IANR All Hands Meeting
January 11, 2016

Ronnie D. Green
University of Nebraska

GROWING A HEALTHY FUTURE
FOOD • FUEL • WATER • LANDSCAPES • PEOPLE
There has never been a time where the agricultural, food, natural resources, environmental, and human sciences have a bigger role to play, especially for Nebraska, in their impact on the world stage than the first half of the 21st century.
1,962
People Passionate about Making a Difference

- **1,224** IANR employees work on campus
- **738** IANR employees are located in Nebraska communities statewide
- **741** total faculty (40 TTF in recruitment)
UNL Goals

- Increase enrollment to 30,000
- Increase faculty by ~170
- Increase 6-year graduation rate to 70%
- Increase research expenditures to $300 M
- Increase national/international recognition of faculty
- Successfully launch Phase I of Nebraska Innovation Campus
CASNR Student Enrollment

Fall 2015 Enrollment

2267 (+0.6%)

Up from 2254 in 2014

11th Year of Increase

Total Number of Undergraduates = 2,761 (-0.6%)

*Includes Biochemistry (182) +9%
and Biological Systems Engineering (312) -12%

Professional Students = 60
Graduate Students = 661

TOTAL = 3,482 (+14% since FY12)
2015 Enrollment Growth

Non-Resident Total = 728 (24.5%)
International = 310 (10.6%)
Total UNL + NCTA = 3,994
### UNL Total Enrollment Fall Semester

<table>
<thead>
<tr>
<th>Year</th>
<th>Fall</th>
<th>UNL Total</th>
<th>Undergrad</th>
<th>Prof</th>
<th>Grad</th>
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<td>2015</td>
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<td>25260</td>
<td>20182</td>
<td>502</td>
<td>4576</td>
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### IANR Total Enrollment Fall Semester

<table>
<thead>
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<th>Year</th>
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<th>CASNR Total</th>
<th>Undergrad</th>
<th>Prof</th>
<th>Grad</th>
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<tr>
<td>2015</td>
<td>2015</td>
<td>3482</td>
<td>2761</td>
<td>60</td>
<td>661</td>
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</table>

**UNL Total Enrollment**

2003: 22559
2004: 21792
2005: 21675
2006: 22106
2007: 22973
2008: 23573
2009: 24100
2010: 24610
2011: 24593
2012: 24207
2013: 24445
2014: 25006
2015: 25260

**IANR Total Enrollment**

2003: 1910
2004: 1880
2005: 1990
2006: 2061
2007: 2331
2008: 2569
2009: 2775
2010: 2990
2011: 3056
2012: 3142
2013: 3316
2014: 3482
2015: 3482

**Change in Enrollment**

- **UNL**: 8.5%
- **IANR**: 13.8%
Record enrollment this fall with **512 students**, based on dual credit, part-time and full-time enrollees.

The enrollment is a **4.8% increase** in on campus students from 2014, and a **33% increase** overall.
6-YEAR GRADUATION RATE ➔ 82%

2008 CASNR Class – ~75%
2008 UNL Class – 67%

Placement Rates are above 90%
### RESEARCH EXPENDITURES

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Total IANR Research Expenditures</th>
<th>Total Sponsored IANR Research Expenditures</th>
<th>Tenured &amp; Tenure Track FTE</th>
<th>Total IANR Research Expenditures per Headcount FTE</th>
<th>Sponsored Research Expenditures per FTE</th>
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</thead>
<tbody>
<tr>
<td>2014</td>
<td>123,279,217</td>
<td>46,358,960</td>
<td>279.20</td>
<td>441,544</td>
<td>166,042</td>
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<td>2013</td>
<td>116,788,119</td>
<td>40,741,153</td>
<td>275.01</td>
<td>424,669</td>
<td>148,144</td>
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<td>2012</td>
<td>107,844,403</td>
<td>39,364,810</td>
<td>265.71</td>
<td>405,873</td>
<td>148,150</td>
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</table>
10.8% Increase

Leading UNL’s Goals - RESEARCH
Since January 1, 2012:

Total of 103 Tenure Track Faculty Hires Completed

GRAND TOTAL by 2016 = 140 positions
(of which 72 are newly created positions)

Total number of IANR faculty (335) will have increased by 27% when hiring is complete in 2016 (42% in 4 years)
New Faces – 2015
New Faces – 2015

[Images of 10 individuals]
## Faculty Diversity

### Tenure-Line Faculty

<table>
<thead>
<tr>
<th>Year</th>
<th>Female</th>
<th>Male</th>
<th>Diversity</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>48</td>
<td>199</td>
<td>35</td>
<td>247</td>
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<tr>
<td>%</td>
<td>19.4%</td>
<td>80.6%</td>
<td>14.2%</td>
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<tr>
<td>2015</td>
<td>65</td>
<td>225</td>
<td>68</td>
<td>290</td>
</tr>
<tr>
<td>%</td>
<td>22.4%</td>
<td>77.6%</td>
<td>23.4%</td>
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</tr>
<tr>
<td>% CHANGE</td>
<td>35.4%</td>
<td>13.1%</td>
<td>94.3%</td>
<td>17.4%</td>
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### Non-Tenure Faculty

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<th>Male</th>
<th>Diversity</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
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<td>34</td>
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<td>52</td>
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<tr>
<td>%</td>
<td>34.6%</td>
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<tr>
<td>2015</td>
<td>19</td>
<td>39</td>
<td>21</td>
<td>58</td>
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<tr>
<td>%</td>
<td>32.8%</td>
<td>67.2%</td>
<td>36.2%</td>
<td></td>
</tr>
<tr>
<td>% CHANGE</td>
<td>5.6%</td>
<td>14.7%</td>
<td>50.0%</td>
<td>11.5%</td>
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</table>
380,000 sq ft
A unique opportunity exists for the creation of the Nebraska Alliance for Advanced Food Sanitation. The University of Nebraska–Lincoln and industry partners will conceptualize, create, and disseminate improved sanitation approaches and practices. More efficient and effective sanitations will result in a reduction in the quantities of chemicals used in sanitation, savings in time and operational costs resulting in more affordable food at the consumer level, and consistently safer food products.

The timing for this initiative is opportune to support the mandates for validated preventive controls for food safety hazards that will be promulgated by the U.S. Food and Drug Administration’s Food Safety Modernization Act (2011). Alliance activities are envisioned to focus on all manner of food safety concerns including microbial pathogens, allergens, and toxic chemicals; food quality and shelf life; cost and risk benefit assessments; water conservation and reusability; and genetically engineered foods.
Officially launched: September 27, 2012
$140M in the Past Five Years!
“25 by 2025” Endowed Chair Campaign

Nebraska Corn Board Presidential Chair (2014)
Ron Hanson Nebraska Ag Bankers Chair (2014)
Yeutter International Trade & Finance Presidential Chair (2015)
Allen Food for Health Presidential Chair (2014)
Robert B. Daugherty Water for Food Chair (2012)
Nebraska Wheat Growers Presidential Chair (2011)
Nebraska Soybean Board Presidential Chair (2013)
Engler Agribusiness Entrepreneurship Chair (2011)
Heuermann Agronomy Chair (2011)
Ralph and Alice Raikes Chair (1999)
William F. Allington Distinguished Plant Pathology Chair (1995)
George Dempster Smith Chair (2009)
William F. Splinter Chair*

+ 43 Endowed Professorships Holders
$382 Million in Facility Improvements
“A Dialogue on Global Trade in Agriculture”

Clayton K. Yeutter
Former U.S. Secretary of Agriculture
Former US Trade Ambassador

Amb. Darci Vetter
U.S. Department of Agriculture
Chief Agricultural Negotiator

January 12th – 7 pm
Nebraska Innovation Campus Conference Center
Nebraska Extension – Issue Focused

• Nebraskans care about issues
  o They want us to be relevant and proactive
  o They can help us identify important issues
• Encourages interdisciplinary work
• Diversifies membership
  o Scientists, external partners, etc.
• Strengthens engagement → synergy
Extension - Issue Teams

• Stakeholder Survey (1,987 responses)
• August – Faculty Survey
• August 22 – 19 issues announced
• Issue Discovery Webinars
  – Describe the issue, outcomes, products
• Issue Teams launch March 2016
Science Literacy

- Engagement with unit administrators and faculty
- Unit-level Science Literacy plans
- Accountability and reporting through Activity Insight (available 2016)
Global Engagement

CHINA (Northwest A&F, China Ag, IWHR), BRAZIL (ESALQ, CAPES, BSMP, UFRGS), INDIA (IARI, MSSRF, JAIN, NIFTEM), TURKEY (Ataturk University), NETHERLANDS (UNESCO-IHE), ETHIOPIA, MIDDLE EAST (USAID/MENA, NASA Drought), TANZANIA (CIRCLES), VIETNAM (LMPPI-Harvard Kennedy School), INDONESIA (Bogor, USBI),
Global Engagement

Externally
• New Joint Degree Program in Food Science with Northwest Ag & Forestry University in China
• Recruiting Top Performing Undergraduate Students from Rwanda
• Advancing Research Partnerships in Brazil, Indonesia, and elsewhere

Internally
• Establishing a culture of Comprehensive Internationalization
• Creating regional interest groups and other opportunities for like-minded faculty to come together
• Expanding seed funding through “International Impact Awards”
• Institutionalizing the global engagement office – new space and larger staff
Research Growth

Major additional investments have been made in focal research areas such as:

- Nebraska Center for Virology
- Center for Plant Science Innovation
- Molecular Mechanisms of Disease
- Redox Biology Center
- Gut Function Initiative / Food for Health
- Nebraska Gateway for Nutrigenomics / Nebraska Center for Obesity Diseases
- Nebraska Food Processing Center
- Food Allergen Research and Resource Program
- Global Yield Gap Atlas
- National Drought Mitigation Center
- High Plains Regional Climate Center / Nebraska Climate Office
- Water for Food Institute / Nebraska Water Center
Goals for the Next Five Years
Increasing Student Enrollment

- 550+ additional CASNR undergrad students
- 200+ additional CASNR graduate students
- 200+ additional NCTA resident students

**Significant goal:**
- Increasing non-resident student enrollment from 25% to 35%
- Increasing international student enrollment from 10.6% to 15%
### Graduate Student Enrollment (w/out CEHS)

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<th>Program</th>
<th>Grad</th>
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<th>Cert</th>
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<tr>
<td>Agricultural Economics</td>
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<tr>
<td>Agricultural Education/Leadership</td>
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<tr>
<td>Agronomy (MS)</td>
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<td>Agronomy and Horticulture (PhD)</td>
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<td><strong>652</strong></td>
<td><strong>60</strong></td>
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<table>
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<th>Program</th>
<th>Grad</th>
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<tbody>
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<td>Food Science and Technology</td>
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<td><strong>TOTAL</strong></td>
<td><strong>652</strong></td>
<td><strong>60</strong></td>
<td><strong>9</strong></td>
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### Graduate Student Enrollment (w/out CEHS)

- **Graduate Student Enrollment (w/out CEHS)**
  - Total: **661**
  - CEHS: **865**

**661 → 865**
Increasing 6-Year Graduation Rates

From 75% to 82%
Faculty Success

• Assure all faculty are successful in their teaching, research, and extension missions
• Incorporate the importance of team science in to promotion and tenure, as well as annual evaluations
• Continue to recruit increasingly high quality, diverse new faculty to fill vacancies as they occur
Endowed Chairs

Increase the number of endowed chairs from 13 to 25 – next emphasis in animal, wildlife and grassland sciences.
Increasing Faculty Recognition

Increase the number of National Academy of Sciences (NAS) faculty members in IANR

• Currently 2 of the 3 UNL NAS members are senior IANR faculty

• **Goal of 5 in IANR by 2025**
Increasing Research

Increase research expenditures by an **additional 50%** over the current level of **$125M**, while holding faculty numbers relatively constant.
Increased Collaboration

Enhance collaboration across the NU system

• UNMC in the life sciences
• UNO and UNMC in engineering and NSRI
• UNK through new 2+2 programs in agricultural sciences and natural resources and engineering
Global Engagement

Externally

- Success of Joint Degree Program in FS&T with Northwest Ag & Forestry University in China & added at least 2 more
- Expanded to grad/completed 200 Rwandan undergrads
- Robust/Mature Research Partnerships in Brazil, China, India, Indonesia, Turkey, and Africa
Global Engagement

Internally

- Routine culture of Comprehensive Internationalization
- Successful regional interest groups
- “International Impact Award” seed funding resulted in major new international partnerships
- **2X** international enrollment & **3X** study abroad
Complete Campus Facility Upgrades

Including projects such as:

- Nebraska Veterinary Diagnostic Lab
- East Campus Student Residence Hall
- New Library Repository Module
- Renovations/Addition for Nebraska East Union
- East Campus Student Learning Commons
- NCTA Men's Dormitory
- Ruth Staples Early Childhood Lab, Nature Learning Classroom
- Greenhouse Renovations / Capacity
Capital Construction Plan

Goal: Increase Annual Funding
- Add $11 million each to current funding stream from state and NU
- $22 million each, 12 years = $400M (approx. proceeds)
- State: Less than 2% of base increase
- NU: 1% tuition increases for 4 years

<table>
<thead>
<tr>
<th>UNK – Otto Olson (Replace)</th>
<th>UNMC – Wittson</th>
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<tbody>
<tr>
<td>UNK – Fine Arts</td>
<td>UNMC – Pharmacy</td>
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<tr>
<td>UNL – Nebraska Hall (Replace)</td>
<td>UNMC – Eppley Science</td>
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<tr>
<td>UNL – Scott Engineering</td>
<td>UNMC – Admin (Replace)</td>
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<tr>
<td>UNL – Food Industry (East Campus)</td>
<td>UNMC – Nursing</td>
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<tr>
<td>UNL – Mabel Lee/Henzlik</td>
<td>UNO – Arts &amp; Sciences</td>
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<tr>
<td>UNL – CBA</td>
<td>UNO – Durham Science</td>
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<tr>
<td>UNL – Manter</td>
<td>UNO – Expansion/New Building</td>
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<tr>
<td>UNL – Hamilton</td>
<td>UNO - Strauss</td>
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Eastern Nebraska Research and Extension Center
Progress Update

Don Adams appointed Transitional RED on Nov. 1, 2015

- Conversations with Department Heads/Chairs
- Developing organizational chart and program planning model
  - Position descriptions for key leadership roles
- Met with ARDC staff, Northeast and Southeast Extension employees
Timelines

January 15, 2016
  – Steering Committee (Heads/Chairs) meets

January/February 2016
  – Finalize org charts and position descriptions
  – Assess land resources for optimal use

March-April 2016
  – Search for Associate REDs

July 1, 2016
  – Soft launch of new ENREC
Fill all possible public-private partnerships at Nebraska Innovation Campus in Phase I capacity.

Bring online the next 240,000 square feet of partners.
Raise an additional $200M in private funding to support IANR programs
Budget Increase

Increase the aggregate IANR annual budget from $225M to $325M
Allocation of New Resources

• Past five years – faculty / infrastructure

• Priorities in the “near” term
  – Added graduate student support
  – Optimizing staff resources (amount and level)
  – Additional infrastructure with added growth
  – Additional resources for global engagement
New Performance Management Process for IANR Staff

- Starting Spring 2016
- Impacts all IANR regular staff and staff supervisors
- Process will address feedback received through 2015 IANR Staff Culture Survey
- Allows for more frequent and meaningful conversations
- Performance conversations - 2 times per year focused on accomplishments, goals and priorities, and development opportunities
- Training for all staff and staff supervisors begins February 2016 – invitation to be sent by email

IANRHR.unl.edu  IANRHR@unl.edu
Succession Planning
Growing and Changing, Thanks to Years of Invested Leaders

East Campus Maps during 1896 - 1914

Future Growth
Integrated Teaching, Research and Extension
IANR = 38,950 acres
To be the leading public university in the world in *sustainably* “feeding the future” . . . through advancing food, energy, environmental and rural landscape security.
IANR to 2025

What will we look back and say in January 2021?