

CONFIDENTIAL

Position Description and Ideal Candidate Profile

**For the position of
Founding Executive Director
University of Nebraska Rural Futures Institute**



Lincoln, Nebraska

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Position Description and Ideal Candidate Profile

- Position:** Founding Executive Director
- Reports To:** Ronnie D. Green
NU Vice President and IANR Harlan Vice Chancellor
Institute for Agriculture and Natural Resources
- Organization:** Rural Futures Institute, University of Nebraska
(ruralfutures.nebraska.edu)
- 
- Location:** Lincoln, Nebraska

Overview of the Organization: The Rural Futures Institute

The Rural Futures Institute (RFI) is a groundbreaking, innovative and ambitious effort to redefine the land-grant mission of the University of Nebraska in 21st century terms. RFI aims to be the world's premier University-based program to provide research-based information, facilitation, and learning opportunities to enable rural people to create genuine economic opportunity, vibrant communities, and better and more sustainable rural futures. A research, education, policy, and engagement institute of the University of Nebraska's four campuses, RFI is committed to improving economic opportunity and increasing community capacity as well as the confidence of rural people to address their challenges and opportunities. (For a detailed description of the University of Nebraska, see Appendix A.)

RFI was approved by the Board of Regents of the University of Nebraska in October 2012 and given formal approval by the Nebraska Coordinating Commission for Postsecondary Education in December 2012. Envisioned as a model of how public universities and individuals from a range of different disciplines can interact with their communities and regions, the RFI proposes to be the nation's leading catalyst, incubator, implementer, and enabler in the integration of engagement, discovery, and learning activities to benefit rural people and places. The long-term goal of the Institute is to help communities and regions discover their desired future direction and to empower them to move forward.

Addressing an Important Need

Globalization and other unprecedented factors and trends are now changing the world at an ever increasing rate. These changes create challenges and opportunities for rural Nebraskans. To succeed, the region – rural and urban alike – must anticipate and take advantage of an ever-changing environment. Change is inevitable; progress is optional.

As a land-grant institution, the University of Nebraska can take pride in the vital role it has played over the years in bringing new scientific breakthroughs to farmers and ranchers. Yet today's rural landscapes have changed. As farm and ranch operations have grown in size and as the total number of farm operations have declined, there has been widespread rural population loss and the decline/demise of many smaller rural towns and communities. Nowhere has this been more pronounced than in the rural Great Plains region.

The land-grant university system has been criticized for not being more concerned and responsive to the unintended consequence of increased agricultural productivity; specifically, the secondary impacts on rural community life and vitality. To be sure, a number of land-grant universities, including the University of Nebraska, have made some efforts to address the broader challenges and opportunities facing rural people and communities, but it has not been enough. The University of Nebraska believes it can and should be doing more – and the Rural Futures Institute is intended to be such a catalyst.

In 2011 a meeting of state and national thought leaders concluded that transformative change across the University's four campuses involving new models and new ways of thinking about how to optimize institutional capacity for rural revitalization were needed. In the following months, a broad set of discussions involving more than 140 faculty members across all campuses of the University of Nebraska followed by focus group meetings involving 350 people across the state were held. The recommendations emerging from these discussions informed the development of the RFI concept by asking hard questions of how rural regions need to evolve in the future in ways that embrace the new dynamics of an information and technology-based economy.

In May 2012, the University of Nebraska hosted the first Rural Futures Conference, convening some of the best minds from Nebraska, other states throughout the U.S. and globally to help the University think through the further development and refinement of the RFI. More than 465 people attended, coming from 28 states and three countries. The resultant recommendations formed the core of the material presented for Regental approval of the RFI. The next conference will be held in November 2013. In the fall of 2012, the RFI launched a \$750,000 rural

engagement seed grant research and teaching program. The proposals were reviewed and awarded in January 2013.

Mission and Values

Building upon the strengths and assets in rural Nebraska, the Great Plains, and globally, the RFI, through a culture of innovation and entrepreneurship, will mobilize the resources and talents of the University of Nebraska and its partners, including community partners, to create knowledge and action that supports rural people and places to achieve unique paths to their desired futures.

The work of the RFI will be informed by its core values, which can be described as:

- **Inclusive** in recognizing that all voices are needed, respected, and welcomed; and that the work of the RFI is largely about serving the broad public interest, including those who are vulnerable, the legitimate interests of urban stakeholders, and “the youth voice,” which has the greatest stake in the future and must be incorporated in a meaningful way.
- **Transdisciplinary** in utilizing a broad range of views and expertise, including community-based knowledge, to address contemporary rural issues and develop strategies for the future. It is expected that some of the most exciting and creative work of the RFI will come from the interstices of existing disciplines and the integration of local knowledge and expertise with academic research and exploration.
- **Creative** in employing innovation and entrepreneurship, which are the key opportunities for transformational impact, both within communities and higher education institutions.
- **Reflective and Collaborative** in creating learning communities and networks of rural residents/leaders, academics and institutional partners to provide new knowledge and insight from the past, and to continuously and critically assess, evaluate, and perform mid-course adjustments to pursue positive change. Networks, rather than hierarchy, are central to the RFI because they provide flexibility, which facilitates learning, innovation, the development of social capital and the sharing of scarce resources – all necessary for the RFI and its partners to maximize opportunities.
- **Bold** in the creation and advancement of ideas, which may mean higher risk in exchange for potentially higher rewards.

- **Opportunistic and Resilient** in expanding the capacity of all participants – academic institutions as well as rural communities – to respond quickly and effectively to expected and unexpected events, resulting in more strategic and robust responses to ever-changing circumstances.
- **Capacity Building** in expanding the ability of all stakeholders to respond quickly and effectively to future events.
- **All Serving** in ensuring the work of the RFI advances the genuine economic interests of all, including opportunities for those who own the fruits of their own labor through self-employment.
- **Sustainable** through requiring that RFI’s long-term perspective ensures sustained effectiveness and that a community’s progress and viability are defined by the triple bottom line of economic, social, and environmental considerations.

Organization and Location

The Executive Director of the Rural Futures Institute will report to the University of Nebraska Vice President and IANR Harlan Vice Chancellor of the Institute of Agriculture and Natural Resources. The RFI will also have a relatively small Board of Directors, to provide overall strategic direction and stewardship for the RFI and its program of work. Initially, the majority of the Board will represent the University of Nebraska and include the President and/or Vice President for Agriculture and Natural Resources and the Chancellors of each of the four campuses. Other Board members will lend expertise and external validity/perspective and may come from other land-grant universities, funders, private business, government, communities and non-government organizations. Initially, RFI will be housed on or near the University of Nebraska-Lincoln campus.

Lincoln is a vibrant city of 250,000 people that has been recognized for its quality of life, most recently by Forbes.com, which cited Lincoln as one of the nation’s Top Ten most livable cities. The home of Nebraska’s state government, Lincoln has a flourishing business community, a highly educated workforce, and a growing technology sector. In addition to education and government, dominant industries include healthcare, banking, insurance, agriculture, and manufacturing. Lincoln’s excellent public school system features high school focus programs in arts and humanities, business, technology, and science, and the recent introduction of an International Baccalaureate Program. Lincoln has the most parkland per capita in the nation, with extensive

biking trails. Together, these attractive features and the low cost of living make Lincoln one of the fastest growing metropolitan areas in the Midwest. The city recently approved construction of a sports arena and an adjacent retail and entertainment center. Lincoln has its own airport about ten minutes from downtown as well as the convenience of a larger airport in Omaha, about 50 miles away.

Location in the state of Nebraska offers additional advantages in opportunities to partner with some of the nation's leading nonprofit rural community organizations, including the Center for Rural Affairs and the Nebraska Community Foundation.

Envisioned Activity

The RFI is a research, education, engagement and policy institute that strongly supports transdisciplinary collaborative work. Activities will range from identifying issues and setting goals to developing programming to address the opportunities and challenges of rural communities and people. The Institute will:

- Conduct applied research that is identified by, and carried out in collaboration with, rural stakeholders;
- Develop science-based engagement that helps meet stakeholder-identified goals, the results of which can be extended to other regions;
- Provide greater and more meaningful interaction between students and rural people and places.

The RFI is an Institute of the University of Nebraska with the consequent expectation that its research, education, and engagement activities will involve all of the University's campuses in appropriate ways. RFI will strongly encourage projects and initiatives that involve more than one of the University's four campuses, have a transdisciplinary dimension, involve a strong collaborative relationship with colleagues and institutional partners beyond the University of Nebraska, and engage with rural stakeholders. As a University institute, the RFI is also an educational vehicle that should provide a range of opportunities for student involvement in the form of internships, practicum experiences, and service learning. The engagement of students can extend beyond the University of Nebraska student body to involve high school students in community-based projects and service-learning opportunities.

A significant part of the RFI's work will involve grass roots efforts to engage with communities and regions, helping them to discover their desired future direction and empowering them to move forward in a process of democratic self-determination. Since such processes can be

lengthy, the RFI should focus on communities that are ready and willing to be engaged and that are open to multi-community and regional approaches. The RFI can provide both research-based information and a neutral/safe space to engage communities in dialogues about their futures. In all cases, the RFI must be seen as an enabler rather than a prescriptive problem solver. Solutions to problems must be undertaken in collaboration with local knowledge and expertise rather than in isolation. The RFI will enable opportunities for community conversations and public deliberation by providing access to a range of programs and resources that will provide a better understanding of the designed and natural environments, future trends, challenges and opportunities, and the environmental, social, and economic consequences of choices. These activities should be designed to build lasting and deep connections with communities and stakeholders as well as robust partnerships that will provide feedback to the University on priority research, service learning opportunities and other programming that the RFI and its partners should consider.

The work of the RFI aims to produce outcomes of engagement, discovery and learning – all integrated so as to produce benefits for rural people and communities. The RFI will achieve these outcomes through its catalytic and incubating role – e.g. convening, facilitating peer exchange, accelerating network development, brokering, identifying best practices, navigating and serving as a central resource or clearinghouse – and through directly funding and/or undertaking projects.

For the RFI to be successful, it must be built upon strong collaborative partnerships with a broad array of public and private higher education partners, both within Nebraska and within the Land-Grant network. Among the many opportunities for potential collaboration are the following:

- Linking, leveraging, aligning and mobilizing existing assets;
- Serving as a focal point or coordinating hub for good information and building institutional capacity;
- Helping to build teams across institutions;
- Serving as a ‘incubator’ for pilots and experiments;
- Organizing in-service offerings for academic personnel;
- Addressing the barriers that limit the sharing of personnel across institutions and state boundaries;
- Organizing continuing education offerings for professional groups in rural areas.

As the work of the RFI unfolds, it will be essential to evaluate the portfolio of the RFI’s programs and initiatives in an integrated way to identify the commonalities that can trigger transferability of lessons learned and to bring to scale those investments that have widespread applicability.

Through a process of constant re-assessment, the RFI can serve as the catalyst and organizing hub for creating bold and innovative ideas and for securing resources to move them forward.

The success of the RFI is predicated upon building strong partnerships across the University, with the stakeholders and communities in rural Nebraska and across the Great Plains Region, with sister institutions and business organizations, non-profits and state agencies working to better the lives of rural people. University Extension will be a key partner as will other Land-Grant institutions and regional institutes. While the primary constituency of the RFI will be the people of Nebraska, the RFI will potentially have much greater reach across the nation and around the world. The University of Nebraska is uniquely positioned to take on the challenge of leading this effort to build vibrant rural futures by serving as a catalyst for change.

Providing leadership for the RFI's initiatives and direction will require an Executive Director with broad intellectual interests, creativity and entrepreneurial instincts, an open-minded approach, skills in political organizing and coalition building, and a commitment to civic engagement to facilitate dialogue with communities and individuals to enable resilient and sustainable rural futures.

The Position

The Executive Director will be the chief executive of the newly established Rural Futures Institute with the unique and exciting opportunity to develop a premier research, education, policy and engagement institute that has positive impact on building resilient and sustainable rural futures. She or he will provide leadership, strategic direction, and oversight for the Institute's mission, initiatives, and activities. The Executive Director's primary charge is to establish the Institute as a global leader in Rural Futures through the development of local, regional, national and international partnerships with the public and private sectors and the pursuit of collaborative opportunities.

The Executive Director will oversee a small core staff plus new faculty hires and graduate fellows responsible for advancing RFI's mission and for building and maintaining strong working relationships within and outside the University. While the direct staff of the Institute will be small, the Executive Director will marshal the resources and talent of the University of Nebraska to supplement the staff of the Institute and will draw upon other partnerships as more faculty, staff and students are engaged and more programs and activities are implemented. The Institute will link to other key areas of the University, including the Offices of the NU Vice President and IANR Vice Chancellor, UNL Extension, UNK's Center for Rural Research and Development, UNMC's

Rural Health Education Network, and UNO's Center for Public Affairs Research. The Executive Director will oversee an initial annual budget of about \$1.4 million that is expected to grow to between \$3-4 million over the next five years.

One of the tasks the Executive Director will address in the first year will be the development of a strategic action plan for the Institute with milestones and metrics for measuring progress. As part of this effort, the Executive Director will need to become familiar with the resources and assets of the University of Nebraska that can be drawn upon to support the work of the Institute; build a core team; build strong relationships and collaborations internally within the University and its various campuses; and begin to build the local and regional collaborations and partnerships with communities that will be central to the work and impact of the Institute.

As the Institute takes shape, the Executive Director will build an advisory board and develop communication strategies to garner visibility and contribute to the growing reputation of the Institute. She or he will ensure that the grant programs sponsored by the Institute require transdisciplinary efforts and are game-changers. The Executive Director will also need to develop and coordinate funding strategies for research, investment, and philanthropy to promote the growth of the Institute.

Over the long term (five to ten years), the Executive Director's success will be measured by: the extent to which faculty across the four campuses of the University are engaged in the RFI; the quality of the RFI programs and their practical application in engaging rural communities to solve rural problems; the RFI's impact on Nebraska and the Great Plains and its relevance to rural communities around the world; and the RFI's contribution to the growth of the University of Nebraska's global reputation as a premier location for information or expertise on the engagement of rural communities in proactively addressing their futures.

Key Selection Criteria

The University seeks a visionary and dynamic leader to establish the Rural Futures Institute and serve as its Executive Director. The successful candidate will be responsible for the creative development of the RFI, and in that role will be expected to provide strong leadership, strategic direction, and a focused orientation towards achieving results. While she or he must have appropriate academic credentials and standing, it is equally important that the Executive Director demonstrate strategic thinking, strong communications and servant leadership abilities, great collaboration and teamwork skills, a high degree of organizational skill, entrepreneurial instincts, creativity, and the ability to ensure that initiatives and programs achieve their desired results.

She or he should have a passion for rural America and demonstrate the ability to communicate effectively across all constituencies – from the residents of rural communities to university presidents and elected officials.

The Executive Director should have – or be able to create – networks that leverage a broad array of regional resources. While needing to work with academic individuals and units on the four campuses of the University and with diverse groups of stakeholders, the Executive Director must also be able to build strong and robust relationships with other regional university partners as well as relevant non-academic individuals and entities, including grassroots organizations, community residents, state and federal agencies as well as statewide, regional, national and international NGO's. The Executive Director must be an outwardly focused and effective change agent who is not consumed by day-to-day operational matters.

The successful candidate might come from a background of substantive leadership within the academic community; relevant federal, state and county agencies; foundations that are interested in rural issues; research institutes; community organizations; community development agencies; or non-profit organizations or the business sector dealing with rural issues or economic development. She or he must demonstrate evidence of excellent leadership skills; collaborative and interpersonal skills in teaming with colleagues and partners; and a track record of commitment to diversity and to building diverse teams. While most of the initial focus of the RFI will be on rural Nebraska and the Great Plains, the successful candidate should have a global mindset together with the ability to work within a Nebraska culture that is direct, authentic, and inclusive. In building this new entity, the Executive Director must be able to catalyze the immense enthusiasm for this project and its potential in serving the University, the state of Nebraska, and the world.

The following criteria are essential:

- Appropriate academic credentials and a demonstrated track record of leadership success in growing a collaborative enterprise; a demonstrated record of accomplishing results through the development and facilitation of collaborations and partnerships;
- Demonstrated ability to provide leadership, management oversight, and strategic direction. Excellent organizational skills, a strong sense of accountability, and experience in communicating results;
- A track record of building relationships quickly and effectively across a broad constituency of public and private sector organizations; a high degree of comfort, sensitivity, and

flexibility in working across geographic boundaries and with diverse groups of stakeholders;

- Capability to work collegially across the University, to build relationships and connections across disciplines, and to motivate and energize others to work together; exceptional skills in managing people; some experience with organizational integration would be valuable;
- Entrepreneurial and innovative skills and acumen in identifying targets of opportunity and positioning the Institute to take advantage of them, creating and implementing new initiatives, and fostering the entrepreneurial spirit of others;
- A strong external focus that engages governmental agencies, private foundations, private sector companies, and state, regional, and other external stakeholders and potential donors in the mission of the Institute; a willingness to participate in appropriate levels of fundraising and to work with the University of Nebraska Foundation in garnering support for the Institute.

Additional Professional and Personal Characteristics and Competencies:

- Must be a visibly involved inspirational leader with strong influence and relationship skills, who commands the respect and earns the trust of individuals within and outside the University;
- An entrepreneurial, proactive, and results-oriented executive and innovative thought leader who can take advantage of emerging opportunities and take measured risks in quest of excellence and reputational growth;
- Persuasive oral and written communication skills; the ability to speak compellingly about the Institute's strengths and aspirations and be passionate in seeking support to enable its success; excellent negotiation and diplomatic skills;
- A reputation for transparency, integrity and high ethical standards of excellence, who will equitably and vigorously uphold quality standards in the Institute;
- Collaborative and team-oriented leadership style; good judgment in recognizing talent and assessing where improvements are needed; the ability to make appropriate connections and

build synergies; an open-minded and creative approach to problem solving and a willingness to address issues without territoriality; the ability to understand and enable diverse viewpoints and approaches to achieve the Institute's goals;

- Outstanding interpersonal skills, abundant imagination, a high level of energy and confidence, a “can-do” and enabling attitude, combined with perseverance, a willingness to learn, a good sense of humor, and an ego that is under control.

The University of Nebraska has an active National Science Foundation ADVANCE gender equity program, and is committed to a pluralistic campus community through affirmative action, equal opportunity, work-life balance, and dual careers.

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

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Search Team and Contact Information

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

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Appendix A: The University of Nebraska

Founded in Lincoln, Nebraska in 1869, the University of Nebraska (NU) is a four-campus public university that serves the people of Nebraska through quality teaching, research, outreach and engagement. One of the early land-grant universities, founded less than two years after Nebraska became the nation's 37th state, NU is the state's only public university. The first institution west of the Mississippi to offer graduate education, NU-Lincoln joined the prestigious Association of American Universities in 1909. The University's medical center in Omaha was founded in 1902 and given its own campus by Legislative Act in 1968 at the same time as the University of Nebraska at Omaha was added to the University. In 1991, the University of Nebraska at Kearney became a campus of the University. Today, NU comprises the land-grant and comprehensive research campus in Lincoln, the medical center in Omaha, the campus in Omaha, and the Kearney campus as well as research, extension, and service facilities statewide. NU employs approximately 13,000 people and enrolls approximately 50,000 students.

The University of Nebraska is led by the President of the University. The Chancellors of each campus serve as the chief operating officers of their campuses and also as Vice Presidents of the University. The President and the University's Central Administration provide a single focus and voice for the University as a statewide institution, and they ensure its accountability to the public. The President and the officers of the University are the principal spokespersons for the University in the Legislature and with other political bodies, and are primarily responsible for interpreting and implementing statutes and regulations, and responding to official requests. In turn, as far as possible, the Administration shields the campuses from any inappropriate legislative intervention.

Each campus within the University has a unique role and mission. Where appropriate, the resources of the four campuses are linked in cooperative efforts and through University initiatives, such as the Rural Futures Institute, that encompass the mission of all four campuses.

The University of Nebraska-Lincoln (UNL), enrolls 24,000 students and is ranked among the nation's top 50 public universities. The primary intellectual and cultural resource for the State, UNL fulfills its mission of teaching, research, and service through nine schools and colleges – Architecture, Arts and Sciences, Business Administration, the Jeffrey S. Raikes School of Computer Science and Management, Education and Human Sciences, Engineering, Fine and Performing Arts, Journalism and Mass Communications, Law, the Graduate College and the Institute of Agriculture and Natural Resources, which includes the College of Agricultural Sciences and Natural Resources, the Agricultural Research Division, the Cooperative Extension Division, International Programs the Conservation and Survey Division, and research and extension

programs in the human sciences. UNL has been recognized by the Legislature as the primary research and doctoral degree granting institution in the state for fields outside the health professions. It offers more than 136 undergraduate majors, 76 master's degree programs, 39 doctoral programs, and six professional degree programs. Many of UNL's teaching, research, and service activities have an international dimension in order to provide its students and the state with a significant global perspective.

The University of Nebraska at Omaha (UNO) is Nebraska's metropolitan campus. A comprehensive university located in Nebraska's largest metropolitan area, UNO provides undergraduate instructional programs based on a strong liberal arts foundation; graduate programs, research, and creative activity; and a strong focus on public service. UNO fulfills its mission through the Colleges of Arts and Sciences, Business Administration, Education, Communication/Fine Arts/Media, Public Affairs and Community Service, Continuing Studies, and the University-wide Graduate College. The University is also home to the multi-campus Peter Kiewit Institute of Information Science, Technology, and Engineering. Through these programs, UNO offers a broad range of bachelor's programs, a diverse array of master's programs, two specialist's programs, and a doctoral program in three areas of psychology in cooperation with UNL. The campus also plays an important role in public affairs research and small business development within the state. Throughout its history, UNO has been firmly anchored to its community, building strong ties with business, education, government, arts and civic organizations as it serves the diverse needs of traditional and non-traditional students. UNO enrolls 14,600 students, including 700 international students.

The University of Nebraska at Kearney (UNK) is a comprehensive university located in central Nebraska and serving students throughout the state. UNK enrolls 6,750 students from more than 40 countries and offers more than 170 academic programs with a strong emphasis on undergraduate research. UNK offers baccalaureate programs in the arts and sciences, business and technology, nursing, and education, and master's programs in education and business. UNK also offers Educational Specialist degrees in the areas of Educational Administration, School Counseling, and School Psychology. UNK offers cooperative programs with social services, criminal justice systems, and health agencies, clinics and consultants to help address the community and health needs of the people of Nebraska. In addition, the Nebraska Business Development Center, operated in cooperation with UNO, directly assists Nebraska's small businesses.

The University of Nebraska Medical Center (UNMC), located in Omaha, is Nebraska's only public academic health sciences campus, offering programs in health professions education, research, patient care and community service. UNMC's mission is accomplished through eight major units

– the College of Dentistry, the College of Medicine, the College of Nursing, the College of Pharmacy, the School of Allied Health Professions, the University Hospital and Clinic; the C. Louis Meyer Rehabilitation Institute, and the Eugene C. Eppley Institute for Research in Cancer and Allied Diseases. In addition, the Office of Graduate Studies and Research conducts a variety of Master’s and Ph.D. programs under the auspices of the University-wide Graduate College. UNMC prepares nearly 3,500 students for careers in Health Sciences and participates in a broad-based program of health-related research. UNMC’s public service mission encompasses direct patient care, public health education and other forms of technical and consultation services to the professions, to the public, to industry, and to governmental and other agencies at the local, regional, national, and international level.

In addition to the four four-year campuses, NU also has a small two-year campus, the Nebraska College of Technical Agriculture (NCTA) in Curtis, which offers two-year degree programs with a focus on veterinary technology, agriculture production and business management, and horticulture. NCTA enrolls 400 students.

Under the State Constitution, the University is governed by a Board of Regents consisting of eight voting members elected by district and four non-voting student Regents. The Board supervises the general operations of the University and the control and direction of all expenditures. The Board’s minutes, notices, policies and bylaws are public and available on the University’s website.

The University of Nebraska has a total budget of \$2.1 billion in FY2011. Approximately 11 percent of the University’s operating budget is derived from tuition. Twenty-three percent of the University’s operating budget comes from State support. The remaining 66 percent comes from private funds, governmental funds, revolving and other sources.

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

UNMC was awarded \$115 million in external research funding in 2010, an increase of nearly 15 percent over the previous year. Most funding comes from the National Institutes of Health. In

the category of NIH research dollars per full-time faculty member, UNMC's College of Medicine ranked 29th out of 87 Association of Academic Health Centers (AAHC) for which reliable faculty data were available. The College of Pharmacy ranked fourth nationally among 110 pharmacy schools. For total NIH research dollars, in 2008 UNMC with \$56.5 million ranked \$48th out of 104 AAHC institutions.

In January 2010, UNL took possession of 249 acres adjacent to the city campus to be transformed into Nebraska Innovation Campus (NIC), a public/private research and technology development center focused on food, water, and energy, that will generate economic growth for the state. Formerly the home of the Nebraska State Fair, this property will enable private sector partners who may wish to collaborate or commercialize the products of University research to locate adjacent to University research facilities and faculties. It is envisioned that the development of NIC will enable joint or collaborative research efforts, opportunities for student internships, access to workforce advancement, and opportunities for sharing of expensive core facilities and instrumentation.

NU is supported by the University of Nebraska Foundation, a private, non-profit corporation that exists to provide financial support for the University. In Fall 2009, NU announced the largest comprehensive campaign in its history, *The Campaign for Nebraska: Unlimited Possibilities*. The campaign aims to raise \$1.2 billion by 2014 for a wide range of critical university initiatives including financial aid, faculty support, global engagement, agriculture and life sciences, information technology, cancer, architectural engineering and construction, water, and early childhood education. As of January 2013, \$1,295,741,314 has been raised, exceeding the goal with a year remaining in the Campaign. Among the major gifts announced since the Campaign began are \$50 million from the Robert B. Daugherty Charitable Foundation to create the University-wide global Water for Food Institute, \$20 million from the Paul F. and Virginia J. Engler Foundation to create an agribusiness entrepreneurship program at UNL; and leadership gifts from Bill and Ruth Scott for the Center for Nursing Science at UNMC. As of June 30, 2012, the Foundation had current assets of nearly \$1.8 billion.

James B. (J.B.) Milliken has served as President of the University of Nebraska since 2004. A lawyer by training and a Phi Beta Kappa graduate of the University of Nebraska-Lincoln, President Milliken is a strong proponent of regional innovation and economic development. Under President Milliken, the University aims to strengthen its leadership in research, innovation, and entrepreneurship; advance an ambitious plan for capital improvements; and create a culture of philanthropy to ensure a secure financial future while expanding and strengthening NU's role as an engine of economic development and a leader within the global community.

The University's goals and aspirations are laid out in the key planning document, *Investing in Nebraska's Future: Strategic Planning Framework, 2010-2013*. This framework lays out six overarching goals, along with related objectives, strategies and accountability measures that detail the University's commitment to access and affordability, quality academic programs, workforce and economic development, research growth and excellence, engagement with the state, and accountability. In particular, the University aims to focus its resources on areas of strength in research where there is opportunity for regional, national and international leadership and where there are areas of strategic importance to the health and economic strength of Nebraska. These areas include agriculture and life sciences; natural resources, especially water; prevention and cure of diseases such as cancer, and early childhood education.

The University has been a leader in research on water, agriculture and the management of critical natural resources for more than a century. This leadership grew naturally from Nebraska's position as a steward of vast natural resources. The native grasslands and farmlands of Nebraska comprise one of the most productive agricultural areas in the world – a level of production made possible by a wealth of water resources that includes the Platte River and the High Plains Aquifer, one of the largest aquifers in the western hemisphere. These resources enable the state's irrigated crop production, placing Nebraska first in the U.S. in irrigated crop acres and fourth in food production, and giving Nebraska global significance as a food producer.

In addition to its role as a leading producer, Nebraska is a leader in innovative policies to manage and conserve surface and groundwater resources. This strong knowledge base developed by the public and private sectors, coupled with a long history of research, education, and outreach focused on water and agriculture, positions the University and its partners to contribute innovative solutions to the global challenges of growing more food with less water and managing limited water resources in a hungry and thirsty world.