

**UNIVERSITY OF NEBRASKA BOARD OF REGENTS  
MEETING ITINERARY**

**THURSDAY, JULY 18, 2013**

ACADEMIC AFFAIRS COMMITTEE

1:00 p.m.

Topic: Strategic Framework Report: Distance Education/Coursera  
[1-g-i] *[30 minutes]*  
Presenters: Susan Fritz, Interim Executive Vice President and Provost  
Mary Niemiec, Associate Vice President for Distance  
Education and Director, Online Worldwide

1:30 p.m.

BOARD OF REGENTS MEETING

**AGENDA - REVISED**  
**THE BOARD OF REGENTS**  
**OF THE UNIVERSITY OF NEBRASKA**  
**Varner Hall, 3835 Holdrege Street**  
**Lincoln, Nebraska 68583-0745**  
**Thursday, July 18, 2013**  
**1:30 p.m.**

- I. CALL TO ORDER
- II. ROLL CALL
- III. APPROVAL OF MINUTES AND RATIFICATION OF ACTIONS TAKEN ON JUNE 7, 2013
- IV. PUBLIC COMMENT

The Standing Rules of the Board provide that any person who gives 24 hours' notice to the Corporation Secretary of the Board may speak to any item that is not on the agenda. In addition, any person may appear and address the Board of Regents on any item on the agenda for this meeting. Each person will be given up to five minutes to make his or her remarks. Public comment will be limited to a period of 30 minutes.

- V. UNIVERSITY CONSENT AGENDA
  - A. ACADEMIC AFFAIRS
    - 1. Approve changes to *Policies of the Board of Regents* RP-5.9.2 and RP-5.9.3 concerning Course, Laboratory and Miscellaneous Fees Addendum V-A-1
  - B. BUSINESS AFFAIRS
    - 1. Approve the amendment to the Audit Committee Charter Addendum V-B-1
    - 2. Approve amendment RP-3.2.7 Addendum "A" II (2) of the *Policies of the Board of Regents* relating to self-insurance coverage for property loss occurrences Addendum V-B-2
    - Additional Items – University of Nebraska-Lincoln
      - 3. Approve naming the first floor of the East Stadium Nebraska Athletic Performance Laboratory the "James and Karen Linder Dynamic Performance Center" at the University of Nebraska-Lincoln Addendum V-B-3
      - 4. Approve the naming second floor of the East Stadium Nebraska Athletic Research Center the "Markin Family Collaborative Center" at the University of Nebraska-Lincoln V-B-4
- VI. UNIVERSITY ADMINISTRATIVE AGENDA
  - B. BUSINESS AFFAIRS
    - University of Nebraska
      - 1. Approve the purchase a supercomputer for the Holland Computing Center Addendum VI-B-1
    - University of Nebraska Medical Center
      - 2. Approve the construction budget for Data Center Infrastructure Improvements project at the University of Nebraska Medical Center Addendum VI-B-2
      - 3. Approve the sole source purchase of X-ray scattering instruments for the X-ray crystallography lab in the Fred and Pamela Buffett Cancer Center Addendum VI-B-3

University of Nebraska at Omaha

4. Approve the Interlocal Cooperation Agreements with the City of Omaha for the funding of the UNO Community Facility at the University of Nebraska at Omaha Addendum VI-B-4

University of Nebraska-Lincoln

5. Approve the Program Statement and Budget for the Nebraska Soccer and Tennis Complex at the University of Nebraska-Lincoln Addendum VI-B-5

Additional Item – University of Nebraska-Lincoln

6. Approve the project budget and authorize the President to execute related agreements for the Centralized Renewable Energy System at Nebraska Innovation Campus, after consultation with the Business Affairs Committee Chair and approved as to form and content by the Office of the University General Counsel Addendum VI-B-6

C. FOR INFORMATION ONLY

1. University of Nebraska Strategic Planning Framework Addendum VI-C-1
2. University of Nebraska Strategic Framework Accountability Measures Addendum VI-C-2
3. Calendar of establishing and reporting accountability measures Addendum VI-C-3
4. University of Nebraska Strategic Dashboard Indicators Addendum VI-C-4
5. Board of Regents agenda items related to the University of Nebraska Strategic Framework Addendum VI-C-5
6. Conform Section 3.12.2 of the *Bylaws of the Board of Regents* to practices and legal requirements relating to disability retirement. This item is presented for information only and will be proposed for Board approval at the next meeting. Addendum VI-C-6

D. REPORTS

1. Intermediate Design Report - UNL Brace Laboratory Renovation Addendum VI-D-1
2. Bids and Contracts Addendum VI-D-2
3. Naming of renovated Bio-fiber Development Laboratory at UNL Addendum VI-D-3
4. Naming of area in Roskens Hall at UNO the “Southwest Omaha Sertoma Club Room” Addendum VI-D-4
5. Naming two rooms in Mammel Hall at UNO the “Professor Paul T. Crossman Conference Room” and “Deloitte Classroom” Addendum VI-D-5
6. Revisions to rules and regulations for faculty senate and student self-government organizations: UNK Faculty Senate Bylaws and Constitution Addendum VI-D-6

Additional Item

7. Naming the cardio area within the East Stadium Nebraska athletic research center the “Mark and Debra Classen Cardio Area” at the University of Nebraska-Lincoln Addendum VI-D-7

VII. ADDITIONAL BUSINESS

**V. UNIVERSITY CONSENT AGENDA**

**A. ACADEMIC AFFAIRS**

1. Approve changes to *Policies of the Board of Regents* RP-5.9.2 and RP-5.9.3 concerning Course, Laboratory and Miscellaneous Fees Addendum V-A-1

**B. BUSINESS AFFAIRS**

1. Approve the amendment to the Audit Committee Charter Addendum V-B-1
2. Approve amendment RP-3.2.7 Addendum “A” II (2) of the *Policies of the Board of Regents* relating to self-insurance coverage for property loss occurrences Addendum V-B-2

Additional Items – University of Nebraska-Lincoln

3. Approve naming the first floor of the East Stadium Nebraska Athletic Performance Laboratory the “James and Karen Linder Dynamic Performance Center” at the University of Nebraska-Lincoln Addendum V-B-3
4. Approve the naming second floor of the East Stadium Nebraska Athletic Research Center the “Markin Family Collaborative Center” at the University of Nebraska-Lincoln Addendum V-B-4

TO: The Board of Regents  
Academic Affairs

MEETING DATE: June 7, 2013

SUBJECT: Course, Laboratory and Miscellaneous Fees

RECOMMENDED ACTION: Approve Changes to *Board of Regents Policies* RP-5.9.2 and RP-5.9.3 concerning Course, Laboratory and Miscellaneous Fees

PREVIOUS ACTION: April 30, 1994 – Action reflected in the minutes of the April 30, 1994, Board of Regents meeting directed the four campus Chancellors to report all planned fee changes to the President for approval, followed by a report to the Board of Regents.

EXPLANATION: This item conforms the *Board of Regents Policies* to the practices approved by the Board of Regents and recorded in the meeting minutes of April 30, 1994.

The policies shall read in their entirety as follows:

RP-5.9.2 Course and Laboratory Fees; Miscellaneous Fees

Course fees are established to cover the costs related to a particular course, for example, the costs associated with the bulk purchase of self-assessments or copyright fees. A laboratory fee is defined as a charge made to students to underwrite, in whole or in part, the cost of service, rentals, and consumable supplies utilized in a laboratory environment. These include, for example, such materials as manuals, chemicals, glassware, protective or other clothing, computer related software and expendables, paints, brushes and canvasses. The Chancellors are authorized to establish and provide for the assessment and collection of miscellaneous student fees, other than UPPF and laboratory fees. All changes in miscellaneous student fees will be coordinated with the Vice President for Business and Finance in order to assure consistency. A miscellaneous student fee is defined as all fees other than UPPF, course, and laboratory fees charged ~~made~~ to students incidental to the providing of instruction. Examples of fees included within this category are application fees, transcript fees, teacher placement fees, special instructional fees, late payment fees, and returned check fees.

RP-5.9.3 Reporting of ~~Laboratory~~ Fees

~~The Chancellors shall have authority to establish and provide for the assessment, collection, and ultimate distribution of “laboratory fees” within the major administrative units for which they are respectively responsible. A laboratory fee is defined as a charge made to students to underwrite, in whole or in part, the cost of services, rentals, and~~

~~consumable supplies utilized in a laboratory environment. Prior to the beginning of each academic year, each Chancellor shall provide a descriptive list of all laboratory fees which will be assessed students enrolled in laboratory courses or courses containing laboratory sections for inclusion in the Regents Handbook. The Chancellors on each of the campuses shall report to the President no later than March 1 of each year a listing of all planned changes in student fees of any nature for the next academic year. Any planned increase in fees must be approved by the President and subsequently included as a report to the Board of Regents in a meeting agenda, prior to the proposed implementation of the increased fees. Only laboratory fees that are adjusted are to be reported annually to the Board of Regents. A list of all laboratory fees will be included published in the schedule of classes which is provided to students prior to the time that they register for classes.~~

COST: None

SPONSOR: Susan M. Fritz  
Interim Executive Vice President and Provost

RECOMMENDED: James B. Milliken, President  
University of Nebraska

DATE: May 14, 2013

TO: The Board of Regents Addendum V-B-1  
Business Affairs

MEETING DATE: July 18, 2013

SUBJECT: Audit Committee Charter

RECOMMENDED ACTION: Approve the amendment to the Audit Committee Charter

PREVIOUS ACTION: March 2, 2012 – The Board of Regents approved an amendment to the Audit Committee Charter.

EXPLANATION: In 2003, the Board of Regents reinstated its Audit Committee. This action demonstrated the clear commitment of the Board to support constantly improving business practices, policies and reporting structures, bolster accountability, foster intra-University coordination and cooperation, and provide appropriate oversight for an institution with the scope and reach of the University of Nebraska. One of the first acts of the Audit Committee was to develop a charter.

This action, if approved, amends the charter, a copy of which is attached to clarify the Committee’s responsibility for oversight of internal control, compliance and standards of conduct.

Through incorporating these changes, which are in alignment with the *International Standards for the Professional Practice of Internal Auditing* by the Institute of Internal Auditors, the Audit Committee will gain additional assurances in discharging its oversight role and in making the University more efficient and effective through a strengthened, independent internal audit function.

This change in the charter comes to the Board with the approval of the Audit Committee.

PROJECT COST: None

SOURCE OF FUNDS: None

RECOMMENDED: Kent Schroeder, Chair  
Audit Committee

DATE: June 27, 2013

# CHARTER OF THE AUDIT COMMITTEE OF THE UNIVERSITY OF NEBRASKA

## **Purposes of the Audit Committee**

The purposes of the Audit Committee (the “Committee”) are to assist the Board of Regents with the oversight of (i) the integrity of the University of Nebraska’s (the “University”) financial statements, (ii) the University’s compliance with laws and regulations (iii) the independent auditors’ qualifications and independence, (iv) the performance of the University’s internal audit function, (v) the accounting and financial reporting processes of the University and audits of the University’s financial statements and,(vi) the University’s Risk Management process. The function of the Committee is oversight.

The management of the University is responsible for the preparation, presentation, and integrity of the University’s financial statements. Management is responsible for maintaining appropriate accounting and financial reporting principles and policies and internal controls and procedures that provide compliance with accounting standards and applicable laws and regulations.

The independent auditors for the University are accountable to the Board of Regents; however, the Committee has the sole authority and responsibility to retain and terminate the University’s independent auditors.

## **Duties and Responsibilities of the Audit Committee**

The following are the duties and responsibilities of the Committee:

### **Independent Auditors**

1. The sole authority to appoint, compensate, retain, oversee and terminate all independent auditors.
2. The sole authority to pre-approve all terms of and fees for audit services, audit-related services, tax services, and other services to be performed for the University by any independent auditors.
3. Ensure that the independent auditors prepare and deliver with each engagement letter a written statement (an “Auditors’ Statement”) describing: the independent auditors’ internal quality-control procedures; any material issues raised by the most recent internal quality-control review or peer review of the independent auditors, or by any inquiry or investigation by governmental or professional authorities, within the preceding five years, respecting one or more independent audits carried out by the independent auditors, and any steps taken to deal with any such issues; and (to assess the independent auditors’ independence) all relationships between the independent auditors and the University, including each non-audit service provided to the University. The Committee shall discuss with the independent auditors any relationships or services disclosed in the independent Auditors’ Statement that may impact the quality of independent audit services or the objectivity and independence of the University’s independent auditors.



4. Ensure that the independent auditors of the University-wide financial statements shall submit to the University annually a formal written statement of the fees billed for each of the following categories of services rendered by the independent auditors: (i) audit services, including the annual financial statement audit (including required quarterly reviews), subsidiary audits, and other procedures required to be performed by the independent auditors to be able to form an opinion on the University's consolidated financial statements; (ii) audit related services, which include assurance and related services that are reasonably related to the performance of the audit or review of the University's financial statements or that are traditionally performed by the independent auditors, but are not necessarily required by statutory or regulatory audit mandates; (iii) tax services for the University; and (iv) all other services rendered by the independent auditors for the most recent fiscal year, in the aggregate and by each category of service.
5. Review the independent auditors' of the University-wide financial statements audit plan prior to the commencement of the audit and discuss audit scope, staffing, locations, reliance upon management, and internal audit and general audit approach.
6. Review and evaluate the qualifications, performance, and independence of the independent auditors, including an evaluation of the lead partner of the independent auditors and an evaluation of whether the independent auditors' quality controls are adequate and whether the provision of permitted non-audit services is compatible with maintaining the auditors' independence. The Committee's evaluation of the independence of the independent auditors shall be made with respect to applicable standards of independence set forth in any applicable laws, regulations, or financing standards. The Committee shall consider the opinions of management and Internal Audit and Advisory Services in its evaluation.
7. Ensure the appropriate rotation of the lead (or coordinating) audit partner having primary responsibility for the audit and the audit partner responsible for reviewing the audit. Consider, whether, in order to assure continuing auditor independence, there should be a change of the audit firm itself.
8. Receive and act upon any report from the independent auditors regarding internal control deficiencies and any response from management thereto.
9. Approve any non-audit services by any independent auditors.

#### Dispute Resolution

Any dispute or claim arising out of or relating to audit services provided hereunder, or any other audit or attest services provided by or on behalf of the Auditor or any of its subcontractors or agents to the University or at their request, shall be submitted first to non-binding mediation (unless either party elects to forego mediation by initiating a written request for arbitration) and if mediation is not successful within

90 days after the issuance by one of the parties of a request for mediation then to binding arbitration in accordance with the Rules for Non-Administered Arbitration of the International Institute for Conflict Prevention and Resolution then in effect ("CPR Arbitration Rules"). Any issue concerning the extent to which any dispute is subject to arbitration, or any dispute concerning the applicability, interpretation, or enforcement of these dispute resolution procedures) including any contention that all or part of these procedures is invalid or unenforceable, shall be governed by the Federal Arbitration Act and resolved by the arbitrators. By operation of this provision, the parties agree to forego litigation over such disputes in any court of competent jurisdiction.

Mediation, if selected, may take place at a location to be designated by the parties using Mediation Procedures of the International Institute for Conflict Prevention and Resolution, with the exception of paragraph 2 (Selecting the Mediator). All mediation and arbitration shall take place in Lincoln, Nebraska. The arbitration panel shall have no power to award non-monetary or equitable relief of any sort except as provided in CPR Rule 13 (Interim Measures of Protection). Damages that are inconsistent with any applicable agreement between the parties, that are punitive in nature, or that are not measured by the prevailing party's actual damages shall be unavailable in arbitration or any other forum. In no event, even if any other portion of these provisions is held to be invalid or unenforceable, shall the arbitration panel have power to make an award or impose a remedy that could not be made or imposed by a court deciding the matter in the same jurisdiction.

Either party may seek to enforce any written agreement reached by the parties during mediation, or to confirm and enforce any final award entered in arbitration, in any court of competent jurisdiction. Notwithstanding the agreement to such procedures, either party may seek equitable relief to enforce its rights in any court of competent jurisdiction.

*Internal Audit and Advisory Services and the campus internal audit functions (University internal audit)*

The Director of Internal Audit and Advisory Services (CAE) shall report administratively to the President and functionally to the Audit Committee of the Board of Regents. Each campus director shall be accountable to their campus Chancellor and provide information on request for the CAE to be presented to the Audit Committee. All campus work products shall be provided to the CAE and be reported to the Committee for acceptance by the CAE. Each Chancellor is responsible for hiring, evaluating, promoting and determining the salary of campus internal audit staff. The Chancellor should consult with the CAE in hiring a new campus director. The Chancellor shall notify the Chairperson of the Committee when a member of the internal audit function other than the campus director is dismissed, demoted or has a change of duties. The Chancellor shall obtain the prior approval of the Chairperson of the Committee before the campus director is dismissed, demoted or has a change of duties. The President of the University shall appoint, evaluate, promote, change the pay or duties or dismiss the CAE with the approval of the Committee Chairperson.

10. Review and approve the University internal audit function, including the proposed audit plans. The CAE shall review the audit plans and operating procedures of campus internal audit functions and provide any suggestions to the campus and to the Committee.

11. Annually the Audit Committee Chairperson shall review the performance and compensation of the CAE with the President.
12. Review the budget, any changes in plan, activities, or organizational structure, and qualifications of the University internal audit functions, as needed.
13. Review significant reports prepared by Internal Audit and Advisory Services together with management's response and follow-up to these reports.
14. Review the summaries and inquire about the information provided by the CAE from the campus internal audit functions reports and responsibilities and follow-up on this information.

*Financial Reporting Principles and Policies; Internal Audit Controls and Procedures*

15. Advise management, the University internal audit function and the independent auditors that they are expected to provide to the Committee a timely analysis of significant financial reporting issues and practices.
16. Meet separately and on a periodic basis with management, the CAE and the independent auditors.
17. Meet with management, the independent auditors, and, if appropriate, the CAE to do the following:
  - a. Discuss the scope of the annual audit;
  - b. Discuss any significant matters arising from any audit, including any audit problems or difficulties, and execution of response to audit findings;
  - c. Discuss any audit problems or difficulties the independent auditors encountered in the course of the audit, including any restriction on their activities or access to requested information and any significant disagreements with management, and management's responses thereto;
  - d. Review the form of opinion the independent auditors propose to render to the Board of Regents;
  - e. Discuss, as appropriate, any major issues regarding accounting principles and financial statement presentations, including any significant changes in the University's selection or application of accounting principles, and major issues as to the adequacy of the University's internal controls and any special audit steps adopted in light of material control deficiencies;

- f. Discuss and consider the integrity of the University's financial reporting guidelines, policies, and controls governing the process by which senior management for the University and the relevant departments of the University assess and manage the University's exposure to risk, and discuss the University's major financial risk exposures and the steps management has taken to monitor, control, and report such exposures. Review significant findings prepared by the independent auditors and the University's internal audit functions together with management's responses thereto.

18. Review management's analysis of significant financial reporting issues and practices prior to the issuance of the financial statements.

~~18.~~19. Consider the effectiveness of the University's internal control system, including information technology security and control.

#### Compliance Oversight

~~19.~~20. Assist the Board of Regents with oversight of the University's compliance with laws and regulations. This includes requiring management to inform the Committee regarding the system(s) for monitoring compliance with laws and regulations and the results of any significant investigations.

21. Establish procedures for the receipt, retention, and treatment of complaints received by the University regarding accounting, internal accounting controls, or auditing matters, and the confidential, anonymous submission by University employees of concerns regarding questionable accounting or auditing matter.

~~20.~~22. Review the process for communicating the legal and ethical standards of conduct to the University's personnel and for monitoring compliance therewith.

#### Reporting and Recommendations

~~21.~~23. Review and reassess the adequacy of the Committee's charter as necessary.

~~22.~~24. Prepare and report to the Board of Regents (i) with respect to such matters as are relevant to the Committee's discharge of its responsibilities, and (ii) with respect to such recommendations as the Committee may deem appropriate. The report to the Board of Regents may take the form of an oral report by the chairperson of the Committee or any other member of this Committee designated by the Committee to make this report.

#### Meetings

The Committee shall meet no less frequently than once each fiscal quarter to discuss with management the annual audited financial statements and quarterly financial statements, as applicable. The Committee should meet separately periodically with management, the CAE and the independent auditors to discuss any matters that the Committee or any of these persons or firms believe should be discussed privately. The Committee may request any officer or employee of the University, of the University's General

Counsel's Office or independent auditors to attend a meeting of the Committee or to meet with any members of, or consultants to, the Committee. Members of the Committee may participate in a meeting of the Committee by means of conference call or similar communications equipment by means of which all persons participating in the meeting can hear each other. The Committee shall maintain minutes or other records of meeting of the Committee.

### **Resources and Authority of the Audit Committee**

The Committee shall have the resources and authority appropriate to discharge its duties and responsibilities, including the authority to select, retain, terminate, and approve the fees and other retention terms of special or independent counsel, accountants or other experts, as it deems appropriate. The Committee may be vested with other specific powers and authority by resolution of the Board of Regents. The University shall provide for appropriate funding, as determined by the Committee, for payment of (i) compensation to the independent auditors for the purpose of rendering or issuing an audit report, (ii) compensation to any advisors employed by the Committee, and (iii) ordinary administrative expenses that are necessary or appropriate for carrying out the duties of the Committee.

### **Performance Self-Evaluation**

25. The Committee shall perform a review and evaluation, as necessary, of the performance of the Committee. The Committee shall conduct such evaluations and review in such manner as it deems appropriate.

23-26. Confirm annually that all responsibilities outlined in the Committee Charter have been carried out.

### **Risk Assessment**

24-27. The Committee shall receive, at least annually, at a meeting of the Committee, from the President and Chancellors, the University and campus risk assessments, respectively. The Committee may also request reports from management addressing the risk issues identified, as necessary.

### **Financial Expert**

25-28. The method of designating elected Regents to the Audit Committee may not always result in there being a "financial expert", as defined by Sarbanes-Oxley, on the Committee. As a result, the Committee may by a majority vote appoint a financial expert. This person will:

- a. Be in the judgment of the Committee independent of the University;
- b. Be willing to serve on a voluntary basis (with only expenses paid on the same basis as the Board of Regents) for an initial term through December 31, of the year in which such person was appointed, with a maximum of two additional terms of two years, as an ex-officio, non-voting member and participate in Committee affairs;
- c. Receive all information that goes to the Committee and have access to information and personnel similar to other members of the Committee;

- d. Once appointed, serve the full term. They may only be removed by expiration of their term, absence from more than two meetings in a calendar year, a majority vote of the Board of Regents or voluntary resignation;
- e. Offer advice and counsel to the Committee to fulfill the financial expert attributes;
- f. Sign and abide by a confidentiality, non-disclosure agreement, approved by the General Counsel regarding information received in these efforts; and
- g. Meet the five financial expert attributes designated by Sarbanes-Oxley:
  - 1. An understanding of GAAP, Government Auditing Standards and financial statements;
  - 2. The ability to assess the general application of such principles in connection with the accounting for estimates, accruals and reserves;
  - 3. Experience preparing, auditing, analyzing or evaluating financial statements that present a breadth and level of complexity of accounting issues which are comparable to the University's financial statements;
  - 4. An understanding of internal controls and the procedures for financial reporting; and
  - 5. An understanding of committee functions.

### **Disclosure of Charter**

This Charter shall be made available on the University's website.

### **Amendment**

Any amendment or other modifications of this charter shall be made and approved by the Board of Regents.

Adopted April 24, 2009

Revised December 2, 2010

Revised March 2, 2012

Revised [July 18, 2013](#)

TO: The Board of Regents Addendum V-B-2  
Business Affairs

MEETING DATE: July 18, 2013

SUBJECT: Change in *Policies of the Board of Regents* relating to self-insurance coverage for property loss occurrences

RECOMMENDED ACTION: Approve amendment RP-3.2.7 Addendum "A" II (2) of the *Policies of the Board of Regents*

PREVIOUS ACTION: None

EXPLANATION: Section 3.2.7 Addendum "A" of the *Policies of the Board of Regents* currently states that the Self-Insurance Trust will cover property losses in excess of \$2,000 per occurrence up to \$200,000.

On July 1, 2012, the University increased their third-party property insurance deductible from \$200,000 to \$500,000 to realize a reduction in annual insurance premiums. This action, if approved, would change Regents' policies to accurately reflect the current deductible.

Section 3.2.7 Addendum "A" II (2) would be amended as follows:

**II. Self-Insurance Coverage.** The Program shall provide the following self-insurance coverage.

**(2) Coverage for Property Loss Occurrences.** Subject to the terms, conditions, exclusions and limits of this Statement of Self-Insurance Coverage, the Program shall pay to the University during each fiscal year all sums constituting the casualty damages incurred by the University as a result of property loss occurrences in excess of \$2,000 per occurrence up to limits of ~~\$200,000~~ \$500,000 per property loss occurrence and \$1,000,000 in the aggregate of property loss occurrences in any fiscal year. **UNDER NO CIRCUMSTANCE SHALL THE PROGRAM BE LIABLE FOR MORE THAN \$500,000 ~~\$200,000~~ PER PROPERTY LOSS OCCURRENCE AFTER PAYMENT OF THE \$2,000 DEDUCTIBLE AMOUNT OR MORE THAN \$1,000,000 IN THE AGGREGATE OF PROPERTY LOSS OCCURRENCES IN ANY FISCAL YEAR BY REASON OF THIS SELF-INSURANCE COVERAGE FOR PROPERTY LOSS OCCURRENCES.**

SPONSOR: Tish Gade-Jones  
Director of Risk Management

RECOMMENDED: David E. Lechner  
Senior Vice President | CFO

DATE: June 27, 2013

TO: The Board of Regents  
Business Affairs

MEETING DATE: July 18, 2013

SUBJECT: Naming of the James and Karen Linder Dynamic Performance Center at the University of Nebraska-Lincoln

RECOMMENDED ACTION: Approve naming the first floor of the East Stadium Nebraska Athletic Performance Laboratory the “James and Karen Linder Dynamic Performance Center” at the University of Nebraska-Lincoln

PREVIOUS ACTION: None

EXPLANATION: President Milliken and Chancellor Perlman have approved naming the first floor of the East Stadium Nebraska Athletic Performance Laboratory the “James and Karen Linder Dynamic Performance Center” in honor of a generous gift from Dr. James and Karen Linder. The first floor is where research related to dynamic activities on a variety of athletic floor surfaces will take place in conjunction with biomechanical tracking equipment.

The Linder’s have strong ties to the University of Nebraska. Dr. James Linder is Senior Associate to the President of the University of Nebraska and President of the University Technology Development Corporation. He is Professor of Pathology and Microbiology at the University of Nebraska Medical Center. Karen is Owner and President of Linspiration, Inc. She founded the School of Cytotechnology at the University of Nebraska Medical Center and is Past President of the American Society of Cytotechnology. James and Karen are founders and managing directors of Linseed Capital, LLC, which invests in early stage companies.

By naming this area of the Nebraska Athletic Performance Laboratory in honor of James and Karen Linder, the Board of Regents expresses on behalf of the University of Nebraska-Lincoln its deepest gratitude and appreciation for their support of the University of Nebraska.

SPONSORS: Christine A. Jackson  
Vice Chancellor for Business and Finance

Harvey Perlman, Chancellor  
University of Nebraska-Lincoln

RECOMMENDED: James B. Milliken, President  
University of Nebraska

DATE: July 8, 2013



TO: The Board of Regents  
Business Affairs

MEETING DATE: July 18, 2013

SUBJECT: Naming of the Markin Family Collaborative Center at the University of Nebraska-Lincoln

RECOMMENDED ACTION: Approve the naming second floor of the East Stadium Nebraska Athletic Research Center the “Markin Family Collaborative Center” at the University of Nebraska-Lincoln

PREVIOUS ACTION: None

EXPLANATION: President Milliken and Chancellor Perlman have approved naming the second floor of the East Stadium Nebraska Athletic Research Center the “Markin Family Collaborative Center” in honor of a generous gift from Rodney and Annette Markin. The second floor space is designed to encourage scientific research and joint collaborative thought for the Nebraska Athletic Performance Laboratory and the Center for Brain, Biology and Behavior.

Rod and his late wife, Annette, are lifelong educators with a special passion for research and problem solving. Rod received a Ph.D. degree in chemistry from UNL in 1980 and a medical degree from UNMC in 1983. He completed his residency in pathology and laboratory medicine at UNMC in 1986 and has been on the UNMC faculty since that time. Annette graduated from Nebraska Wesleyan University and earned her master’s degree in education at UNO. She served four years in the Nebraska Air National Guard and taught in the Millard Public Schools system for 25 years until her death in 2011.

By naming this area of the Nebraska Athletic Research Center in honor of Rodney and Annette Markin, the Board of Regents expresses on behalf of the University of Nebraska-Lincoln its deepest gratitude and appreciation for their support of the University of Nebraska.

SPONSORS: Christine A. Jackson  
Vice Chancellor for Business and Finance

Harvey Perlman, Chancellor  
University of Nebraska-Lincoln

RECOMMENDED: James B. Milliken, President  
University of Nebraska

DATE: July 16, 2013

## **VI. UNIVERSITY ADMINISTRATIVE AGENDA**

### **B. BUSINESS AFFAIRS**

#### University of Nebraska

1. Approve the purchase a supercomputer for the Holland Computing Center Addendum VI-B-1

#### University of Nebraska Medical Center

2. Approve the construction budget for Data Center Infrastructure Improvements project at the University of Nebraska Medical Center Addendum VI-B-2
3. Approve the sole source purchase of X-ray scattering instruments for the X-ray crystallography lab in the Fred and Pamela Buffett Cancer Center Addendum VI-B-3

#### University of Nebraska at Omaha

4. Approve the Interlocal Cooperation Agreements with the City of Omaha for the funding of the UNO Community Facility at the University of Nebraska at Omaha Addendum VI-B-4

#### University of Nebraska-Lincoln

5. Approve the Program Statement and Budget for the Nebraska Soccer and Tennis Complex at the University of Nebraska-Lincoln Addendum VI-B-5

#### Additional Item – University of Nebraska-Lincoln

6. Approve the project budget and authorize the President to execute related agreements for the Centralized Renewable Energy System at Nebraska Innovation Campus, after consultation with the Business Affairs Committee Chair and approved as to form and content by the Office of the University General Counsel Addendum VI-B-6

TO: The Board of Regents Addendum VI-B-1  
Business Affairs

MEETING DATE: July 18, 2013

SUBJECT: Purchase of a supercomputer for the Holland Computing Center.

RECOMMENDED ACTION: Approve the purchase a supercomputer for the Holland Computing Center.

PREVIOUS ACTION: April 20, 2007 – The Board of Regents agreed to accept donations to fund the Holland Computing Center at the Peter Kiewit Institute at the University of Nebraska at Omaha.

EXPLANATION: The Holland Computing Center is a university-wide resource that was assigned to the University of Nebraska-Lincoln to manage on behalf of the University as a whole. Its computing resources allow faculty across the campuses to perform complex computer simulations that are vital to research in a wide range of disciplines. Without adequate capacity on campus, researchers must compete with those from other institutions for time on the national academic computing grid.

Approval of this purchase will more than double the currently available computing power for NU researchers involved in scientific computing and data intensive activity such as nanoscience, bioinformatics, digital humanities and fine arts. Due to technological advances, this supercomputer will have six times the capability of the original Firefly supercomputer with one half the power consumption. The last upgrade was in December, 2011.

The vendor was selected following the normal RFP process.

Funding for this purchase will come from the Nebraska Research Initiative.

The project was reviewed and recommended for approval by the Business Affairs Committee.

PROJECT COST: \$2,200,000

SOURCE OF FUNDS: Cash Funds

SPONSOR: Harvey Perlman, Chancellor  
University of Nebraska-Lincoln

RECOMMENDED: James B. Milliken, President  
University of Nebraska

DATE: June 27, 2013

TO: The Board of Regents Addendum VI-B-2

Business Affairs

MEETING DATE: July 18, 2013

SUBJECT: Data Center Infrastructure Improvements at the University of Nebraska Medical Center

RECOMMENDED ACTION: Approve the construction budget for Data Center Infrastructure Improvements project at the University of Nebraska Medical Center (UNMC).

PREVIOUS ACTION: None

EXPLANATION: The existing ITS Data Center located within UNMC's 4230 Bldg. is considered "mission critical" to computerized operations of UNMC and The Nebraska Medical Center (TNMC). The existing ITS Data Center is loaded beyond original design capacity and currently operates without adequate electrical and/or mechanical redundancy. Both the electrical and mechanical systems need to be upgraded to meet existing demand and provide capacity for future ITS computer server equipment.

Utilizing the University of Nebraska's 4-Year Agreement for A/E services, UNMC has contracted with Morrissey Engineering Inc. to provide an engineering study/evaluation of the existing ITS Data Center and develop construction documents for bidding purposes. The scope of work for this project includes, but is not limited to, the following:

- Construct a new hardened UPS equipment room with FM-200 fire suppression system and adjacent mechanical equipment room.
- Provide/install new emergency electrical service equipment.
- Install two (2) new 750 kVA UPS equipment modules.
- Install new hot aisle containment "pods" with in-row cooling for high density ITS server loads and increased cooling efficiency.
- Install new roof-mounted packaged chillers with free-cooling capability and PLC controls.
- Optimize energy conservation and improve efficiency with ITS Data Center operations.

UNMC facilities management plans to competitively bid the project and award the construction contract to the low responsible bidder.

Specialized ITS Data Center equipment (e.g., UPS system, packaged chillers, containment pods, etc.) will be bid separately through sole-source procurement purchasing procedures and will be owner-furnished, contractor-installed.

The Nebraska Medical Center's Board has approved this project in their FY14 capital budget.

Proposed start of construction: October 2013  
Proposed completion of construction: October 2014

PROJECT COST: \$4,500,000.00

SOURCE OF FUNDS: UNMC Cash Funds \$2,250,000  
The Nebraska Medical Center 2,250,000  
\$4,500,000

SPONSOR: Donald S. Leuenberger  
Vice Chancellor for Business & Finance

RECOMMENDED: Harold M. Maurer, M.D., Chancellor  
University of Nebraska Medical Center

DATE: June 27, 2013

TO: The Board of Regents Addendum VI-B-3  
Business Affairs

MEETING DATE: July 18, 2013

SUBJECT: Purchase of a small angle X-ray scattering instrument

RECOMMENDED ACTION: Approve the sole source purchase of X-ray scattering instruments for the X-ray crystallography lab in the Fred and Pamela Buffett Cancer Center.

PREVIOUS ACTION: June 7, 2013 – The Board of Regents approved renaming the Eppley Cancer Center the Fred and Pamela Buffett Cancer Center.

EXPLANATION: The proposed system qualifies for sole-sourcing as it will interface with the current X-ray diffraction system in the X-ray crystallography lab in the Fred and Pamela Buffett Cancer Center. The lab considered instruments from four suppliers. The proposed system was the only one that offers all the features and sensitivity needed for the efficient analysis of biological macromolecules.

PROJECT COST: \$534,861

SOURCE OF FUNDS: Nebraska Research Initiative

SPONSOR: Donald S. Leuenberger  
Vice Chancellor for Business & Finance

RECOMMENDED: Harold M. Maurer, MD, Chancellor  
University of Nebraska Medical Center

DATE: June 27, 2013

TO: The Board of Regents Addendum VI-B-4

Business Affairs

MEETING DATE: July 18, 2013

SUBJECT: Interlocal Cooperation Agreements with the City of Omaha for funding of the UNO Community Facility at the University of Nebraska at Omaha

RECOMMENDED ACTION: Approve the Interlocal Cooperation Agreements with the City of Omaha for the funding of the UNO Community Facility at the University of Nebraska at Omaha

PREVIOUS ACTION: March 15, 2013 - The Board of Regents 1) approved the program statement and budget for the University/Facility Project; 2) ratified the formation of the University/Community Facility Development Corporation and approved the related documents with authority for the President to administer and execute the same; and 3) approved the Project Agreement delegating Owner's Representative authority and project management to the University/Community Facility Development Corporation

October 26, 2012 - The Board of Regents authorized the President to enter into a Letter of Intent for developer financed construction of the UNO Arena Project.

EXPLANATION: The UNO Community Facility Project will require funding of \$76.3 million, with funding coming from multiple sources. The City of Omaha, by action on or about July 30, 2013, by the City Council, will be asked to approve an Interlocal Cooperation Agreement to provide for funding of \$6.3 million for the Project.

The interlocal agreements in final form will be executed by the chair of the Board of Regents in consultation with the President and Chair of the Business Affairs committee and approved as to form and content by the Office of the University General Counsel.

The second interlocal agreement is a Project related for the City to grant an exclusive license for approximately 35,000 s.f. of City owned property related to the street and infrastructure connections for an initial period of 10 years with an option for the University to purchase the same at the end of the license. Project related improvements such as surface paving and parking are planned within the licensed property.

Members of the public and news media may obtain copies of the agreements in the Office of the University Corporate Secretary, 3835 Holdrege Street, Lincoln, Nebraska 68583, between the hours of 8:00 a.m. and 5:00 p.m., Monday through Friday, except University holidays.

PROJECT COST:	\$76,300,000	
SOURCE OF FUNDS:	Private Fund-Raising and Revolving Funds	\$70,000,000
	City of Omaha	<u>6,300,000</u>
		<u>\$76,300,000</u>
SPONSOR:	Bill Conley	
	Vice Chancellor for Business and Finance	
RECOMMENDED:	John Christensen, Chancellor	
	University of Nebraska at Omaha	
DATE:	June 27, 2013	



TO: The Board of Regents  
 Business Affairs

MEETING DATE: July 18, 2013

SUBJECT: Program Statement and Budget for the Nebraska Soccer and Tennis Complex at the University of Nebraska-Lincoln (UNL)

RECOMMENDED ACTION: Approve the Program Statement and Budget for the Nebraska Soccer and Tennis Complex at the University of Nebraska-Lincoln (UNL)

PREVIOUS ACTION: None

EXPLANATION: The proposed project will construct new facilities for the Nebraska soccer and tennis programs. The new facilities will be located on 28-acres where the Nebraska State Fair Park campground was previously located. Soccer facilities will include one outdoor lighted competition field with seating to accommodate approximately 2,500 spectators. Facilities for tennis will include twelve (12) lighted outdoor courts and six (6) indoor courts with a combined total of 1,400 seats for spectators. With minor renovations, the former campground shower house will be repurposed into mechanical space and equipment storage for the soccer field maintenance and ticket windows.

The Nebraska Soccer and Tennis Complex project will provide top-level facilities on the UNL campus that will provide our programs the opportunity to compete for championships in the Big Ten Conference and nationally, and will improve the game-day experience for Nebraska fans and supporters.

The program statement and budget have been reviewed and approved by the Business Affairs Committee.

Proposed start of construction	May 2014
Proposed completion of construction	December 2014

PROJECT COST: \$20,400,000

ESTIMATED OPERATING AND MAINTENANCE:	Annual Operating Costs	\$275,000
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SOURCE OF FUNDS:	Trust Funds (Private donations)	\$20,400,000
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SPONSORS: Shawn Eichorst  
 Director, Intercollegiate Athletics

Christine A. Jackson  
 Vice Chancellor for Business and Finance

RECOMMENDED: Harvey Perlman, Chancellor  
 University of Nebraska-Lincoln

DATE: June 27, 2013

**University of Nebraska-Lincoln (UNL)**  
**Project Name**  
**Nebraska Soccer and Tennis Complex**

Campus: UNL City Campus  
Date: April 17, 2013  
Prepared by: UNL Facilities Planning

Phone No. (402) 472-3131

**1. Introduction**

**a. Background and History**

The University of Nebraska-Lincoln (UNL) Athletic Department is proud to support 24 intercollegiate varsity sports, which compete in the Big Ten Conference at the Division I level. The UNL Athletics Program offers 14 women's varsity sports and 10 men's varsity sports. In total, UNL has approximately 600 student-athletes. Nebraska's student-athletes have a rich tradition of academic achievement, athletic excellence, community involvement, and career success following college graduation. The Huskers lead the nation in Academic All-Americans with 302 in all sports and boast a 96 percent graduation rate for all student-athletes who complete their eligibility at Nebraska.

Nebraska has fielded a men's varsity tennis program for more than a hundred years and has supported women's varsity tennis since 1976. During recent years, the tennis programs have played their matches at a number of venues around the city of Lincoln. Nebraska tennis teams have hosted indoor matches at the Bob Devaney Sports Center in the track area; at the Woods Tennis Center (402 S. 33<sup>rd</sup> Street); and in recent years at the Nebraska Tennis Center at the Abbott Sports Complex (7600 N. 70<sup>th</sup> Street).

In outdoor competition, Nebraska has also hosted its matches at several different sites, on- and off-campus, in the city of Lincoln. Those facilities include Varsity Courts (formerly known as the Cather-Pound courts) on 17<sup>th</sup> Street on campus and at the outdoor courts at Woods Tennis Center (401 S. 33<sup>rd</sup> Street). The Nebraska men's and women's coaches have also moved offices several times on campus in recent years. None of the current indoor or outdoor tennis facilities available to our teams include dedicated spectator seating or offices for our coaches.

Women's soccer was added as a varsity sport in 1994. Heading into its 20th season, the soccer program has never had a dedicated on-campus, soccer-specific competition venue. From 1994 to 2004, the soccer team played its home games at Abbott Sports Complex (community youth soccer complex). From 2005 to present, the team has played its home games in Ed Weir Stadium, which is primarily a track and field venue and does not have a regulation-sized soccer

field. The seating at Ed Weir Stadium is on one side only and is far away from the soccer field, which is located on the interior of the track.

**b. Project Description**

The proposed project will construct new facilities for the Nebraska soccer and tennis programs. The new facilities will be located on 28-acres where the Nebraska State Fair Park Campground was previously located. Soccer facilities will include one outdoor lighted competition field with seating to accommodate approximately 2,500 spectators. Facilities for tennis will include twelve (12) lighted outdoor courts and six (6) indoor courts with a combined total of 1,400 seats for spectators. With minor renovations, the former campground shower house will be repurposed into mechanical space and equipment storage for the soccer field maintenance and ticket windows.

A new support facility is also planned to serve all programs. Spaces in the support facility will include:

- dressing rooms, showers, and team rooms for men’s and women’s tennis;
- office, meeting, and dressing rooms for tennis coaches and staff;
- game-day only dressing room and showers for women’s soccer;
- visiting team meeting rooms, dressing rooms, and showers;
- officials’ dressing rooms and showers;
- satellite sports medicine treatment area and exam room; and
- spectator restrooms and concessions stands.

**c. Purpose and Objectives**

The Nebraska Soccer and Tennis Complex project will provide top-level facilities on the UNL campus that will provide our programs the opportunity to compete for championships in the Big Ten Conference and nationally, and will improve the game-day experience for Nebraska fans and supporters.

The objectives include:

- to provide dedicated practice and competition facilities for the Nebraska soccer and tennis programs;
- to consolidate all soccer and tennis facilities onto the UNL campus;
- to have the ability to host Big Ten Conference, regional and national tournaments;
- to enhance the recruiting path for the soccer and tennis programs; and
- to make better use of coaches’ and student-athletes’ time and improve the ability of our coaches to prepare Husker student-athletes by providing on-site offices and locker rooms.

## **2. Justification of the Project**

### **a. Data which supports the funding request**

The Nebraska Soccer and Tennis programs historically shared facilities with other groups, both on- and off-campus. As a result, UNL athletic teams have lacked a dedicated practice facility, which has had a negative impact on training and recruiting. Currently, facilities for both programs are among the poorest in the Big Ten Conference.

The Nebraska Soccer Field at Ed Weir Stadium is the smallest competition field in the conference, which gives an advantage to other teams that regularly train and compete on larger fields. In addition to the inadequate size of the field, the track location also creates hazards for players as they run off the field of play directly on to the hard track surface. The current soccer field does not have adequate buffer zones that meet NCAA regulations. The field is also the only one in the Big Ten without lighting, which prevents the ability to practice or play at night. Poor fan amenities, including but not limited to parking, seating, restrooms, and concessions are also factors that have contributed to smaller crowds since moving to the site in 2005.

Nebraska is the only athletic program in the Big Ten without a dedicated indoor tennis facility that includes practice and competition courts, dressing, shower, and meeting spaces for their men's and women's teams and visiting teams. Currently, Tennis rents indoor facilities off campus at the privately-owned Nebraska Tennis Center, where it must coordinate activities with the center's leagues and classes.

The outdoor Varsity Courts located on campus, are shared with UNL Campus Recreation. The outdoor court are undersized for tournament play and lacks a scoreboard, proper lighting and seating, as well as restrooms and concessions for fans. The future of the outdoor Varsity Courts is also in question as the proposed campus master plan under development calls for new buildings on the site, which would eliminate the courts.

Tennis and soccer both lack a dedicated athletic medicine area to provide on-site services during competitions and day-to-day practice and post-practice treatments for the student athletes.

Tennis also lacks fan amenities, including restrooms, concessions, and parking, particularly for the outdoor season.

Combined with new features and amenities for spectators, the new Nebraska Soccer and Tennis Complex will greatly enhance training, competition, recruiting, and fan amenities and will be a major attraction for Husker fans for years to come.

b. **Alternatives considered**

Other than the former Nebraska State Fair Park Campground, there are no other sites on the City or East campuses large enough to accommodate the proposed athletic facilities and associated parking. The only alternative is the status quo, which puts the Nebraska Soccer and Tennis programs at a significant disadvantage to compete with and recruit against other Big Ten Conference teams.

**3. Location and Site Considerations**

a. **County:** Lancaster

b. **Town or campus:** University of Nebraska-Lincoln City Campus

c. **Proposed site**



d. **Statewide building inventory**

Not applicable for new construction

e. **Influence of project on existing site conditions**

(1) Relationship to neighbors and environment

The project site is located on the east side of North Antelope Valley Parkway, between Cornhusker Highway and Oak and Salt Creek. Properties to the north and west include a mix of residential, office, commercial, and industrial uses. To the south is the Nebraska Track and Field team throws (shot put, discus, etc.) practice area, the “Icebox” (home to the Lincoln Stars Junior Hockey Club), Devaney Sports Center (home to Nebraska volleyball, gymnastics, and wrestling teams), and Nebraska Innovation Campus.

The site lies within the 100-year floodplain, which requires a floodplain development permit for site grading and fill from the City of Lincoln, and site planning and levee analysis and permitting, coordinated with the Lower Platte South Natural Resources District (operator of the Salt Creek levee), Nebraska Department of Environmental Quality, and U.S. Army Corp of Engineers.

(2) Utilities

The site has access to city water and sanitary sewer service. Electricity and gas are also available in the area to serve the project from Lincoln Electric Service and Black Hills Energy, respectively. Storm water is handled by a series of ditches and pipes, which drain into Salt Creek.

(3) Parking and Circulation

Access to the site currently is planned to be via the existing entrance off North Antelope Valley Parkway. However, the City of Lincoln is exploring options to change how motorists access eastbound Cornhusker Highway, which could result in a new, controlled intersection and new access point in the middle of the west end of the property.

A second egress point is possible at the east end of the site, which would allow traffic to exit to Cornhusker Highway via Yolande Avenue. This will require acquisition of private property or negotiation of an access agreement.

Between 600 and 800 surface parking spaces will be constructed on the site.

#### 4. Comprehensive Plan Compliance

##### a. University of Nebraska Strategic Framework

This project complies with the objectives set forth in *Investing in Nebraska's Future, the Strategic Planning Framework 2010-2013*:

6.a.iv. *"Campuses shall promote through policies and scheduling, effective utilization of university facilities."*

6.b. *"Maintain a safe environment for students, faculty, staff and visitors."*

6.d. *"Maximize and leverage non-state support."*

##### b. UNL Campus Master Plan

The Soccer and Tennis Complex project complies with the 2013-2019 Campus Master Plan, which has been adopted by campus administration and will be presented to the Board of Regents for approval in September 2013.

The current Nebraska Varsity Courts outdoor tennis facility, located north of the Robert E. Knoll Residential Center on the east side of 17<sup>th</sup> Street, is identified on the new master plan as a future building site.

##### c. Statewide Comprehensive Capital Facilities Plan

The proposed project supports the following goal from the most recent Comprehensive State Plan for Postsecondary Education, revised April 6, 2006:

*"Nebraskans will advocate a physical environment for each of the state's postsecondary institutions that: supports its role and mission; is well utilized and effectively accommodates space needs; is safe, accessible, cost effective, and well maintained; and is sufficiently flexible to adapt to future changes in programs and technologies."*

The new Soccer and Tennis Complex will effectively meet the needs for the programs planned to use the facility. It will also consolidate all practice and competition facilities for the tennis program on the UNL campus, increasing efficiency and value for Nebraska Athletics, student-athletes, coaches, and fans.

#### 5. Analysis of Existing Facilities

##### a. Functions/purpose of existing programs as they relate to the proposed project

###### Soccer

Nebraska Soccer will play their home matches on the new competition field and



will utilize the proposed support building for game-day dressing and meetings. All other team and coaching staff facilities will remain in the Hawks Championship Center. Dressing, shower, and meeting rooms, serving both soccer and tennis opponents and officials, will also be provided as part of the project.

Tennis

The complex will be the new home for Nebraska Tennis, consolidating all facilities, both on- and off-campus, at the new site. The project includes outdoor and indoor tennis courts with spectator seating; team dressing, shower, and meeting rooms; as well as coaches' offices, and dressing and shower rooms.

**b. Square footage of existing areas**

Soccer

The women's soccer program has approximately 3,000 square feet of space in the Hawks Championship Center, including coaches' offices and support areas, and team dressing, shower, and meeting rooms. The existing space will be maintained at their current location with new game-day dressing and shower rooms provided as part of the proposed project at the new facility.

Team practices are held on the indoor field at the Hawks Center and the adjacent Ed and Joyanne Gass Practice Fields. Soccer matches are held at the Nebraska Soccer Field, located on the infield of the track at Ed Weir Stadium.

Tennis

The men's and women's tennis programs are planned to have 900 square feet of coaching staff office and support space in the Devaney Sports Center once current renovations are complete. This space will be replaced by new coach and team spaces in the proposed project.

The tennis teams hold outdoor practices and matches at the Varsity Courts. During the winter months, practices and matches are held on the indoor courts at the privately-owned Nebraska Tennis Center. Tennis does not currently have dedicated team dressing, shower, and meeting room space at either location.

c. Utilization of existing space by facility, room, and/or function

Program/Space Description (Location)	Room-Use Code	Existing NASF
<u>Tennis</u>		
Office (Devaney Sports Center)	310	750
Office Service (Devaney Sports Center)	315	150
<b>Subtotal</b>		<b>900</b>
<b>TOTAL NET ASSIGNABLE SQUARE FOOTAGE</b>		<b>900</b>

d. Physical and programmatic deficiencies

Soccer

Existing soccer field dimensions (71 yards by 115 yards) are the smallest in the Big Ten Conference and near the minimum size allowed by the NCAA (70 yards by 115 yards). Because of its “landlocked” location at Ed Weir Stadium, turf buffer zones around the field of play are limited to two (2) feet in width along the west, south, and east sides and range from two (2) to eight (8) feet in width along the north side. NCAA rules recommend a 20-foot buffer around all sides of the field. Insufficient buffer zones can increase the probability of injuries to student-athletes as they pursue balls going out of bounds; limit players’ abilities to perform throw-ins and corner kicks; and fail to provide player warm up areas next to the field of play.

The first row of spectator seating at Ed Weir Stadium is located between 60 and 100 feet away from the playing field and offers poor viewing angles. In addition, a third of the fixed stadium seating on the western half of the field was removed as part of the East Stadium Addition project. Portable bleachers have been used in recent years to bring fans closer to the field, but poor viewing angles remain an issue. Continued use of portable bleachers on the track increases the risk of damaging the track surface, installed in the summer of 2012.

Ed Weir Stadium is also the only soccer facility in the Big Ten Conference without lights, preventing the ability to hold practices and games at night.

Tennis

Continued use of the Nebraska Tennis Center as a practice and competition venue presents a number of issues, including ongoing rent payments; scheduling conflicts with other training and competition programs at the center; and the distance student athletes and coaches must travel to and from practice and matches at the center. There are also no team meeting or dressing room facilities

for tennis like those provided to other teams at UNL.

The Varsity Courts, while located on the UNL City Campus, lack a sufficient number of courts to hold matches and multi-team tournaments; have no locker room facilities for the home or visiting teams; and have no public restrooms or concessions. Court lighting is inadequate to hold night matches as it is designed for recreational use, and seating locations limit the ability of fans to view all of the matches, if desired.

**e. Replacement cost of existing building**

Not applicable

**6. Facility Requirements and the Impact of the Proposed Project**

**a. Functions/purpose of the proposed program**

Both the soccer and tennis programs will continue to train and compete in new facilities that fully meet NCAA regulations, do not require sharing and coordination with other groups, and greatly improve the student-athlete experience and recruitment potential.

**b. Space requirements**

(1) Square footage by individual areas and/or functions

<b>Program/Space Description</b>	<b>Room-Use Code</b>	<b>NASF</b>	<b># of Rooms</b>	<b>Total NASF</b>
<b><i>Men's Tennis</i></b>				
Office, Head Coach	310	225	1	225
Office, Assistant Coach	310	150	1	150
Team Dressing Room	525	350	1	350
Team Shower/Restroom	525	300	1	300
Team Meeting Room	525	300	1	300
<b>Subtotal</b>				<b>1,325</b>
<b><i>Women's Tennis</i></b>				
Office, Head Coach	310	225	1	225
Office, Assistant Coach	310	150	1	150
Team Dressing Room	525	350	1	350
Team Shower/Restroom	525	300	1	300
Team Meeting Room	525	300	1	300
<b>Subtotal</b>				<b>1,325</b>
<b><i>Women's Soccer</i></b>				
Team Dressing Room	525	550	1	550

Team Shower/Restroom	525	350	1	350
Coach Meeting Room	525	180	1	180
<b>Subtotal</b>				<b>1,080</b>
<b><u>Athletic Medicine</u></b>				
Medical Office	310	120	1	120
Treatment Area	525	500	1	500
Unisex Toilet	525	45	1	45
<b>Subtotal</b>				<b>665</b>
<b><u>Support Spaces</u></b>				
Office, Director of Tennis Operations	310	150	1	150
Practice Equipment Storage	525	250	1	250
Reception/Waiting Area	315	250	1	250
Conference Room	350	400	1	400
Video Editing Room (Shared)	530	200	1	200
Media Room/Visiting Team Meeting Room	525	250	1	250
Male Coaches' Dressing/Shower Room	525	350	1	350
Female Coaches' Dressing/Shower Room	525	350	1	350
Visiting Teams' Dressing/Shower Room	525	500	2	1,000
Male Officials' Dressing/Shower Room	525	275	1	275
Female Officials' Dressing/Shower Room	525	275	1	275
Officials' Meeting Room	525	200	1	200
Concessions/Concessions Prep	660	1,000	1	1,000
Concessions Storage	665	150	1	150
Huskers Authentic Storage	665	200	1	200
Building General Storage	730	300	1	300
Support Vehicle Storage	525	200	1	200
Tool Storage/Repair Room	525	200	1	200
<b>Subtotal</b>				<b>6,000</b>
<b><u>Indoor Tennis</u></b>				
Indoor Tennis Courts	520	7,200	6	43,200
Equipment Storage (under bleachers)	525	8,100	1	8,100
<b>Subtotal</b>				<b>51,300</b>
<b>TOTAL NET ASSIGNABLE SQUARE FOOTAGE</b>				<b>61,695</b>
<b>TOTAL GROSS SQUARE FOOTAGE</b>				<b>73,900</b>

(2) **Basis for square footage/planning parameters**

The size and layout of the individual spaces, buildings, competition venues, and parking lots are all based on the programmatic needs of the teams/groups that will use the facilities, NCAA rules and regulations, and the characteristics of the project site (i.e., floodplain, easements, access, etc.).

## (3) Square footage difference between existing and proposed areas (net and gross)

Space Description	Room Use Code	Existing NASF	Proposed NASF	Difference
<b><u>Office Facilities</u></b>				
Office	310	750	1,020	270
Office Service	315	150	250	100
Conference Room	350	0	400	400
<b>Category 300 Subtotals</b>		<b>900</b>	<b>1,670</b>	<b>770</b>
<b><u>Special Use Facilities</u></b>				
Athletic/Indoor Recreation/Physical Ed.	520	0	43,200	43,200
Athletic/Indoor Rec./Physical Ed. Service	525	0	14,975	14,975
Audio-Visual/Radio/Television	530	0	200	200
<b>Category 500 Subtotals</b>		<b>0</b>	<b>58,375</b>	<b>58,375</b>
<b><u>General Use Facilities</u></b>				
Merchandising Facilities	660	0	1,000	1,000
Merchandising Facilities Service	665	0	350	350
<b>Category 600 Subtotals</b>		<b>0</b>	<b>1,350</b>	<b>1,350</b>
<b><u>Support Facilities</u></b>				
Storage	730	0	300	300
<b>Category 700 Subtotals</b>		<b>0</b>	<b>300</b>	<b>300</b>
<b>TOTAL NET ASSIGNABLE SQUARE FOOTAGE</b>		<b>900</b>	<b>61,695</b>	<b>60,795</b>
<b>TOTAL GROSS SQUARE FOOTAGE</b>		<b>-</b>	<b>73,900</b>	<b>-</b>

c. **Impact of the proposed project on existing space**

Coaches and staff for the men's and women's tennis programs are currently housed in temporary office space with plans to move to new offices constructed as part of the Devaney Sports Center Improvements project. Both the temporary and new office space will be reassigned as needed by Nebraska Athletics. The tennis teams will no longer utilize the indoor Nebraska Tennis Center or the outdoor Varsity Courts once the new facility is completed.

Soccer offices and team meeting, dressing, and shower rooms will continue to be housed in the Hawks Championship Center, and the team will continue to practice on the indoor field, the adjacent Gass Practice Fields, and Ed Weir Stadium.

**7. Equipment Requirements**

**a. List of available equipment for reuse**

Items planned for reuse in the Soccer and Tennis Complex include select pieces of office equipment (i.e., computers, printers, etc.) and equipment used for tennis and soccer practice and competition, conditioning, and athletic medicine. A more detailed list of reusable equipment will be developed during the design phase of the project.

**b. Additional equipment**

**(1) Fixed equipment**

Fixed equipment will include new lockers in the teams' and coaches' dressing rooms and built-in cabinets and shelving in athletic medicine. A more detailed list of fixed equipment will be developed during the design phase.

**(2) Movable equipment**

Movable equipment will consist of new furniture in the office, conference, dressing, and team rooms, as well as new practice and training equipment. A more detailed list of movable equipment will be developed during the design phase.

**(3) Special or technical equipment**

Special and technical equipment will include video cameras, editing equipment, and screens for the tennis court areas. In addition, computers and peripheral equipment and some televisions will be purchased for office areas and team rooms. New public address systems and sport-specific scoreboards will be purchased for the soccer and tennis competition venues. A more detailed list of equipment will be developed during the design phase.

**8. Special Design Considerations**

**a. Construction Type**

The proposed building shall be either Type I or II construction, consisting of fire-rated building elements (structural frame, bearing walls, floors, and roofs), supported by spread footings or piles. The foundation design will be determined once a geotechnical investigation has been completed. Based upon economy, durability and construction schedule, the structural system for each portion of the building shall be considered.

The program areas (locker, office, and support areas) shall be either a steel frame with open web joists or a precast concrete system. The indoor tennis facility shall be sized to accommodate six (6) competition courts with appropriate perimeter distances and vertical clearances. The clear-span structure shall be constructed of either a pre-engineered metal building or a tensioned membrane structure.

b. **Heating and cooling systems**

Due to the project site's physical location, north of Oak Creek and Salt Creek, campus utilities (chilled water and steam) will not be extended to serve the project. Heating and cooling for the indoor tennis and support facilities will instead be provided by standalone heating, ventilation, and air conditioning (HVAC) equipment described below.

Heating and Cooling (Air Systems)

The indoor tennis courts will be served by multiple floor-mounted air turnover units. Each unit will include gas-fired heat, electric DX cooling, blowers, and outside air dampers for ventilation.

The remainder of the facility will be served by a variable air volume (VAV) air handling system with terminal hot water heating coils. The air handling unit will include a return fan, economizer/relief mixing box, filters, air blender, cooling coil, heating coil, humidifier, and supply fan. It will provide 52-54° F air to multiple zone VAV boxes throughout the building. The VAV boxes will modulate airflow and/or reheat coil water flow to maintain set point conditions.

In the entry/exit vestibules recessed cabinet unit heaters will be provided. Horizontal propeller-type unit heaters will be installed in the mechanical rooms and other similar areas.

Telecommunication and elevator machine rooms will be cooled using split system DX units.

Heating and Cooling (Piping Systems)

Multiple high-efficiency gas-fired boilers will be provided to generate heating water for use with the AHU, VAV boxes, and unit heaters. Variable-speed heating water pumps will circulate the heating water to all required equipment.

An air-cooled chiller will be provided (either on-grade or on the roof) to generate chilled water for cooling of the office areas. Variable-speed chilled water pumps will circulate the chilled water to the AHU and fan coil units (if provided).

Controls

A Direct Digital Control (DDC) system with electronic operators will be provided by the UNL Building Systems Maintenance.

c. **Life Safety/ADA**

All facilities will be made accessible under the terms of the ADA Accessibility Guidelines and Nebraska Accessibility Guidelines.

An addressable fire alarm system will be provided for the indoor tennis/support building. The system will be designed in accordance with current life safety and fire code requirements, as well as University of Nebraska guidelines. In addition, the system will meet all current accessibility guidelines.

d. **Security**

Select doors will be equipped with access control devices. In addition, a closed-circuit security camera system, approved by University Police, will be installed to monitor the property.

e. **Historic or architectural significance**

There are no buildings of historical or architectural significance on the site or in the surrounding area that will influence project design.

f. **Artwork**

The project is not subject to the 1% for Art program.

g. **Phasing**

The proposed project will be constructed in a single phase with site grading, utilities, parking, and the soccer field and seating ready for soccer competition in August 2014. The remainder of the project, including the indoor tennis/support building, outdoor tennis facility, and additional parking will be completed in January 2015.

h. **Future expansion**

There are no plans to expand or build additional facilities on the site at this time.

**9. Project Budget and Fiscal Impact**

a. **Cost estimates criteria**

(1) Identify recognized standards, comparisons, and sources used to develop the estimated cost



The estimated probable costs of the project were developed based on past comparative construction cost data for UNL projects and assistance from professional consultants, The Clark Enersen Partners and Olsson Associates. Figures for in-house services, including environmental controls, fire alarm, card access, security cameras, and telecommunications were developed by University staff.

- (2) Identify year and month on which the estimates are made and the inflation factors used

The estimate for the proposed project was prepared in April 2013 and escalated at 3% per year to a March 2014 mid-point of construction.

- (3) Gross and net square feet (Indoor Tennis/Support Building only)

Gross square feet	73,900 gsf
Net square feet	61,695 nsf

- (4) Total project cost per gross square foot for

Indoor Tennis/Support Building	\$159
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- (5) Construction cost per gross square foot for

Indoor Tennis/Support Building	\$144
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<b>b. Total project cost</b>		\$20,400,000
Indoor Tennis/Support Building	\$11,737,000	
Outdoor Courts	\$3,322,000	
Soccer Field and seating	\$2,634,000	
Site work and Utilities	\$2,707,000	
<b>c. Construction cost</b>		\$18,421,000
Indoor Tennis/Support Building	\$10,653,000	
Outdoor Courts	\$2,991,000	
Soccer Field and seating	\$2,350,000	
Site work and Utilities	\$2,427,000	
<b>d. Non-construction cost</b>		\$1,979,000
Indoor Tennis/Support Building	\$1,084,000	
Outdoor Courts	\$331,000	
Soccer Field and seating	\$284,000	
Site work and Utilities	\$280,000	

Total Project Budget:

**Probable Project Costs**

**CONSTRUCTION COSTS**

<b>552305</b>	General Construction Contractor	\$13,384,000
<b>552334</b>	Other Construction Contractor	\$528,000
<b>552311</b>	Site work/Demolition	\$1,973,000
<b>552310</b>	Utilities Contractor(s) and/or Services	\$338,000
<b>552312</b>	In-House Labor	\$583,000
<b>552319</b>	Telecommunications	\$133,000
<b>552329</b>	Signage	\$10,000
<b>552326</b>	Construction Contingency	<u>\$1,472,000</u>
<b>Subtotal - Construction Costs</b>		<b>\$18,421,000</b>

**NON-CONSTRUCTION COSTS**

<b>552336</b>	Planning & Program Statement	\$62,000
<b>552302</b>	A/E Basic Services	\$1,101,000
<b>552303</b>	A/E Additional Services	\$96,000
<b>552304</b>	A/E Reimbursable Expenses	\$11,000
<b>552322</b>	Other Specialty Consultants	\$140,000
<b>552301</b>	Project Management/Construction Inspection (UNL)	\$300,000
<b>552315</b>	Movable Equipment - Capital	\$103,000
<b>531800</b>	Non-Capital Equipment/Supplies	\$10,000
<b>552324</b>	Builder's Risk Insurance	\$11,000
<b>552323</b>	Moving & Relocation Costs	\$6,000
<b>552325</b>	Other Non-Construction Costs	\$40,000
<b>552385</b>	Code Review & Inspection	\$2,000
<b>552327</b>	Non-Construction Contingency	<u>\$97,000</u>
<b>Subtotal - Non-Construction Costs</b>		<b>\$1,979,000</b>

**TOTAL PROBABLE PROJECT COSTS**

**\$20,400,000**

e. **Fiscal Impact based upon first full year of operation**

(1) Estimated additional operational and maintenance costs per year

Additional operating and maintenance costs are anticipated to be approximately \$275,000 per year, to be funded by the Athletics operational budget.

(2) Estimated additional programmatic costs per year

No additional programmatic costs are anticipated as a result of this project.

**10. Funding**

a. **Total funds required:** \$20,400,000

b. **Project Funding Source:** Trust Funds

c. **Fiscal year expenditures for project duration**

FY 2012-13	\$189,300
FY 2013-14	\$8,367,760
FY 2014-15	\$11,842,940
<b>Total Expenditures</b>	<b>\$20,400,000</b>

**11. Time Line**

Start Programming	February 15, 2013
Review by Project Review Board	May 2013
Program Statement to UNCA	May 14, 2013
Program Statement presented to BOR Business Affairs Committee	June 28, 2013
BOR approves Program Statement	July 19, 2013
Start design (Courts, Support Building, Soccer Seating)	September 2013
BOR Business Affairs Committee Intermediate Design Review	December 19, 2013
Complete design	March 2014
Bid project	April 2014

Start construction	May 2014
Complete construction (Outdoor Courts, Soccer Seating)	August 2014
Complete Construction (Indoor Courts, Support Building)	December 2014
Occupy Indoor Courts/Support Building	January 2015

**12. Higher Education Supplement**

a. **CCPE Review**

CCPE review is not required for this project.

b. **Method of contracting**

The method of contracting for this project will be mixed, using design-build for the soccer field and seating, and conventional design-bid-build for the tennis courts and support facilities and other site improvements (parking, plaza, and sidewalks).

TO: The Board of Regents  
Business Affairs

MEETING DATE: July 18, 2013

SUBJECT: Project budget and related agreements for the Centralized Renewable Energy System (CRES) at Nebraska Innovation Campus

RECOMMENDED ACTION: Approve project budget and authorize the President to execute related agreements for the Centralized Renewable Energy System at Nebraska Innovation Campus, after consultation with the Business Affairs Committee Chair and approved as to form and content by the Office of the University General Counsel.

PREVIOUS ACTION: September 14, 2012 – The Board of Regents approved the Property Transfer Agreement between the Board of Regents, the Nebraska Innovation Campus Development Corporation, and Nebraska Nova LLC and allow the Chancellor of the University of Nebraska-Lincoln, in consultation with the President and General Counsel to enter into the condominium documents, the Owner’s Representative Agreement and the other Closing Documents referenced in the Property Transfer Agreement.

January 27, 2012 – The Board of Regents authorized the President to approve an Exchange Agreement on terms and conditions approved by the General Counsel between UNL, the City and the NICDC to better facilitate the development and operation of NIC and the Theresa Street Treatment Plant Site.

September 10, 2010 – The Board of Regents approved the Master Lease between the Board of Regents of the University of Nebraska and the Nebraska Innovation Campus Development Corporation for the land to be formally designated the Nebraska Innovation Campus.

November 20, 2009 – The Board of Regents approved the Master Plan and Business Plan for Innovation Campus.

EXPLANATION: The Centralized Renewable Energy System (CRES) is an innovative approach to providing heating and cooling to buildings at Nebraska Innovation Campus (NIC). The CRES is a novel concept that is in use in only a handful of locations and this project would rank as the largest in the United States.

Under this concept, thermal energy is captured from treated waste water using technology similar to geothermal heat pumps. Using heat exchangers, the thermal energy (i.e., cooling or heating) is transferred to a clean circulating loop to heat and cool building sites at NIC.

The project is projected to be self-sustaining from revenue charged for heating and cooling, but exact cash flows will depend on the timing of the build out of Innovation Campus. The project will be funded from a yet to be determined combination of sources including private equity, bond financing, (project qualifies for special federal bond financing program called Qualified Energy Conservation Bonds and University trust and auxiliary funds.

The related agreements will be executed by the President in consultation with the Chair of the Business Affairs committee and approved as to form and content by the Office of the University General Counsel.

The project was reviewed and recommended for approval by the Business Affairs Committee.

PROJECT COST: \$12,000,000

SOURCE OF FUNDS:	Private equity/University Trust Funds	\$10,500,000
	Other sources/Auxiliary Funds	<u>1,500,000</u>
	Total project cost	<u>\$12,000,000</u>

SPONSOR: Christine A. Jackson  
Vice Chancellor for Business and Finance

RECOMMENDED: Harvey Perlman, Chancellor  
University of Nebraska-Lincoln

DATE: July 15, 2013

**C. FOR INFORMATION ONLY**

1. University of Nebraska Strategic Planning Framework Addendum VI-C-1
2. University of Nebraska Strategic Framework Accountability Measures Addendum VI-C-2
3. Calendar of establishing and reporting accountability measures Addendum VI-C-3
4. University of Nebraska Strategic Dashboard Indicators Addendum VI-C-4
5. Board of Regents agenda items related to the University of Nebraska Strategic Framework Addendum VI-C-5
6. Conform Section 3.12.2 of the *Bylaws of the Board of Regents* to practices and legal requirements relating to disability retirement. This item is presented for information only and will be proposed for Board approval at the next meeting. Addendum VI-C-6

TO: The Board of Regents  
Academic Affairs

MEETING DATE: July 18, 2013

SUBJECT: University of Nebraska Strategic Framework

RECOMMENDED ACTION: For Information Only

PREVIOUS ACTION: None

EXPLANATION: Attached is the current version of the Strategic Framework document.

SPONSOR: James B. Milliken, President  
University of Nebraska

DATE: June 27, 2013



## **INVESTING IN NEBRASKA'S FUTURE**

### **Strategic Planning Framework**

**2010-2013**

The University of Nebraska is a four-campus, public university which was created and exists today to serve Nebraskans through quality teaching, research, and outreach and engagement. We strive to be the best public university in the country as measured by the impact we have on our people and our state, and through them, the world. To do that, we must compete effectively with other institutions around the world for talented students and faculty. The future of Nebraska is closely tied to that of its only public university, and this framework guides university-wide and campus planning to help build and sustain a Nebraska that offers its citizens educational and economic opportunity and a high quality of life.

The framework consists of six overarching goals emphasizing access and affordability, quality academic programs, workforce and economic development, research growth, engagement with the state, and accountability. Each goal has a number of related objectives, strategies and accountability measures developed for Board and university-wide monitoring over a multi-year period. Companion documents include an implementation tool with metrics and the schedule for monitoring by the Board, as well as a dashboard reflecting progress.

The university's efforts will not be limited to these priorities, as we expect to be able to measure progress in other areas given the interrelatedness of the objectives, other priorities of the Board and the President, and the ongoing strategic planning efforts of the four campuses. Campus plans are consistent with this framework and operate within its broader goals. Each campus has established a set of quality indicators that provide a means to evaluate achievement and momentum related to its principal objectives.

1. The University of Nebraska will provide the opportunity for Nebraskans to enjoy a better life through access to high quality, affordable undergraduate, graduate and professional education.
  - a. The university will strive to increase affordability and ensure qualified students are not denied access based on economic circumstances.
    - i. Secure state funding sufficient to support access to high quality programs.*
    - ii. Keep tuition increases moderate and predictable for students and families, consistent with goals of both access and quality.*
    - iii. Expand need-based financial aid and effectively market opportunity and major aid programs (e.g. Collegebound Nebraska, Buffett Scholars, Thompson Learning Communities).*
  - b. Increase the percentage of Nebraska high school graduates (the state “college-going rate”) who enroll at and graduate from the university.
    - i. Increase enrollment, consistent with quality imperatives, to serve Nebraska’s goals for increased educational attainment.*
    - ii. Increase each campus’s undergraduate freshman-to-sophomore retention rate each year, with a goal of exceeding the average of its peer institutions.*
    - iii. Increase each campus’s undergraduate six-year graduation rate, with a goal of exceeding the average of its peer institutions.*
  - c. Increase the diversity of those who enroll at and graduate from the university, employing measures permitted by state and federal law.
    - i. Engage in partnerships with other higher education institutions, K-12, and the private sector to increase diversity of students who seek a post-secondary education, employing measures permitted by state and federal law.*
  - d. Expand lifelong educational opportunities, including those for non-traditional and transfer students.
  - e. Promote adequate student preparation for success in higher education.
    - i. Engage in pilot programs with Nebraska high schools for development of high school academies in partnership with the university.*
    - ii. Provide timely and usable information to middle school students, parents, teachers and school administrators.*

- f. Promote ease of transfer to the university from other higher education institutions.
    - i. *Improve programs for transfer from community colleges, state colleges and other higher education institutions.*
  - g. Expand distance education programs, taking advantage of university-wide marketing and efficiencies and campus role and mission, strengths and entrepreneurship.
    - i. *The University will offer a variety of its academic programs by distance education through Online Worldwide in an effort to provide access to the University of Nebraska to the people of the state and beyond the boundaries of the state who are unable to enroll in programs offered only on campus.*
2. The University of Nebraska will build and sustain undergraduate, graduate and professional programs of high quality with an emphasis on excellent teaching.
- a. Recruit and retain exceptional faculty and staff, with special emphasis on building and sustaining diversity.
    - i. *To help ensure competitiveness, faculty salaries and incentives (awarded on the basis of merit) and fringe benefits should exceed the average of peer institutions.*
    - ii. *Develop and maintain programs to enhance work/life conditions of faculty and staff, including overall campus climate.*
    - iii. *Each campus shall endeavor to meet the university's ongoing commitments to faculty diversity, employing measures permitted by state and federal law.*
    - iv. *Increase support for professorships and named/distinguished chairs.*
  - b. Pursue excellence through focus on targeted programs in areas of importance to Nebraska where the university can be a regional, national and/or international leader (e.g. agriculture and natural resources, life sciences, information technology and architectural engineering).
    - i. *Programs of Excellence funding shall be increased when practicable and results of allocations shall be periodically reviewed for impact.*
    - ii. *Resource allocation shall take advantage of distinct campus roles and missions to achieve overall university goals.*
    - iii. *Campuses are encouraged to collaborate to achieve overall university goals.*
  - c. Provide opportunities for global engagement of faculty through international teaching, research and outreach exchanges, fellowships and collaborations.
    - i. *Increase faculty participation in Fulbright and related programs.*

3. The University of Nebraska will 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.
  - a. Work to stem and reverse the out-migration of graduates and knowledge workers.
  - b. Increase proportion of the most talented Nebraska high school students who attend the University of Nebraska.
    - i. *Increase enrollment of Nebraska students ranked in top 25% of their high school class.*
    - ii. *Increase support for merit-based scholarships.*
  - c. To attract talent to the state, increase the number of nonresident students who enroll at the university.
    - i. *Increase enrollment of nonresident undergraduate students at UNL, UNO and UNK.*
  - d. To adequately prepare students for the global economy, significantly increase opportunities for international study and engagement.
    - i. *Significantly increase the number of undergraduates studying abroad, with the goal of ultimately providing the opportunity for every undergraduate to study abroad.*
    - ii. *Significantly increase the number of international undergraduates and graduates studying at the university.*
  - e. Encourage and facilitate the commercialization of research and technology to benefit Nebraska.
  - f. Develop and strengthen internship and service learning opportunities with business, education, government, military, and nonprofit organizations.
  - g. Engage in partnerships with government and the private sector to develop regional economic strength.
  - h. Pursue excellence in educational attainment aligned with the long-term interests of the state.
    - i. *Analyze areas of future workforce demand, including job and self-employment opportunities in non-growth rural communities and economically disadvantaged urban areas, and strengthen or develop curricula and programs appropriate to the university in alignment with those areas.*
    - ii. *Develop educational programs that prepare students for the flexibility required to respond to the uncertainty of future workforce demands.*

iii. *Develop distance education and other educational programs that permit Nebraskans to prepare for jobs and opportunities to meet future workforce demands.*

4. The University of Nebraska will 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.

a. Increase external support for research and scholarly activity.

i. *Increase federal support for instruction, research and development, and public service.*

ii. *Inventory and forecast infrastructure (physical facilities, information technology, equipment) necessary to support continued growth in research activity and secure private and public support to eliminate deficiencies.*

b. Increase undergraduate and graduate student participation in research and its application.

c. Encourage and support interdisciplinary, intercampus, inter-institutional and international collaboration.

d. Improve the quantity and quality of research space through public and private support.

e. Focus resources on areas of strength in research where the university has the opportunity for regional, national and international leadership and in areas of strategic importance to the health and economic strength of Nebraska (e.g. agriculture and life sciences; natural resources, especially water; prevention and cure of diseases such as cancer; and early childhood education).

i. *Invest resources through the Nebraska Research Initiative, Programs of Excellence and other sources to build capacity and excellence in research.*

5. The University of Nebraska will 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.

a. Support economic growth, health and quality of life through policy initiatives consistent with university mission.

b. Recognize and reward faculty innovation and effectiveness in outreach and engagement.

- c. Support Nebraska's economic development.
    - i. Partner and collaborate with government and the private sector to attract, retain, and spur business development and economic opportunity.*
    - ii. Use university research and other resources to foster more effective relationships with the private sector.*
  - d. Support entrepreneurship education, training and outreach.
  - e. Collaborate with the public and private sectors to build successful regional, multistate, international linkages.
  - f. Use university resources to engage Nebraskans outside cities where our major campuses are located.
    - i. Effectively use the Nebraska Rural Initiative and other university-wide and campus programs to develop excellence in supporting community development while creating quality economic opportunities throughout rural Nebraska.*
    - ii. Effectively use regional research and extension operations and statewide extension for engagement with the university.*
6. The University of Nebraska will be cost effective and accountable to the citizens of the state.
- a. Support the development of a sustainable university environment.
    - i. Build a comprehensive long-range capital facilities planning process and provide a six-year capital construction plan, updated quarterly.*
    - ii. Implement the second phase of LB 605 to repair, renovate and/or replace specific university facilities.*
    - iii. Campuses shall pursue energy efficiency.*
    - iv. Campuses shall promote through policies and scheduling effective utilization of university facilities.*
  - b. Maintain a safe environment for students, faculty, staff and visitors.
    - i. Develop and regularly monitor fire safety plans and procedures.*
    - ii. Collaborate with state and local government in disaster planning.*
    - iii. Develop and test campus plans for emergencies and disasters.*

- c. Allocate resources in an efficient and effective manner.
  - i. Use best practices in procurement and construction and other business engagement.*
  - ii. Leverage roles and missions of campuses to find savings and cost reductions through academic, administrative and business process efficiencies and effectiveness.*
  - iii. Develop and report on matrix of business health indicators, including university debt.*
- d. Maximize and leverage non-state support.
  - i. Promote entrepreneurship and revenue-generating opportunities.*
  - ii. Collaborate with the University of Nebraska Foundation to secure private support for university priorities.*
- e. Create and report performance and accountability measures.
- f. Maximize potential of information technology to support the university's activities.
- g. Provide accurate and transparent information to the public about college costs and student learning and success outcomes.
  - i. Participate in the Voluntary System of Accountability.*
  - ii. Participate in the National Survey of Student Engagement.*
  - iii. Monitor student achievements on licensing and professional examinations.*
  - iv. Participate and measure effectiveness of national pilot projects on learning assessment with the goal of adopting university measurements.*
- h. Implement awareness and education programs to assist all students in management of personal financial matters.

TO: The Board of Regents  
Academic Affairs

MEETING DATE: July 18, 2013

SUBJECT: University of Nebraska Strategic Framework Accountability Measures

RECOMMENDED ACTION: For Information Only

PREVIOUS ACTION: None

EXPLANATION: Attached is the current version of the Strategic accountability measures.

SPONSOR: James B. Milliken, President  
University of Nebraska

DATE: June 27, 2013



# INVESTING IN NEBRASKA’S FUTURE

## Strategic Planning Framework

**2010-2013**

### Accountability Measures

**1. State Funding (1-a-i)**

*Secure state funding sufficient to support access to high quality programs.*

Reporting Period	Accountability Measure	Report Date	Reporting Committee
FY 2014-15	Attain sufficient state funding and manage the cost effectiveness of the University to implement the second year of the resident tuition freeze commitment as agreed upon as part of an “affordability compact” with the state.	June 2014	Business
FY 2015-16	To be developed as part of the 2015-17 biennial budget request planning process.	June 2015	Business
FY 2016-17	To be developed as part of the 2015-17 biennial budget request planning process.	June 2016	Business

**2. Tuition (1-a-ii)**

*Keep tuition increases moderate and predictable for students and families, consistent with goals of both access and quality.*

Reporting Period	Accountability Measure	Report Date	Reporting Committee
FY 2014-15	Attain sufficient state funding and manage the cost effectiveness of the University to implement the second year of the resident tuition freeze commitment as agreed upon as part of an “affordability compact” with the state.	June 2014	Business
FY 2015-16	To be developed as part of the 2015-17 biennial budget request planning process.	June 2015	Business
FY 2016-17	To be developed as part of the 2015-17 biennial budget request planning process.	June 2016	Business

**3. Need-based Financial Aid (1-a-iii)**

*Expand need-based financial aid and effectively market opportunity and major aid programs (e.g. Collegebound Nebraska, Buffett Scholars, Thompson Learning Communities).*

On September 14, 2012, the Board of Regents referred future need-based aid metrics to the Academic Affairs committee of the Board for discussion and a report/recommendation at a future date.

Reporting Period	Accountability Measure	Report Date	Reporting Committee
FY 2011-12	Raise at least \$6 million in private funds (endowment and/or spendable)	Sept. 2012	Academic
FY 2012-13	<b>TO BE DETERMINED</b>	Sept. 2013	Academic
FY 2013-14	<b>TO BE DETERMINED</b>	Sept. 2014	Academic
FY 2014-15	<b>TO BE DETERMINED</b>	Sept. 2015	Academic

**4. Enrollment (1-b-i)**

*Increase enrollment, consistent with quality imperatives, to serve Nebraska’s goals for increased educational attainment.*

Reporting Period	Accountability Measure	Report Date	Reporting Committee
Fall 2013	1) Increase undergraduate enrollment by 1.5% annually. 2) Maintain a retention rate of 80% or above for undergraduate students.	Nov. 2013	Academic
Fall 2014	1) Report on progress toward campus-established enrollment metrics. 2) Report on progress toward NU-wide enrollment metric.	Nov. 2014	Academic
Fall 2015	1) Report on progress toward campus-established enrollment metrics. 2) Report on progress toward NU-wide enrollment metric.	Nov. 2015	Academic

**5. Graduation Rates (1-b-iii)**

*Increase each campus’s undergraduate six-year graduation rate, with a goal of exceeding the average of its peer institutions.*

Reporting Period	Accountability Measure	Report Date	Reporting Committee
2011-12 Academic Year	1) Each campus will maintain or reach the average six-year graduation rate of its peers. 2) All prospective and current undergraduate students are regularly informed and assisted in obtaining the benefit of the University’s four-year graduation guarantee.	Jan. 2014	Academic
2012-13 Academic Year	1) Each campus will maintain or reach the average six-year graduation rate of its peers. 2) All prospective and current undergraduate students are regularly informed and assisted in obtaining the benefit of the University’s four-year graduation guarantee.	Jan. 2015	Academic
2013-14 Academic Year	1) Each campus will maintain or reach the average six-year graduation rate of its peers. 2) All prospective and current undergraduate students are regularly informed and assisted in obtaining the benefit of the University’s four-year graduation guarantee.	Jan. 2016	Academic

**6. Faculty Merit Compensation (2-a-i)**

*To help ensure competitiveness, faculty salaries and incentives (awarded on the basis of merit) and fringe benefits should exceed the average of peer institutions.*

<b>Reporting Period</b>	<b>Accountability Measure</b>	<b>Report Date</b>	<b>Reporting Committee</b>
FY 2013-14	<ol style="list-style-type: none"> <li>1) All salary increases should be awarded, to the extent possible, on the basis of merit.</li> <li>2) Average faculty salaries on each campus shall meet or exceed the midpoint of peers.</li> <li>3) Once the midpoint of peers has been met or exceeded, an exceptional merit fund shall be established to provide additional incentives related to performance.</li> </ol>	June 2014	Business
FY 2014-15	<ol style="list-style-type: none"> <li>1) All salary increases should be awarded, to the extent possible, on the basis of merit.</li> <li>2) Average faculty salaries on each campus shall meet or exceed the midpoint of peers.</li> <li>3) Once the midpoint of peers has been met or exceeded, an exceptional merit fund shall be established to provide additional incentives related to performance.</li> </ol>	June 2015	Business
FY 2015-16	<ol style="list-style-type: none"> <li>1) All salary increases should be awarded, to the extent possible, on the basis of merit.</li> <li>2) Average faculty salaries on each campus shall meet or exceed the midpoint of peers.</li> <li>3) Once the midpoint of peers has been met or exceeded, an exceptional merit fund shall be established to provide additional incentives related to performance.</li> </ol>	June 2016	Business

*Due to changes in the Board's meeting schedule, reporting on this item was moved from April to June in 2013.*

**7. Faculty Diversity (2-a-iii)**

*Each campus shall endeavor to meet the university's ongoing commitments to faculty diversity, employing measures permitted by state and federal law.*

<b>Reporting Period</b>	<b>Accountability Measure</b>	<b>Report Date</b>	<b>Reporting Committee</b>
Fall 2012	<ol style="list-style-type: none"> <li>1) Increase faculty diversity, employing measures permitted by state and federal law.</li> <li>2) Report on the diversity of the faculty and the relative rate of change in faculty composition as compared to peers.</li> </ol>	Sept. 2013	Academic
Fall 2013	<ol style="list-style-type: none"> <li>1) Increase faculty diversity, employing measures permitted by state and federal law.</li> <li>2) Report on the diversity of the faculty and the relative rate of change in faculty composition as compared to peers.</li> </ol>	Sept. 2014	Academic
Fall 2014	<ol style="list-style-type: none"> <li>1) Increase faculty diversity, employing measures permitted by state and federal law.</li> <li>2) Report on the diversity of the faculty and the relative rate of change in faculty composition as compared to peers.</li> </ol>	Sept. 2015	Academic

**8. Nebraska Top 25% (3-b-i)**

*Increase enrollment of Nebraska students ranked in top 25% of their high school class.*

On October 26, 2012, the Board of Regents referred the Top 25% metric to the Academic Affairs committee of the Board for discussion and a report/recommendation at a future date.

Reporting Period	Accountability Measure	Report Date	Reporting Committee
Fall 2012	Increase enrollment of first-time freshmen ranked in the top quartile of their high school graduating class to 50.0%.	Oct. 2012	Academic
Fall 2013	TO BE DETERMINED	Nov. 2013	Academic
Fall 2014	TO BE DETERMINED	Nov. 2014	Academic
Fall 2015	TO BE DETERMINED	Nov. 2015	Academic

**9. Merit-based Scholarships (3-b-ii)**

*Increase support for merit-based scholarships.*

On September 14, 2012, the Board of Regents referred future merit-based scholarship metrics to the Academic Affairs committee of the Board for discussion and a report/recommendation at a future date.

Reporting Period	Accountability Measure	Report Date	Reporting Committee
FY 2011-12	Raise at least \$6 million in private funds (endowment and/or spendable).	Sept. 2012	Academic
FY 2012-13	TO BE DETERMINED	Sept. 2013	Academic
FY 2013-14	TO BE DETERMINED	Sept. 2014	Academic
FY 2014-15	TO BE DETERMINED	Sept. 2015	Academic

**10. Nonresident Student Enrollment (3-c-i)**

*Increase enrollment of nonresident undergraduate students at UNL, UNO and UNK.*

On October 26, 2012, the Board of Regents referred future enrollment metrics to the Academic Affairs committee of the Board for discussion and a report/recommendation at a future date.

Reporting Period	Accountability Measure	Report Date	Reporting Committee
Fall 2012	Increase the number of new nonresident undergraduate students by 1.5% percent annually.	Oct. 2012	Academic
Fall 2013	TO BE DETERMINED	Nov. 2013	Academic
Fall 2014	TO BE DETERMINED	Nov. 2014	Academic
Fall 2015	TO BE DETERMINED	Nov. 2015	Academic

### 11. Workforce Development (3-h-i and 3-h-iii)

*Analyze areas of future workforce demand, including job and self-employment opportunities in non-growth rural communities and economically disadvantaged urban areas, and strengthen or develop curricula and programs appropriate to the university in alignment with those areas. (3-h-i) Develop distance education and other educational programs that permit Nebraskans to prepare for jobs and opportunities to meet future workforce demands. (3-h-iii)*

Reporting Period	Accountability Measure	Report Date	Reporting Committee
Fall 2013	Address program alignment revisions to meet workforce needs based on Fall 2011 data.	March 2014	Academic
Fall 2014	Address program alignment revisions to meet workforce needs based on Fall 2011 data.	March 2015	Academic
Fall 2015	Address program alignment revisions to meet workforce needs based on Fall 2011 data.	March 2016	Academic

### 12. Research (4-a-i)

*Increase federal support for instruction, research and development, and public service.*

Reporting Period	Accountability Measure	Report Date	Reporting Committee
FY 2012-13	Increase UNL and UNMC federal research expenditures by 20% more than the weighted total federal appropriations per year on a three-year rolling average.	March 2014	Academic
FY 2013-14	Increase UNL and UNMC federal research expenditures by 20% more than the weighted total federal appropriations per year on a three-year rolling average.	March 2015	Academic
FY 2014-15	Increase UNL and UNMC federal research expenditures by 20% more than the weighted total federal appropriations per year on a three-year rolling average.	March 2016	Academic

### 13. Entrepreneurship (5-d)

*Support entrepreneurship education, training and outreach.*

Future year metrics have been referred to the Academic Affairs committee of the Board for discussion and a report/recommendation at a future date.

Reporting Period	Accountability Measure	Report Date	Reporting Committee
Spring 2013	<ol style="list-style-type: none"> <li>1) Increase training hours invested by program participants by 5% of 55,104.</li> <li>2) Increase number of clients assisted by 5% of 12,868.</li> <li>3) Increase number of SBIR/STTR applications by 10% of 84.</li> <li>4) Increase number of SBIR/STTR awards by 5% of 8.</li> <li>5) Increase investment in NU assisted companies by 5% of \$58,549,521.</li> <li>6) Increase NU assisted business start-ups and transitions by 5% of 246.</li> </ol>	March 2013	Academic
Spring 2014	Evaluate and modify annual targets as appropriate.	March 2014	Academic
Spring 2015	Evaluate and modify annual targets as appropriate.	March 2015	Academic
Spring 2016	<b>TO BE DETERMINED</b>	March 2016	Academic

*Due to changes in the Board's meeting schedule, reporting on this item was moved from April to March in 2013.*

**14. LB 605 (6-a-ii)**

*Implement the second phase of LB 605 to repair, renovate and/or replace specific university facilities.*

**A capstone report on LB 605 was presented to the Board of Regents in January 2011.**

**15. Business Process Efficiencies (6-c-ii)**

*Leverage roles and missions of campuses to find savings and cost reductions through academic, administrative and business process efficiencies and effectiveness.*

<b>Reporting Period</b>	<b>Accountability Measure</b>	<b>Report Date</b>	<b>Reporting Committee</b>
2013 Calendar Year	<ol style="list-style-type: none"> <li>1) Short-Term Cash/Investments: Exceed average of similar fund types</li> <li>2) Endowments: Exceed average of similar fund types</li> <li>3) Debt: Maintain Aa1 rating; exceed 1.15 coverage</li> <li>4) Capital: Capital Queue</li> <li>5) Human Resources: Meet midpoint of peers in faculty and staff salaries</li> </ol>	<ol style="list-style-type: none"> <li>1) 2<sup>nd</sup> Quarter 2013</li> <li>2) 4<sup>th</sup> Quarter 2013</li> <li>3) 4<sup>th</sup> Quarter 2013</li> <li>4) Quarterly</li> <li>5) 2<sup>nd</sup> Quarter 2013</li> </ol>	Business
2014 Calendar Year	<ol style="list-style-type: none"> <li>1) Short-Term Cash/Investments: Exceed average of similar fund types</li> <li>2) Endowments: Exceed average of similar fund types</li> <li>3) Debt: Maintain Aa1 rating; exceed 1.15 coverage</li> <li>4) Capital: Report on Capital Queue</li> <li>5) Human Resources: Meet midpoint of peers in faculty and staff salaries</li> </ol>	<ol style="list-style-type: none"> <li>1) 2<sup>nd</sup> Quarter 2014</li> <li>2) 4<sup>th</sup> Quarter 2014</li> <li>3) 4<sup>th</sup> Quarter 2014</li> <li>4) Quarterly</li> <li>5) 2<sup>nd</sup> Quarter 2014</li> </ol>	Business
2015 Calendar Year	<ol style="list-style-type: none"> <li>1) Short-Term Cash/Investments: Exceed average of similar fund types</li> <li>2) Endowments: Exceed average of similar fund types</li> <li>3) Debt: Maintain Aa1 rating; exceed 1.15 coverage</li> <li>4) Capital: Report on Capital Queue</li> <li>5) Human Resources: Meet midpoint of peers in faculty and staff salaries</li> </ol>	<ol style="list-style-type: none"> <li>1) 2<sup>nd</sup> Quarter 2015</li> <li>2) 4<sup>th</sup> Quarter 2015</li> <li>3) 4<sup>th</sup> Quarter 2015</li> <li>4) Quarterly</li> <li>5) 2<sup>nd</sup> Quarter 2015</li> </ol>	Business

## 16. Student Learning Assessment (6-g)

*Provide accurate and transparent information to the public about college costs and student learning and success outcomes.*

Reporting Period	Accountability Measure	Report Date	Reporting Committee
Fall 2012	<ol style="list-style-type: none"> <li>1) Annual or other periodic review, as available, by the Board of performance on standardized examinations and surveys, including the National Survey of Student Engagement and professional licensure examinations.</li> <li>2) Annual review by the Board of participation in pilot programs to measure student learning outcomes, such as the Collegiate Learning Assessment.</li> </ol>	<del>March 2013</del> Sept. 2013	Academic
Fall 2013	<ol style="list-style-type: none"> <li>1) Annual or other periodic review, as available, by the Board of performance on standardized examinations and surveys, including the National Survey of Student Engagement and professional licensure examinations.</li> <li>2) Annual review by the Board of participation in pilot programs to measure student learning outcomes, such as the Collegiate Learning Assessment.</li> </ol>	March 2014	Academic
Fall 2014	<ol style="list-style-type: none"> <li>1) Annual or other periodic review, as available, by the Board of performance on standardized examinations and surveys, including the National Survey of Student Engagement and professional licensure examinations.</li> <li>2) Annual review by the Board of participation in pilot programs to measure student learning outcomes, such as the Collegiate Learning Assessment.</li> </ol>	March 2015	Academic

*Due to changes in the Board's meeting schedule, reporting on this item was moved from April to March in 2013. Subsequently it was moved to June 2013 and then September 2013 with the consent of the President and Academic Affairs Committee Chairman because necessary data was not available.*

## 17. Global Engagement - Study Abroad (3-d-i)

*Significantly increase the number of undergraduates studying abroad, with the goal of ultimately providing the opportunity for every undergraduate to study abroad.*

Reporting Period	Accountability Measure	Report Date	Reporting Committee
Academic Year 2011-12	By 2019-20, the University shall increase the number of students who have participated in a study or work abroad program to 2,442. Using the base academic year 2009-10 when 1,221 participated in such programs outside the U.S., the University will achieve slightly more than 7% growth compounded each year to reach the goal.	<del>June 2013</del> Sept. 2013	Academic
Academic Year 2012-13	Continue progress toward doubling by 2019-20 the number of students who have studied or worked abroad by achieving average annual growth of slightly more than 7%.	June 2014	Academic
Academic Year 2013-14	Continue progress toward doubling by 2019-20 the number of students who have studied or worked abroad by achieving average annual growth of slightly more than 7%.	June 2015	Academic

*Reporting on this item has been moved to September 2013 with the consent of the President and Academic Affairs Committee Chairman.*

**18. Global Engagement – International Student Enrollment (3-d-ii)**

*Significantly increase the number of international undergraduates and graduates studying at the university.*

On October 26, 2012, the Board of Regents referred future enrollment metrics to the Academic Affairs committee of the Board for discussion and a report/recommendation at a future date.

Reporting Period	Accountability Measure	Report Date	Reporting Committee
Academic Year 2011-12	By 2019-20, the University shall increase the number of international students enrolled to 6,036. Using the base academic year 2009-10 when 3,018 international students were enrolled, the University will achieve slightly more than 7% growth compounded each year to reach the goal.	Oct. 2012	Academic
Academic Year 2012-13	TO BE DETERMINED	Nov. 2013	Academic
Academic Year 2013-14	TO BE DETERMINED	Nov. 2014	Academic
Academic Year 2014-15	TO BE DETERMINED	Nov. 2015	Academic

**19. Distance Education (1-g-i)**

*The University will offer a variety of its academic programs by distance education through Online Worldwide in an effort to provide access to the University of Nebraska to the people of the state and beyond the boundaries of the state who are unable to enroll in programs offered only on campus.*

Reporting Period	Accountability Measure	Report Date	Reporting Committee
Academic Year 2011-12	Increase student credit hours from distance-only students in Nebraska and beyond the boundaries of the state each by 10% annually through 2014-15.	<del>June 2013</del> July 2013	Academic
Academic Year 2012-13	Increase student credit hours from distance-only students in Nebraska and beyond the boundaries of the state each by 10% annually through 2014-15.	June 2014	Academic
Academic Year 2013-14	Increase student credit hours from distance-only students in Nebraska and beyond the boundaries of the state each by 10% annually through 2014-15.	June 2015	Academic

*Due to changes in the Board’s meeting schedule, reporting on this item was moved from April to June in 2013. Subsequently it was moved to July 2013 with the consent of the President and Academic Affairs Committee Chairman.*



TO: The Board of Regents  
Academic Affairs

MEETING DATE: July 18, 2013

SUBJECT: University of Nebraska Calendar of establishing and reporting  
accountability measures

RECOMMENDED ACTION: For Information Only

PREVIOUS ACTION: None

EXPLANATION: Attached is a calendar of establishing and reporting accountability  
measures.

SPONSOR: James B. Milliken, President  
University of Nebraska

DATE: June 27, 2013

# Strategic Framework Accountability Measure Reporting and Updating Calendar

Revised July 1 for July 18, 2013, meeting

<u>Board Meeting Date</u>	<u>Academic Affairs Committee</u>	<u>Business Affairs Committee</u>
July 18, 2013	<p>Distance Education [1-g-i]  <i>(For scheduling reasons, Distance Ed moved from June to September and then to July with the consent of the President and Academic Affairs committee chairman.)</i></p>	
September 20, 2013	<p>Need-based Financial Aid [1-a-iii]            Faculty Diversity [2-a-iii]            Merit-based Scholarships [3-b-ii]            Study Abroad [3-d-i]            Student Learning Assessment [6-g]  <i>(For scheduling reasons, Study Abroad moved from June to September with the consent of the President and Academic Affairs committee chairman. Student Learning Assessment moved from March to June because data was not available and then to September due to scheduling.)</i></p>	<p>Administrative/Business Efficiencies [6-c-ii]  <i>(Capital Queue)</i></p>
October 24, 2013	<p>UNO campus visit with discussion of campus strategic plan and performance indicators.</p>	
November 15, 2013	<p>Enrollment [1-b-i]            Nebraska Top 25% [3-b-i]            Nonresident Student Enrollment [3-c-i]            International Student Enrollment [3-d-ii]</p>	<p>None</p>
January 24, 2014	<p>Graduation Rates [1-b-iii]</p>	<p>Administrative/Business Efficiencies [6-c-ii]  <i>(Endowments, Debt, Capital Queue)</i>  <i>(Usually in December but no Dec. 2013 mtg)</i></p>
February 2014	<p>Campus visit with discussion of campus strategic plan and performance indicators.</p>	
March 2014	<p>Workforce Development [3-h-i &amp; iii]            Research [4-a-i]            Entrepreneurship [5-d]            Student Learning Assessment [6-g]</p>	<p>Administrative/Business Efficiencies [6-c-ii]  <i>(Capital Queue)</i></p>
June 2014	<p>Distance Education [1-g-i]            Study Abroad [3-d-i]</p>	<p>State Funding [1-a-i]            Tuition [1-a-ii]            Faculty Merit Compensation [2-a-i]            Administrative/Business Efficiencies [6-c-ii]  <i>(Short-term Cash/Investments, Capital Queue, Human Resources)</i></p>

TO: The Board of Regents  
Academic Affairs

MEETING DATE: July 18, 2013

SUBJECT: University of Nebraska Strategic Dashboard Indicators

RECOMMENDED ACTION: For Information Only

















PREVIOUS ACTION: None

EXPLANATION: Attached is the current version of the Strategic Framework Indicators.

SPONSOR: James B. Milliken, President  
University of Nebraska

DATE: June 27, 2013

## University of Nebraska Strategic Dashboard Indicators (Updated as of June 7, 2013)

State Funding Change (1.a.i) FY 2013-14		Tuition Change (1.a.ii) FY 2013-14		Enrollment Change (1.b.i) Fall 2012		Retention (1.b.i) Fall 2012		Need-Based Aid (1.a.iii) FY2011-12	
<u>Target</u>	<u>Outcome</u>	<u>Target</u>	<u>Outcome</u>	<u>Target</u>	<u>Outcome</u>	<u>Target</u>	<u>Outcome</u>	<u>Target</u>	<u>Outcome</u>
	State funding + cost mgmt. = <6% tuition increase 4.0%*		Funding + cost mgmt. = <6% tuition increase 0.0% Resident 3.0% Nonresident		1.5%      -0.1%		80% Retention rate 80.9%		Increase private funds by \$6 million Increased \$9.91 million
Women Faculty (2.a.iii) Fall 2011		Minority Faculty (2.a.iii) Fall 2011		Top 25% Enrollment (3.b.i) Fall 2012		Nonresident Students (3.c.i) Fall 2012		Merit-Based Aid (3.b.ii) FY2011-12	
<u>Target</u>	<u>Outcome</u>	<u>Target</u>	<u>Outcome</u>	<u>Target</u>	<u>Outcome</u>	<u>Target</u>	<u>Outcome</u>	<u>Target</u>	<u>Outcome</u>
	Increase over 2010 2011=34.56% 2010=33.76%		Increase over 2010 2011=17.55% 2010=16.15%		Increase to 50% 46.6%		Increase 1.5% over 2011 5.2%		Increase private funds by \$6 million Increased \$26.45 million
Study Abroad (3.d.i) AY2010-11		International Students (3.d.ii) AY2010-11		Distance Education (3.g.i) AY2010-11		Six-Year Graduation Rate (1.b.iii) AY2010-11			
<u>Target</u>	<u>Outcome</u>	<u>Target</u>	<u>Outcome</u>	<u>Target</u>	<u>Outcome</u>	<u>Campus</u>	<u>Target</u>	<u>Outcome</u>	
	Double base of 1,221 students by 2019-20 2010=1,048 2009=1,221		Double base of 3,018 students by 2019-20 10.0% increase		Increase in-state and out-of-state distance only credit hours by 10% In-state = 5.2% Out-of-State = 5.3%		UNL	Maintain or show progress toward reaching the average six-year graduation rate of peers 2011= -3.3% 2010= -6.2%	
							UNO	2011= 0.4% 2010= 3.0%	
							UNK	2011= 9.4% 2010= 6.3%	
							UNMC	Not Applicable Not Applicable	

**LEGEND:**



Target Met or Exceeded



Progress Toward Target



Target Not Met

## University of Nebraska Strategic Dashboard Indicators (Updated as of June 7, 2013)

Federal Research Funding Growth (4.a.i) UNL and UNMC FY2011-12						Faculty Salaries (2.a.i) FY2012-13					
	<u>Campus</u>	<u>Target</u>	<u>Outcome</u>		<u>Campus</u>	<u>Target</u>	<u>Outcome</u>		<u>Campus</u>	<u>Target</u>	<u>Outcome</u>
	UNL	1.8%	8.0%		UNMC	-0.1%	12.1%		UNL		2012= -6.9% 2011= -4.8%
									UNMC	Significant progress toward exceeding midpoint of peers	2012= -8.5% 2011= -7.1%
									UNO		**
									UNK		**

	<u>Indicator</u>	<u>Target</u>	<u>Outcome</u>
	<b>Four-Year Graduation Guarantee (1.b.iii)</b> AY2010-11	All prospective and current undergraduate students are informed about the University's four-year graduation guarantee.	All campuses have posted information about the four-year graduation guarantee on their websites and also have a link to four-year graduation guarantee information on the UNCA website.
	<b>Faculty Salaries (2.a.1)</b> Fall 2011	Award all salary increases, to the extent possible, on the basis of merit.	Faculty salaries at UNL and UNMC may be based/granted entirely on merit, while faculty salaries at UNO and UNK are negotiated through the collective bargaining process and therefore the amount and method of distribution at UNO and UNK must be determined by agreement.
	<b>Entrepreneurship (5.d)</b> Spring 2012	1) Increase training hours by 5%. 2) Increase number of clients by 5%. 3) Increase SBIR/STTR applications by 10%. 4) Increase SBIR/STTR awards by 5%. 5) Increase investment in NU-assisted companies by 5%. 6) Increase NU-assisted startups and transitions by 5%.	1) Training hours decreased by 16%. 2) Clients increased by 25%. 3) SBIR/STTR applications increased 9%. 4) SBIR/STTR awards decreased 62%. 5) Investment in NU-assisted companies increased 12%. 6) NU-assisted start-ups and transitions decreased 58%.

**LEGEND:**



Target Met or Exceeded









Progress Toward Target



Target Not Met

## University of Nebraska Strategic Dashboard Indicators (Updated as of June 7, 2013)

	<u>Indicator</u>	<u>Target</u>	<u>Outcome</u>
	<b>Workforce Development (3.h.i and 3.h.iii) Fall 2011</b>	Review new internal and external research on workforce needs and update categories of employment for purposes of aligning university programs to changing needs.	Faculty and state agency research has been reviewed. The University of Nebraska continues to monitor relevant faculty and agency research to identify emerging workforce opportunities and trends in the state.
	<b>Student Learning Assessment (6.g) Fall 2011</b>	<ol style="list-style-type: none"> <li>1. Review performance on standardized examinations and surveys, including the National Survey of Student Engagement and professional licensure examinations.</li> <li>2. Report on participation in pilot programs to measure student learning outcomes, such as the Collegiate Learning Assessment.</li> </ol>	<ol style="list-style-type: none"> <li>3. UNK, UNL and UNO currently participate in the National Survey of Student Engagement (NSSE). Performance on professional licensure examinations is above average for all campuses.</li> <li>4. Campuses are taking a variety of approaches to participation in pilot programs designed to measure learning outcomes, including exploring processes for assessing general studies requirements and participation in the administration of the College Assessment of Academic Proficiency (CAAP).</li> </ol>
	<b>Business Process Efficiencies (6.c.ii)</b>		
	<b>Short Term Cash Investments June 2012</b>	Exceed average of similar fund types.	The performance of the State's Operating Investment Pool (4.9%) slightly underperformed when compared to the benchmark value of 5.2%.
	<b>Endowments January 2013</b>	Exceed average of similar fund types.	Fund N endowments lost 2.2%% for the year ending June 30, 2012, while similar funds gained an average of 1.8% over the same period.
	<b>Debt January 2013</b>	Maintain Aa2 rating and exceed 1.15 coverage.	Bond rating maintained at Aa1 and exceeded 1.15 coverage.
	<b>Human Resources June 2013</b>	Meet midpoint of peers in faculty and staff salaries.	Faculty salaries at UNL and UNMC are below the midpoint of peers for 2012**.

**Notes:**

\*4.3% total increase including legislative directed earmarks.

\*\*UNO and UNK salaries are governed by collective bargaining.

**LEGEND:**



Target Met or Exceeded



Progress Toward Target



Target Not Met

TO: The Board of Regents  
Academic Affairs

MEETING DATE: July 18, 2013

SUBJECT: Board of Regents agenda items related to the University of Nebraska Strategic Framework

RECOMMENDED ACTION: For Information Only

PREVIOUS ACTION: The current version of the framework appears as an information item at each Board of Regents meeting.  
  
April 2005 – The Board of Regents began development of the University of Nebraska “Strategic Framework – Accountability Measures” document.

EXPLANATION: Attached is an explanation of the agenda items that are aligned with the strategic goals of the Board of Regents’ Strategic Framework.

SPONSOR: James B. Milliken, President  
University of Nebraska

DATE: June 27, 2013

Alignment of the University's Strategic Goals with Board of Regents Agenda Items  
July 18, 2013

- 1. The University of Nebraska will provide the opportunity for Nebraskans to enjoy a better life through access to high quality, affordable undergraduate, graduate and professional education.**
  - Strategic Framework annual report on Distance Education
- 2. The University of Nebraska will build and sustain undergraduate, graduate and professional programs of high quality with an emphasis on excellent teaching.**
- 3. The University of Nebraska will 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.**
- 4. The University of Nebraska will 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.**
  - Approve the purchase of a supercomputer for the Holland Computing Center
  - Approve the construction budget for the Data Center Infrastructure Improvements project at UNMC
  - Approve the sole source purchase of X-ray scattering instruments for the Fred & Pamela Buffett Cancer Center at UNMC
  - Approve the project budget and financing for the Centralized Renewable Energy System at UNL's Nebraska Innovation Campus
- 5. The University of Nebraska will 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.**
  - Approve the Interlocal Cooperation Agreement with the City of Omaha for the funding of the UNO Community Facility (arena)
- 6. The University of Nebraska will be cost effective and accountable to the citizens of the state.**
  - Approve an amendment to the Audit Committee charter
  - Accept various reports related to capital construction including:
    - Intermediate Design Report for the Brace Laboratory Renovation at UNO
  - Accept various regular reports including:
    - Bids and contracts
    - Namings of rooms in honor of donors or donor designees at UNO and UNL



TO: The Board of Regents  
Business Affairs

MEETING DATE: July 18, 2013

SUBJECT: Conform Section 3.12.2 of the *Bylaws of the Board of Regents* to practices and legal requirements relating to disability retirement.

RECOMMENDED ACTION: None. This item is presented for information only and will be proposed for Board approval at the next meeting.

PREVIOUS ACTIONS: None.

EXPLANATION: This change is a “housekeeping” item. Disability retirements for academic/administrative staff and faculty do not require Board approval and, therefore, the reference to that approval is proposed to be removed as set forth below.

**3.12.2 - Disability Retirement.**

An employee, regardless of age, is eligible for a disability retirement should a physical or mental disabilities prevent such employee from satisfactorily performing work. A Disability Retirement will allow a disabled employee to receive university retiree benefits.

~~Approval of a A Disability Retirement is predicated on 1) the disabled employee’s obtainment of a Social Security Disability Award, or 2) long term disability benefits approval by the group long term disability insurance company. In addition, university administration may also approve a Disability Retirement when good cause is otherwise established, in certain situations. ~~In addition, Disability Retirements for academic/administrative staff and faculty must be approved by the Board of Regents.~~~~

SPONSORS: David E. Lechner  
Senior Vice President | CFO

Joel D. Pedersen  
Vice President and General Counsel

RECOMMENDED: James B. Milliken  
President

DATE: July 1, 2013

**D. REPORTS**

1. Intermediate Design Report - UNL Brace Laboratory Renovation Addendum VI-D-1
2. Bids and Contracts Addendum VI-D-2
3. Naming of renovated Bio-fiber Development Laboratory at UNL Addendum VI-D-3
4. Naming of area in Roskens Hall at UNO the “Southwest Omaha Sertoma Club Room” Addendum VI-D-4
5. Naming two rooms in Mammel Hall at UNO the “Professor Paul T. Crossman Conference Room” and “Deloitte Classroom” Addendum VI-D-5
6. Revisions to rules and regulations for faculty senate and student self-government organizations: UNK Faculty Senate Bylaws and Constitution Addendum VI-D-6

Additional Item

7. Naming the cardio area within the East Stadium Nebraska athletic research center the “Mark and Debra Classen Cardio Area” at the University of Nebraska-Lincoln Addendum VI-D-7

TO: The Board of Regents Addendum VI-D-1

Business Affairs

MEETING DATE: July 18, 2013

SUBJECT: Business Affairs Committee Approval of Intermediate Design Report

RECOMMENDED ACTION: Report

EXPLANATION: Following is the Intermediate Design Report as approved by the Business Affairs Committee:

**UNL – Brace Laboratory Renovation**

Program Statement Approved:		October 26, 2012
Intermediate Design Report:		June 28, 2013
	<u>Program Statement</u>	<u>Intermediate Design</u>
Total Project Cost:	\$8,000,000	\$8,000,000
Construction Cost	\$6,346,000	\$6,346,000
Non Construction Cost:	\$1,654,000	\$1,654,000
NSF:	25,774	25,540
GSF:	39,200	39,200
Substantial Completion	May 2015	May 2015

SPONSOR: Rebecca H. Koller  
Assistant Vice President for Business & Finance  
Director of Facilities Planning & Management

APPROVED: David E. Lechner  
Senior Vice President | CFO

DATE: June 27, 2013

TO: The Board of Regents Addendum VI-D-2

Business Affairs

MEETING DATE: July 18, 2013

SUBJECT: Report of Bids and Contracts

RECOMMENDED ACTION: Report

PREVIOUS ACTION: None

EXPLANATION: The attached report is a summary of bids and contracts as provided by the campuses pursuant to Section 6.4 of the *Bylaws of the Board of Regents of the University of Nebraska* for the period ended June 26, 2013.

The report outlines the following: type of action; campus; description and use of the product, service, or project; funding source; approved budget amount; contract amount; contractor or vendor; and a bid review or bid explanation if the low responsible bid was not accepted.

SPONSOR: David E. Lechner  
Senior Vice President | CFO

DATE: June 27, 2013

Type of Action	Campus	Description	Funding Source	Approved Budget Amount*	Contract Amount	Contractor / Vendor	Bid Review or Explanation
Construction	UNL	NCTA West Dorm Electrical and Fire Code Remodel 4740008313	Cash	\$746,624	\$565,000	Sampson Construction	Low Responsible Bidder
Construction	UNL	Devaney Center Exterior Siding Replacement	Auxiliary	7,000,000	729,000	Hausmann Construction, Inc.	Low Responsible Bidder
Construction	UNL	Nebraska Hall Room 230 Electrical Remodel	Cash/Revolving	631,510	397,300	Dickey & Burham, Inc.	Low Responsible Bidder
Construction	UNL	18 <sup>th</sup> & R Parking Structure	Parking Surplus	18,000,000	16,700,000	GC General Construction & AE Basic Services	Design/Build
Construction	UNL	Devaney Sports Center Improvements Standing Room Platform	Trust	21,000,000	387,900	Dickey & Burham, Inc.	Low Responsible Bidder
Personal Property	UNL	Purchase of Capital Management Project Software for Facilities Management Department	Revolving Funds	289,679	289,679	E-Builder, Inc.	Low Responsible Bidder
Personal Property	UNL	Purchase of Field Turf for Memorial Stadium for Athletics Department	Auxiliaries & Services Funds	379,110	379,121	Fieldturf USA, Inc.	Sole Source – To Keep Practice and Game Day Surfaces Consistent Between Memorial Stadium and Hawks Championship Center for Performance and Safety Standards.
Personal Property	UNL	Purchase of Computer Nodes for Holland Computing Center	Federal Funds	261,550	261,550	Dell	Low Responsible Bidder

\*Approved budget amount for construction contracts represents the entirety of the project budget, whereas the contract amount is the amount pertaining to the particular activity within the construction contract.

TO: The Board of Regents Addendum VI-D-3

Business Affairs

MEETING DATE: July 18, 2013

SUBJECT: Naming of renovated Bio-fiber Development Laboratory

RECOMMENDED ACTION: Report

PREVIOUS ACTION: None

EXPLANATION: President Milliken and Chancellor Perlman have approved naming the recently renovated Textile Design Studio the "Bio-fiber Development Laboratory." The new name will more accurately reflect the program's focus and show potential industry partners that this is an area of emphasis for UNL.

PROJECT COST: None

SOURCE OF FUNDS: None

SPONSORS: Christine A. Jackson  
Vice Chancellor for Business and Finance

Harvey S. Perlman, Chancellor  
University of Nebraska-Lincoln

APPROVED: James B. Milliken, President  
University of Nebraska

DATE: June 27, 2013

TO: The Board of Regents Addendum VI-D-4  
Business Affairs

MEETING DATE: July 18, 2013

SUBJECT: Naming of area (Room #512EE in Roskens Hall) at the University of Nebraska at Omaha the “Southwest Omaha Sertoma Club Room”.

RECOMMENDED ACTION: Report

PREVIOUS ACTION: None

EXPLANATION: President Milliken and Chancellor Christensen have approved naming the 5<sup>th</sup> floor small speech language pathology clinic room in Roskens Hall the “Southwest Omaha Sertoma Club Room”.

PROJECT COST: None

SOURCE OF FUNDS: None

SPONSOR: John E. Christensen, Chancellor  
University of Nebraska at Omaha

APPROVED: James B. Milliken, President  
University of Nebraska

DATE: June 27, 2013

TO: The Board of Regents Addendum VI-D-5  
Business Affairs

MEETING DATE: July 18, 2013

SUBJECT: Naming of two Second Floor areas in Mammel Hall at the University of Nebraska at Omaha.

RECOMMENDED ACTION: Report

PREVIOUS ACTION: None

EXPLANATION: President Milliken and Chancellor Christensen have approved naming the rooms listed below:

- Second Floor conference room the “Professor Paul T. Crossman Conference Room” in honor of a gift from Hugo Kahn.
- Second Floor classroom the “Deloitte Classroom” in recognition of a gift from the Deloitte Foundation and employees.

PROJECT COST: None

SOURCE OF FUNDS: None

SPONSOR: John E. Christensen, Chancellor  
University of Nebraska at Omaha

APPROVED: James B. Milliken, President  
University of Nebraska

DATE: June 27, 2013



TO: The Board of Regents  
Academic Affairs

MEETING DATE: July 18, 2013

SUBJECT: Revisions to rules and regulations for faculty and student self-government organizations: Faculty Senate Constitution and Bylaws at the University of Nebraska at Kearney.

RECOMMENDED ACTION: Report

PREVIOUS ACTION: January 10, 2010 – The Board approved an amendment of Section 1.2 paragraph three of the *Bylaws of the Board of Regents of the University of Nebraska* to revise the process for approval of rules and regulations for faculty and student self-government organizations.

EXPLANATION: The *Bylaws of the Board of Regents* Section 1.2 as amended on January 10, 2010 state, “In any case where any officer, group or agency has been authorized by these *Bylaws* to adopt rules or regulations, such rules or regulations, before they may be effective, shall be:

- (1) considered by the officer, group or agency at a public hearing held after giving reasonable advance public notice thereof;
- (2) reviewed and approved by the General Counsel for consistency with these *Bylaws* and applicable policies, laws and regulations; and
- (3) filed with the Corporation Secretary for report to the Board. The President and cognizant Chancellor are to be timely provided with a courtesy copy of any public hearing notice.”

Consistent with these *Bylaws* and operating procedures, the following changes have been filed with the Corporation Secretary since the last meeting of the Board:

- Faculty Senate constitution and Bylaws at the University of Nebraska at Kearney

These changes are available for inspection in the Office of the Corporation Secretary.

REPORTED BY: Carmen K. Maurer  
Corporation Secretary

DATE: July 2, 2013

TO: The Board of Regents  
Business Affairs

MEETING DATE: July 18, 2013

SUBJECT: Naming the cardio area within the East Stadium Nebraska Athletic Research Center the “Mark and Debra Classen Cardio Area” at the University of Nebraska-Lincoln

RECOMMENDED ACTION: Report

PREVIOUS ACTION: None

EXPLANATION: President Milliken and Chancellor Perlman have approved naming the cardio area within the East Stadium Nebraska Athletic Research Center the “Mark and Debra Classen Cardio Area” in honor of a generous gift from Mark and Debra Classen. The cardio area is located on the first floor of the Nebraska Athletic Performance Laboratory and is part of the James and Karen Linder Dynamic Performance Center.

The University of Nebraska and Husker Athletics have been a source of great pride in the Classen family for many years. Mark, son of Bill and Corky Classen, was first introduced to Nebraska football during his childhood in the late 1960s. Mark would earn a degree in agricultural economics ('79) and work in the crop insurance business for 35 years. He currently serves as Senior Vice President for Rain and Hail LLC in Minneapolis, MN. His father, Bill, earned a degree from the University of Nebraska ('51 agricultural education), as did Mark's two siblings.

Mark's wife, Debra, was introduced to Nebraska football when they met and she has been a fan ever since. Their support of all Nebraska Athletics has become a family passion that they now share with their two sons, Eric and Brett. The entire family believes the education they received at UNL greatly enhanced their lives and professional careers. They hope their contribution will further the tradition of excellence at the University of Nebraska and improve the experience of all student-athletes.

By naming this area of the Nebraska Athletic Performance Laboratory in honor of Mark and Debra Classen, the Board of Regents expresses on behalf of the University of Nebraska-Lincoln its deepest gratitude and appreciation for their support of the University of Nebraska.

SPONSORS: Christine A. Jackson  
Vice Chancellor for Business and Finance

Harvey Perlman, Chancellor  
University of Nebraska-Lincoln

RECOMMENDED: James B. Milliken, President  
University of Nebraska

DATE: July 16, 2013