renew the university’s commitment to be a global institution by developing international partnerships that give NU a seat at the table as the world takes on major challenges like hunger, poverty, disease and climate change.

In pursuing those goals, the university has identified three priority countries—China, India and Brazil—which offer rich opportunities for strategic and mutually beneficial collaborations. They, like Nebraska, are focused on critical areas like agriculture, water and food security, alternative energy, early childhood education and human capital development, information sciences, public health and others. The university will explore strategic partnerships in other countries, including Turkey and Oman, as opportunities arise.

With a sharp focus on its strategic goals, the university has made significant progress—becoming a global university that serves Nebraska first but also the world. International student enrollment for fall 2013 surpassed 3,600, a record high, with students coming to Nebraska from more than 130 countries. NU has been a leader, for example, in attracting students participating in Brazil’s Scientific Mobility Program, which is sending talented students to study abroad at the world’s best institutions.

Additionally, the number of NU students studying abroad is growing and new initiatives in Brazil, India and Turkey focused on key priorities of agriculture, business, education and medicine will continue to increase opportunities for students.

The university also has forged new and important collaborations with partners in business, government and education around the world with shared priorities and strengths. Through the Robert B. Daugherty Water for Food Institute, NU has signed agreements with the Food and Agriculture Organization of the United Nations, Jain Irrigation in India, and USAID to partner on efforts related to water and food security. NU also has renewed its relationship with Ataturk University in Turkey, which NU helped establish in the 1950s. And, NU has celebrated the opening of the American Exchange Center in Xi'an, China, which continues a long-standing relationship with Xi'an Jiaotong University and will expose Chinese students to American history, government, medicine, arts and law.

Innovation and Economic Competitiveness

Universities are hubs of intellectual activity, creativity and innovation. The University of Nebraska has made it a priority for each of its campuses to serve as a center of economic energy, both geographically and intellectually. Through the work of talented faculty, engagement with the community and partnerships with the private sector, the university has experienced tremendous success in creating a culture of innovation and fostering entrepreneurship and economic growth. Nebraska Innovation Campus, for example, will leverage faculty expertise in food science, energy and water to create new jobs and spinoff companies. Ak-Sar-Ben Village in Omaha and the UNK University Village project will create new social and business intersections between university campuses and their communities. The Fred & Pamela Buffett Cancer Center, which has received generous support from both the public and private sectors, will create thousands of jobs, expand opportunities for students and faculty, and transform cancer care and research in Nebraska and beyond.

A wholly-owned NU non-profit, umbrella organization, the University Technology Development Corp. (UTDC), exists to provide opportunities for faculty to take their breakthroughs from the lab to the marketplace. UTDC subsidiaries, including NUtech Ventures in Lincoln and UNeMed in Omaha, have been instrumental in helping faculty commercialize their research into products and practices that benefit Nebraskans, in areas as diverse as medicine, engineering, chemistry, agriculture and others. For example, a UNL engineer and UNMC surgeon have collaborated to create Virtual Incision Corp., a startup company based on their shared interest in robotics technology. The company will commercialize their development of miniature surgical robots that can be inserted through a tiny incision and perform minimally invasive surgery, significantly reducing the patient's pain and recovery time.

A new Entrepreneur-in-Residence program also is providing support for faculty interested in technology transfer. The initiative places entrepreneurship experts on the university campuses to work directly with faculty to help them understand the commercialization process.

Particularly in light of research showing many young people want to start their own business, the University of Nebraska has made entrepreneurship an important part of its curriculum—and not just within its business schools. New programs like the Engler Agribusiness Entrepreneurship Program, based in UNL’s Institute for Agriculture and Natural Resources, provide courses, training and other support for students who have a passion for entrepreneurship, no matter what field they study.

Fundraising

The University of Nebraska Foundation and Campaign for Nebraska

The University of Nebraska Foundation is an independent 501(c)(3) nonprofit that exists for one purpose: to advance the University of Nebraska. With offices in Lincoln, Omaha, Kearney and Scottsbluff, the Foundation connects the passions of donors to the mission of the university, stewarding donor generosity across the four campuses to support students, faculty, research, academics, facilities and more.

The Foundation was established in 1936 with the encouragement of then-University of Nebraska Chancellor Edgar Burnett, who recognized that state support alone would not sustain the level of excellence that the people of Nebraska expected from their university. The Foundation received its first gift from J.C. Seacrest in Lincoln in memory of his sister; that gift supported a new student activity building. In 1937, the Foundation's first bequest—in the amount of \$325—came from the estate of a former university faculty member.

The Foundation formally launched its first major campaign, The Nebraska Campaign: A Commitment to Excellence, in 1977, with a goal of \$25 million. The campaign concluded in 1980 having raised more than \$51 million. A second campaign, Campaign Nebraska: One Nebraska, was announced in 1996 and concluded in 2000 after raising nearly \$728 million.

The Foundation announced a third campaign, Campaign for Nebraska: Unlimited Possibilities, in 2009, with a goal of raising \$1.2 billion, its most ambitious in history. The University established a set of key priorities for the campaign—areas important to Nebraskans and others: student support, faculty support, global engagement, water for food, agriculture and life sciences, cancer care and research, early childhood education and development, business and information technology, and architectural engineering.

With the campaign set to conclude in 2014, nearly \$1.7 billion has been raised to date, making this the most successful campaign by far in the University of Nebraska's history. While it is not yet finished, already the Campaign for Nebraska has had a dramatic impact on the university, its students, faculty and the state, with some 95,000 individuals and organizations having made gifts including:

- \$240 million for student financial aid, the campaign's highest priority (more than 1,700 new scholarship funds have been established);
- 180 new faculty professorships and endowed chairs;
- More than 1,800 new academic support funds;
- A lead gift from Pamela Buffett to support the Fred & Pamela Buffett Cancer Center at UNMC;
- \$50 million from the Robert B. Daugherty Charitable Foundation to establish the Robert B. Daugherty Water for Food Institute;

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- \$20 million from the Paul F. and Virginia Engler Foundation to establish the Engler Agribusiness Entrepreneurship Program;
 - A significant gift from Susie Buffett to establish the Buffett Early Childhood Institute; and
 - 170 new research support funds.

In addition, the fiscal year ending June 30, 2013, was a record-setting year for the Foundation. Donors gave a best-ever \$237 million, with gifts going toward the Fred & Pamela Buffett Cancer Center, the Biomechanics Research Building at UNO, the Veterinary Diagnostic Center and College of Business Administration at UNL, and the Health Science Education Complex at UNK, among others. Additionally, a record \$175 million was transferred to the University of Nebraska campuses to support important priorities like student scholarships, academic programs, faculty chairs, research and capital improvements. The Foundation's total assets are currently \$1.9 billion. The vast majority of gifts to the Foundation—about 99 percent—are designated toward a specific purpose by the donor.

Location and Culture

The president of the University of Nebraska will work primarily from the system administration offices in Lincoln, Nebraska's state capital. A city of more than 260,000 people and growing, Lincoln offers the ambiance of a friendly small town and the amenities, attractions, and entertainment opportunities of a larger metropolitan area. Lincoln's stable economy, moderate cost of living, low crime rates, growing diversity, world-class health care facilities, outstanding public and private schools, and commitment to community are the Midwestern ideal.

Lincoln's population is highly educated. Approximately 93 percent of adults in the Lincoln area have completed high school and 35 percent have at least a Bachelor's degree, well above the U.S. average of 27 percent.

Lincoln Public Schools is the second largest school district in the state with a K-12 enrollment of 35,000 in 38 elementary schools, 11 middle schools, 6 high schools, 1 alternative high school and specialized focus programs in science, arts and humanities, technology and entrepreneurship. LPS was ranked among the top five in the nation for quality of education by *Expansion Management* magazine. Lincoln is also home to nearly 30 private and parochial schools ranging from pre-K to high school institutions. Affiliations include Roman Catholic, Lutheran, Seventh Day Adventist, and nondenominational Christian.

Lincoln has three full-service medical centers: Bryan Health East, Bryan Health West, and Saint Elizabeth Regional Medical Center. All three provide a comprehensive range of state-of-the-art health care services. The Nebraska Heart Institute provides specialized heart care and performs cardiac, vascular and thoracic surgery in addition to non-invasive testing and interventional therapy. Madonna Rehabilitation Center is one of the nation's most foremost facilities for medical rehabilitation and research, specializing in stroke, brain, and spinal cord injury.

Lincoln is home to 16,000 seat entertainment and a 2,400 seat performing arts center, a professional symphony, chamber orchestra, jazz orchestra and ballet company. Lincoln also boasts the Sheldon Museum of Art renowned for its significant collection of 20th century American art. In addition, a state-of-the-art film center offers a variety of quality presentations from American independent and foreign films, to classics, documentaries and experimental films for public viewing.

Lincoln boasts the most parkland per capita in the nation as well as an extensive (and growing) 128-mile bike trail network. Considered one of the best in the region, the trail system uses converted rail lines to make an enjoyable way for bikers and pedestrians to tour the city and surrounding region at their leisure. There are dozens of golf courses, parks and playgrounds located throughout the city. There are also several public swimming pools, including a water park, a children's zoo and a public observatory. Fishing and boating are plentiful at the many state recreation areas in and around the Lincoln area.

The area is home to a AAA professional baseball team, a Tier I Junior league ice hockey team and nationally ranked college athletic programs. Lincoln hosts numerous state high school championships and NCAA regional tournaments. Lincoln also offers four large soccer venues, premier junior volleyball facilities, and a variety of recreational and club leagues for children of all ages.

The cost of living is more than ten percent below the national average according to Forbes. Median real estate prices are also below the national average, and homes are available in all types and sizes. Rental properties also are plentiful and affordable, and there is never a long commute in heavy traffic. The municipal airport is located 10 minutes from downtown, with a much larger airport located in Omaha, just 50 miles away.

Omaha is Nebraska's largest city with a metro area population of more than 800,000 including 450,000 within the city limits. It is home to five Fortune 500 companies including Union Pacific, ConAgra, Mutual of Omaha, Peter Kiewit Sons' Inc. and Berkshire Hathaway, and has an enviable record for philanthropy, a thriving independent music scene, and a rich array of cultural opportunities. In 2011, Omaha was named the No. 1 city for "best value" by Kiplinger because of its vibrancy, cost of living, and low unemployment rate. Similarly, in 2012 Kiplinger named Omaha as No. 1 on its list of "Top 10 Great Cities to Raise Your Kids."

A number of university employees commute between the two cities.

For more information about Lincoln, Omaha, and the surrounding region, please visit any of these websites:

<http://www.lincoln.org/>
<http://www.lcoc.com/>
<http://www.selectlincoln.org/>
<http://www.selectgreateromaha.com/>
<http://www.visitomaha.com/>



It is the policy of the University of Nebraska not to discriminate on the basis of sex, age, handicap, race, color, religion, marital status, veteran's status, national or ethnic origin, or sexual orientation in its educational programs, admissions policies, employment policies, financial aid, or other school administered programs. This policy is enforced by federal law under Title IX of the Education Amendments of 1972, Title VII of the Civil Rights Act of 1964, sections 503 and 504 of the Rehabilitation Act of 1973, and the University of Nebraska Board of Regents' policies.

