



## Board of Regents Meeting

### Meeting Agenda

Varner Hall Board Room

3835 Holdrege Street

Lincoln, NE, 68583-0745

Thursday, October 5, 2017

12:45 p.m.



## NOTICE OF MEETING

Notice is hereby given that the Board of Regents of the University of Nebraska will meet in a publicly convened session on Thursday, October 5, 2017, at 12:45 p.m. in the board room of Varner Hall, 3835 Holdrege Street, Lincoln, Nebraska.

An agenda of subjects to be considered at said meeting, kept on a continually current basis, is available for inspection in the office of the Corporation Secretary of the Board of Regents, Varner Hall, 3835 Holdrege Street, Lincoln, Nebraska, or at <https://nebraska.edu/regents/agendas-and-minutes>.

A copy of this notice will be delivered to the Lincoln Journal Star, the Omaha World-Herald, the Daily Nebraskan, the Gateway, the Antelope, the Kearney Hub, the Lincoln office of the Associated Press, members of the Board of Regents, and the President's Council of the University of Nebraska.

Dated: September 28, 2017



Carmen K. Maurer  
Corporation Secretary  
Board of Regents  
University of Nebraska

**AGENDA**  
**THE BOARD OF REGENTS**  
**OF THE UNIVERSITY OF NEBRASKA**  
**Varner Hall, 3835 Holdrege Street**  
**Lincoln, Nebraska 68583-0745**  
**Thursday, October 5, 2017**  
**12:45 p.m.**

- I. CALL TO ORDER
- II. ROLL CALL
- III. APPROVAL OF MINUTES AND RATIFICATION OF ACTIONS TAKEN ON AUGUST 11, 2017
- IV. KUDOS  
*Karen Ressegieu, University of Nebraska at Omaha*  
*Larry Shippen, University of Nebraska-Lincoln*  
*Dylan Evans, University of Nebraska at Kearney*
- V. RESOLUTIONS
- VI. HEARINGS
- VII. 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.

- VIII. UNIVERSITY CONSENT AGENDA
  - A. ACADEMIC AFFAIRS
    - 1. President's and Board of Regents Personnel Recommendations Addendum VIII-A-1
    - 2. Approval to Award Degrees and Certificates for the 2017-2018 academic year and 2018 summer sessions at the University of Nebraska at Kearney Addendum VIII-A-2
    - 3. Approval to Award Degrees and Certificates for the 2017-2018 academic year and 2018 summer sessions at the University of Nebraska-Lincoln Addendum VIII-A-3
    - 4. Approval to Award Degrees and Certificates for the 2017-2018 academic year and 2018 summer sessions at the University of Nebraska Medical Center Addendum VIII-A-4
    - 5. Approval to Award Degrees and Certificates for the 2017-2018 academic year and 2018 summer sessions at the University of Nebraska at Omaha Addendum VIII-A-5
- IX. UNIVERSITY ADMINISTRATIVE AGENDA
  - A. ACADEMIC AFFAIRS

1. Approve Amendments to RP-6.7 and RP-5.10 of the *Policies of the Board of Regents* related to directory information for students Addendum IX-A-1
2. Approval is requested to create the Master of Science in Business Analytics in the College of Business at the University of Nebraska-Lincoln Addendum IX-A-2
3. Approval is requested to create the Master of Science in Finance in the College of Business at the University of Nebraska-Lincoln Addendum IX-A-3
4. Approval is requested to dissolve the Center for Applied Rural Innovation in the Department of Agricultural Economics and the Great Plains Regional Center for Global Environmental Change in the School of Natural Resources at the University of Nebraska-Lincoln Addendum IX-A-4
5. Approval is requested to create the Master of Health Administration in the Department of Health Services Research and Administration in the College of Public Health at the University of Nebraska Medical Center Addendum IX-A-5
6. Approval is requested to create the Occupational Therapy Doctorate in the College of Allied Health Professions at the University of Nebraska Medical Center Addendum IX-A-6
7. Approval is requested to establish a Department of Neurosurgery in the College of Medicine at the University of Nebraska Medical Center Addendum IX-A-7
8. Approval is requested to accept a gift and create the Leonard and Shirley Goldstein Center for Human Rights in the College of Arts and Sciences at the University of Nebraska at Omaha Addendum IX-A-8

**B. BUSINESS AFFAIRS**  
University of Nebraska-Lincoln

1. Approve the selection of The Clark Enersen Partners to provide design consultant services for the Gymnastics Training Facility project at the University of Nebraska-Lincoln Addendum IX-B-1
2. Approve the selection of Sinclair Hille Architects to provide design consultant services for the Mabel Lee Hall renovation/replacement project, at the University of Nebraska-Lincoln Addendum IX-B-2
3. Approve the Program Statement for and naming of the Johnny Carson Center for Emerging Media Arts at the University of Nebraska-Lincoln Addendum IX-B-3
4. Approve the Program Statement for Nebraska East Union Renovation at the University of Nebraska-Lincoln Addendum IX-B-4
5. Approve the attached Resolution (1) adopting a Supplemental Resolution authorizing the issuance of not to exceed \$15,500,000 aggregate principal amount of Revenue Bonds (University of Nebraska-Lincoln East Union Project), (2) authorizing the execution and delivery of a Supplemental Master Indenture and the related Master Note, (3) authorizing the negotiated sale of such Revenue Bonds, approving the Bond Purchase Agreement, a Continuing Disclosure Undertaking, the Preliminary Official Statement and related documents, and authorizing the Senior Vice President | CFO to determine interest rates (not to exceed a true interest cost of 5%), principal amounts, principal maturities, redemption provisions and other pricing terms of such Revenue Bonds, and (4) approving the preparation and use of a Final Official Statement. Addendum IX-B-5
6. Approve an Agreement with EduCo USA, Inc. for International Student Recruitment Addendum IX-B-6
7. Approve the attached Resolution to authorize expenditure of up to \$7,727,500 for capital improvements for the Campus Recreation, Nebraska Unions and University Housing facilities from the Replacement Fund of the Student Fees and Facilities Revenue Bonds at the University of Nebraska-Lincoln Addendum IX-B-7

8. Approve the Resolution to authorize the expenditure of up to \$360,000 from the Replacement Fund of the UNL Parking Revenue Bonds to improve certain property and equipment Addendum IX-B-8
9. Approve the waiver of the requirements of *Board of Regents Policy* RP-6.2.7 on the naming of facilities and name the athletic medicine center in the Tom and Nancy Osborne Complex in North Memorial Stadium at the University of Nebraska-Lincoln the “Dr. Pat Clare Athletic Medicine Center” Addendum IX-B-9

University of Nebraska Medical Center

10. Approve the selection of HDR to provide design consultant services for the Wittson Hall renovation at the University of Nebraska Medical Center Addendum IX-B-10
11. Approve purchase of Palo Alto firewall system, related hardware and software Addendum IX-B-11

University of Nebraska at Omaha

12. Approve the Project and Budget for the Arts and Sciences Hall Renovation at the University of Nebraska at Omaha Addendum IX-B-12

C. FOR INFORMATION ONLY

1. University of Nebraska Strategic Planning Framework Addendum IX-C-1
2. University of Nebraska Strategic Framework Accountability Measures Addendum IX-C-2
3. Calendar of establishing and reporting accountability measures Addendum IX-C-3
4. University of Nebraska Strategic Dashboard Indicators Addendum IX-C-4
5. Board of Regents agenda items related to the University of Nebraska Strategic Framework Addendum IX-C-5

D. REPORTS

1. Personnel Reports for the period April 1 through June 30, 2017 Addendum IX-D-1
2. Leaves of Absences approved during the period July 1, 2016 through June 30, 2017 Addendum IX-D-2
3. Review of Multi-Departmental Academic Centers for Research, Teaching, and/or Service Addendum IX-D-3
4. Expedited Approval of the Spanish Graduate Certificate in the Department of Modern Languages in the College of Fine Arts and Humanities at the University of Nebraska at Kearney Addendum IX-D-4
5. Expedited Approval of the Applied Biostatistics Professional Certificate in the Department of Biostatistics in the College of Public Health at the University of Nebraska Medical Center Addendum IX-D-5
6. Expedited Approval of the Nonprofit Management Graduate Certificate in the School of Public Administration in the College of Public Affairs and Community Service at the University of Nebraska at Omaha Addendum IX-D-6
7. Report of Bids and Contracts Addendum IX-D-7
8. Semi-Annual Report of Licenses Addendum IX-D-8
9. Quarterly Report of Gifts, Grants, Contracts and Bequests Addendum IX-D-9
10. Status Report of Six-Year Capital Plan Addendum IX-D-10
11. Quarterly Status of Capital Construction Projects Addendum IX-D-11
12. Strategic Framework Report on Programs of Excellence: FY2009-FY2013 Addendum IX-D-12

X. ADDITIONAL BUSINESS

## **VIII. UNIVERSITY CONSENT AGENDA**

### **A. ACADEMIC AFFAIRS**

1. President's and Board of Regents Personnel Recommendations  
Addendum VIII-A-1
2. Approval to Award Degrees and Certificates for the 2017-2018 academic year and 2018 summer sessions at the University of Nebraska at Kearney  
Addendum VIII-A-2
3. Approval to Award Degrees and Certificates for the 2017-2018 academic year and 2018 summer sessions at the University of Nebraska-Lincoln  
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4. Approval to Award Degrees and Certificates for the 2017-2018 academic year and 2018 summer sessions at the University of Nebraska Medical Center  
Addendum VIII-A-4
5. Approval to Award Degrees and Certificates for the 2017-2018 academic year and 2018 summer sessions at the University of Nebraska at Omaha  
Addendum VIII-A-5

The President's and Board of Regents Personnel Recommendations  
Meeting Date: October 5, 2017

### **President's Personnel Recommendations**

University of Nebraska Medical Center

#### Adjustments

H. Dele Davies, Senior Vice Chancellor for Academic Affairs (Special); Dean for Graduate Studies (Special), University of Nebraska Medical Center; Professor (Continuous), Pediatrics, College of Medicine, and Professor (Courtesy), Epidemiology, College of Public Health, effective 9/1/2017, \$316,263 FY (includes \$10,000 annual administrative stipend), 1.00 FTE. Change title from Vice Chancellor for Academic Affairs.

Donald Leuenberger, Interim Vice Chancellor for Business, Finance and Economic Development (Special); and Special Assistant to the Chancellor for Strategic Initiatives (Special), Business and Finance; University of Nebraska Medical Center; effective 9/1/2017, \$259,926 FY, 1.00 FTE. Add title of Interim Vice Chancellor for Business, Finance and Economic Development.

Daniel J. Shipp, Vice Chancellor for Student Success (Special), Academic Affairs, University of Nebraska Medical Center and Student Services, University of Nebraska at Omaha, effective 9/1/2017, \$206,875 FY, 1.00 FTE. Change title from Vice Chancellor for Student Affairs, University of Nebraska at Omaha.

### **The Board of Regents Personnel Recommendation**

#### University Administration

Hank M. Bounds, President (Special), University of Nebraska, effective July 1, 2017, extend the contract term one additional year. End date of appointment extended from June 30, 2020 to June 30, 2021. No increase in salary (state salary \$510,400 FY; 1.00 FTE; privately funded supplemental salary \$20,000).



TO: The Board of Regents  
Academic Affairs

MEETING DATE: October 5, 2017

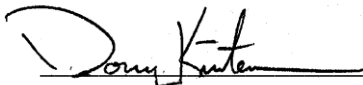
SUBJECT: Approval to Award Degrees and Certificates for the 2017-2018 academic year and 2018 summer sessions.

RECOMMENDED ACTION: It is recommended that the Board of Regents approve the conferral of appropriate degrees and certificates on students of the University of Nebraska at Kearney, as approved and recommended by the faculty, at Commencement ceremonies to be held on December 15, 2017, May 4, 2018 and July 27, 2018, subject to the satisfactory completion of all requirements.

PREVIOUS ACTION: September 16, 2016 – The Board granted approval for the 2016-2017 academic year award dates.

EXPLANATION: This action authorizes granting degrees and certificates for the 2017-2018 academic year and 2018 summer sessions to those students who have completed the necessary requirements.

SPONSOR: Charles J. Bicak  
Senior Vice Chancellor for Academic and Student Affairs

RECOMMENDED:   
\_\_\_\_\_  
Douglas A. Kristensen, Chancellor  
University of Nebraska at Kearney

DATE: July 31, 2017

TO: The Board of Regents  
Academic Affairs

MEETING DATE: October 5, 2017

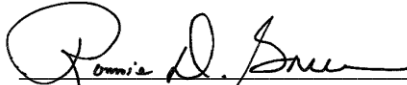
SUBJECT: Approval to Award Degrees and Certificates for the 2017-2018 academic year and 2018 summer sessions.

RECOMMENDED ACTION: It is recommended that the Board of Regents approve the conferral of appropriate degrees and certificates on students of the University of Nebraska-Lincoln, as approved and recommended by the faculty, at Commencement ceremonies to be held on December 16, 2017, May 5, 2018, and August 11, 2018. Doctoral and Masters degrees will be awarded at commencement ceremonies to be held on December 15, 2017, May 4, 2018 and August 11, 2018.

PREVIOUS ACTION: September 16, 2016 - The Board granted approval for the 2016-2017 academic year and summer session award dates.

EXPLANATION: This action authorizes granting degrees and certificates for the 2017-2018 academic year and 2018 summer sessions to those students who have completed the necessary requirements.

SPONSOR: Donde L. Plowman  
Executive Vice Chancellor and Chief Academic Officer

RECOMMENDED:   
Ronnie D. Green, Chancellor  
University of Nebraska-Lincoln

DATE: September 11, 2017

TO: The Board of Regents  
Academic Affairs

MEETING DATE: September 11, 2017

SUBJECT: Approval to Award Degrees and Certificates for the 2017-18 academic year and 2018 summer sessions.

RECOMMENDED ACTION: It is recommended that the Board of Regents approve conferral of appropriate degrees and certificates on students of the University of Nebraska Medical Center as approved and recommended by the faculties, at commencement ceremonies to be held on:

**UNMC Winter Commencement**  
December 15, 2017 (Friday) Winter Graduation  
**(Ceremony only in Omaha)**

**UNMC Spring Commencement**  
May 3, 2018 (Thursday) Lincoln, Kearney and Norfolk  
May 5, 2018 (Saturday) Omaha and Scottsbluff  
**(Separate ceremonies)**

August 17, 2018 (Friday) Summer Graduation  
**(No ceremonies)**

PREVIOUS ACTION: September 16, 2016 – The Board granted approval for the 2016-17 academic year award dates.

EXPLANATION: The Medical Center awards degrees and certificates at or near the completion of each academic term. Students graduating from UNMC academic programs located at sites other than the Omaha campus will receive their degrees in separate ceremonies in Kearney, Norfolk, Lincoln and Scottsbluff.

SPONSOR: H. Dele Davies, M.D.  
Vice Chancellor for Academic Affairs

RECOMMENDED:   
\_\_\_\_\_  
Jeffrey P. Gold, M.D., Chancellor  
University of Nebraska Medical Center

DATE: June 12, 2017

TO: The Board of Regents Addendum VIII-A-5

Academic Affairs

MEETING DATE: October 5, 2017

SUBJECT: Approval to Award Degrees and Certificates for the 2017-2018 academic year and 2018 summer sessions.

RECOMMENDED ACTION: It is recommended that the Board of Regents approve the conferral of appropriate degrees and certificates on students of the University of Nebraska at Omaha, as approved and recommended by the faculty, at Commencement ceremonies to be held on December 15, 2017, May 4, 2018, and conferral of degrees on August 10, 2018.

PREVIOUS ACTION: September 16, 2016 – The Board granted approval for the 2016-2017 academic year award dates.

EXPLANATION: This action authorizes granting degrees and certificates for the 2017-2018 academic year and 2018 summer sessions to those students who have completed the necessary requirements.

SPONSOR: B. J. Reed  
Senior Vice Chancellor for Academic and Student Affairs

RECOMMENDED:   
\_\_\_\_\_  
Jeffrey P. Gold, M.D., Interim Chancellor  
University of Nebraska at Omaha

DATE: July 12, 2017

## **IX. UNIVERSITY ADMINISTRATIVE AGENDA**

### **A. ACADEMIC AFFAIRS**

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7. Approval is requested to establish a Department of Neurosurgery in the College of Medicine at the University of Nebraska Medical Center Addendum IX-A-7
8. Approval is requested to accept a gift and create the Leonard and Shirley Goldstein Center for Human Rights in the College of Arts and Sciences at the University of Nebraska at Omaha Addendum IX-A-8

TO: The Board of Regents Addendum IX-A-1

Academic Affairs

MEETING DATE: October 5, 2017

SUBJECT: Amendments to RP-6.7 and RP-5.10 of the *Policies of the Board of Regents* (the “*Policies*”) related to directory information for students.

RECOMMENDED ACTION: Approve Amendments to RP-6.7 and RP-5.10 of the *Policies of the Board of Regents* (the “*Policies*”) related to directory information for students.

PREVIOUS ACTION: Section 5.10 of the *Policies* became effective, as approved by the Board of Regents, on June 15, 2006. Section 1.4.4 of the *Bylaws* was moved to 6.7 of the *Policies* with a few amendments on June 1, 2017. Section 5.10 of the *Policies* was amended on June 1, 2017. No subsequent changes have been made since that time.

EXPLANATION: The proposed revisions to 6.7 of the *Policies* state that personal information in student records except for public directory information are confidential. The proposed revisions to 5.10 of the *Policies* clarify that while student contact information is nonpublic directory information and is restricted to the University community, the other elements of the definition of student directory information are public.

These revisions have been reviewed and recommended for approval by the Academic Affairs Committee.

[See attached revisions to all sections above.]

SPONSOR: Susan M. Fritz  
Executive Vice President and Provost

RECOMMENDED:   
Hank M. Bounds, President  
University of Nebraska

DATE: September 15, 2017

Amendments to the *Policies* of the Board of Regents of the University of Nebraska:

### **RP-6.7 Records of the University**

Records and documents of the University are available for inspection in the Office of the Corporation Secretary. The following types of records and documents are deemed to be confidential records, and will not be made available to the public, except upon written authorization signed by the individual or individuals to whom the records pertain or by a person duly authorized to act on behalf of such individual or individuals: student academic records; personal information in student records, except public directory information; personal information in faculty and staff personnel records, except salary and routine directory information; communications between attorney and client; communications between physician and patient; hospital medical records; and any other records declared to be confidential under the Federal and State law, provided, if otherwise consistent with the law, such records with names deleted and kept confidential may be made available for governmental research and analysis. Records and documents that are not confidential shall be available by written request to the Corporation Secretary and by paying the reasonable cost and expense of making said records available. In very limited circumstances, the University may share nondirectory personnel information with third parties when such third parties are performing a University service or function provided, however, that the President or the President's designee has approved the information disclosure. The University may share nondirectory personnel information as a part of administrative proceedings including, but not limited to, NEOC proceedings. The University will comply with any lawful administrative or judicial order requiring the production records, and will provide records in response to legitimate requests for discovery of evidence in litigation in which the University is involved.

1. For the purposes of this section, the term "personnel" shall mean and include persons who are employees of the University and persons who are or have been either applicants or nominees for employment by the University.
2. For the purpose of this section, the term "personnel records" shall be inclusive of the entire employment process beginning with application or nomination for appointment, search committee evaluation and appointing authority evaluation, through appointment and employment, and ending with separation from employment. Personnel records shall include (1) all records and documents pertaining to any person who is an applicant or nominee for any University personnel position described in Section 3.1 of these Bylaws, regardless of whether any such person is ever actually employed by the University, and (2) all records and documents pertaining to any person employed by the University.
3. For the purpose of this section, the term "personal information" when used in relation to faculty and staff personnel records shall mean and include, but not be limited to, (1) all records and documents pertaining to any applicant or nominee for appointment to any University personnel position described in Section 3.1 of these Bylaws, except the names of candidates accepted by an appointing officer or appointing authority pursuant to Section 2.1 of these Bylaws as finalists under consideration for appointment, and (2) all records and documents pertaining to the employment of any person by the University, except salary and routine directory information.
4. For the purpose of this section, the term "routine directory information," when used in relation to the term "personal information" in faculty and staff personnel records, shall mean and be limited to (1) name of the person employed by the University, (2) date of employment, (3) type of University personnel appointment or appointments held and term of each appointment, (4) title or academic rank, (5) University employment address, (6) University telephone number, (7) University email address, (8) postsecondary education degrees earned, (9) awards or honors, and (10) date of separation from University employment.

Notwithstanding any provision above to the contrary, the University shall comply with such federal, state and local laws as may be applicable to its records, including laws related to confidentiality and disclosure.

### **RP-5.10 Student Information and the Family Educational Rights and Privacy Act of 1974 (FERPA).**

#### 1. Scope of Policy

This policy governs all “education records” maintained by all campuses and the central administration of the University of Nebraska.

#### 2. Purpose of FERPA; Definition of Education Records

- a. FERPA affords students certain rights with respect to their education records. FERPA defines “education records” as those records:

Directly related to a student; and

Maintained by an institution or a party acting for the institution.

- b. FERPA provides students who reach the age of 18, or who attend the University of Nebraska, with the right to inspect and review their own education records. Students also have the right to request an amendment to their education records and have some control over the disclosure of personally identifiable information contained in these records.
- c. FERPA applies to the education records of persons who are or have been in attendance at the University of Nebraska, including students in cooperative and correspondence study programs. The rights provided to students under the federal law set forth in FERPA do not apply to records of applicants for admission who are denied acceptance or, if accepted, do not attend the University of Nebraska; however, student application materials are not considered public records under Nebraska state law and will not be disclosed to the public except as permitted by law.

#### 3. Records Not Covered By FERPA

The term "education records" does not include:

- a. Records which are in the sole possession of the maker and are neither accessible nor revealed to any other person, except a substitute who performs on a temporary basis the duties of the individual who made the records.
- b. Records maintained by a law enforcement unit of the University of Nebraska for the purpose of law enforcement. (Note other laws addressing campus security may also apply to law enforcement records.)
- c. Records relating to an individual’s employment at the University of Nebraska, when such employment is not based upon the individual’s status as a student; provided that the records are made and maintained in the normal course of business, relate exclusively to the individual’s capacity as an employee, and are not available for use for any other purpose.
- d. Medical and counseling records used solely for treatment. (Medical records may be reviewed by a physician of the student’s choice.)



- e. Records that only contain information about an individual after he or she is no longer a student (e.g. alumni records). Records of an individual while a student continue to be “education records” after the student leaves or graduates from the University of Nebraska.

#### 4. Students Rights to Inspect and Review Educational Records

- a. Students and former students have the following rights:
  - The right to inspect and review their education records within 45 days of their request to inspect.
  - The right to a response to a reasonable request for an explanation and interpretation of the record.
  - The right to a copy of the education record when failure to provide a copy of the record would effectively prevent the student from inspecting and reviewing the record. The student may be charged a normal cost for copies, if such a charge does not effectively prevent the student from inspecting and reviewing the record.
- b. The University of Nebraska is not required to permit a student to inspect and review education records, which contain:
  - Financial information submitted by parents.
  - Confidential letters and recommendations placed in their files prior to January 1, 1975.
  - Confidential letters and recommendations placed in their files after January 1, 1975, if: (1) the student has waived the right to inspect and review those records; and (2) the records are related to the student’s admission to an educational institution or program, application for employment, or receipt of an honor.
- c. If an education record contains information pertaining to more than one student, a review and inspection will only be allowed for that specific information pertaining to the requesting student.

#### 5. Procedure to Inspect and Review; Challenges to the Record

- a. A student should submit to the registrar, director of registration and records, dean, head of the academic department, or other appropriate official, a written request that identifies the record(s) the student wishes to inspect. The University official will make arrangements for access and notify the student of the time and place where the records may be inspected. If the records are not maintained by the university official to whom the request was submitted, that official shall advise the student of the correct official to whom the request should be addressed. Compliance with an appropriate request for an inspection shall be made within no greater than 45 days.
- b. A student may ask the University to amend an education record that the student believes to be inaccurate, misleading, or otherwise in violation of the student’s privacy rights under FERPA. If the student wishes to amend an education record, the student should write the University official responsible for the record, clearly identify the part of the record the student wishes to amend and specify why it should be changed. If the University official decides not to amend the record as requested, the student will be notified of the decision in writing and advised of his or her right to a hearing regarding the request for amendment. At that time, additional information regarding the hearing procedures will be provided to the student.
- c. The right to challenge grades is not covered by this policy, unless the grade assigned was inaccurately recorded in an education record, in which case the record will be corrected.

## 6. Consent to Release Education Records

Prior to releasing all or any part of an education record to a person other than the student to whom the record refers, consent must be obtained from the student. The consent must specify the information to be released, the reason for the release, and to whom it is to be released. The student may have a copy of the information released, if he or she desires.

## 7. Releases Without Consent

No consent from the student is required for the release of an education record or personally identifiable information under the following circumstances:

- a. A request for information in an education record or personally identifiable information by a “school official” determined to have a “legitimate educational interest” in the information. “School official” shall mean a person employed by any administrative unit ( i.e., a campus or central administration) of the University of Nebraska in an administrative, supervisory, academic, research, or support staff position (including University law enforcement personnel and health center staff); a person or company with whom the University of Nebraska has contracted to carry out the duties related to a legitimate educational interest (including attorneys, auditors, and collection agents); employment or degree verification agencies such as the National Student Clearinghouse; a member of the Board of Regents; or those serving on committees or similar bodies charged to carry out tasks on behalf of the University of Nebraska. A school official has a “legitimate educational interest” if the official needs to review an education record in order to fulfill his or her professional responsibilities for the University. Note that a school official located at one University of Nebraska administrative unit may have a legitimate educational interest in the educational records and personally identifiable information maintained at another administrative unit.
- b. Lawful compliance with a properly issued subpoena or court order.
- c. A request in connection with a student’s application for financial aid.
- d. A request by an organization conducting studies to develop, validate, and administer predictive tests, to administer student aid programs, or to improve instruction, on behalf of the University of Nebraska, if the studies do not permit the personal identification of parents and students outside of the study representatives, and the information is destroyed once it is no longer needed by the studies.
- e. Information submitted to accrediting organizations.
- f. A request of a parent of a dependent student, as established by Section 152 of the Internal Revenue Code of 1986.
- g. In case of an emergency, if the knowledge of the protected information is necessary to protect the health or safety of students or other persons.
- h. A request from authorized state or federal representatives in relation to a state or federal audit of government supported programs.
- i. A request from an official of another school, school system, or institution of higher education in which a student seeks or intends to enroll; provided however, that the annual notice required by FERPA must include a statement that the University of Nebraska forwards education records to other agencies or institutions, in which the student seeks or intends to enroll, upon request of the agency or institution.

- j. In the case of a crime of violence, the University of Nebraska shall provide to the victim, the results of any institutional disciplinary proceeding against the alleged perpetrator.
- k. Requests for directory information, as more specifically discussed below.
- 8. Directory Information; Definition; Request for Non-Disclosure
  - a. The University of Nebraska has defined the following student information as public directory information:
    - ~~student name~~
    - ~~local address~~
    - ~~permanent address~~
    - ~~telephone listings~~
    - ~~University email address~~
    - year at the University
    - dates of attendance
    - academic college and major field of study
    - enrollment status (e.g. undergraduate or graduate; full-time or part-time)
    - participation in officially recognized activities and sports
    - degrees, honors and awards received
    - most recent educational agency or institution attended

The University of Nebraska has defined the following student information as non-public directory information:

- \_\_\_\_\_ •local address
- \_\_\_\_\_ •permanent address
- \_\_\_\_\_ •telephone listings
- \_\_\_\_\_ •University email address

b. Non-public Directory information will be available to University faculty, staff, and students for University purposes. At the University's sole discretion, the University may provide non-public directory information to University affiliates, such as alumni associations, foundations, and other similar affiliated third parties; in addition, the University may provide non-public directory information to entities performing a University service or function. A request by any party unrelated to the University for that party's own commercial purposes will not generally be considered a University purpose and provision of non-public directory information to any unrelated party requires the approval of the President or the President's designee. Non-public and public Directory information may be included in student directories

published electronically and in hard copy. However, students have the right to have all non-public and public directory information withheld if they so desire. ~~During the first two weeks of any semester, a~~ student who wants his or her directory information to be withheld shall do so in accordance with processes established on the campus or campuses where the student is enrolled, such processes to be reasonably communicated or distributed to the students with respect to each campus or campuses where they are enrolled. ~~indicate by completing a form obtained from the registrar's office or other office in charge of registration and records; provided however, that a form to withhold directory information may be submitted after the two week period, when a student for reasonable cause, such as personal threats, safety or health concerns, requests his or her directory information to be withheld.~~ The student's request will be processed within a reasonable amount of time. Directory information already included in hard copy publications will be removed at the next printing of the hard copy publication.

## 9. Parental Access to Children's Education Records

At the post secondary level, FERPA provides few rights to parents to inspect a child's education records. The right to inspect and review is limited solely to the student/child. Records may be released to the parents only under the following circumstances:

- a. Lawful compliance with a properly issued subpoena or court order;
- b. The parent establishes that the student is a dependent according to Section 152 of the Internal Revenue Code of 1986; or
- c. The student provides a FERPA consent to the parental access.

## 10. Job References for Students by Faculty

FERPA's prohibition on disclosure of personally identifiable information (other than directory information) applies to job references. This includes information about performance in class, grades, attitude, motivation, and ability, whether conveyed in writing, in person, e-mail or over the telephone to third parties.

Although such information is often conveyed by faculty members at the informal request of the student and is usually positive, the better practice would be to request a written consent form, meeting the FERPA requirements, before providing the information.

## 11. Recordkeeping

Each administrative unit of the University of Nebraska has an obligation to keep a record of requests and disclosures of student record information, except when the request is from the student, a University school official with a legitimate educational interest, a request for directory information, or a request to which the student has given a FERPA consent. A student has the right to review the record of requests and disclosures made in relation to his or her education records.

## 12. FERPA/Precedence

This policy is intended to comply with FERPA, the provisions of which and its related regulations, are incorporated herein as they exist at the time of this policy's adoption, and as they may from time-to-time be amended. Should it be determined that this policy is inconsistent with FERPA, or any other applicable law, the law shall take precedence.

### 13. Notice

The following uniform notice shall be published and provided to all students in accordance with federal law:

#### **Notice of FERPA Rights: Student Records and Privacy**

*Note: Highlights concerning student rights with respect to education records appear below. A full copy of Regents Policy 5.10 “Student Information and the Family Educational Rights and Privacy Act of 1974 (FERPA)” is available in the [insert name of campus office in charge of registration and records] or may be found at [www.nebraska.edu](http://www.nebraska.edu) in the section containing Regents Policies.*

The Family Educational Rights and Privacy Act (FERPA) affords you certain rights with respect to your education records. They are:

**1. The right to inspect and review your education records within 45 days of the day the University receives a request for access.**

You should submit to the registrar, dean, head of the academic department, or other appropriate official, written requests that identify the record(s) you wish to inspect. The University official will make arrangements for access and notify you of the time and place where the records may be inspected. If the records are not maintained by the University official to whom the request was submitted, that official shall advise you of the correct official to whom the request should be addressed.

**2. The right to request the amendment of your education records that you believe are inaccurate, misleading, or otherwise in violation of your privacy rights under FERPA.**

If you wish to ask the University to amend a record, you should write the University official responsible for the record, clearly identify the part of the record you want changed and specify why it should be changed. If the University decides not to amend the record as requested, the University will notify you of the decision in writing and advise you of your right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to you when notified of the right to a hearing.

**3. The right to provide written consent before the University discloses personally identifiable information from your education records, except to the extent that FERPA authorizes disclosure without consent.**

One exception which permits disclosure without consent is disclosure to school officials with legitimate educational interests. A school official is a person employed by the University in an administrative, supervisory, academic or research, or support staff position (including University law enforcement unit personnel and health staff); a person or company with whom the University has contracted (including attorneys, auditors, or collection agents); employment or degree verification agencies such as the National Student Clearinghouse; a member of the Board of Regents; or those serving on official committees or similar bodies charged to carry out tasks on behalf of the University of Nebraska. A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibilities for the University. Note that a school official located at one University of Nebraska campus may have a legitimate educational interest in the educational records and personally identifiable information maintained at another University of Nebraska campus. Your records may be disclosed to your parent(s) upon request, if your parent(s) demonstrate(s) that you are your parent(s)' dependent for income tax purposes. In addition, the University may disclose education records without your consent upon the request of officials of other schools where you seek enrollment or intend to enroll.

Your educational records may also be disclosed without your written consent when you apply for financial aid. This is done in order to determine your eligibility for, the amount of, or the conditions of the aid, and also for purposes of enforcing the terms of the aid. At the University of Nebraska, your application for financial aid may take a variety of forms. For example, some financial aid applications are incorporated into the process by which you apply for admission (e.g. the FASFA form); or you may apply in a separate process using a form that seeks a broad variety of state and federal scholarship sources; or you may use a very specific application for a certain scholarship offered by a particular private source outside of the University. The University of Nebraska Foundation is a private source, among others, that funds many scholarships at the University of Nebraska. If you apply for financial aid, it is quite likely that certain information in your educational records will be provided to the Foundation in order to facilitate the award of the scholarship funds held by the Foundation.

Note that Regents Policy 5.10 referred at the top of this Notice lists in detail these and other circumstances when FERPA authorizes disclosure without your consent.

**4. The right to file a complaint with the U.S. Department of Education concerning alleged failures by the University to comply with the requirements of FERPA.**

The name and address of the office that administers FERPA is:

The Family Compliance Office  
U.S. Department of Education  
400 Maryland Avenue, SW  
Washington, DC 20202-5901

**Notice Regarding Directory Information**

The University of Nebraska has defined the following student information as public directory information:

- student name
- ~~local address~~
- ~~permanent address~~
- ~~telephone listings~~
- ~~University email address~~
- year at the University
- dates of attendance
- academic college and major field of study
- enrollment status (e.g. undergraduate or graduate; full-time or part-time)
- participation in officially recognized activities and sports
- degrees, honors and awards received

- most recent educational agency or institution attended

The University of Nebraska has defined the following student information as non-public directory information:

- local address
- permanent address
- telephone listings
- University email address

Non-public directory information will be available to University faculty, staff, and students for University purposes. At the University's sole discretion, the University may provide non-public directory information to University affiliates, such as alumni associations, foundations, and other similar affiliated third parties; in addition, the University may provide non-public directory information to entities performing a University service or function. A request by any party unrelated to the University for that party's own commercial purposes will not generally be considered a University purpose and provision of ~~this non-public directory~~ information to any unrelated party requires the approval of the President or the President's designee. Non-public and public directory information may be included in student directories published electronically and in hard copy. However, students have the right to have all non-public and public directory information withheld if they so desire. During the first two weeks of any semester, a student who wants his or her directory information to be withheld shall do so in accordance with processes established on the campus or campuses where the student is enrolled, such processes to be reasonably communicated or distributed to the students with respect to each campus or campuses where they are enrolled. indicate by completing a form obtained from the [insert the name of the campus office in charge of registration and records] The student's request will be processed within a reasonable amount of time. Directory information already included in hard copy publications will be removed at the next printing of the hard copy publication.

TO: The Board of Regents Addendum IX-A-2

Academic Affairs

MEETING DATE: October 5, 2017

SUBJECT: Creation of the Master of Science (MS) in Business Analytics in the College of Business at the University of Nebraska-Lincoln (UNL)

RECOMMENDED ACTION: Approval is requested to create the Master of Science in Business Analytics in the College of Business at UNL

PREVIOUS ACTION: November 14, 2013 – President Milliken’s expedited approval of the Business Analytics Graduate Certificate at UNL was reported to the Board.

EXPLANATION: Reports by leading research and technology firms predict that Data Analytics will usher in the next generation of innovations in productivity and competition and transform national economies. A study was conducted for the College of Business into potential Master of Science programs. Business Analytics was found to have very high market growth potential, with the total number of job postings for business analytics professionals at the Master level increasing 182% in the past five years, the fastest growth rate of the six programs considered.

The proposed MS in Business Analytics will be a 30-credit hour program that can be completed in one year. Courses will be offered completely online in five, eight-week sessions. A focus of the coursework is to develop a student’s foundational understanding of analytic decision-making tools, and understanding of the role of big data in contemporary business. Students also will be exposed to relevant tools and applications.

This proposal has been approved by the Council of Academic Officers and the Executive Graduate Council. This proposal also has been reviewed and recommended for approval by the Academic Affairs Committee.

PROGRAM COST: \$125,000 over five years

SOURCE OF FUNDS: Tuition and fees; no additional state funds will be required.

SPONSORS: Donde L. Plowman  
Executive Vice Chancellor and Chief Academic Officer

Ronnie D. Green, Chancellor  
University of Nebraska-Lincoln

RECOMMENDED:   
Susan M. Fritz  
Executive Vice President and Provost

DATE: September 15, 2017



# PROPOSAL FOR THE CREATION OF MASTER OF SCIENCE IN BUSINESS ANALYTICS

## I. Descriptive Information

**Name of institution proposing the program:** University of Nebraska - Lincoln

**Name of the Master degree proposed:** Business Analytics

**Degree to be awarded to graduates of the program:** Master of Science

**Other programs offered in this field by UNL:** None

**CIP code:** 52.13 (Management Sciences and Quantitative Methods)

**Administrative units for the program:** College of Business Administration

**Proposed delivery sites:** All courses to be offered online

**Date approved by governing board:**

**Proposed date the program will be initiated:** Upon approval

### Description and purpose of the proposed program:

Reports by leading research and technology firms predict that Data Analytics, especially Big Data Analytics, is poised to usher in the next generation of innovations in productivity and competition and transform national economies. A recent study (Capgemini Inc., 2012)<sup>1</sup> finds that 9 out of 10 business leaders “believe data is now the fourth factor of production, as fundamental to business as land, labor and capital.” The explosion in digital data combined with new tools for analyzing the data has sparked massive interest in the field of data analytics. Consulting firm Deloitte (Lee and Stewart, 2012)<sup>2</sup> expects over 90 percent of the Fortune 500 companies to initiate Big Data projects by the end of this year. 4.4 million information technology (IT) jobs globally will be created to support big data, generating 1.9 million IT jobs in the United States (Gartner, 2012)<sup>3</sup>. According to Peter Sondergaard, senior vice president at Gartner and global head of Research “There is not enough talent in the industry. Our public and private education systems are failing us. ... Data experts will be a scarce, valuable commodity...IT leaders will need immediate focus on how their organization develops and attracts the skills required. These jobs will be needed to grow your business. These jobs are the future of the new information economy”.

COE Forum was hired by the College of Business Administration (CBA) to conduct a study into potential Master of Science programs.<sup>4</sup> Business Analytics was found to have very high market growth, with the total number of job postings for business analytics professionals at the Master level increasing 182 percent in the past five years, the fastest growth rate of the six programs considered. The Bureau of Labor Statistics projects faster than average growth for seven top business analytics positions. High market demand is evidenced by employers posting over 146,000 open positions between October 2014 and September 2015.

Organizations of all sizes are turning to people who are capable of translating data into predictive insights that lead to business value and better decision-making. In recent years, the title “data scientist” has been coined to refer to professionals with the training in both IT and statistics that enable discoveries in the world

<sup>1</sup> Capgemini Inc. (2012). The Deciding Factor: Big Data & Decision making. Retrieved from <http://www.capgemini.com/resources/the-deciding-factor-big-data-decision-making>.

<sup>2</sup> Lee, P. and Stewart, D. (2012). Technology, Media and Telecommunications Predictions. Deloitte Touche Tomahatsu Limited. Retrieved from <http://www.deloitte.com/assets/Dcom-Guam/Local%20Assets/Documents/TMT%20Predictions%202013.pdf>.

<sup>3</sup> Gartner (2012). Big Data Creates Big Job: 4.4 Million IT Jobs Globally to Support Big Data By 2015. Retrieved, from <http://www.gartner.com/newsroom/id/2207915>.

<sup>4</sup> Market Research Brief: Program Opportunity Analysis for the University of Nebraska-Lincoln: Analysis of Nationwide Market Viability of Potential Specialized Master Degrees in Business Related Fields, COE Forum, Dec 2015.

of big data. Data Scientist has been named the sexiest job of the 21<sup>st</sup> century (Davenport and Patil, 2012)<sup>5</sup>. Moreover, according to the January 2012 Monthly Labor Review published by the US BLS, “*Computer and mathematical occupations are projected to add 778,300 new jobs between 2010 and 2020, after having added 229,600 new jobs from 2006 to 2010. This represents 22.0 percent growth from 2010 to 2020, making the computer and mathematical occupational group the sixth-fastest-growing major occupational group.*”<sup>6</sup>

Demand for data scientists will continue into the foreseeable future. In a survey conducted by EMC<sup>2</sup> (2011), 83% of surveyed business leaders felt that new technology would increase the demand for data scientists and 64% believed that it will outpace the supply of available talent. Although data science is generating new opportunities, our capacity to train new data scientists is not keeping up, and nearly two thirds of respondents foresaw a looming shortfall in the number of data scientists over the next five years.

The proposed Master of Science in Business Analytics consists of 30 credit hours, capable of being taken in one year. Courses will be offered completely online in five 8-week sessions along with CBA MBA coursework. A focus of the coursework is developing a foundational understanding of analytic decision-making tools, as well as an understanding of the role of big data in contemporary business, along with exposure to relevant tools and applications. Tool (i.e., methods) courses will include data management and organization (including database management and SQL), predictive modeling, data mining, and risk and simulation modeling. Applications will be exposed through coursework in business foundations. Advanced modeling tools will be covered through elective courses such as econometrics, descriptive analytics, and prescriptive analytics.

### Required Courses (24 hours)

Course Number	Title	Credits	Development
GRBA 809	Financial Accounting	3	Existing course
GRBA 813	Managerial Marketing	3	Existing course
GRBA 815	Supply Chain Management	3	Existing course
GRBA 851	Business Analytics	3	Existing course
SCMA 851	Predictive Analytics	3	New course
SCMA 852	Data Management and Organization	3	New course
SCMA 853	Business Data Mining and Descriptive Analytics	3	Existing course (name change)
SCMA 837	Risk and Simulation Modeling	3	Existing course

### Elective Courses (Choose two for 6 hours)

Course Number	Title	Credits	Development
MRKT 845	Advanced Marketing Analytics	3	Existing course
MRKT 850	Strategic Database Marketing	3	Existing course
ECON 817	Introductory Econometrics	3	Existing course
SCMA 854	Advanced Descriptive Analytics	3	New course (name change)
SCMA 855	Prescriptive Analytics	3	New course
SCMA 836	Project Management and Implementation	3	Existing course
SCMA 847	Advanced Supply Chain Technology	3	Existing course
IMSE 806	Decision and Risk Analysis	3	Existing course
IMSE 821	Applied Statistics and Quality Control	3	Existing course
IMSE 807	Project Management	3	Existing course
SRAM 865	Survey Analysis and Design	3	Existing course
SRAM 816	Principles of Survey Analysis	3	Existing course
SRAM 819	Applied Sampling	3	Existing course

The new courses noted in the tables have already completed the approval process and appear in the most recent (2017-18) Graduate and Professional Catalog. The name changes noted in the tables for SCMA

<sup>5</sup> Davenport, T. and DJ Patil (2012). Data Scientist: The Sexiest Job of the 21st Century. Harvard Business Review. Retrieved from <http://hbr.org/2012/10/data-scientist-the-sexiest-job-of-the-21st-century/>

<sup>6</sup> <http://www.bls.gov/opub/mlr/2012/01/art5full.pdf>

853 and SCMA 854 are being made at the suggestion of the external review team. These name changes will be implemented concurrently in the College of Business and Graduate Studies so that these courses will appear correctly in the Graduate and Professional Catalog once the M.S. in Business Analytics degree is approved.

Sample class sequences (A=first 8 weeks of the semester, B=second 8 weeks of the semester):

Semester	Courses (all are 3 hours)	
Fall A	GRBA 813	GRBA 851
Fall B	SCMA 853	MRKT 845
Spring A	GRBA 809	SCMA 851
Spring B	SCMA 852	SCMA 855
Summer	GRBA 815	SCMA 837

Semester	Courses (all are 3 hours)	
Fall A	GRBA 813	MRKT 850
Fall B	SCMA 853	GRBA 851
Spring A	GRBA 809	SCMA 851
Spring B	SCMA 852	ECON 817
Summer	GRBA 815	SCMA 837

Admission requirements for the MS in Business Analytics will be the same as the admission requirements for the University of Nebraska-Lincoln's MBA program. Once students are admitted to the MS in Business Analytics program, they will be in the College of Business Administration, and they will be required to maintain a cumulative college GPA of 3.0 /4.0 scale, along with grades of B or better in the program courses, to remain in good standing in the College of Business Administration.

The introduction of this new degree program will match other business analytics programs within the Big Ten conference:

School	Degree
University of Illinois at Urbana-Champaign	Graduate Concentration in Business Data Analytics
Indiana University	Certificate in executive MBA (4 courses) MS in Business Analytics (30 hours)
University of Iowa	Undergraduate major (part of MIS) MS in Business Analytics (30 hours), certificate
University of Maryland	MS in Business Analysis (30 hours)
University of Michigan	MS (48 hours) in Information from School of Information
Michigan State University	MS (30 hours) from Accounting Department
University of Minnesota, Twin Cities	MS (45 hours) – full or part-time
Northwestern	Masters (15 months) - on-line, from School of Engineering
Ohio State University	Certificate from College of Engineering
Pennsylvania State University	Masters of Professional Studies in Data Analytics (30 hours)
Purdue University	MS in Business Analytics and Information Management (36 hours)

Rutgers University	Undergraduate major MBA in Analytics and Information Management post-MBA certificate (5 courses)
University of Wisconsin–Madison	Graduate certificate

Two Nebraska schools currently offer business analytics programs. Creighton University has a Master in Business Intelligence and Analytics consisting of 33 hours of on-campus coursework. Bellevue University has a Master of Science in Business Analytics of 36 hours delivered on-line.

## II. Review Criteria

### A. Centrality to role and mission of the institution

The proposed degree program is consistent with expectations of the business community, the plans of the College of Business Administration, and the strategic plan of UNL. The proposed program would offer an academic major with promising, high salary employment opportunities to students. It will develop needed skills and expertise to support Nebraska industry. It will use a well-planned curriculum providing experience in the tools most needed by business analytic professionals.

### B. Evidence of need and demand, enrollment projections

**1. Need for the program** – The Master in Business Analytics curriculum will develop professionals able to serve in key industry roles.

Examples of Nebraska firms for which business analytics plays a vital role in their success include:

- ConAgra Foods is one of the country's largest packaged foods makers. It's ConAgra Brands offices are based in Omaha.
- Cabela's is the largest mail-order, retail and Internet outdoor outfitter in the world. It operates 33 stores in the US and Canada. Cabela's world headquarters are located in Sidney, NE.
- FirstData in Omaha is a leading credit card data mining analysis firm.
- Nebraska Furniture Mart is the largest home furnishing store in North America selling Furniture, Flooring, Appliances and Electronics.
- NelNet is a leading student loan administrator.
- Novartis is a world leader in the research and development of products to protect and improve health and well-being. They have a facility located in Lincoln.
- Omaha Steaks manufactures markets and distributes a wide variety of premium steaks, red meats and other gourmet foods. Headquartered in Omaha, Nebraska, its business facilities include two manufacturing plants, a distribution center, and a freezer warehouse.
- Oriental Trading Company is nation's largest direct merchant of value-priced party supplies, arts and crafts, toys and novelties, and a leading provider of school supplies and affordable home décor and giftware. It is based in Omaha with a receiving and distribution center.
- Pamida is a chain of department stores with more than 175 locations in 16 Midwestern and West Central U.S. states. Their headquarters is in Omaha, NE.

The degree in business analytics builds upon many strong partnerships that already exist between the College of Business and Nebraska companies.

A business analytics professional can have a wide range of job titles. Some examples include:

Marketing Manager	Financial Analyst
Business Analyst	Data Analyst
Director of Marketing	Data Scientist
Marketing Analyst	Risk Manager
Data Architect	Business Consultant
Business Intelligence Analyst	Technology Consultant

The estimated starting salary for a graduate is around \$49,500 per year. The U.S. Department of Labor, Bureau of Labor Statistics provides the following median salaries and projected growth rates for a range of employment titles that a business analytics professional may have:

Title	Median mid-career Salary (2014-5)	Job Postings	Projected Growth Rate to 2022
Market research analyst	\$60,300	3,848	32%
Business intelligence analyst	\$72,100	15,922	27%
Financial analyst	\$76,950	3,956	16%
Computer & information research scientist	\$102,190	3,448	15%

**2. Demand for the program** – Comments from current business students, interest from prospective students, and other information gathered by academic advisors indicate solid potential demand. Former Dean and current Executive Vice Chancellor at the University of Nebraska-Lincoln, Dr. Donde Plowman, comments, "This program will fill an unmet need in the state of Nebraska that is currently being met by universities in other states, that draw potential UNL students out-of-state, forcing Nebraska employers to look out of state for qualified graduates."

In his 2011 State of the University address, former Chancellor Harvey Perlman set a goal to grow enrollment at the university to 30,000 students by 2017. Similar enrollment growth targets have been established by Chancellor Ronnie Green. It is anticipated that this growth will increase enrollment in the College of Business by an additional 1,000 students. Based on available information, the Master of Science in Business Analytics program will enroll approximately 20 majors in its first year and grow enrollment in each subsequent year:

Year 1 2018-19	Year 2 2019-20	Year 3 2020-2021	Year 4 2021-2022	Year 5 2022-2023
20 enrollments	40 enrollments	45 enrollments	50 enrollments	55 enrollments

It is anticipated that the proposed major would provide opportunities to expand the student population, with excellent opportunities to draw students from the more populated areas of the Midwest, to include Chicago, Michigan, Indiana, and Ohio.

## **C. Adequacy of Resources**

**1. Faculty and Staff Resources** – Existing faculty and teaching staff within the College of Business will support this new degree program. The program faculty include:

- David Olson, Ph.D., Professor, Department of Supply Chain Management & Analytics
- Jennifer Ryan, Ph.D., Professor, Department of Supply Chain Management & Analytics
- Marc Schniederjans, Ph.D., Professor, Department of Supply Chain Management & Analytics
- James Schmidt, Ph.D., Professor, Department of Economics
- A. Dwayne Ball, Ph.D., Professor, Department of Marketing
- Silvana Trimi, Ph.D., Associate Professor, Department of Supply Chain Management & Analytics
- Ozgur Araz, Ph.D., Assistant Professor, Department of Supply Chain Management & Analytics
- Demet Batur, Ph.D., Assistant Professor, Department of Supply Chain Management & Analytics
- Heng Chen, Ph.D., Assistant Professor, Department of Supply Chain Management & Analytics
- Majid Nabavi, Ph.D., Assistant Professor of Practice, Department of Supply Chain Management & Analytics

Curriculum vitae for these faculty are available upon request.

Although no new faculty members will need to be hired to support the offering of the degree, it is anticipated that additional faculty hires, in subsequent years, will be necessary if student interest and program growth match expectations. Support for new faculty lines would be demonstrated through student enrollment in the degree program and student credit hour production. Administrative and staff support for this program will be handled through existing personnel supported by the Department of Supply Chain Management & Analytics.

**2. Physical Facilities** – The degree program will be administered through the CBA graduate studies office in the College of Business on the University of Nebraska-Lincoln campus. No additional space will be required.

**3. Instructional Equipment and Informational Resources** – No additional instructional equipment and informational resources are required.

**4. Budget Projections** – Budget projections for the first five years of the program are given in Tables 1 and 2. The proposed major would be taught using existing faculty from the Supply Chain Management & Analytics Department. Operating expenses include expenses related to communications and marketing of the program. Revenue sources involve reallocation of existing funds from the current budget. Tuition and fees are expected from increased enrollment.

As the program enrollments increase, there may be a need to add additional sections of existing GRBA courses, such as GRBA 809, 813, 815 or 851. This can be done without negatively impacting the budget projections. In particular, the necessary resources (faculty) exist to add these additional sections. In addition, given the current marginal instruction cost per section (\$11,000), the breakeven enrollment for these new sections would be minimal (approximately 7 students).

#### **D. Avoidance of unnecessary duplication**

Neither the University of Nebraska at Kearney nor the University of Nebraska at Omaha offers a Master degree in Business Analytics. Our program differs in that we will emphasize quantitative analysis and information technology across a broad spectrum of content. As a result, our program will meet the needs expressed by Lincoln and Omaha companies. Creighton University offers a 33-hour Master of Science in Business Analytics delivered on-campus in Omaha. Bellevue University has a 36-hour online Master of Science in Business Analytics. The proposed UNL program is online, and competitive with Bellevue's program.

There are two programs offered in South Dakota. Dakota State University offers an online, 24-hour Master of Science in Analytics, emphasizing information systems aspects of business analytics. South Dakota State University has a joint program with Dakota State, with South Dakota State focusing on statistics. The proposed UNL program has more of a business emphasis than either of these two South Dakota programs.

#### **E. Consistency with the Comprehensive Statewide Plan for Postsecondary Education**

This program degree meets the goals outlined in the Comprehensive *Statewide Plan for Postsecondary Education* by the Nebraska Coordinating Commission for Postsecondary Education (CCPE). CCPE wants to make certain that postsecondary education develops graduates who can both contribute and succeed in a highly technological world. The proposed Master of Science in Business Analytics program strengthens that goal by:

- Developing skills, knowledge, and critical thinking abilities of graduates;
- Meeting the needs of the State of Nebraska by providing workforce development and ongoing training in the fields of business analytics and data management;
- Contributing to the health and prosperity of the people of Nebraska through research, technology transfer and technical assistance by helping to address the business analytic problems faced by Nebraska companies;
- Increasing the participation of, and access to, students by recruiting students across Nebraska and the Midwest regardless of economic status, age, culture, disability, color, national origin, or gender;
- Meeting accountability and effectiveness as well as partnership goals by developing and sustaining exemplary teaching, learning, research, and public service activities through faculty coordination with peers and with firms involved in business analytics and data management.

## **ADDENDUM A: Relationship of the proposal to the NU Strategic Framework**

The Master of Science in Business Analytics program matches the spirit of the following passages from the University's Strategic Planning Framework:

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.
  - e. Promote adequate student preparation for success in higher education.
  - f. Promote ease of transfer to the university from other higher education institutions.
2. The University of Nebraska will build and sustain undergraduate, graduate and professional programs of high quality with an emphasis on excellent teaching.
  - c. Provide opportunities for global engagement of faculty through international teaching, research and outreach exchanges, fellowships and collaborations.
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.
  - c. To attract talent to the state, increase the number of nonresident students who enroll at the university.
  - d. To adequately prepare students for the global economy, significantly increase opportunities for international study and engagement.
  - h. Pursue excellence in educational attainment aligned with the long-term interests of the state.
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.
  - c. Encourage and support interdisciplinary, intercampus, inter-institutional and international collaboration.
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.
  - c. Support Nebraska's economic development.
  - d. Support entrepreneurship education, training and outreach.
  - e. Collaborate with the public and private sectors to build successful regional, multistate, international linkages.



## **ADDENDUM B: Description of Master of Science Degree Program in Business Analytics**

- 1. Student Learning Outcomes** – Graduates of the program will:
  - a. have developed analytical and quantitative skills to be successful in a continually changing world,
  - b. understand a variety of business analytic tools,
  - c. understand the role of information systems in business analytics, and
  - d. understand the strategic role of business analytics to business organizations.
  
- 2. Admission Criteria** – Admission criteria and selection procedures will:
  - a. seek students who demonstrate analytic capacities,
  - b. emphasize equity by assuring no constraints due to economic status, age, culture, disability, color, national origin, or gender,
  - c. seek to link student applicants to financial support enabling them to obtain their degree.
  
- 3. Coursework Requirement** - The coursework for the Master of Science in Business Analytics consists of 30 credit hours, as outlined in this proposal.
  
- 4. Advising** - Advisors are assigned to prospective students through the Office of Graduate Advising in the College of Business Administration. Once admitted into the program, faculty advisors from the major will be assigned to help guide students through their degree program and to mentor them for consideration for internship and employment opportunities.
  
- 5. Accreditation** – The College of Business Administration is accredited by AACSB (The Association to Advance Collegiate Schools of Business).

## **Proposed M.S. in Business Analytics offered by SCMA Department**

### **Business Foundation Courses (required)**

1. Financial Accounting, GRBA 809
2. Managerial Marketing, GRBA 813
3. Supply Chain Management, GRBA 815
4. Business Analytics, GRBA 851 (part of certificate)

### **Business Analytics Foundation Courses (required)**

5. Predictive Analytics, SCMA 851 (new)
6. Data Management and Organization, SCMA 852 (new)
7. Business Data Mining and Descriptive Statistics, SCMA 853 (part of certificate)
8. Risk and Simulation Modeling, SCMA 837

### **Business Analytics Elective Courses (select any two)**

#### CBA Elective Courses

1. Advanced Marketing Analytics, MRKT 845
2. Strategic Database Marketing, MRKT 850 (part of certificate)
3. Introductory Econometrics, ECON 817 (part of certificate)
4. Advanced Descriptive Analytics, SMCA 854 (new)
5. Prescriptive Analytics, SCMA 855 (new)
6. Project Management and Implementation, SCMA 836
7. Advanced Supply Chain Technology, SCMA 847

#### Other Elective Courses

8. Decision and Risk Analysis, IMSE 806 (offered every year)
9. Applied Statistics and Quality Control, IMSE 821 (offered periodically)
10. Project Management, IMSE 807 (offered periodically)
11. Survey Analysis and Design, SRAM 865 (will be taught online in future)
12. Principles of Survey Analysis, SRAM 816 (will be taught online in future)
13. Applied Sampling, SRAM 819 (will be taught online in future)

May 18, 2017

Professor Jennifer K. Ryan  
Department Chair for Supply Chain Management & Analytics  
College of Business  
University of Nebraska – Lincoln  
Lincoln, NE 68588

Dear Jennifer,

My name is Tracy Farrell. I am currently a UNL MBA student with a focus in Business Analytics.

I am writing this letter to express my support for the proposed M.S. in Business Analytics, to be offered by the Department of Supply Chain Management and Analytics, in the College of Business at the University of Nebraska – Lincoln.

Business analytics is an area of high demand among employers, with significant growth expected to continue in the future. Companies and organizations of all types recognize the need for professionals with the knowledge and skills to use data to better understand their business environment, to anticipate future needs, to improve decision-making, and to generate value for the organization.

I believe the proposed M.S. in Business Analytics has the potential to prepare students such as myself to meet this growing need. The coursework in the proposed program will help students to develop the statistical and analytical skills that are required to fill these industry positions. There is no exact path to entering the field of analytics and I have performed exhaustive searches for the right program to enter the field. This degree program is exactly what I've been looking for and look forward to taking classes as soon as possible. Although the MBA with business analytics specialty is a good base, I want something that goes deeper into the principals and practical application of analytics. I cannot imagine how this program will not be successful especially with the online capability.

In summary, I strongly support the development of the M.S. in Business Analytics degree program at the University of Nebraska - Lincoln. It is a program that will be attractive to students such as myself who are seeking to advance their careers in the growing field of business analytics, who are looking for a competitive advantage on job market, and who would like to improve their earning potential.

Sincerely,

Tracy A. Farrell

May 19, 2017

Professor Jennifer K. Ryan  
Department Chair for Supply Chain Management & Analytics  
College of Business  
University of Nebraska – Lincoln  
Lincoln, NE 68588

Dear Jennifer,

My name is Joel Nino Bugayong. I am currently a Research and IT Development Intern at Talent Plus and an MBA student specializing in Business Analytics.

I am writing this letter to express my support for the proposed M.S. in Business Analytics, to be offered by the Department of Supply Chain Management and Analytics, in the College of Business at the University of Nebraska – Lincoln.

Business analytics is an area of high demand among employers, with significant growth expected to continue in the future. Companies and organizations of all types recognize the need for professionals with the knowledge and skills to use data to better understand their business environment, to anticipate future needs, to improve decision-making, to generate value for the organization, and to maintain competitive advantage.

I believe the proposed M.S. in Business Analytics has the potential to prepare students with similar interest as myself to meet this growing need. The coursework in the proposed program will help students to develop the statistical and analytical skills that are required to fill these industry positions. At Talent Plus, we recently expanded our product pipeline with the introduction of the Analytics Plus and we are excited about this new organic growth opportunity. UNL students who plan to pursue this proposed program will find Talent Plus a great place to realize their career goal in this area.

In summary, I strongly support the development of the M.S. in Business Analytics degree program at the University of Nebraska - Lincoln. It is a program that will be attractive to students who are seeking to advance their careers in the growing field of business analytics, who are looking for a competitive edge on job market, and who would like to improve their earning potential.

Sincerely,

Joel Nino Bugayong



# **CRETE CARRIER**

*There are no shortcuts.*

June 5, 2017    402-475-9521 | 402-479-2075 (fax) | P.O. Box 81228 | Lincoln, NE 68501

Professor Jennifer K. Ryan  
Department Chair for Supply Chain Management & Analytics  
College of Business  
University of Nebraska – Lincoln  
Lincoln, NE 68588

Subject: Proposed M.S. in Business Analytics

Dear Jennifer,

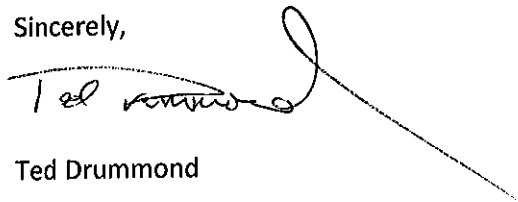
I wanted to send this letter to lend my support toward adding an M.S. in Business Analytics, to be offered by the Department of Supply Chain Management and Analytics, in the College of Business at the University of Nebraska – Lincoln.

As the Vice President of Pricing and Productivity at Crete Carrier Corporation, I was excited to learn about this proposed degree program. It is widely acknowledged that business analytics is an area of significant current and future market growth. Organizations of all types are recognizing the need for professionals with the knowledge and skills to use data to better understand their business environment, to anticipate future needs, to enable better decision-making, and to generate value for the organization. Business Analytics are a key component of effective transportation management and we continually leverage tools (i.e. Tableau) and information to make informed decisions and to better optimize network solutions for our company, our customers and our drivers.

Companies across Nebraska and the United States, including those in the transportation, logistics, and manufacturing sectors, have struggled to fill their workforce needs in the business analytics area. These organizations have a need for employees with relevant statistical, computational and analytical expertise. I see your proposed degree program as a way to address these workforce needs by providing educated and trained professionals ready to contribute to our organization's success. Crete Carrier has a Business Analytics team that supports virtually every area of the company. We expect this team to continue to grow in the coming years and will be looking for talented people to help in supporting this effort.

The proposed M.S. in Business Analytics degree program, with its focus on the three pillars of business analytics, i.e., descriptive, predictive and prescriptive methods, along with its coursework in the foundations of business, promises to train students who can contribute to the success of organizations such as Crete Carrier Corporation. Thus, I strongly support your development of the M.S. in Business Analytics degree program. If I can be a resource as you implement this program, please let me know. I am excited about the opportunity to work with you and your graduates.

Sincerely,



Ted Drummond

# WERNER

June 8, 2017

Professor Jennifer K. Ryan  
Department Chair for Supply Chain Management & Analytics  
College of Business  
University of Nebraska – Lincoln  
Lincoln, NE 68588

Subject: Proposed M.S. in Business Analytics

Dear Jennifer,

I am pleased to submit this letter of support for the proposed M.S. in Business Analytics, to be offered by the Department of Supply Chain Management and Analytics, in the College of Business at the University of Nebraska – Lincoln.

As the Vice President of Business Analytics at Werner Enterprises, I was excited to learn about this proposed degree program. Business Analytics is an area of significant current and future market growth. Organizations of all types are recognizing the need for professionals with the knowledge and skills to use data to better understand their business environment, to anticipate future needs, to enable better decision-making, and to generate value for the organization. Since forming our business analytics team 4 years ago, we have seen demand for data, tools and talent to help interpret our data to translate it to operational action and efficiencies. Our C-suite is engaged and relying more and more on the analysis that is done by the analytics team and by operational personnel with analytical skillsets.

Companies across Nebraska and the United States, including those in the transportation, logistics, and manufacturing sectors, have struggled to fill their workforce needs in the business analytics area. These organizations have a need for employees with relevant statistical, computational and analytical expertise. I see your proposed degree program as a way to address these workforce needs by providing educated and trained professionals ready to contribute to our organization's success. Finding employees with these skillsets is difficult as demand for them is growing...and as much as we love the Midwest, it is often hard to recruit to this market from outside, so **it's critical we develop and keep in state talent** to fill the growing need for this skillset.

The proposed M.S. in Business Analytics degree program, with its focus on the three pillars of business analytics, i.e., descriptive, predictive and prescriptive methods, along with its coursework in the foundations of business, promises to train students who can contribute to the success of organizations such as Werner Enterprises. Thus, I strongly support your development of the M.S. in Business Analytics program. If I can be a resource as you implement this program, please let me know. I am excited about the opportunity to work with you and your graduates.

Sincerely,



Chip Duden  
Vice-President, Business Analytics  
Werner Enterprises

**TABLE 1: PROJECTED EXPENSES - NEW INSTRUCTIONAL PROGRAM  
MS in Business Analytics at UNL**

	(FY2019) Year 1		(FY2020) Year 2		(FY2021) Year 3		(FY2022) Year 4		(FY2023) Year 5		Total
	FTE	Cost	FTE	Cost	FTE	Cost	FTE	Cost	FTE	Cost	Cost
<b>Personnel</b>											
Faculty											\$0
Professional											\$0
Graduate assistants											\$0
Support staff <sup>1</sup>											\$0
Subtotal	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	\$0
<b>Operating</b>											
General Operating <sup>1</sup>		\$20,000		\$20,000		\$20,000		\$20,000		\$20,000	\$100,000
Equipment <sup>2</sup>		\$5,000		\$5,000		\$5,000		\$5,000		\$5,000	\$25,000
New or renovated space											\$0
Library/Information Resources											\$0
Other											\$0
Subtotal		\$5,000		\$5,000		\$5,000		\$5,000		\$5,000	\$125,000
<b>Total Expenses</b>		\$5,000		\$5,000		\$5,000		\$5,000		\$5,000	<b>\$125,000</b>

<sup>1</sup> Includes allowances for faculty development, laboratory supplies, travel, memberships, office supplies, communications, data processing, equipment, maintenance, rentals, etc.

<sup>2</sup> Show anticipated expenditures for the acquisition of new or upgrades or replacement of existing equipment necessary for the implementation and/or operation of the program.

**TABLE 2: REVENUE SOURCES FOR PROJECTED EXPENSES - NEW INSTRUCTIONAL PROGRAM  
MS in Business Analytics at UNL**

	(FY2019) Year 1	(FY2020) Year 2	(FY2021) Year 3	(FY2022) Year 4	(FY2023) Year 5	Total
	Reallocation of Existing Funds					
Required New Public Funds						
1. State Funds						
2. Local Tax Funds (community colleges)						
Tuition and Fees	\$180,000	\$360,000	\$405,000	\$450,000	\$495,000	\$1,890,000
Other Funding						
1						
2						
3						
<b>Total Revenue</b>	\$180,000	\$360,000	\$405,000	\$450,000	\$495,000	\$1,890,000
Fees Paid to University <sup>1</sup>	\$20,675	\$41,350	\$46,519	\$51,688	\$56,856	\$217,088
<b>Net Revenue to College and Department</b>	\$159,325	\$318,650	\$358,481	\$398,312	\$438,144	\$1,672,912

<sup>1</sup> Includes library fees, technology fees, distance education fees, and administration and enrollment fees.

TO: The Board of Regents Addendum IX-A-3

Academic Affairs

MEETING DATE: October 5, 2017

SUBJECT: Creation of the Master of Science (MS) in Finance in the College of Business at the University of Nebraska-Lincoln (UNL)

RECOMMENDED ACTION: Approval is requested to create the Master of Science in Finance in the College of Business at UNL

PREVIOUS ACTION: March 19, 1977 – The Board approved majors in Accounting, Economics, Finance, Management, and Marketing in the College of Business Administration at UNL.

EXPLANATION: A study was conducted for the College of Business into potential Master of Science programs. Finance was found to have very high market growth potential, with employer demand far exceeding many other specialization programs. We propose to offer the MS in Finance solely online with a curriculum that will prepare graduates to take the Chartered Financial Analyst (CFA) examination.

The proposed MS in Finance will be a 30-credit hour program that can be completed in one year. Courses will be offered in five, eight-week sessions. The focus of the coursework is to develop an understanding of financial decision-making that is relevant to portfolio and risk managers, as well as corporate finance officers. Students will be trained in the latest quantitative methods and real-world applications will be presented through case studies.

This proposal has been approved by the Council of Academic Officers and the Executive Graduate Council. This proposal also has been reviewed and recommended for approval by the Academic Affairs Committee.

PROGRAM COST: \$150,000 over five years

SOURCE OF FUNDS: Tuition and fees; no additional state funds will be required.

SPONSORS: Donde L. Plowman  
Executive Vice Chancellor and Chief Academic Officer

Ronnie D. Green, Chancellor  
University of Nebraska-Lincoln

RECOMMENDED:   
Susan M. Fritz  
Executive Vice President and Provost

DATE: September 15, 2017



## PROPOSAL FOR THE CREATION OF MASTER OF SCIENCE IN FINANCE

### I. Descriptive Information

**Name of institution proposing the program:** University of Nebraska - Lincoln

**Name of the Master degree proposed:** Finance

**Degree to be awarded to graduates of the program:** Master of Science

**Other programs offered in this field by UNL:** None

**CIP code:** 52.08 (Finance and Financial Management Services)

**Administrative units for the program:** College of Business Administration

**Proposed delivery sites:** All courses to be on-line

**Date approved by governing board:**

**Proposed date the program will be initiated:** upon approval

COE Forum was hired by CBA to conduct a study into potential Master of Science programs.<sup>1</sup> Finance was found to have very high market growth, with employer demand far exceeding all other specialization programs. Growth in employer demand over the past four years was 44%. The MSF market is crowded, however, we propose to offer the MSF solely online and with a curriculum that will prepare graduates to take the CFA examination. Among Big 10 schools, both Penn State and Maryland offer the MSF degree online, but at substantially higher cost (\$30,000 and \$64,000 respectively). Currently, online tuition for courses in the MBA program are \$600 per credit hour regardless of residency status. The Finance department is currently a CFA Institute Program Partner school at the undergraduate level and we will seek a similar CFA recognized status for the proposed MS.

The proposed Master of Science in Finance will be a 30 credit hour program that can be completed in one year. Courses will be offered in five 8-week sessions. The focus of the coursework is to develop an understanding of financial decision making that is relevant to portfolio and risk managers, as well as corporate finance officers. Students will be trained in the latest quantitative methods and real world applications will be presented through case studies.

#### Required Courses (30 hours)

Course	Title	Credit	Development
GRBA 811	Managerial Finance	3 hours	Existing course
GRBA 812	Managerial Economics	3 hours	Existing course
FINA 850	Multinational Financial Analysis	3 hours	Existing course
FINA 863	Portfolio Management	3 hours	Existing course
FINA 867	Derivatives and Risk Management	3 hours	Existing course
GRBA 809	Financial Statement Analysis	3 hours	Existing course
FINA 801	Quantitative Methods for Finance	3 hours	New course
FINA 802	Fixed Income Analysis	3 hours	New course
FINA 803	Case Studies in Financial Management	3 hours	New course
FINA 804	Portfolio Management II & Ethics	3 hours	New course

<sup>1</sup> Market Research Brief: Program Opportunity Analysis for the University of Nebraska-Lincoln: Analysis of Nationwide Market Viability of Potential Specialized Master Degrees in Business Related Fields, COE Forum, Dec 2015.

### Tentative class sequence based on 2016-2017 MBA course schedule

Semester	Course	Title	Credit
1 <sup>st</sup> 8-week session	FINA 801	Quantitative Methods for Finance	3 hours
	FINA 863	Portfolio Management	3 hours
2 <sup>nd</sup> 8-week session	GRBA 811	Managerial Finance	3 hours
	FINA 802	Fixed Income Analysis	3 hours
3 <sup>rd</sup> 8-week session	GRBA 812	Managerial Economics	3 hours
	FINA 850	Multinational Financial Analysis	3 hours
4 <sup>th</sup> 8-week session	GRBA 809	Financial Statement Analysis	3 hours
	FINA 803	Case Studies in Financial Management	3 hours
5 <sup>th</sup> 8-week session	FINA 867	Derivatives and Risk Management	3 hours
	FINA 804	Portfolio Management II & Ethics	3 hours

Admission requirements for the MS in Finance will be the same as admission to the University of Nebraska-Lincoln's MBA program (GPA of 3.0; GMAT > 600). Once students are admitted to the MS in Finance program they will be in the College of Business and will be required to maintain a cumulative college GPA of 3.0.

Offering of this degree program will match other finance programs in the Big Ten conference:

School	Degree
University of Illinois	MS in Finance
Indiana University	MS in Finance
University of Iowa	MBA Finance
University of Maryland	MS in Finance
University of Michigan	MBA fast track in Finance
Michigan State University	MS in Finance
University of Minnesota	MS in Finance
Northwestern	Finance is an emphasis area in the MBA, Exec-ed programs
Ohio State University	Specialized Masters in Finance
Pennsylvania State University	MS in Finance
Purdue University	MS in Finance
Rutgers University	Master of Financial Analysis and Master of Quant Finance
University of Wisconsin	MS in Finance: Applied Security Analysis

### Assessment of Learning

All programs in the College of Business are assessed as part of our accreditation by AACSB (The Association to Advance Collegiate Schools of Business). The MSF program plans to use two courses taken towards the end of the program (FINA 803 & FIN 804) to assess student learning. FINA 803 (Case studies in Financial Management) is a case-based course that will require students to analyze real-world situations. The analysis will involve all the tools from prior courses (valuation and statistical analysis) and students will provide a comprehensive written analysis of the case. This course gives the department the opportunity to assess how well students have mastered the material and whether they have the ability to apply the tools. In addition, program faculty will also be able to assess students' written communication skills.

The second course that we plan to use for assessment, FINA 804 (Portfolio Management II & Ethics) will allow the department to assess students' ability to collect and analyze data. A key

element of this course will be the application of modern portfolio theory to an endowment portfolio. The endowment portfolio that we will use is the Cornhusker Fund portfolio that is managed by the department's undergraduate students. Undergraduate students manage this portfolio in a year-long portfolio practicum course. MSF students will be able to provide added insight into the management of this fund. Again, the department will be able to assess students' abilities with statistical analysis and written communication. The portfolio of assignments in these two courses will give the department ample evidence of student learning.

The last important element of our program is to teach the importance of ethics for investment advisors and financial managers. We plan to use elements of the ethics curriculum from the CFA Program. The CFA® designation is the investment industry's gold standard for excellence. Ethics is at the core of the CFA Program curriculum and a final assessment for us will be an evaluation of students' understanding of what it means to be an ethical manager/advisor.

## II. Review Criteria

### A. Centrality to role and mission of the institution

The proposed degree program is consistent with expectations of the business community, the plans of the College of Business Administration, and the strategic plan of UNL. The proposed program would offer an academic major with promising, high salary, employment opportunities to students. It would develop needed skills and expertise to support Nebraska industry. It will use a well-planned curriculum providing experience in the tools most needed by business analytic professionals.

### B. Evidence of need and demand, enrollment projections

**1. Need for the program** – The Master in Finance curriculum will develop professionals that will serve in key industry roles. Financial institutions such as banks and insurance companies, regulatory agencies and state and local municipalities have a need for financial specialists. The degree in finance builds upon many strong partnerships that already exist between the College of Business and Nebraska companies. Financial institutions such as Ameritas, First National Bank of Omaha, and Mutual of Omaha have a well-defined need for financial professionals. Other firms, such as Union Pacific, also require managers with finance skills.

The employment outlook for finance professionals looks bright. The U.S. Department of Labor, Bureau of Labor Statistics provides the following median salaries and projected growth rates for a range of employment titles that a finance professional may have:

Title	Median mid-career Salary (2014-5)	Job Postings <sup>1</sup>	Projected Growth Rate to 2024 <sup>2</sup>
Financial analyst	\$80,310	89,400	11.7%
Financial Managers	\$118,000	169,000	6.8%
Personal financial advisors	\$89,000	136,000	29.6%
Financial service sales agent	\$71,550	91,400	9.5%

1. Includes job openings dues to growth and replacement needs.
2. Growth rate for all occupations is 6.5%

## 2. Demand for the program

Based on available information, the Master of Science in Finance program will enroll approximately 20 majors in its first year and grow enrollment in each subsequent year:

2018-19	2019-20	2020-2021	2021-2022	2022-2023
Year 1	Year 2	Year 3	Year 4	Year 5
20 enrollments	40 enrollments	45 enrollments	50 enrollments	60 enrollments

It is anticipated that the proposed major would provide opportunities to expand the student population, with excellent opportunities to draw students from the more populated areas of the Midwest.

## C. Adequacy of Resources

**1. Faculty and Staff Resources** – Existing faculty within the College of Business will support this degree program. Given that the finance department is searching to fill additional one tenure-track/tenured, one chaired faculty positions and a professor of practice, the program can easily handle the growth in student enrollments. Program growth might require additional sections of core MBA classes (i.e., GRBA classes) as 3 GRBA courses are required for the MS in Finance. Two of the GRBA classes required in the MS program are GRBA 811 (Managerial Finance) and GRBA 812 (Managerial Economics). Both of these classes are taught by faculty in the Finance department. The remaining required GRBA class, GRBA 809 (Financial Accounting), could also be staffed by faculty in Finance.

Administrative support for this program will be handled through Professors Richard DeFusco and Emre Unlu (admission committee) and existing staff that support by the Department of Finance.

The program faculty include:

- Brian Baugh, Ph.D., Assistant Professor, Department of Finance
- Julian Atanassov, Ph.D., Assistant Professor, Department of Finance
- Richard DeFusco, Ph.D., CFA, Professor & Chair, Department of Finance
- Donna Dudley, Ph.D., Associate Professor, Department of Finance
- Kathleen Farrell, Ph.D., Professor, Department of Finance
- Geoffrey Friesen, Ph.D., Associate Professor, Department of Finance
- John Geppert, Ph.D., Professor, Department of Finance
- Stas Nikolova, Ph.D., Assistant Professor, Department of Finance
- Emre Unlu, Ph.D., CFA, Associate Professor, Department of Finance
- Jing Wang, Ph.D., Assistant Professor, Department of Finance
- Liying Wang, Ph.D., Assistant Professor, Department of Finance
- Julie Wu, Ph.D., Assistant Professor, Department of Finance

Curriculum vitae are available upon request.

**2. Physical Facilities** – The degree program will be administered through the CBA graduate studies office (125 CBA) in the College of Business on the University of Nebraska-Lincoln campus. No additional space will be required.

**3. Instructional Equipment and Informational Resources** – No additional instructional equipment and informational resources are required

**4. Budget Projections** – Budget projections for the first five years of the program are given in Tables 1 and 2. The proposed MS in Finance will be taught by existing faculty in the Department of Finance. General operating expenses include marketing and administrative expenses. The revenue from the program reflects the tuition from the added enrollment in existing GRBA and FINA courses and the tuition from newly created required courses in Finance. We do not forecast the need for new sections until well beyond year 5. In such a case, the breakeven for new sections will be relatively small as the marginal cost per section is \$11,000.

#### **D. Avoidance of unnecessary duplication**

Neither the University of Nebraska at Kearney nor University of Nebraska at Omaha offers a Master of Science degree in Finance. Creighton University offers two online masters programs: a 30-hour Masters of Investment Management and Financial Analysis (MIMFA) and a 33-hour Masters of Finance (MFIN). Bellevue University has a 36-39 hour on-line Master of Science in Strategic Finance. We believe that an MS in Finance at UNL will be competitive with the other programs in the state of Nebraska. Our faculty in finance has the skill and credentials to make the MS program the standard for online education.

#### **E. Consistency with the Comprehensive Statewide Plan for Postsecondary Education**

This program degree meets the goals outlined in *Comprehensive Statewide Plan for Postsecondary Education* by the Nebraska Coordinating Commission for Postsecondary Education (CCPE). CCPE wants to make certain that postsecondary education develops graduates who can both contribute and succeed in a highly technological world. The proposed Master of Science in Finance program strengthens that goal by:

- Developing skills, knowledge, and critical thinking abilities of graduates;
- Meeting the needs of the State of Nebraska by providing workforce development and ongoing training in the fields of institutional and personal portfolio management and corporate financial management. The training provided is consistent with the curriculum of the three levels of the CFA Charterholder examinations;
- Contributing to the health and prosperity of the people of Nebraska through professional training to provide solutions for businesses and individuals regarding their financial matters;
- Increasing participation and access of students by recruiting students across Nebraska and the Midwest regardless of economic status, age, culture, disability, color, national origin, or gender;
- Meeting accountability and effectiveness as well as partnership goals by developing and sustaining exemplary teaching, learning, research, and public service activities through faculty coordination with peers and with firms involved in investments and corporate finance.

## **ADDENDUM A: Relationship of the proposal to the NU Strategic Framework**

The Master of Science in Finance program is consistent with the strategic framework provided in the University's Strategic Planning Framework:

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.
  - e. Promote adequate student preparation for success in higher education.
  - f. Promote ease of transfer to the university from other higher education institutions.
  
2. The University of Nebraska will build and sustain undergraduate, graduate and professional programs of high quality with an emphasis on excellent teaching.
  - c. Provide opportunities for global engagement of faculty through international teaching, research and outreach exchanges, fellowships and collaborations.
  
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.
  - c. To attract talent to the state, increase the number of nonresident students who enroll at the university.
  - d. To adequately prepare students for the global economy, significantly increase opportunities for international study and engagement.
  - h. Pursue excellence in educational attainment aligned with the long-term interests of the state.
  
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.
  - c. Encourage and support interdisciplinary, intercampus, inter-institutional and international collaboration.

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.
  - c. Support Nebraska's economic development.
  - d. Support entrepreneurship education, training and outreach.
  - e. Collaborate with the public and private sectors to build successful regional, multistate, international linkages.

## **ADDENDUM B: Description of Master of Science degree program in Finance**

- 1. Student Learning Outcomes** – Graduates of the program will:
  - a. have developed the skills to be successful in professional portfolio management and financial analysis,
  - b. master professional ethical standards and appropriate rule of conduct,
  - c. understand the role of statistics, economics and accounting in aiding financial decision making,
  - d. apply financial analysis in aiding strategic decisions for business organizations.
  
- 2. Admission Criteria** – Admission criteria and selection procedures will:
  - a. Seek students who demonstrate analytical capacities,
  - b. Emphasize equity by assuring no constraints due to economic status, age, culture, disability, color, national origin, or gender,
  - c. Seek to link student applicants to financial support enabling them to obtain their degree.
  
- 3. Coursework Requirement** - The coursework for the Master of Science in Finance consists of 30 credit hours as outlined above.
  
- 4. Advising** - Advisors are assigned to prospective students through the Office of Graduate Advising in the College of Business. Once admitted into the program, faculty advisors from the finance department will be assigned to help guide students through their degree program and to mentor them for consideration for internship and employment opportunities.
  
- 5. Accreditation** – The College of Business is accredited by AACSB (The Association to Advance Collegiate Schools of Business).



May 31, 2017

Professor Richard A. DeFusco  
Chair, Department of Finance  
College of Business  
University of Nebraska – Lincoln  
Lincoln, NE 68588

Subject: Proposed M.S. in Finance

Dear Richard,

I am pleased to submit this letter of support for the proposed M.S. in Finance, to be offered by the Department of Finance, in the College of Business at the University of Nebraska – Lincoln.

As the Vice President and Managing Director - Corporate Credit at Ameritas Investment Partners, I was excited to learn about this proposed degree program. The field of finance has become increasingly complex and the need for professionals with enhanced skills is required for success. In addition, the emphasis on preparing students to take the Chartered Financial Analysts (CFA) exam is a plus. At Ameritas, we encourage education and do what we can to position associates for success. I feel that associates who choose to expand their knowledge to the next level have the opportunity to experience not only monetary benefits but also broader career opportunities within their respective organizations. I also feel the network that associates in a Masters program such as this develop is irreplaceable, and has helped immensely when searching for new associates. Additionally, it saves significant time with respect to training on the job.

The CFA Charter with its emphasis on both skills and ethics is the standard for finance companies worldwide. I see your proposed degree program as a way to fill the ever expanding need for ethical and highly skilled finance professionals. We place significant value in the CFA Charter. In fact, in order to be an analyst or portfolio manager at our firm, our associates are required to work towards and earn a CFA Charter. In our department alone, which includes 52 associates in total, we currently have 11 CFA Charterholders and 4 additional associates progressing through the program. I feel the program provides a solid core knowledge base for associates to build upon throughout their career. Additionally, it confirms their passion for the business and desire for personal and professional growth.

The proposed M.S. in Finance degree program, with its focus on the skills required for the CFA examination would be a benefit to firms like Ameritas. I strongly support your development of the M.S. in Finance program. If I can help as a resource for this program, please let me know. I am excited about the opportunity to work with you and your graduates.

Sincerely,



Tina Udell, CFA

VP and Managing Director - Corporate Credit



14302 FNB Parkway  
Omaha, Nebraska 68154-5212  
402-691-9500  
www.tenaska.com

July 10, 2017

Richard DeFusco  
Chair, Department of Finance  
210 CBA  
Lincoln, NE 68588-0490

Dear Richard,

I'm pleased to submit this letter of support for the degree proposal for a MS in Finance by the Department of Finance in the College of Business at the University of Nebraska-Lincoln (UNL). As a Managing Director at Tenaska and as '96 graduate of UNL's College of Business, I appreciate the opportunity to highlight a few thoughts regarding this offering.

This degree program will benefit students by better preparing them for careers in finance and related fields where analysis of risk and return are essential. The curriculum includes a strong foundation in the critical, core discipline of finance and is uniquely designed to facilitate attainment of the Chartered Financial Analyst (CFA) credential by program participants. Specifically, the coursework will focus on developing financial decision making that is relevant to investment portfolio and risk managers, corporate finance officers and business managers in general. I firmly believe that the skillsets developed as part of this program can be utilized across a wide array of opportunities beyond those listed or envisioned today.

Although the market for MS in Finance is crowded, there remains significant overall market growth and employer demand for employees graduating from this degree program. By offering the degree entirely on-line, it serves, especially well, the working student looking for the opportunity to complete graduate school while remaining a full time employee. This is particularly appealing to employers as well. Thus, both the content of the degree proposal and the mode of delivery will help meet the needs of various industries in Nebraska and beyond.

Beyond the design of the curriculum, I appreciate your keen focus on making this new offering work within the confines of the college's current resource mix. Further, as the higher education process continues to evolve, I view this as a low risk way to lead, participate in and learn from the changes that technology, the pressure of increasing costs and changing student tastes will bring and are bringing to higher education.

As always, if I can be a resource as you further develop this program, please let me know. I am excited about the opportunity to work with you and your future graduates.

Sincerely,

A handwritten signature in black ink, appearing to read "Christopher A. Leitner". The signature is fluid and cursive, with a large, sweeping initial "C".

Christopher A. Leitner

April 8, 2017

Professor Richard A. DeFusco  
Department Chair for Finance  
College of Business  
University of Nebraska-Lincoln  
Lincoln, NE 68588

Dear Dr. DeFusco:


I am writing to you in support of the proposed M.S. in Finance that will be offered by the University of Nebraska-Lincoln's College of Business. As a senior at the University, majoring in Finance under the CFA-Investments tract, I am actively looking at graduate degree programs, and this M.S. in Finance has many ideal qualities that I seek in a program.

First, the proposed M.S. in Finance enables students to focus their graduate degree towards the financial field. While an M.B.A. allows you to broaden your business acumen, this M.S. would allow students to fine-tune, or develop, their financial analysis skills. Specifically, the proposed class "Case Studies in Financial Management" catches my attention. With courses like this that give students the opportunity to analyze and react to real-world situations in finance careers, this M.S. is uniquely positioned to teach skills that would allow a graduate to immediately have an impact in their career. I believe that this is one of the things applicants are looking for in continued education, and the M.S. in Finance supplies students with the tools to succeed.

Additionally, a partnership with the CFA Institute is another indication that this program is preparing its students for the future. The CFA designation is one of the premier distinctions in the financial world. As I am getting ready to take the Level I examination next summer, I am also looking for graduate degree programs that will improve my chances of doing well on these tests. If the College of Business is able to gain CFA Program Partner status at the graduate level like they already have at the undergraduate level, this will be just another signal to potential students that the M.S. in Finance graduate degree has merit.

All in all, the proposed M.S. in Finance program is an impressive way for the University to expand on the education that it is offering to its finance and business students. As a potential future prospective student, it has the qualities that I currently looking for in a graduate degree program. If you have any questions about my support, please do not hesitate to contact me with the information below.

Sincerely,



Alan Davis  
Lincoln, Nebraska  
402-689-0068  
aeudavis2@yahoo.com

29 June 2017

Professor Richard A. DeFusco  
Department Chair for Finance  
College of Business  
University of Nebraska – Lincoln  
Lincoln, NE 68588

Dear Richard,

My name is Elaine Pelletier. I am a long-time professional in the high technology industry and a member of the UNL Online MBA program. I am writing this letter to endorse the proposed M.S. in Finance, to be offered by the College of Business.

I am two years into the program and thus far have found the experience to be outstanding. The quality is consistent across every dimension: class materials, professors, student involvement and supporting resources. As a 'senior' student (decades have passed since my undergrad work) and an experienced professional, this program has fulfilled my desire to acquire a new business perspective that is both academic and relevant.

I believe the proposed M.S. in Finance will prepare students such as myself to meet the growing demand by business and finance professionals for graduate degrees. The balance of theory and practice in the course work will serve students across a broad range of categories, but in particular those in the professional world looking to make career changes or, like me, desiring to extend their resume. In addition, I see that the program will prepare students for the Chartered Financial Analysts (CFA) exam – the gold standard for finance professionals. The outstanding flexibility provided by the online format provides a high quality degree program that is compatible with working finance professionals.

I strongly support the development of the M.S. in Finance and welcome the opportunity to expand on this endorsement or answer any questions you may have. Thank you for your time today.

Regards,

Elaine Pelletier  
Denver, Colorado  
(303) 549 -6606  
elaine@upwardlogic.com

10 July 2017

Professor Richard A. DeFusco  
Department Chair for Finance  
College of Business  
University of Nebraska – Lincoln  
Lincoln, NE 68508

Dr. DeFusco,

Hello again Dr. DeFusco! As a recent graduate of the university and more specifically the College of Business, I am writing this letter to endorse the addition of the proposed M.S. in Finance offered by the College of Business.

Hearing that the College of Business strives to expand its educational offering excites me. I feel the college continues to find ways to provide the best education while satisfying the needs of companies and organizations within the current market. University of Nebraska graduates are highly valued in the job market, making this program a greater confidence boost to companies. Knowing the knowledge base this program expands upon, employers will be even more excited to incorporate these graduates in their organizations.

These past four years have provided me with the skills and resources necessary to be successful as an investment banker. My education was nothing less than incredible, however it continues to be difficult to break into the investment banking world as a student from a “non-target school.” To combat this concern I’ve continued to have, Dr. Dudney mentioned the program’s coursework will include intensive valuation and Chartered Financial Analyst (CFA) materials. These materials are necessary to equip students to succeed in whatever career path they may choose. With the growing demand of students desiring to break into major investment services firms, it is the duty of the university to provide continued education to help them achieve their goals. I firmly believe this program could provide the opportunities to attain positions at highly sought-after investment services institutions.

Additionally, this program can contribute towards satisfying the demand for finance professionals in current market conditions. Whether the future students of the program are looking to make career changes or further develop their resume, the coursework combines both theory and practice to provide a comprehensive education that prepares students for the many upcoming challenges in their career.

Lastly, through the program being offered online, there is a greater convenience and accessibility offered for students who double as working professionals. Having the opportunity to gain more specialized knowledge and/or seek the CFA designation while remaining in the workforce could be a great asset to the program’s offerings.

I strongly support the development of the M.S. in Finance for the reasons mentioned above. As the University of Nebraska continues to gain momentum, now is a better time than any to provide students with further opportunities to expand their knowledge and experience.

I invite you to reach out to me to further expand on the endorsement and to answer any questions you may have. Thank you for your time and I hope you have had a great summer.

Kind Regards,

Kelly Schatz  
St. Louis, MO  
(630) 272-2094  
kelly.schatz@huskers.unl.edu

**TABLE 1: PROJECTED EXPENSES - NEW INSTRUCTIONAL PROGRAM  
MS in Finance at UNL**

	(FY2019) Year 1		(FY2020) Year 2		(FY2021) Year 3		(FY2022) Year 4		(FY2023) Year 5		Total
	FTE	Cost	FTE	Cost	FTE	Cost	FTE	Cost	FTE	Cost	Cost
<b>Personnel</b>											
Faculty											\$0
Professional											\$0
Graduate assistants											\$0
Support staff <sup>1</sup>											\$0
Subtotal	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	\$0
<b>Operating</b>											
General Operating <sup>1</sup>		\$25,000		\$25,000		\$25,000		\$25,000		\$25,000	\$125,000
Equipment <sup>2</sup>		\$5,000		\$5,000		\$5,000		\$5,000		\$5,000	\$25,000
New or renovated space											\$0
Library/Information Resources											\$0
Other											\$0
Subtotal		\$5,000		\$5,000		\$5,000		\$5,000		\$5,000	\$150,000
<b>Total Expenses</b>		\$5,000		\$5,000		\$5,000		\$5,000		\$5,000	<b>\$150,000</b>

<sup>1</sup> Includes allowances for faculty development, laboratory supplies, travel, memberships, office supplies, communications, data processing, equipment, maintenance, rentals, etc.

<sup>2</sup> Show anticipated expenditures for the acquisition of new or upgrades or replacement of existing equipment necessary for the implementation and/or operation of the program.

**TABLE 2: REVENUE SOURCES FOR PROJECTED EXPENSES - NEW INSTRUCTIONAL PROGRAM  
MS in Finance at UNL**

	(FY2019) Year 1	(FY2020) Year 2	(FY2021) Year 3	(FY2022) Year 4	(FY2023) Year 5	Total
	Reallocation of Existing Funds					
Required New Public Funds						
1. State Funds						
2. Local Tax Funds (community colleges)						
Tuition and Fees	\$180,000	\$360,000	\$405,000	\$450,000	\$540,000	\$1,935,000
Other Funding						
1						
2						
3						
<b>Total Revenue</b>	\$180,000	\$360,000	\$405,000	\$450,000	\$540,000	\$1,935,000
Fees Paid to University <sup>1</sup>	\$20,675	\$41,350	\$46,519	\$51,688	\$62,025	\$222,257
<b>Net Revenue to College and Department</b>	\$159,325	\$318,650	\$358,481	\$398,312	\$477,975	\$1,712,743

<sup>1</sup> Includes library fees, technology fees, distance education fees, and administration and enrollment fees.

TO: The Board of Regents Addendum IX-A-4

Academic Affairs

MEETING DATE: October 5, 2017

SUBJECT: Dissolution of the Center for Applied Rural Innovation (CARI) in the Department of Agricultural Economics and the Great Plains Regional Center for Global Environmental Change (GPRC) in the School of Natural Resources at the University of Nebraska-Lincoln (UNL)

RECOMMENDED ACTION: Approval is requested to dissolve the Center for Applied Rural Innovation in the Department of Agricultural Economics and the Great Plains Regional Center for Global Environmental Change in the School of Natural Resources at UNL

PREVIOUS ACTION: September 30, 1994 – The Board approved the establishment of the Great Plains Regional Center for Global Environmental Change.

June 17, 2000 – The Board approved the elimination of the Center for Rural Community Revitalization and Development, the Center for Leadership Development, and the Center for Sustainable Agricultural Systems and the creation of the Center for Applied Rural Innovation that integrated the essential elements of the three existing centers at UNL.

EXPLANATION: The two centers are no longer active; their missions have been subsumed by other programs.

This proposal has been reviewed by the Council of Academic Officers; it also has been reviewed and recommended for approval by the Academic Affairs Committee.

PROGRAM SAVINGS: There are no anticipated savings associated with these changes.

SPONSORS: Donde L. Plowman  
Executive Vice Chancellor and Chief Academic Officer  
University of Nebraska-Lincoln

Ronnie Green, Chancellor  
University of Nebraska-Lincoln

RECOMMENDED:   
Susan M. Fritz  
Executive Vice President and Provost

DATE: September 15, 2017

TO: The Board of Regents Addendum IX-A-5

Academic Affairs

MEETING DATE: October 5, 2017

SUBJECT: Creation of the Master of Health Administration (MHA) in the Department of Health Services Research and Administration in the College of Public Health at the University of Nebraska Medical Center (UNMC)

RECOMMENDED ACTION: Approval is requested to create the Master of Health Administration in the Department of Health Services Research and Administration in the College of Public Health at UNMC

PREVIOUS ACTION: May 30, 2014 – The Board approved a professional certificate in Health Policy sponsored by the Department of Health Services Research and Administration and the Department of Health Promotion, Social and Behavioral Health in the College of Public Health at UNMC.

June 13, 2008 – The Board approved two Ph.D. programs at UNMC: one in Health Promotion and Disease Prevention Research and one in Health Services Research, Administration and Policy.

EXPLANATION: The purpose of the Master of Health Administration (MHA) program is to provide recent college graduates and early to mid-career healthcare professionals multidisciplinary education in leadership, collaboration, and analytics to prepare for management positions in healthcare organizations. The program curriculum will be 57 credit hours, 49 credit hours in required courses and 8 credit hours in elective courses. Training in the MHA program will include intensive capstone and internship experiences in which students will engage in hands-on, real-world applications of skills in healthcare settings. The MHA program will include substantive collaboration across four University of Nebraska campuses (University of Nebraska Medical Center, University of Nebraska at Omaha, University of Nebraska at Kearney and University of Nebraska-Lincoln) and with Nebraska Medicine.

The curriculum has been designed to meet accreditation standards outlined by the Commission on Accreditation of Healthcare Management Education (CAHME). Once the program is established, UNMC will seek accreditation from CAHME.

This proposal has been approved by the Council of Academic Officers; it also has been reviewed and recommended for approval by the Academic Affairs Committee.

PROGRAM COST: \$808,831 over five years

SOURCE OF FUNDS: Tuition and fees; no additional state funds will be required.

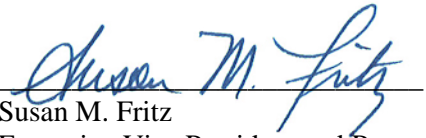


SPONSORS:

H. Dele Davies  
Vice Chancellor for Academic Affairs

Jeffrey P. Gold, Chancellor  
University of Nebraska Medical Center

RECOMMENDED:

  
\_\_\_\_\_  
Susan M. Fritz  
Executive Vice President and Provost

DATE:

September 15, 2017



## MASTER OF HEALTH ADMINISTRATION PROPOSAL

submitted by

COLLEGE OF PUBLIC HEALTH, UNIVERSITY OF NEBRASKA MEDICAL CENTER

### I. DESCRIPTIVE INFORMATION

**Name of the institution proposing the program:** University of Nebraska Medical Center, collaborating with the University of Nebraska at Omaha, University of Nebraska-Lincoln and the University of Nebraska at Kearney.

**Name of the program proposed:** Master of Health Administration (MHA)

**CIP Code:** 51.07 Health and Medical Administrative Services

**Degree to be awarded graduates of the program:** Master of Health Administration

**Other approved programs offered in this field by the institution:** No other MHA degree programs exist in the University of Nebraska

**Administrative unit for the program:** Department of Health Services Research and Administration in the College of Public Health

**Proposed delivery site and type of delivery:** Delivery sites include the University of Nebraska Medical Center (UNMC) College of Public Health, University of Nebraska at Omaha (UNO) College of Business Administration, University of Nebraska at Kearney (UNK) College of Business and Technology, and University of Nebraska-Lincoln (UNL) College of Law. Each UNMC course (except for the Capstone and Internship courses) will have both in-person and online sections available. The UNMC Capstone and Internship courses will be in-person. Three courses at UNK will be delivered synchronously using web conferencing software. Eight courses at UNO and six courses at UNL will be in-person.

**Date approved by governing board:** Pending.

**Proposed date (term/year) the program will be initiated:** Upon approval.

**Description, including credit hours and other requirements (program of study) and purpose of the proposed program:**

The purpose of the Master of Health Administration (MHA) program is to provide recent college graduates and early to mid-career healthcare professionals multidisciplinary



education in leadership, collaboration, and analytics to prepare for management positions in healthcare organizations. The long-term vision for the program is to be a leading program in training future leaders in healthcare management. Toward this end, the program will provide a competency-based, higher order learning environment, so that graduates will have attained knowledge and skills in the following areas: Communication and Relationship Management, Professionalism, Leadership, Knowledge of the Healthcare Environment, and Business and Analytical Skills. Training in the MHA program will include intensive but rewarding capstone and internship experiences in which students will engage in hands-on, real-world applications of skills in healthcare settings. A major goal of the program is to place all graduates with leading healthcare organizations within Nebraska, across the country and internationally.

The program curriculum will be 57CH in length, consisting of 49CH in required courses and 8CH in elective courses. MHA students will enroll in the capstone course in their last semester of the program. The capstone will provide students an opportunity to demonstrate proficiency in applying their knowledge and skills in real-world, team-based projects related to advanced issues in healthcare management. Healthcare executives from leading healthcare organizations in Nebraska and beyond will be invited to the capstone course to share their expertise and insights with students. In addition, the program will include a full-time, summer internship for each student. The internship will be 520 hours in length (40 hours per week; 13 weeks) with placement in hospitals, clinics and other healthcare organizations. The MHA Director will match students with internship sites. MHA interns will work with healthcare executives on projects providing valuable, hands-on experience in the actual management and operations of a healthcare organization.

The MHA program will matriculate students only in the fall semester. The program is designed to be completed in either two or three years, depending on the preferences of the student. Upon matriculation, students will select whether they want to complete a two-year or three-year plan of study. After selecting their plan, students will proceed through the program as a cohort based on their year of admission into the program. Students will maintain a portfolio as they proceed in the program that will be evaluated each semester by the MHA Director and faculty advisors in order to track their proficiency in acquiring skills and knowledge in healthcare management and to help prepare them for the job market upon graduation.

In designing the MHA program, we have consulted with scholars in healthcare management, accreditation specialists, health system executives and other stakeholders in order to ensure that the program addresses competencies that are needed in Nebraska and nationally. We will partner with healthcare executives and practitioners, such as from Nebraska Medicine, to enhance the program curriculum and place MHA students as interns in healthcare organizations, which may potentially employ MHA graduates. We will strive to have a 100% placement rate for all MHA

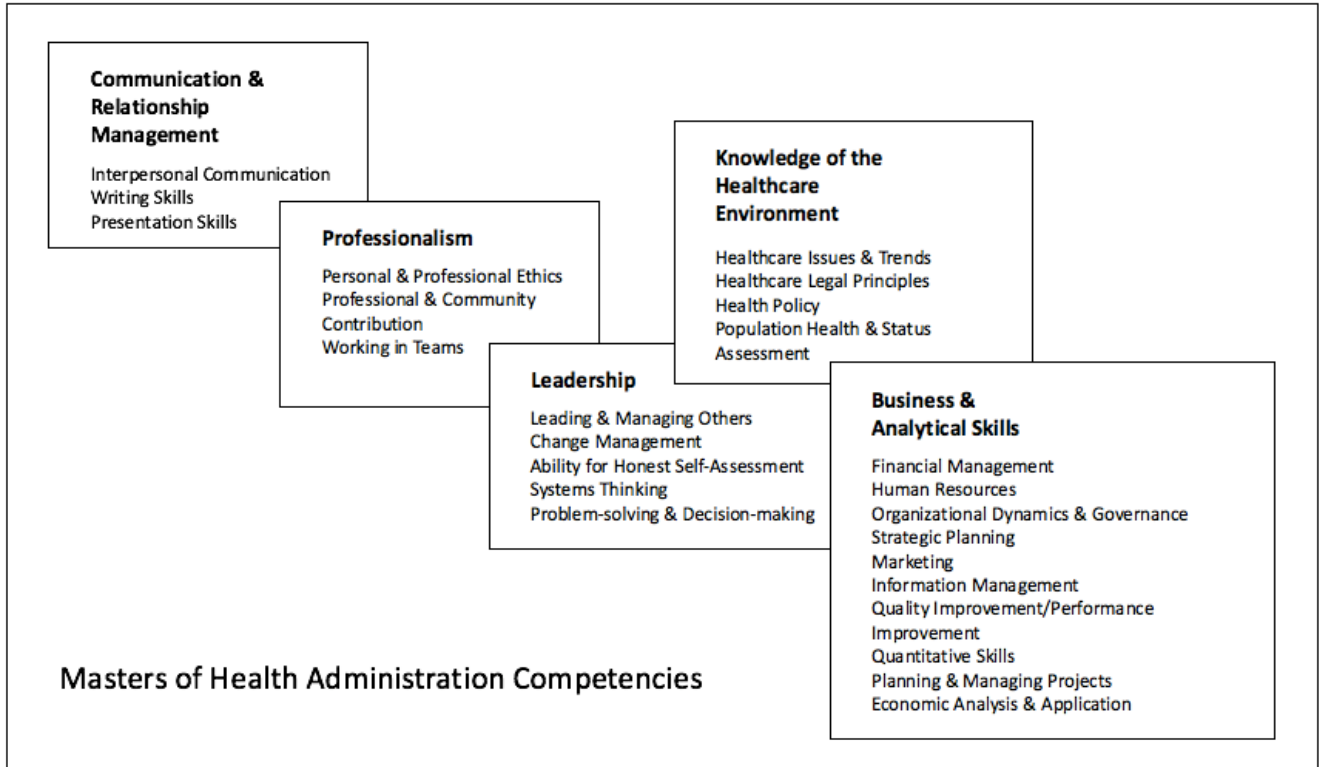


graduates, and, based on student interest and our discussions with stakeholders, it is likely that most graduates will be from Nebraska and will work in Nebraska after graduation.

The MHA program will include substantive collaboration across four University of Nebraska campuses (University of Nebraska Medical Center, University of Nebraska at Omaha, University of Nebraska at Kearney and University of Nebraska-Lincoln) and with Nebraska Medicine. For example, MHA students will have the option of completing a Certificate in Health Administration (approval pending) provided through our collaboration with the University of Nebraska at Omaha’s College of Business Administration. Representatives from all four campuses will be invited to participate in the MHA Advisory Council (letters attached), and thus help guide the development of the program to meet the long-term needs of Nebraska.

The program is designed to meet the following 28 competencies within 5 domains of healthcare management (Figure 1):

Figure 1. Competency Model for Masters of Health Administration Program





The competencies listed above were mapped to course learning objectives in the proposed program curriculum below:

<b>Core Curriculum (44 credit hours)</b>	<b>CH</b>	<b>Campus</b>
CPH506 Biostatistics I	3	UNMC
CPH507 US Healthcare System	3	UNMC
CPH566 Health Policy	3	UNMC
MGT840 Healthcare Management I: Managing People	3	UNK
BSAD8096 Principles of Collaboration	3	UNO
BSAD8060 Skills for Leadership	2	UNO
CPH504 Epidemiology in Public Health	3	UNMC
CPH502 Health Services Administration	3	UNMC
CPH562 Strategic Planning & Management	3	UNMC
BSAD8110 Accounting & Financial Fundamentals	3	UNO
CPH580 Health Care Organization Theory & Behavior	3	UNMC
CPH565 Health Care Finance	3	UNMC
CPH564 Health Economics	3	UNMC
CPH555 Public Health Law	3	UNMC
CPH562 Human Resource Management	3	UNMC
<b>Elective Courses (8 credit hours). Students must choose from the following (substitutions allowed only with approval by the MHA Director):</b>		
MGT845 Cultural Responsiveness: Building Trust in Clinical Settings	3	UNK
MGT841 Healthcare Management II: Managing Processes	3	UNK
LAW751G Employee Benefits Law	3	UNL
LAW710G Mediation (as space permits)	3	UNL
LAW753G Labor Law	3	UNL
LAW647G Employment Law	3	UNL
LAW680G Employment Discrimination Law	3	UNL
LAW709G Arbitration	3	UNL
BSAD8150 Economics: Essential Concepts for Managers	2	UNO
BSAD8180 Analytical Foundations of Economics	3	UNO



BSAD8210 Accounting: Decisions and Consequences	2	UNO
BSAD8420 Marketing: Understanding Consumers & Markets	2	UNO
BSAD8910 Special Topics: Health Administration	3	UNO
CPH650 Biostatistics II	3	UNMC
HSRA960 Seminar in Health Care Administration	3	UNMC
<b>Capstone (2 credit hours)</b>		
CPH Masters of Health Administration Capstone	2	UNMC
<b>Internship (3 credit hours)</b>		
CPH Masters of Health Administration Internship	3	UNMC
<b>Total Degree Hours</b>	<b>57</b>	

Abbreviations: CH, Credit Hours; UNMC, University of Nebraska Medical Center; UNO, University of Nebraska at Omaha; UNK, University of Nebraska at Kearney; UNL, University of Nebraska-Lincoln

All courses in the curriculum are graduate-level courses and have been approved by the curriculum committees of their respective institutions. Elective courses may be added to the list of electives in order to help address specific management-related topics in the future.

In addition, we have collaborated with the UNO College of Business Administration (CBA) to offer MHA students the option to acquire a Certificate in Health Administration from UNO during their program of study. (Approval of the certificate is pending within UNO; BOR approval will be sought in Fiscal Year 2018. The current application is only for the Masters Program). The certificate will provide students with additional training in economics, finance and other topics relevant to healthcare management. Requirements for the certificate program can be completed within two years. Further details on the certificate program are provided below:

<p><b>UNO Certificate Program: Health Administration (approvals pending)</b></p> <p><b>Certificate Requirements: (12 hours minimum) plus foundation courses, if needed</b></p> <p><b>Foundation Courses (6 hours)</b> identified at the time of admission must be completed prior to, or concurrently with, enrollment in BSAD 8060 which is required as the first course for the certificate program:          BSAD 8110 Accounting and Financial Fundamentals (3 hours)          BSAD 8180 Analytical Foundations of Economics (3 hours)</p> <p><b>Required Courses (5 hours):</b>          BSAD 8060 People: Cultivating Skills for Leadership (2 hours)          BSAD 8096 Principles of Collaboration (3 hours)*</p> <p><b>Elective Courses select a minimum of 4 hours from the list, below:</b>          BSAD 8150 Economics: Essential Concepts for Managers (2 hours)</p>
--



BSAD 8210 Accounting: Decisions and Consequences (2 hours)  
BSAD 8420 Marketing: Understanding Consumers and Markets (2 hours)  
CPH 580 Health Care Organization Theory and Behavior (3 hours)

**Exit Requirements (3 hours):**

BSAD 8910 Special Topics: Health Administration (3 hours)\* completion of all other course work required prior to enrollment in the capstone requirement.

Note: Interested students will have the opportunity to complete both the UNMC Master of Health Administration (MHA) degree and the UNO Certificate in Health Administration within the 57 hours required for the MHA degree. [UNMC will accept transfer of the UNO credits completed for the certificate program and apply them as electives in the MHA program.]

### ***Justification for Required Credit Hours***

Developed in collaboration with faculty from the University of Nebraska Medical Center, University of Nebraska at Omaha, University of Nebraska at Kearney and University of Nebraska-Lincoln, our goal is to create the first accredited MHA program in Nebraska. The proposal represents over two years of discussion with faculty from throughout the University of Nebraska system and with the Commission on Accreditation of Healthcare Management Education (CAHME)—the national accreditation body for MHA programs. The number of credit hours for the MHA degree (57CH) is based on the need to provide students with sufficient breadth and depth of training in the program's health management competencies. Among accredited MHA programs, the median program length is 53 credit hours, which includes 48 required credit hours. Thus, our proposed program's required credit hours are consistent with accredited MHA programs in the United States.

### ***Admission and Advising***

All admissions applications will be compiled by the Healthcare Administration, Management & Policy Centralized Application Service (HAMPCAS). HAMPCAS is a national centralized application service for dedicated applicants to graduate programs in health administration and healthcare management. Required application materials will include official transcripts from all graduate and undergraduate programs, Graduate Management Admission Test (GMAT) scores from within the past five years, a resume, three letters of recommendation and a statement of intent. A minimum GMAT score of 550 will be necessary for admission. In addition, applicants must have a bachelor's degree from a regionally-accredited US college or university or equivalent foreign institution. A minimum of 3.0 grade point average is required for admission. The statement of intent will consist of no more than two pages that describe the applicant's interest in the health management field, self-assessment of the applicant's fit within the MHA program, and a description of the applicant's qualifications and experience relevant to health management.



For international applicants, transcripts from non-US institutions will need to be verified by the World Education Services (WES). In addition, a Test of English as a Foreign Language (TOEFL) or International English Language Testing System (IELTS) score from within the past two years will be required for international students and students who have earned their undergraduate degree from a non-English speaking institution. Minimum scores required will be 100 for the Internet-based TOEFL or, for IELTS, the band score minimum will be 6.5 to 7.0. International students who have earned a graduate or undergraduate degree from a U.S. institution will not be required to submit TOEFL or IELTS scores. The deadline for admission will be March 1<sup>st</sup> of each year.

Upon matriculation, all students will be assigned a faculty advisor to guide them as they progress through the MHA program. Advisors will meet with their advisees at least once per semester. In addition, all students will meet with the MHA director at least once per semester to review their progress.

## II. CENTRALITY TO ROLE AND MISSION

A major component of the mission of UNMC is to lead the world in transforming lives to create a healthy future for all individuals and communities through premier educational programs. The mission of the proposed MHA program is consistent with the mission of UNMC. The MHA program's mission is **to provide recent college graduates and early to mid-career health professionals multidisciplinary education in leadership, collaboration, and analytics to prepare for management positions in healthcare organizations.**

The proposed MHA program was developed with the goal of seeking accreditation from the Commission on Accreditation of Healthcare Management Education (CAHME). CAHME is the accreditation body for all healthcare management programs in the US. By becoming the first accredited MHA program in Nebraska, UNMC, along with our University of Nebraska system partners, will be at the forefront of healthcare management education in the state, and will help achieve the long-term vision of the program **to be a leading program in training future leaders in healthcare management.**

The MHA program was developed in collaboration with faculty and healthcare professionals across multiple campuses in the University of Nebraska system, and in consultation with experts in CAHME accreditation criteria. The program planning has also enjoyed strong support from UNMC leadership. Thus, we believe that the design and rigor of the proposed MHA program will make it competitive with the leading accredited programs in the Midwest and nationally. Many MHA graduates are expected to work in healthcare management positions throughout Nebraska, which will further help meet the mission of UNMC to promote health, particularly in rural communities that rely on critical access hospitals.





The proposed MHA program will help meet the needs of Nebraska as described in the Coordinating Commission for Postsecondary Education (CCPE) *Comprehensive Statewide Plan for Postsecondary Education*. For example, the program is designed to be responsive to workforce needs within the healthcare industry in both rural and urban areas. The proposed MHA program incorporates feedback from a survey of healthcare administrators and leaders throughout Nebraska, and will focus on the knowledge and skills essential to effective management of healthcare organizations. In addition, the program will regularly assess evolving needs and priorities in the healthcare industry, and incorporate results from this assessment into the curriculum. Toward this end, a survey of healthcare administrators and leaders will be undertaken biannually in order to identify critical and evolving skills and knowledge in the area of healthcare management. Furthermore, the MHA Advisory Council will consist of prominent healthcare executives in Nebraska as well as leading educators and scholars in the field of healthcare management. Semi-annual meetings of the Advisory Council will help ensure that the MHA program continues to meet the needs of the healthcare industry, particularly within Nebraska.

### III. EVIDENCE OF NEED AND DEMAND

#### *Need for the Program*

The MHA program is the culmination of over two years of planning. The motivation for the program was the perception that demand was growing for healthcare management education by Nebraska Medicine and other hospital providers across the country. For example, the US Bureau of Labor Statistics (BLS) projected that the number of jobs in healthcare management positions will grow 17% in the period 2014-24—a rate 2.8 times faster than the projected average growth rate for other managerial occupations in the US.<sup>1</sup> Within Nebraska, BLS data show healthcare management to be the 2<sup>nd</sup> largest field of employment within all management occupations, employing 2,920 individuals at an average annual salary of \$100,220 in 2016.<sup>2</sup> The BLS further states the following:

“Job prospects for medical and health services managers are likely to be favorable. In addition to rising employment demand, the need to replace managers who retire over the next decade will result in some openings. Candidates with a master’s degree in health administration or a related field, as well as knowledge of healthcare IT systems, will likely have the best prospects.”<sup>3</sup>

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<sup>1</sup> Bureau of Labor Statistics. U.S. Department of Labor. *Occupational Outlook Handbook, 2016-17 Edition*, Medical and Health Services Managers. Available at: <https://www.bls.gov/ooh/management/medical-and-health-services-managers.htm>. Accessed July 20, 2017.

<sup>2</sup> Bureau of Labor Statistics. U.S. Department of Labor. Occupational Employment Statistics. Nebraska. May 2016. Available at: [https://www.bls.gov/oes/current/oes\\_ne.htm](https://www.bls.gov/oes/current/oes_ne.htm). Accessed July 20, 2017.

<sup>3</sup> Bureau of Labor Statistics. U.S. Department of Labor. *Occupational Outlook Handbook, 2016-17 Edition*, Medical and Health Services Managers. Available at: <https://www.bls.gov/ooh/management/medical-and-health-services-managers.htm>. Accessed July 20, 2017.



Furthermore, anecdotal evidence suggested that a number of healthcare managers were seeking training in accredited healthcare management programs outside Nebraska. Therefore, a systematic survey of 61 CEOs and other administrators from 59 non-profit hospitals and healthcare systems in Nebraska was undertaken in February 2015 in order to gauge the workforce needs and job opportunities for a new MHA program. Findings from this survey are summarized below:

- Nearly two-thirds of healthcare executives held an MHA degree;
- Sixty percent of healthcare organizations were in need of administrators with an MHA;
- Of the 59 organizations surveyed, there were plans to hire over 40 MHA graduates in the next 5 years;
- Starting salaries for an MHA graduate in Nebraska ranged from \$50,000 up to \$100,000 annually;
- Healthcare organizations in Nebraska had openings for up to 26 interns annually; and
- Healthcare executives ranked leadership, communication, collaboration, and accountability as the most important knowledge and skill areas for healthcare managers.

It is clear from the healthcare executive survey results that there is a significant need for MHA graduates trained in the skills and knowledge areas that our program is designed to provide. Furthermore, the MHA program is expected to enroll and place a number of graduates in Nebraska to help meet the future healthcare needs of Nebraskans, particularly in rural critical access hospitals.

### ***Demand for the Program***

We anticipate significant demand from students to enroll in the MHA program. Nationally, the number of CAHME-accredited MHA programs has grown substantially, increasing from 78 programs in 2012 to 95 in 2015. Student applications to these programs increased from 6,333 to 8,720—a 40% increase—in this time period.<sup>4</sup> Informal discussions with students in the College, feedback received at the American Public Health Association Annual Meeting, and discussion with our colleagues across the University of Nebraska system suggest that there is strong interest in a graduate-level health management degree. Our current programs are insufficient in meeting the unique needs for management of mid- to large-scale health systems. For example, although UNMC offers a masters of public health (MPH) with a concentration in public health administration and policy, this degree program provides little training in hospital-

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<sup>4</sup> For more information on accredited programs, please refer to:  
[https://www.cahme.org/CAHME/CAHME\\_Resources/CAHME\\_Resources%20Reports/CAHME/Resources/CAHME\\_Reports.aspx](https://www.cahme.org/CAHME/CAHME_Resources/CAHME_Resources%20Reports/CAHME/Resources/CAHME_Reports.aspx)



or clinic-oriented management skills and knowledge, and is focused on management of public health departments and organizations. Similarly, a general masters of business administration (MBA) degree provides little to no training in the specifics of healthcare management, which is substantially different from management in other industries. Students may currently enroll in a MBA-MPH dual degree program offered by UNMC and UNO, but this program has similar limitations to the above. The UNO MBA healthcare concentration requires only 9 credit hours in healthcare management. In contrast, nearly all courses listed in the core curriculum in addition to the capstone and internship in the proposed MHA program are specific to the context of the healthcare industry. In our discussions with current and prospective students, they are aware of the limitations with existing programs and express interest in a degree that is more tailored toward management within the healthcare industry.

In our revenue and budget projections discussed below, we provide conservative estimates on initial enrollment. The actual number of students is likely to be significant. For example, we anticipate that a number of recent graduates from undergraduate programs in UNO, UNK and UNL will enroll in the MHA program. We anticipate that the MHA cohort size will significantly increase over a five-year period, reaching approximately 30 matriculating students per year. We believe this growth rate is highly feasible. For example, the average CAHME-accredited MHA program had 28 matriculating students in 2015, with overall enrollment of 65 students. Upon program approval, resources have been budgeted by UNMC to market the program both in Nebraska and nationally. Accreditation of the program will also make it more competitive with other MHA programs in the region and nationally, thus further increasing applications to the program. Furthermore, large medical centers in China have expressed interest in enrolling their early career management personnel in an MHA program at UNMC, if approved. The department of Health Services Research and Administration (HSRA) currently provides a semi-annual health administration training program to faculty of medical centers in China.

In summary, to our knowledge, there currently does not exist a viable substitute for an MHA degree in the University of Nebraska system. Furthermore, there are no CAHME-accredited masters of health administration or equivalent degree programs in Nebraska. At the same time, our survey results and other data indicate substantial need and interest in a new MHA program for the state. We believe the proposed program will help meet this need and will provide rigorous, competency-based training in healthcare management to students with the aim of becoming the first accredited MHA program in Nebraska.



#### IV. ADEQUACY OF RESOURCES

##### *Faculty and Staff Resources*

The MHA program will be managed by the department of Health Services Research and Administration (HSRA), College of Public Health (COPH) at UNMC. The department consists of nine assistant, associate and full professors, two instructors, and eight adjunct faculty, who will instruct MHA courses and help guide the MHA program. In addition, other faculty from the College of Public Health, the UNO College of Business Administration, the UNK College of Business and Technology, and the UNL College of Law will teach within the program. In total, 13 faculty members from UNMC, UNO and UNK will teach core curriculum MHA courses (listed below). An additional 14 faculty from UNMC, UNO, UNL and UNK will teach elective and capstone courses. Furthermore, Nebraska Medicine staff will be invited to participate in the program as adjunct faculty and guest lecturers.

There will be sufficient staff resources for the program. The MHA program will be managed by the MHA Director (Fernando Wilson, PhD, HSRA) and the MHA Advisory Council described previously. In addition, the HSRA department will hire an additional 1.0FTE staff member dedicated to assisting with administration of the MHA program and its accreditation. The additional staff is critical to the operation and successful accreditation of the program. Finally, two 0.33FTE graduate assistants will be assigned to help develop the MHA program and to assist in its administration.

<b>Core Curriculum (44 credit hours)</b>	<b>Anticipated Faculty</b>	<b>Affiliation</b>
CPH506 Biostatistics I	Jane Meza, PhD	UNMC
CPH507 US Healthcare System	Preethy Nayar, MBBS, MS, PhD	UNMC
CPH566 Health Policy	Nizar Wehbi, MD, MPH, MBA	UNMC
MGT840 Healthcare Mgmt. I: Managing People	Michelle Fleig-Palmer, PhD, MBA	UNK
BSAD8096 Principles of Collaboration	Gareth Johnson, PhD	UNO
BSAD8060 Skills for Leadership	Mary Davis, PhD	UNO
CPH504 Epidemiology in Public Health	Evi Farazi, PhD	UNMC
CPH502 Health Services Admin.	Nizar Wehbi, MD, MPH, MBA	UNMC
CPH562 Strategic Planning & Mgmt.	David Palm, PhD	UNMC
BSAD8110 Accounting & Fin. Fund.	Christopher Severson, PhD	UNO
CPH580 Health Care Org. Th. & Behav.	Jungyoon Kim, PhD	UNMC
CPH565 Health Care Finance	Fernando Wilson, PhD	UNMC
CPH564 Health Economics	Hongmei Wang, PhD	UNMC



CPH555 Public Health Law	Rebecca Anderson, JD	UNMC
CPH562 Human Resource Mgmt.	Nizar Wehbi, MD, MPH, MBA	UNMC

*Note:* UNMC, University of Nebraska Medical Center; UNO, University of Nebraska at Omaha; UNK, University of Nebraska at Kearney

***Physical Facilities***

The MHA program will be administered within the Health Services Research and Administration department located in the College of Public Health, University of Nebraska Medical Center. All faculty and staff have sufficient computer, space and other resources to implement and manage the program. In addition, classroom and conference room size and availability are sufficient to meet the needs of the MHA program. All courses listed above are currently being supported and taught in existing classroom space.

***Instructional Equipment and Informational Resources***

Students will have access to the McGoogan Library of Medicine, which encompasses 57,820 square feet of space providing 366 study seats, 16 group study rooms, two multi-media education rooms, and 27 computer work stations. McGoogan Library also provides access to over 27,000 journals and nearly 100,000 books and e-books. In addition, the library provides services to students such as how to search for articles and books, how to cite sources and avoid plagiarism, writing assistance and other services. Students will also have access to libraries in other University of Nebraska campuses, including databases and research resources provided by the UNO College of Business Administration.

There is wireless high-speed internet access throughout the UNMC campus, and students have access to the Microsoft Office suite as part of an institutional license. Consistent with many other accredited MHA programs, students will be required to have a laptop and/or tablet for the duration of their program of study. All courses will follow campus policies and will be ADA compliant. UNMC provides on-call support for IT issues. Courses at UNK will use web conferencing software and content will be delivered synchronously to MHA students. Students will physically attend UNO and UNL courses in Omaha and Lincoln, respectively. Any additional student needs will be addressed on a case-by-case basis.

***Five-Year Budget Projections for the Program***

The average cohort size for 95 accredited MHA programs is 28 matriculants. We believe that our proposed program can feasibly attain this size given the rigor of the program and its anticipated centrality to healthcare management education in the state



and region. However, it may take some time for our new program, if approved, to attain this number of matriculants. Therefore, in undertaking our budget projections, we assume that our initial program cohort size is only 14 students in FY2019—50% of the national average MHA program size of 28 matriculants. We also assume modest growth of 3-4 students each year. Under these assumption, we are projected to attain the average MHA program size by FY2023.

Implementation of the program will not require additional permanent faculty, though the program may provide compensation to adjunct instructors, if necessary. The MHA Director will be paid a stipend of \$5,000 per year. In addition, the program will initially utilize 0.66FTE graduate assistants and 1.0FTE support staff. The support staff will help in program admissions, coordination, accreditation and other administrative duties associated with the program. The graduate assistants will help the MHA Director in logistics, pedagogical research, surveys and other administrative duties in preparation for CAHME accreditation. However, use of the graduate assistants will be phased out as accreditation is attained. Expenses also include accreditation-related expenditures. Most expenses are fixed costs and, thus, are not expected to increase substantially with the projected growth in student enrollment after FY2019. Expenditures also adjust for inflation of 3% per year.

Table 1 presents University of Nebraska system revenue projections for the program in FY2019-23. Annual revenues are predicted to increase from \$177,440 to \$644,329 in this period. Total revenues are predicted to exceed \$2.2 million in FY2019-23.

**TABLE 1: REVENUE SOURCES FOR PROJECTED EXPENSES - MASTERS OF HEALTH ADMINISTRATION PROGRAM (Assuming 50% of Average MHA Program Enrollment)**

	FY(2019) Year 1	(FY2020) Year 2	(FY2021) Year 3	(FY2022) Year 4	(FY2023) Year 5	Total
Reallocation of Existing Funds <sup>1</sup>						\$0
Required New Public Funds <sup>2</sup>						\$0
1. State Funds						\$0
2. Local Tax Funds (community colleges)						\$0
Tuition and Fees <sup>3</sup>	\$177,440	\$370,345	\$461,673	\$553,001	\$644,329	\$2,206,788
Other Funding <sup>4</sup>						\$0
1						\$0
2						\$0
3						\$0
<b>Total Revenue <sup>5</sup></b>	<b>\$177,440</b>	<b>\$370,345</b>	<b>\$461,673</b>	<b>\$553,001</b>	<b>\$644,329</b>	<b>\$2,206,788</b>

<sup>1</sup> No reallocation of existing funds is necessary.  
<sup>2</sup> No new public funds are necessary.  
<sup>3</sup> Tuition and fee revenues that will be generated by the program. This includes \$389.50 per credit hour for UNMC, \$285 per credit hour for UNK and \$336 per credit hour for UNO, plus \$317.25 in per-semester fees. Initial enrollment is assumed to be 14 students—50% of average MHA program enrollment—in FY2017-FY2021.  
<sup>4</sup> No additional funding anticipated.  
<sup>5</sup> Revenues are not expected to match expenses.

Table 2 reports predicted program expenses. Annual expenses are projected to increase from \$126,702 to \$164,093 in FY2019-23, totaling \$808,831 in the five-year period.



**TABLE 2: PROJECTED EXPENSES - MASTERS OF HEALTH ADMINISTRATION PROGRAM (Assuming 50% of Average MHA Program Enrollment)**

	(FY2019)		(FY2020)		(FY2021)		(FY2022)		(FY2023)		Total	
	Year 1		Year 2		Year 3		Year 4		Year 5		FTE	Cost
Personnel	FTE	Cost	FTE	Cost	FTE	Cost	FTE	Cost	FTE	Cost	FTE	Cost
Faculty <sup>1</sup>	0.04	\$5,000	0.04	\$5,000	0.04	\$5,000	0.04	\$5,000	0.04	\$5,000	0.04	\$25,000
Professional <sup>2</sup>											0	\$0
Graduate assistants	0	\$0	0.66	\$31,407	0.33	\$16,175	0	\$0	0	\$0	0	\$47,582
Support staff	1	\$77,580	1	\$79,907	1	\$82,305	1	\$84,774	1	\$87,317	1	\$411,883
Subtotal	1.04	\$82,580	1.7	\$116,314	1.37	\$103,480	1.04	\$89,774	1.04	\$92,317	1.04	\$484,465
<b>Operating</b>												
General Operating <sup>3</sup>		\$27,341		\$31,045		\$49,508		\$53,192		\$56,899		\$217,985
Equipment <sup>4</sup>												\$0
New or renovated space <sup>5</sup>												\$0
Library/Information Resources <sup>6</sup>												\$0
Other <sup>7</sup>		\$16,781		\$38,914		\$21,250		\$14,559		\$14,877		\$106,381
Subtotal		\$44,122		\$69,959		\$70,758		\$67,751		\$71,776		\$324,366
<b>Total Expenses</b>	1.04	\$126,702	1.7	\$186,273	1.37	\$174,238	1.04	\$157,525	1.04	\$164,093	1.04	\$808,831

<sup>1</sup> Stipend for the MHA Director. No additional FTE faculty are needed.

<sup>2</sup> No additional FTE professionals needed.

<sup>3</sup> Includes travel, memberships, office supplies, communications and marketing.

<sup>4</sup> No additional equipment needed.

<sup>5</sup> No additional infrastructure needed.

<sup>6</sup> No additional library or information resources needed.

<sup>7</sup> Additional Other Expenses: adjunct fees, accreditation fees, consultant fees.

Overall, revenue over expenses are projected to be positive in each year, increasing from \$50,738 in FY2019 to \$480,236 in FY2023. In total, revenues over expenses are estimated to be \$1.40 million over the five-year period. Excess of revenue over expenses in FY2019-23 will be used for programmatic enhancements based on our surveys of employees, including development of new courses, student advising, and other student-related activities.

## V. AVOIDANCE OF UNNECESSARY DUPLICATION

## V. AVOIDANCE OF UNNECESSARY DUPLICATION

Currently, there are three masters of health administration programs in Nebraska provided by Bellevue University, Clarkson College, and Concordia University. Bellevue University and Clarkson College are located in the Omaha metro area and offer a masters in healthcare administration. The Bellevue University MHA program is 36 credit hours in length, while the Clarkson College program is 39 credit hours in length. Concordia University is located in Seward and offers a 36 credit hour masters of healthcare administration in gerontology, health information technology, leadership, and population health. All three programs are online-only, and none of the programs require an internship experience. None of the programs are accredited by the Commission on Accreditation of Healthcare Management Education (CAHME). CAHME is the sole accrediting authority for healthcare management programs in the US. The length of the three programs is substantially shorter than the CAHME-accredited program median of 53 credit hours.



We do not believe that there is significant overlap between the proposed MHA program and the programs at the institutions above. Important competencies listed in Figure 1 and the skill and knowledge areas highlighted in our survey of healthcare executives are either only partially addressed or not addressed at all in the three programs. Consequently, our program will have significantly greater breadth of training than the above programs. Another difference is that our proposed program will include an internship, providing in-depth real-world training in healthcare management. We have also designed our program to meet or exceed CAHME accreditation standards, and intend to become a CAHME candidate program as soon as possible.

In addition to the above health administration programs, Creighton University (CU) is currently developing a Master of Healthcare Management program, which is expected to start as early as the 2017-18 academic year. Like the above programs, the CU program will be online, but will also offer a practicum/internship. The program will be 48-51 credit hours in length. There are significant differences between their program and our proposed program. For example, our understanding is that the CU program will primarily be an executive leadership program. Our program's focus is training recent college graduates and early to mid-career health managers. A healthcare executive program would require development of a different set of competencies and curriculum, which we do not intend to pursue at this time. In addition, there is a considerable tuition difference between CU and our proposed program. The tuition rate at CU is \$875 per credit hour, resulting in program costs up to \$44,625, not including fees. This compares to \$389.50 per credit hour at UNMC, and substantially lower tuition rates for the MHA courses to be taken at UNO, UNK and UNL. Based on these differences, the CU program and our MHA program are not expected to have substantial overlap in the recruitment of potential students.

In the region, accredited MHA programs are located in Iowa (University of Iowa, Des Moines University), Missouri (St. Louis University, University of Missouri), Kansas (University of Kansas Medical Center), and Minnesota (University of Minnesota). Please see Table 3 for a list of these programs. All the programs use in-person instruction, except for Des Moines University. Des Moines University's MHA program is mostly online, but 10CH of the curriculum is on-campus. Some of these universities also offer healthcare executive programs, focusing on skills and knowledge areas applicable to senior management. As noted previously, our proposed program is designed for students in earlier stages of their managerial careers. Furthermore, our proposed program was designed primarily based on the needs of healthcare providers in Nebraska. Although there may be some overlap in the healthcare management needs between Nebraska and other states, accredited MHA programs in other states generally tailor their competency models and curriculum to the healthcare markets in their areas. Finally, for students located in Nebraska, all the programs in Table 3 would require either lengthy commutes or re-location.





**Table 3: CAHME-ACCREDITED MASTERS OF HEALTH ADMINISTRATION PROGRAMS IN THE CENTRAL STATES REGION\***

University	Location	Length in credit hours (CH)	Online vs. in-person
Kansas			
University of Kansas Medical Center	Kansas City, KS	56CH	In-person
Iowa			
University of Iowa	Iowa City, IA	60CH	In-person
Des Moines University	Des Moines, IA	48CH	Blend of on-campus and web-based
Minnesota			
University of Minnesota	Minneapolis, MN	60CH	In-person
Missouri			
St. Louis University	St. Louis, MO	60CH	In-person
University of Missouri	Columbia, MO	54CH	In-person

\* Non-executive MHA programs only.

Our comments above also apply to accredited MHA programs outside of the region. Nearly all of these programs would require re-location for students currently in Nebraska. However, there are five programs accredited as “Online” by CAHME, including the Des Moines University program. Three programs (University of Central Florida, Florida International University, University of Scranton) are marketed toward experienced healthcare executives, requiring significant professional experience for admission. The two remaining programs (Des Moines University, Seton Hall University) require in-person attendance for a portion of the MHA curriculum. In addition, as we discussed above, the programs will use different competency models from our proposed program, and thus may not be adequately responsive to the management needs of the healthcare industry within Nebraska or regionally.

Within the University of Nebraska system, UNMC currently offers a masters of public health (MPH) in a public health management and policy concentration. However, this degree program provides little training in hospital- or clinic-oriented management skills and knowledge, and is focused on management of public health departments and organizations. Similarly, a general masters of business administration (MBA) degree provides little to no training in the specifics of healthcare management, which is substantially different from management in other industries. Students may currently enroll in a MBA-MPH dual degree program offered by UNMC and UNO, but this program has similar limitations to the above and requires 63 credit hours to complete.

The most comparable program in the University of Nebraska system is the UNO MBA healthcare concentration. However, this concentration requires only 9 credit hours in



healthcare management. In contrast, nearly all courses listed in the core curriculum in the proposed MHA program are specific to the context of the healthcare industry. The MHA also provides students with a valuable internship experience within the healthcare industry. Thus, the UNO MBA healthcare concentration is unlikely to provide the in-depth skills and knowledge necessary to address the competencies associated with a masters of health administration degree. It should be noted that the UNO College of Business Administration is a partner and strong supporter of the proposed MHA program, which would not be the case if there were significant duplication between the MHA and their existing programs (letter of support attached).

## **VI. CONSISTENCY WITH THE COMPREHENSIVE STATEWIDE PLAN FOR POSTSECONDARY EDUCATION**

The proposed MHA program is consistent with the vision and goals outlined in the *Comprehensive Statewide Plan for Postsecondary Education*. This includes but is not limited to the following:

### ***Meeting the Needs of the State (3-1 to 3-10):***

- The MHA degree program will increase **participation and access** to training in healthcare management in Nebraska. We expect a high proportion of enrolled students will be Nebraskans and will return to work in Nebraskan health centers after graduation. Furthermore, we intend to keep MHA tuition costs comparable to those for UNMC masters programs, thus maintaining its affordability. Increasing diversity of our student population is a major goal for the UNMC College of Public Health. Therefore, the MHA program will undertake marketing and recruitment efforts of students from underserved rural and minority populations in Nebraska.
- Consistent with the values and goals of UNMC and its partners in designing the MHA program, the proposed program will be **student-centered** and **responsive to student needs**. Admission standards will be consistent with our current masters program in the College of Public Health, which are clearly defined and will be communicated to all prospective students. We will also be consistent with the Coordinating Commission's *Recommended Preparation and Admission Standards Guidelines*. Furthermore, the cohort-based design of the MHA program (described previously) will ensure that students will graduate within a reasonable and predictable time frame.
- The MHA program is competency-based and will be responsive to the needs of prospective healthcare employers. Thus, the proposed program will provide MHA graduates with the **skills and knowledge to succeed** as managers in the



healthcare industry.

- The MHA program will be **responsive to the managerial workforce needs** of employers in the healthcare industry in both rural and urban areas. The MHA Director and Advisory Council will regularly solicit input from leading healthcare executives. In addition, practitioners in the field of healthcare management will participate in the instruction of MHA courses. Input from alumni of the program will be solicited and used to improve the MHA program over time.
- As evidenced above, we strongly believe that the MHA program will serve Nebraska by **preparing students for productive careers in leadership positions** in important healthcare organizations within Nebraska and across the country.
- Consistent with our other programs in the College of Public Health, substantive use of a variety of **instructional technology resources** will be utilized in the program. This includes maximizing the tools provided by our learning management systems and new learning technologies such as the UNMC iEXCEL initiative. iEXCEL will provide cutting-edge simulation activities and team-based learning.

#### ***Meeting Educational Needs Through Exemplary Institutions (4-1 to 4-8)***

#### ***Meeting Educational Needs Through Exemplary Institutions (4-1 to 4-8)***

- UNMC together with its partner institutions UNO, UNK and UNL will fulfill their roles and missions in an **exemplary manner**. We strongly believe that the proposed program will be competitive with accredited MHA programs in the region and across the country. Our administration is strongly committed to providing sufficient resources to achieve the mission and vision of the MHA program. **The program's mission is to provide recent college graduates and early to mid-career health professionals multidisciplinary education in leadership, collaboration, and analytics to prepare for management positions in healthcare organizations. Our vision is that the MHA program will be a leading program in training future leaders in healthcare management.**
- We believe the MHA program will be **highly effective and efficient** in meeting the growing rural and urban needs for skilled healthcare managers in Nebraska because of its emphasis on stakeholder-driven competency-based education. The program is designed to leverage the existing resources of the University of Nebraska system in order to minimize program expenses. As a result,



conservative projections of program revenues substantially exceed projected expenses over a 5-year period (see Tables 1 and 2). We also believe that the MHA program as proposed is not duplicative of other programs in Nebraska for the reasons given previously.

- By pursuing the rigorous accreditation standards set by CAHME, our program will be **highly accountable** for achieving the mission and vision stated above as well as delivering a high quality educational experience that demonstrates concrete improvement in student outcomes. For example, all learning and evaluation tools will be linked to program competencies, and students, faculty and prospective employers will be regularly surveyed to ensure that the program's competencies are responsive to the changing healthcare landscape in Nebraska and nationally.

#### ***Meeting Educational Needs Through Partnerships and Collaboration (5-1 to 5-4)***

- As discussed above, staff and faculty from all campuses in the University of Nebraska system (UNMC, UNO, UNK, UNL) together with health systems throughout Nebraska will work as **partners** to ensure the success of the MHA program. For example, we have discussed collaborations with Nebraska Medicine and other health systems to facilitate placement of MHA interns and hiring of graduates. Nebraska Medicine will also be an important educational resource by providing expertise and experience in the MHA curriculum. Furthermore, management in the leading health systems in Nebraska will have a role in the future direction of the MHA program through the MHA Advisory Council, surveys, and/or one-on-one consultations.

#### ***Statewide Facilities Plan (6-1 to 6-9)***

- The department of Health Services Research and Administration and the College of Public Health have an **excellent physical environment** that is conducive to learning. There is sufficient classroom, seminar and office space to house the MHA program.

H. Dele Davies, MD, MSc, MHCM  
VICE CHANCELLOR FOR ACADEMIC AFFAIRS  
DEAN FOR GRADUATE STUDIES

June 21, 2017

Susan Fritz, PhD  
Executive Vice President and Provost  
134 Varner Hall  
University of Nebraska

Dear Provost Fritz:

Please find attached, an application for a new Master's Program In Health Administration at UNMC. This proposal meets a growing regional need and has been developed as you are well aware, in close collaboration with our system campuses at UNL, UNO and UNK. No new NU funds are requested as tuition and fees will be used to cover all costs.

We thank you very much for your forwarding to the CAOs and then the BOR for further review and look forward to hearing back from you.

Sincerely,

A handwritten signature in black ink, appearing to read 'H. Dele Davies', with a small dot at the end.

H. Dele Davies, MD, MS, MHCM

Cc: Chancellor Jeffrey Gold  
Dr. Kendra Schmidt

August 2, 2017

Fernando A. Wilson, PhD  
Associate Professor and Graduate Program Director  
Department of Health Service Research & Administration  
University of Nebraska Medical Center  
Omaha, NE 68198-4350

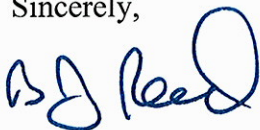
Dear Dr. Wilson:

I am pleased to contribute this letter of support for the Masters in Health Administration being proposed by the University of Nebraska Medical Center (UNMC) and the College of Public Health in cooperation with University of Nebraska at Omaha (UNO) and University of Nebraska at Kearney (UNK). This program will fill a gap in professional education and much needed opportunities for the State of Nebraska.

I encourage UNMC to reach out to other programs at UNO such as the School of Public Administration. They may have courses and faculty members who could contribute to this new program.

I strongly support this proposal to prepare future leaders in healthcare management and look forward to working together to ensure the success of the Masters in Health Administration program.

Sincerely,



B.J. Reed, Ph. D.  
Senior Vice Chancellor  
Academic and Student Affairs

August 11, 2017

Fernando A. Wilson, Ph.D.  
Associate Professor and Graduate Program Director  
Department of Health Services Research and Administration  
College of Public Health  
University of Nebraska Medical Center  
Omaha, NE 68198-4350

Dear Dr. Wilson:

I am writing this letter to express my support for the proposed Master of Health Administration (MHA) program. The University of Nebraska Omaha College of Business Administration will provide several courses in the MHA curriculum, and we are pleased to participate in the MHA Advisory Council that will help guide the development and implementation of the program. In order to provide MHA students this additional opportunity in the course of their studies, we are now in the process of finalizing a Certificate in Health Administration.

As you know, over the last two years, our college has collaborated with the College of Public Health in developing the MHA program. We strongly believe this program will help address a clear need for graduate-level healthcare management education in the state of Nebraska. Thus, we are looking forward to the MHA program's approval and implementation, and are ready to work with you and your college to ensure the success of this new degree program.

Sincerely,



Louis G. Pol  
John Becker Dean

September 2, 2016

Fernando A. Wilson, PhD  
Associate Professor  
Department of Health Services Research & Administration  
College of Public Health  
University of Nebraska Medical Center  
984350 Nebraska Medical Center  
Omaha, NE 68198-4350

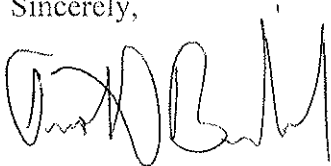
Dear Dr. Wilson:

Thank you for reaching out to Dr. Michelle Fleig-Palmer and UNK's College of Business and Technology to explore a partnership in the delivery of masters courses for students interested in a masters in health care administration. We are excited with the opportunity to contribute to UNMC's interprofessional education of health care providers.

The purpose of this letter is to indicate my support for UNK's College of Business and Technology to offer graduate courses to masters students in health care administration. Managers and administrators in health care need to balance their expertise in clinical skills with a solid understanding of business fundamentals in order to manage health care resources wisely.<sup>1</sup> We believe that formal training in the business management aspects of health care would be beneficial for your students.

We are excited to be able to participate in this collaborative effort with the University of Nebraska Medical Center's School of Public Health and look forward to working with you in the development and the delivery of the Master of Health Care Administration Degree.

Sincerely,



Timothy Burkink  
Dean

1. Wu, C., & Derman, P. (2013). A call for management and economic training in medical education. *Academic Medicine*, 88, 556.



March 3, 2017

Fernando A. Wilson, PhD  
Associate Professor and Graduate Program Director  
Department of Health Services Research & Administration  
College of Public Health  
University of Nebraska Medical Center  
Omaha, NE 68198-4350

Dear Dr. Wilson:

As Interim Dean of the University of Nebraska College of Law, I would like to express my support for the proposed Master of Health Administration (MHA) program. Our contributions toward the MHA curriculum will help address the needs of MHA students in the important areas of labor, management and employment law as well as mediation and arbitration. An understanding of legal principles is fundamental for effective management of healthcare organizations, and thus we believe that these courses will help provide crucial knowledge and skills for your students.

We look forward to working with the UNMC College of Public Health in addition to the UNO College of Business and UNK College of Business and Technology to help ensure the success and competitiveness of the MHA program in the state of Nebraska and nationally.

Sincerely,



Richard Moberly  
Interim Dean  
Richard & Catherine Schmoker Professor of Law

**TABLE 1: REVENUE SOURCES FOR PROJECTED EXPENSES - NEW INSTRUCTIONAL PROGRAM  
Master of Health Administration at UNMC**

	(FY2019) Year 1	(FY2020) Year 2	(FY2021) Year 3	(FY2022) Year 4	(FY2023) Year 5	<b>Total</b>
Reallocation of Existing Funds <sup>1</sup>						\$0
Required New Public Funds <sup>2</sup>						\$0
1. State Funds						\$0
2. Local Tax Funds (community colleges)						\$0
Tuition and Fees <sup>3</sup>	\$177,440	\$370,345	\$461,673	\$553,001	\$644,329	\$2,206,788
Other Funding <sup>4</sup>						\$0
1						\$0
2						\$0
3						\$0
<b>Total Revenue <sup>5</sup></b>	\$177,440	\$370,345	\$461,673	\$553,001	\$644,329	<b>\$2,206,788</b>

<sup>1</sup> No reallocation of existing funds is necessary.

<sup>2</sup> No new public funds are necessary.

<sup>3</sup> Tuition and fee revenues that will be generated by the program. This includes \$389.50 per credit hour for UNMC, \$285 per credit hour for UNK and \$336 per credit hour for UNO, plus \$317.25 in per-semester fees. Initial enrollment is assumed to be 14 students--50% of average MHA program enrollment--in FY2017-FY2021.

<sup>4</sup> No additional funding anticipated.

<sup>5</sup> **Revenues are not expected to match expenses.**

**TABLE 2: PROJECTED EXPENSES - NEW INSTRUCTIONAL PROGRAM  
Master of Health Administration at UNMC**

	(FY2019) Year 1		(FY2020) Year 2		(FY2021) Year 3		(FY2022) Year 4		(FY2023) Year 5		Total
	FTE	Cost	FTE	Cost	FTE	Cost	FTE	Cost	FTE	Cost	Cost
<b>Personnel</b>											
Faculty <sup>1</sup>	0.04	\$5,000	0.04	\$5,000	0.04	\$5,000	0.04	\$5,000	0.04	\$5,000	\$25,000
Professional <sup>2</sup>											\$0
Graduate assistants	0	\$0	0.66	\$31,407	0.33	\$16,175	0	\$0	0	\$0	\$47,582
Support staff	1	\$77,580	1	\$79,907	1	\$82,305	1	\$84,774	1	\$87,317	\$411,883
Subtotal	1.04	\$82,580	1.7	\$116,314	1.37	\$103,480	1.04	\$89,774	1.04	\$92,317	\$484,465
<b>Operating</b>											
General Operating <sup>3</sup>		\$27,341		\$31,045		\$49,508		\$53,192		\$56,899	\$217,985
Equipment <sup>4</sup>											\$0
New or renovated space <sup>5</sup>											\$0
Library/Information Resources <sup>6</sup>											\$0
Other <sup>7</sup>		\$16,781		\$38,914		\$21,250		\$14,559		\$14,877	\$106,381
Subtotal		\$44,122		\$69,959		\$70,758		\$67,751		\$71,776	\$324,366
<b>Total Expenses</b>		\$126,702		\$186,273		\$174,238		\$157,525		\$164,093	\$808,831

<sup>1</sup> Stipend for the MHA Director. No additional FTE faculty are needed.

<sup>2</sup> No additional FTE professionals needed.

<sup>3</sup> Includes travel, memberships, office supplies, communications and marketing.

<sup>4</sup> No additional equipment needed.

<sup>5</sup> No additional infrastructure needed.

<sup>6</sup> No additional library or information resources needed.

<sup>7</sup> Additional Other Expenses: adjunct fees, accreditation fees, consultant fees.

TO: The Board of Regents Addendum IX-A-6

Academic Affairs

MEETING DATE: October 5, 2017

SUBJECT: Creation of the Occupational Therapy Doctorate (OTD) in the College of Allied Health Professions at the University of Nebraska Medical Center (UNMC)

RECOMMENDED ACTION: Approval is requested to create the Occupational Therapy Doctorate in the College of Allied Health Professions at UNMC

PREVIOUS ACTION: None

EXPLANATION: Occupational therapists (OTs) conduct evaluations and develop and deliver treatments primarily focused on helping ill, injured, or disabled patients. They help patients develop, regain, and improve the skills needed to perform activities of daily living, and activities pertaining to home, work, and social participation. OTs are licensed in every state, and serve patients in a variety of environments, including hospitals, outpatient clinics, mental health facilities, schools, nursing homes, and work sites.

The College of Allied Health Professions proposes to enroll 42-46 students annually in a 116-credit hour OTD program with students enrolled at both the Omaha and Kearney campuses, for a total ongoing maximum enrollment at full implementation of 138 students. The curriculum is designed to meet accreditation standards outlined by the Accreditation Council for Occupational Therapy Education (ACOTE). Once the program is established, formal ACOTE accreditation will be sought.

This proposal has been approved by the Council of Academic Officers; it also has been reviewed and recommended for approval by the Academic Affairs Committee.

PROGRAM COST: \$5,765,588 over five years

SOURCE OF FUNDS: Tuition revenue and existing funds generated from auxiliary services provided by the College of Allied Health Professions. No new state funds will be required.

SPONSORS: H. Dele Davies  
Vice Chancellor for Academic Affairs

Jeffrey P. Gold, Chancellor  
University of Nebraska Medical Center

RECOMMENDED:   
Susan M. Fritz  
Executive Vice President and Provost

DATE: September 15, 2017

## DEGREE PROPOSAL

### OCCUPATIONAL THERAPY DOCTORATE (OTD)

College of Allied Health Professions  
University of Nebraska Medical Center

#### 1. Descriptive Information

*The name of the institution proposing the program:* University of Nebraska Medical Center

*The name of the program (major) proposed:* Occupational Therapy Doctorate

*Degrees/credentials to be awarded graduates of the program:* OTD

*Other programs offered in this field by this institution:* None

*CIP code:* 51.2306

*Administrative unit for the program:* College of Allied Health Professions

*Proposed delivery site(s), and type(s) of delivery, if applicable:* University of Nebraska Medical Center College of Allied Health Professions (CAHP), Omaha and Kearney campuses; synchronous in-class and synchronous distance delivery; asynchronous online delivery; clinical education

*Date approved by governing board:*

*Proposed date (term/year) the program will be initiated:* Fall 2019

#### 2. Description and Purpose of Proposed Program

##### A. Background & History

According to the American Occupational Therapy Association (AOTA), occupational therapists (OTs) “help people across the lifespan participate in the things they want and need to do through the therapeutic use of everyday activities (occupations).”<sup>1</sup> More specifically, as vital members of the health care team, OTs conduct evaluations and develop and deliver treatments primarily focused on helping ill, injured, or disabled patients develop, regain and improve the skills needed to perform activities of daily living, and activities pertaining to home, work, and social participation.\* OTs assess a patient’s physical environment and recommend adaptations and adaptive equipment to maximize functional outcomes related to these areas. They also engage in both patient and family education. Presently, OTs are licensed in every state, and serve patients in a variety of environments, including hospitals, outpatient clinics, mental health facilities, schools, nursing homes, and work sites.

\* **Physical therapists** work in the area of rehabilitation and employ physical agents (ice, heat, electricity), and physical activities (range of motion, strengthening, exercise) to assist patients to maximize physical movement. **Vocational therapists** assist clients in returning to productive employment through work modification or the development of skills to assume a different occupation.

## *B. Degree Programs & Accreditation in Occupational Therapy*

Currently, entry-level occupational therapy education programs are accredited by the Accreditation Council for Occupational Therapy Education (ACOTE) at both the master's level and clinical doctorate (OTD) level. In 2014, the Board of Directors of the professional organization for OTs, the American Occupational Therapy Association (AOTA), called for the transition by 2025 to only the clinical doctorate (OTD) as the entry-level degree requirement for occupational therapist. The AOTA Board of Directors' position statement read in part:

*In response to the changing demands of higher education, the health care environment, and within occupational therapy, it is the position of the American Occupational Therapy Association (AOTA) Board of Directors that the profession should take action to transition toward a doctoral-level single point of entry for occupational therapists, with a target date of 2025. Support of high quality entry-level doctoral education for occupational therapists will benefit the profession, consumers, and society. The Board encourages a profession-wide dialogue on this critical issue.<sup>2</sup>*

ACOTE responded in 2015 with an affirmation that programs offering either degree would continue to be eligible for accreditation:

*... ACOTE determined that the entry-level-degree requirement for the occupational therapist will remain at both the master's and the doctoral degree. The Council's decision was based on a comprehensive review of available literature, specific reports, and extensive commentary from stakeholders. The overarching justifications for the Council's decision were: (1) limited outcomes differentiate master's and doctorally prepared graduates; (2) the academic infrastructure of many institutions is not sufficient to meet the occupational therapy doctorate standards, especially with respect to faculty resources and institutional support; (3) the readiness and capability of institutions to deliver quality fieldwork and experiential components of the program is constrained; and (4) retaining two entry levels allows for flexibility of the profession to assess and address the changing health care needs of individuals and populations.<sup>3</sup>*

However, on August 24, 2017, ACOTE issued the following revised statement:

*The Accreditation Council for Occupational Therapy Education (ACOTE) has mandated that the entry-level degree requirement for the occupational therapist will move to the doctoral level by July 1, 2027. Only entry-level doctoral occupational therapy degree programs will be eligible to receive or maintain ACOTE accreditation status as of July 1, 2027.<sup>4</sup>*

As of June 2017, there were 190 ACOTE fully accredited entry-level occupational therapy education programs, 174 at the master's level (91.6%) and 16 at the clinical doctorate level (8.4%). However, an additional 24 programs were classified as developing programs, holding the status of "candidacy." These programs represent relatively new programs approved to admit students, but not yet fully accredited. Of these, 63% (15) intend to offer the clinical doctorate degree.

### **3. Evidence of Need and Demand**

#### *A. Workforce Demand*

Several factors are expected to drive the local and national demand for OTs, including the aging population, the increased prevalence of chronic conditions, expanded insurance coverage for OT services and increased access to OT services. The increasing number of baby boomers is expected to create increased demand for occupational therapy services as both seniors desiring to maintain independent living, and also those in assisted living or residential care facilities will require more care. Demand for OTs is also expected to result from increased care demands in this population.

As noted, OTs are vital members of health care teams providing care to individuals living with chronic diseases (e.g., diabetes, arthritis, stroke, Alzheimer’s disease, heart disease). As of 2014, 60% of American adults had at least one chronic disease, and 42% had more than one. Fifty percent of American adults between the ages of 45-64 had multiple conditions, as did 81% of adults 65 years and older.<sup>5</sup> At the national level, demand for occupational therapists is projected to grow at a rate of 27% from 2014-2024, while the projected average growth rate for all jobs during this period is 7%. This much faster than average growth rate translates to a projected need for over 30,000 new occupational therapists.

Workforce data and demand projections specific to the State of Nebraska also project an increased demand for occupational therapists. The Nebraska Department of Labor projected an increased demand for occupational therapists, based on growth and replacement, of approximately 22% over the decade from 2012-2022<sup>7</sup>. A 2014 study by the Nebraska Center for Rural Health Research examining the supply and demand for occupational therapists in Nebraska noted that of the estimated number of actively practicing occupational therapists, approximately one-fourth were age 50 years or older. At the time of the report’s publication approximately 50% of Nebraska healthcare facilities responding to the workforce survey that employed occupational therapists indicated plans to expand occupational therapy services within the next 3-5 years.<sup>8</sup>

Lastly, the survey indicated that approximately 43% of the actively practicing occupational therapists practiced in rural communities. In 2017 the Nebraska Office of Rural Health designated thirty-two Nebraska counties as shortage areas for occupational therapy.<sup>9</sup> The preparation of an allied health workforce to serve rural Nebraska, including OTs, is a primary mission of the CAHP. Based on feedback from OTs in rural communities (see Appendix D), the preparation of an OT workforce to serve rural Nebraska remains a great need, which has not appeared to have been effectively addressed by the occupational therapy education programs that currently exist in Nebraska.

*B. Student Demand*

In 2017 the CAHP surveyed the undergraduate academic advisors in the University of Nebraska and Nebraska State College systems to obtain information about the number of students at these institutions who had declared an interest in pursuing a degree in occupational therapy. Peru State College does not track pre-OT majors at this time, however, Table 1 shows that student interest in the profession is high and has increased at both UNO and UNK in recent years, while holding steady at UNL.

**Table 1 Pre-OT Students at State Supported Institutions in Nebraska**

<b>Students Interested in Occupational Therapy</b>				
<b>Institution</b>		<b>2015</b>	<b>2016</b>	<b>2017</b>
University of Nebraska at Kearney		55-60	55-60	85
University of Nebraska at Lincoln		113	112	106
University of Nebraska at Omaha		41	52	79
Chadron State College		3	3	3
Peru State College		-	-	-
Wayne State College		14	11	-

In addition to these data, the undergraduate academic advisors were also asked what they thought about the possibility of UNMC developing an occupational therapy degree program. The responses are presented in Appendix A.

Table 2 provides detailed information on existing occupational therapy education programs at University of Nebraska Board of Regent peer institutions, Big 10 institutions, and universities in contiguous states offering occupational therapy education programs. For the seven programs reporting both annual applications and enrollment (see column 6) there were an average of 294 (range 120-584) qualified applicants for an average of 37 enrollees per program (range 25-50), or the equivalent of approximately 8 applicants per each available position in a program.

**Table 2 Comparisons of Accredited & Developing Programs (Big 10; BOR Peers; Contiguous States)**

University	City, State	Degree	Credit Hours	Length in months	Annual Applications & Enrollment	Total Resident Tuition	Total Non-Resident Tuition
Washington University	St. Louis, MO	OTD	114	42 months	90	\$134,900	\$134,900
Drake University	Des Moines, IA	OTD	145.5	36 months	45	\$134,535	\$134,535
College of Saint Mary	Omaha, NE	MS	160	60 months <sup>^</sup>	60	\$109,754	\$109,754
St. Ambrose University	Davenport, IA	OTD	97-102	36 months	100/36	\$105,300	\$105,300
Washington University	St. Louis, MO	MS	83	30 months	90	\$94,150	\$94,150
Maryville University	St. Louis, MO	MS	77	27 months	30-34	\$78,210	\$78,210
Saint Louis University	St. Louis, MO	MS	70-76	22 months	15	\$74,340	\$74,340
Creighton University	Omaha, NE	OTD	124.5	34 months	80	\$72,708	\$72,708
Allen College	Waterloo, IA	MS	80	27 months	24	\$63,760	\$63,760
Rockhurst University	Kansas City, MO	MS	75-80	24 months	48	\$63,745	\$63,745
University of Minnesota	Minneapolis, MN	MS	78	22-25 months	584/50	\$56,375	\$84,665
Nebraska Methodist College	Omaha, NE	MS	76	24 months	Not Reported	\$54,644	\$54,644
Ohio State University	Columbus, OH	OTD	98	30 months	40	\$54,327	\$136,164
University of Illinois at Chicago	Chicago, IL	MS	80	23 months	535/46	\$52,464	\$84,050
<b>University of Nebraska Medical Center (Proposed)</b>	<b>Omaha, NE</b>	<b>OTD</b>	<b>116</b>	<b>34 months</b>	<b>42-46</b>	<b>\$44,312*</b>	<b>\$88,488</b>
Indiana University	Bloomington, IN	MS	>74	24 months	192/36	\$38,710	\$71,528
University of Wisconsin	Madison, WI	MS	69	24 months	553/32	\$38,390	\$77,213
University of Missouri	Columbia, MO	MS	77-78	24 months	100-120/44	\$37,449	\$55,713
University of South Dakota	Vermillion, SD	OTD	110	34 months	150/28	\$35,876	\$93,662
University of Tennessee	Memphis, TN	MS	96	27 months	40	\$34,347	\$72,662
University of Kansas Medical Center	Kansas City, KS	MS	83	36 months	36	\$32,638	\$76,692
University of Oklahoma	Oklahoma City, OK	MS	80	36 months	128/32	\$29,888	\$70,953
Colorado State University	Fort Collins, CO	MS	78	24 months	700/50	\$24,800	\$53,584
*hypothetical rate based on average OTD program of 116 credit hours at UNMC DPT tuition rate							
<sup>^</sup> combined with bachelor's degree							

### C. Enrollment Projections

The CAHP proposes to enroll 42–46 students annually in an OTD program with students enrolled at both the Omaha and Kearney campuses, for a total ongoing maximum enrollment at full implementation of 138 students. Proposed enrollment is congruent with enrollment at University of Nebraska Board of Regents’ peer institutions, Big 10 institutions, and universities in contiguous states offering occupational therapy education programs (see Table 2: average enrollment of the 21 programs is approximately 46 students), and is based on accreditation standards, projected available clinical rotation sites, space and equipment resources and projected expenses for faculty, staff and operating expenses.



## Description of the Proposed Program of Study

### A. Degree Requirements

The ACOTE Accreditation Standards for a Doctoral-Degree-Level Program for the Occupational Therapist,<sup>10</sup> provide detailed guidance for programmatic and curricular requirements for an OTD occupational therapy entry-level program. ACOTE Standard A.6.3., requires the OTD degree to be awarded after a pre-professional and professional preparation period of study equal to *at least* six FTE academic years (emphasis added). In accordance with ACOTE Standard, A.3.2., admission to the OTD program will require among other qualifications, the completion of a bachelor's degree or higher that incorporates pre-requisite requirements.

With respect to the general purpose of the entry-level curriculum, Accreditation Standard A.6.1. states:

*The curriculum must ensure preparation to practice as a generalist with a broad exposure to current practice settings (e.g., school, hospital, community, long-term care) and emerging practice areas (as defined by the program). The curriculum must prepare students to work with a variety of populations including, but not limited to, children, adolescents, adults, and elderly persons in areas of physical and mental health.*

The OTD curriculum will consist of didactic, laboratory and clinical education (fieldwork education) components. The OTD curriculum at UNMC will parallel the existing physical therapy DPT program. This format will allow for the delivery of interprofessional, integrated didactic and laboratory course instruction combining DPT and OTD students. Courses currently taught in the DPT curriculum will be approved by the CAHP Curriculum Committee to be cross-listed as OTD courses. Future modifications to the curriculum will be the prerogative of the occupational therapy program director and faculty. The proposed three-year, 116 semester credit hour OTD curriculum is included in Appendix B.

With respect to fieldwork (clinical) education, ACOTE accreditation standards require early "Level I" fieldwork experiences to expose students to a range of practice settings, and to facilitate early interaction with patients. More extensive "Level II" fieldwork education, totaling a minimum of 24-weeks, occurs in the final year of the curriculum, to allow the student to develop the occupational therapy practice competencies for entry-level, generalist occupational therapist practice.<sup>10</sup>

The final year of the curriculum is also devoted to the completion of the doctoral experiential component of the OTD curriculum (ACOTE Accreditation Standard C.2.0.). The doctoral experiential component is intended to "develop occupational therapists with advanced skills (those that are beyond a generalist level)."<sup>10</sup> The doctoral experiential component consists of an "in-depth experience in one or more of the following: clinical practice skills, research skills, administration, leadership, program and policy development, advocacy, education, or theory development," and must be a minimum of 16 weeks (640 hours). Upon successful completion of the program UNMC will award graduates an Occupational Therapy Doctorate (OTD) professional degree.

## 4. Adequacy of Resources

### A. Faculty and Staff

According to ACOTE standards, occupational therapy faculty must be "sufficient in number and must possess the expertise necessary to ensure appropriate curriculum design, and must include individuals competent to ensure delivery of the broad scope of occupational therapy practice." There are no requirements in the ACOTE standards for specific faculty to student ratios.

The CAHP proposes adding 9.5 FTE faculty positions for the OTD program. The proposed number of OT faculty will allow for similar faculty to student ratios as presently exist in the physical therapy DPT program. Of the 9.5 FTE faculty positions, 1.0 FTE will be a faculty member with expertise in human anatomy to support the delivery of anatomy curriculum to an interprofessional group of physician assistant, physical therapy and new occupational therapy students. The remaining 8.5 FTE faculty will hold credentials in occupational therapy and will complement the expertise of the members of the CAHP physical therapy DPT program faculty. As noted above, a combined physical therapy and occupational therapy faculty will allow for the implementation of an integrated, interprofessional curricular model for physical and occupational therapy students.

ACOTE accreditation standards require the appointment of a designated 1.0 FTE program director and a designated 1.0 FTE academic fieldwork coordinator. These individuals may engage in other duties that do not interfere with the responsibilities associated with these primary appointments. To recruit and hire the field work coordinator, promote the program, initiate the application for accreditation, fully develop the curriculum, and plan for the first matriculants in the fall of 2019, the program director will be hired during AY 2017-18.

ACOTE accreditation standards require support staff be provided in a manner consistent with institutional practice to ensure the programmatic and administrative needs of the program are met. The CAHP proposes to add 1.75 FTE staff to support the OTD program. Existing staff will provide an additional 0.25 FTE support through incremental increases in functions such as recruitment, admissions processing, student services, managing affiliation agreements, etc.

### *B. Facility Resources*

UNMC and the CAHP will identify and renovate as necessary, space on the UNMC Omaha campus to house the occupational therapy education program, including the program director's office, faculty office space, and student work area/small group meeting space. This area will have internet access, conference room space and equipment for distance learning, conference calls and video conferencing. Resources are also presently available in Bennett Hall, Wittson Hall, and the Michael F. Sorrell Center for Health Sciences Education that will be accessible to the OTD program. New and existing offices and conference rooms will be conducive to work associated with planning, scholarly activities, and student counseling.

Didactic classes will be held in the state-of-the-art classrooms in Bennett Hall, or the Michael F. Sorrell Center for Health Science Education on the Omaha campus and in the new Health Science Education Complex on the UNMC Kearney campus. These facilities also provide ample student interaction space. Classrooms are equipped with all necessary technology for providing synchronous interaction between sites, as well as asynchronous distance education.

The CAHP has research laboratories, classrooms, and graduate student offices in the Center for Healthy Living, as well as laboratory space in Wittson Hall and Bennett Hall on the UNMC Omaha campus, and classroom, laboratory, and faculty office space at the Health Science Education Complex on the UNMC Kearney campus which will all be accessible to the occupational therapy program. Laboratory space specifically designed for use by occupational therapy students was programmed in the new Health Science Education complex to accommodate future development of an occupational therapy education program.

### *C. Instructional Equipment and Information/ Technological Resources*

In recent years, the CAHP has made significant investments in technology to support the growing demand for distance education, to facilitate curriculum revision, including “flipped classroom” and hybrid delivery models, and to provide students opportunities for hands-on learning through simulation training. Audio visual (AV) and information technology (IT) components in excess of \$875,000 have been purchased and installed in Bennett Hall, Wittson Hall and the Michael F. Sorrell Center for Health Science Education to allow CAHP faculty to devise, deliver and evaluate curricula and best teaching practices for delivery of distance education, and to ensure effective communication between the Omaha and Kearney campuses.

### *D. Clinical Education Resources*

The CAHP has a long history of partnerships with state, regional, and national health care systems and providers, whose clinical sites support the clinical training of allied health students. This existing network of clinical education sites will form the foundation for the development of fieldwork experiences for the new OTD program.

The CAHP has over 400 affiliation agreements with healthcare facilities and providers, most external to UNMC. Of these agreements, over 300 are “blanket” agreements which support clinical education for students from multiple health professions programs (143 of which are with healthcare institutions in Nebraska). In addition, over 300 clinical education sites currently accept physical therapy students only (approximately 150 of which are in Nebraska). Often, clinical sites that provide physical therapy services also provide occupational therapy services.

### *E. Readiness to Initiate an OTD Program*

As part of the feasibility study to determine the CAHP’s readiness to develop an OTD program, the CAHP engaged a consultant from the Program in Occupational Therapy at the Washington University School of Medicine. Among many recommendations, the consultant strongly urged UNMC to develop an entry-level OTD program, offer enrollment at both the Omaha and Kearney campuses, prepare an occupational therapy workforce to address the needs of rural communities, and capitalize on the rich interprofessional opportunities for education that exist within the CAHP and UNMC. In summary, the consultant noted, “UNMC is favorably positioned to develop an entry-level occupational therapy doctoral program that has the potential to not only be the best in Nebraska, but also could guide the future trajectory of occupational therapy education nationally.” (See Appendix C)

## **5. Budget Projections for the First Five Years of the Program**

The budget for the first five years of the program is summarized in Tables 3 and 4 and is based on a combination of tuition revenue and existing funds generated from auxiliary services provided by the CAHP. Projected personnel and operating expenses are detailed above. At full implementation (year 5) the program will be self-sustaining and revenue generating from tuition revenue. Projected tuition revenue is calculated based on a curriculum of 116 credit hours (the average credit hours of the 31 accredited and developing OTD programs). The tuition rate is congruent with the 3-year physical therapy DPT program currently housed in the CAHP, and compares favorably with tuition at University of Nebraska Board of Regent peer institutions, Big 10 institutions, and universities in contiguous states currently offering occupational therapy education programs (see Table 2).

## **6. Avoidance of Unnecessary Duplication**

### *A. Similar Programs in the State Offered by Public or Private Institutions*

Currently, no public institution in Nebraska offers an occupational therapy education program at either the master's or doctoral degree level, and those offered by private institutions are significantly more expensive than the projected cost for the UNMC OTD program (see Table 2).

Creighton University in Omaha was the nation's first occupational therapy program to offer the OTD and has been doing so since its inception in 1999. In 2016-2017 the cost of tuition for this program was approximately \$73,000, whereas the UNMC proposed program's cost in 2016-2017 would have been \$44,312.

The College of St. Mary in Omaha offers a master's degree program in occupational therapy as part of a 5-year course of study, awarding both a bachelor's degree in rehabilitative science and a master's degree in occupational therapy. Total 2016-2017 tuition was \$109,754. Nebraska Methodist College in Omaha is a developing program offering a master's degree. Tuition for 2016-17 was \$54,644. It is not known at this time whether the master's degree programs offered at these private institutions in Nebraska plan to transition to OTD programs by 2027 as mandated by ACOTE (see p. 2).

As referenced above, the mission of the CAHP is to deliver allied health educational programs that prepare graduates to provide high quality, evidenced-based, safe care for all patients. As part of this educational mission, the CAHP takes very seriously its responsibility to provide a highly educated and skilled allied health workforce to deliver care to underserved populations, including rural Nebraska. To that end, the CAHP (formerly School of Allied Health Professions) has participated in the Rural Health Opportunities Program (RHOP) since its inception in the early 1990's, and more recently, the Kearney Health Opportunities Program (KHOP), graduating a combined total to date of 175 health care professionals from the medical laboratory science, physical therapy, physician assistant, and radiography programs.

To further the mission of preparing an allied health workforce to serve rural Nebraska, in 2015 the CAHP expanded six of its health profession education programs to be offered at the new Health Science Education Complex (HSEC) on the UNK campus. Collocated with the College of Nursing at the HSEC, the CAHP has seen its enrollment continue to rise at the HSEC, with a considerable increase in student interest in attending programs offered at the state-of-the-art HSEC facility.

With respect to regional educational programs, 11 occupational therapy programs are offered at private and public universities in contiguous states. Of these, 7 award the master's degree, 3 award the OTD degree, and 1 private university awards both the master's and OTD degrees. In 2016-17, private and non-resident tuition at these programs ranged from 21% to 204% more (average 92%) than what would have been the 2016-17 tuition at UNMC (see Table 2).

## **7. Centrality to Role and Mission of the Institution**

### *A. Premier Educational Program*

The mission of UNMC and Nebraska Medicine is "to lead the world in transforming lives to create a healthy future for all individuals and communities through premier educational programs, innovative research and extraordinary patient care." The CAHP contributes to the fulfillment of this mission by

educating an allied health workforce for Nebraska and the nation to provide the highest quality clinical care and by expanding and advancing health professions knowledge from the unique perspectives of the allied health professions.

Graduates of the CAHP OTD program will be educated to provide the highest quality of clinical care to patients in the wide variety of settings employing OTs – hospitals, outpatient clinics, industry, schools, nursing homes, and rehabilitation centers. The program will be offered at both the Omaha and Kearney campuses, allowing the CAHP to address the needs of underserved Nebraskans in rural communities. Furthermore, graduates of the UNMC OTD program will be adept at applying research evidence to improve care delivery and outcomes.

The CAHP has long-standing history of providing premier allied health profession education programs. Currently the CAHP offers twelve such programs. As noted previously, the OTD program will be integrated with the existing UNMC DPT program, currently ranked in the top 15% of physical therapy education programs in the United States by *U.S. News and World Report*. Offering an OTD program will complement the DPT program and ensure that students from Nebraska have affordable access to careers in these two vitally important therapeutic professions.

#### *B. Innovative research*

The OTD degree is not a research degree. However, ACOTE Accreditation Standards B.8.1-B.8.10 establish curricular content related to scholarship, and require that graduates develop research skills through the entry-level OTD curriculum including, selecting, applying, and interpreting statistics, designing a scholarly proposal, implementing a scholarly study, understanding the process of locating and securing grants, and completing a culminating project that relates theory to practice. In addition, Standard C.2.0 outlines the “Doctoral Experiential Component” of the OTD curriculum, which includes an in-depth experience in “clinical practice skills, research skills, administration, leadership, program and policy development, advocacy, education, or theory development.” Through these elements of the OTD curriculum, the proposed program and its faculty will contribute to the development of new evidence in the field of occupational therapy, and establish a foundation for graduates to pursue roles as educators.

### **8. Consistency with the Comprehensive Statewide Plan for Postsecondary Education**

Providing an OTD degree is consistent with the vision and major statewide goals outlined in the Nebraska Coordinating Commission for Postsecondary Education *Comprehensive Statewide Plan for Postsecondary Education (Plan)*.<sup>12</sup> This proposed program supports a number of the statewide goals and outcomes outlined in the *Plan*, including:

- Nebraska institutions and policymakers will seek methods to increase participation and success in higher education, including low-income and underrepresented populations, and to ensure that access to higher education institutions’ programs and services is not restricted by factors such as geographic location, economic status, age, culture, disability, color, national origin, or gender.
- Higher education in Nebraska will be responsive to the workforce development and ongoing training needs of employers and industries to sustain a knowledgeable, trained and skilled workforce in both rural and urban areas of the state.

- Institutions will contribute to the health and prosperity of the people and to the vitality of the state through research and development efforts, technology transfer and technical assistance, and by attracting external funds to support these activities.
- Higher education will serve the state by preparing individuals for productive, fulfilling lives and by developing and nurturing the citizens and future leaders of Nebraska.
- Postsecondary education institutions will assess evolving needs and priorities in a timely manner and will be prepared to change and adopt new methods and technologies to address the evolving needs and priorities of the students and people of Nebraska.
- Each Nebraska institution will fulfill its role and mission in an exemplary manner and will compare favorably with peer institutions.
- Higher education in Nebraska will be effective in meeting the needs of students and the state, will be efficient in its expenditure of the state's resources, and will be accountable for developing and sustaining exemplary teaching, learning, research, and public service.
- Higher education institutions will work as partners with one another and with other entities whenever appropriate to share resources and deliver programs cooperatively to enhance learning opportunities for Nebraska residents.
- Nebraskans will advocate a physical environment for each of its public postsecondary institutions that is supportive of role and mission; is well utilized and effectively accommodates space needs; is safe, accessible, cost effective, and well maintained; and is flexible to adapt to future changes in programs and technologies.

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## Appendix A

### Undergraduate Academic Advisor Comments from NU Campuses & State Colleges

#### University of Nebraska at Kearney

I went through our Pre-OT numbers and we have had 55-60 Pre-Occupational Therapy students for the last 5 years. To give you a historical perspective, 10 years ago, we only had 16 and that was the norm at that time. So there has certainly been a very significant increase in interest. UNK students would be VERY excited about the possibility of an OT program through UNMC. Right now, the only in-state options are all private schools and are very expensive. All of the programs are also located in Omaha, which is not appealing to many of these students. In fact, this year we had 7 applicants to OT programs and 3 of them are going out of state to for a smaller, less expensive option. The rest are going to Creighton and the new program at Nebraska Methodist, but both of those are very expensive options.

*Peggy Abels, Director of Health Sciences*

#### University of Nebraska at Lincoln

Anecdotally, I think students would jump at the chance to attend OT school at UNMC. There is a growing interest in this field among our students and it would be fantastic to have a school with in-state tuition as an option for Nebraska students.

*Jaci Gustafson, Coordinator of Pre-Professional Advising Services*

#### University of Nebraska at Omaha

I believe there is a definite growing interest in Occupational Therapy from students here at UNO. I believe that the traditional master's option that Nebraska Methodist College launched has brought about some awareness to the field.

*Josah Powers, M.S., Health Careers Resource Center at UNO*

#### Chadron State College

I would estimate that we average about 3 students per year that seek to go to OT school. We do not actively recruit into this profession. Students interested in OT currently apply to Creighton or to the Denver Front Range for their professional program, while a few look north to South Dakota or west to Washington or Oregon. Many of our students have not experienced the OT field, and thus do not consider it as a career option. Several of the incoming pre-PT students sound to be more aligned with an OT career field. Our conversations are usually the first they have heard of that career path. We would want to do some focused advertising on the complementary yet different aspects of these career paths. I would LOVE to have a Nebraska-based program, and to talk with individuals from that program regarding what undergraduate learning and skills students need. I think we could provide 2-3 top notch students per year in an RHOP-style program, or through traditional application. I think we would have another 3-5 that would apply through traditional route, if we would put some resources into recruiting and career exploration in the Health Professions Showcase and other areas.

*Joyce Phillips Hardy, Ph.D., Professor of Science at CSC*

#### Peru State College

In my opinion, most students enrolling at Peru State College choose pre-physical therapy as an option simply because they are not well-informed as to what an occupational therapist does. We have experienced the same difficulty garnering student interest in public health through the Public Health Early Admittance Student Track (PHEAST) agreement between Peru State and UNMC, even though we offer tuition remission for the final two years of undergraduate coursework. That being said, we currently have a clinical agreement with Madonna Rehabilitation in Lincoln and I could see students gravitating towards the major if there was a means of sharing career opportunities with our undergraduates.

*Kyle Ryan, PhD, CSCS, USAW, Associate Professor, School of Education*

#### Wayne State College

As a part of our enrollment management, we have been collecting data from various sources including the Nebraska Department of Labor. This data indicates that there were 854 OT jobs in Nebraska in 2014 and that demand will increase to 1,054 by 2024. Not sure if this is news to you but thought I would mention it. We are looking at data like these and working to target students in those areas of job growth.

When looking at the data, we have seen a large jump in PT students since 2010. I believe this corresponds to the inclusion of PT in the RHOP program that year. Further, the number of students interested in both OT and PT went up for this incoming fall. I suspect that this jump in interest is correlated to our increased targeted marketing related to health professions, which we did this last year.

*Ron Loggins, Ph.D., Associate Professor of Biology*



**Appendix B**  
**Proposed OTD Curriculum (116 Semester Credit Hours)**

Semester	DEPT	Course #	Course Title	CR HRS
<b>Year I – 44 credit hours</b>				
Fall	CAHP	626	Health Care Ethics and Critical Thinking	3
	GCBA	571	Structure of Human Body	9
	OCCT	TBD	Fundamentals of Professional Communication and Practice	3
	OCCT	TBD	Foundations of Occupational Therapy Practice	3
Spring	CPH	503	Public Health Environment and Society	3
	OCCT	TBD	Contemporary Issues in OT Practice I	2
	OCCT	TBD	OT Clinical Practice I	1
	OCCT	TBD	Fundamentals of OT Assessment I	3
	OCCT	TBD	Neuroscience Principles of Performance I	3
	OCCT	TBD	Level IA Fieldwork	3
	PHYT	640	Critical Inquiry I	3
	Summer	OCCT	TBD	Contemporary Issues in OT Practice II
OCCT		TBD	OT Clinical Practice II	1
OCCT		TBD	Fundamentals of OT Assessment II	2
OCCT		TBD	Neuroscience Principles of Performance II	2
PHYT		522	Psychosocial Aspects of Health Care	2
<b>Year II – 45 credit hours</b>				
Fall	CPH	501	Health Behavior	3
	OCCT	TBD	Interventions I: Sensorimotor Challenges	3
	OCCT	TBD	Interventions II: Cognitive and Learning Challenges	3
	OCCT	TBD	Occupational Therapy Problem-Based Learning I	2
	OCCT	TBD	Level IB Fieldwork	1
	PHYT	630	Prevention and Wellness	2
	PHYT	726	Instructional Development in Health Professions	2
Spring	NRSG	609	Health Promotion for Population	3
	OCCT	TBD	Interventions III: Psychosocial Challenges	3
	OCCT	TBD	Interventions IV: Technology and Environment Factors	3
	OCCT	TBD	Occupational Therapy Problem Based Learning II	2
	OCCT	TBD	Preparation for Professional Practice	1
	PHYT	622	Practice Management Skills in Physical Therapy I	1
	PHYT	740	Critical Inquiry II	3
Summer	OCCT	TBD	Intro to Directed Practice Research	1
	OCCT	TBD	Level IIA Fieldwork	12
<b>Year III – 27 credit hours</b>				
Fall	OCCT	TBD	Advanced Directed Practice Research	3
	OCCT	TBD	Level IIB Fieldwork	12
	PHYT	722	Practice Management Skills in Physical Therapy II	2
Spring	OCCT	TBD	OT Practice Seminar	2
	OCCT	TBD	Doctoral Experiential Component	8

*\*Course #s are subject to change upon submission to and approval by the CAHP Curriculum Committee.*

**Appendix C**  
**Feasibility Study for Developing OTD Program at UNMC**



SCHOOL OF MEDICINE

Program in Occupational Therapy

December 4, 2015

Dr. Kyle P. Meyer, PhD, MS, PT  
 Dean, College of Allied Health Professions  
 University of Nebraska Medical Center  
 984000 Nebraska Medical Center  
 Omaha, NE 68198-4000

Dear Dr. Meyer:

Below please find my report detailing impressions following the site visit to the University of Nebraska Medical Center (UNMC) November 11-13, 2015 for purposes of exploring the feasibility for start-up of an Occupational Therapy education program.

**Introduction:**

This report was compiled following analysis of numerous documents and data and a number of interviews with various stakeholders in the UNMC and Omaha region communities. A brief SWOT analysis serves as an overview and frames the ensuing summary and recommendations.

**SWOT Analysis:**

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>■ Strong leadership and administrative support at all levels</li> <li>■ Innovative, learner-centered and interactive educational philosophy/curriculum models</li> <li>■ Strong commitment to and existing practice of interprofessional education and</li> </ul>	<ul style="list-style-type: none"> <li>■ Potential shortage of licensed OT's to serve as fieldwork educators (in Omaha due to presence of other OT programs and in Kearney due to relative scarcity of rural OT practitioners)</li> </ul>	<ul style="list-style-type: none"> <li>■ Clear sense of mission for service priorities and competitive differentiation (i.e. rural health)</li> <li>■ Demonstrated need for OT practitioners in Nebraska, especially rural areas</li> <li>■ OT would fill one of few existing gaps in healthcare education at</li> </ul>	<ul style="list-style-type: none"> <li>■ Recruitment of doctorally-prepared faculty</li> <li>■ Rapidly growing number of doctoral OT education programs</li> </ul>

<p>team-based care</p> <ul style="list-style-type: none"> <li>■ Tradition of fiscal responsibility and community philanthropy supports development and sustenance of new programs</li> <li>■ Rich array of resources available-financial, facilities, technology</li> <li>■ Advanced position in terms of technologies to support instruction and e-learning</li> <li>■ State of the art facilities and geographical desirability of Kearney campus</li> </ul>		<p>UNMC</p> <ul style="list-style-type: none"> <li>■ Potential to maximize curriculum and facilities efficiencies (e.g. PT, public health, and Nursing (in Kearney))</li> <li>■ Enhanced opportunities for clinical education with Madonna expansion</li> <li>■ Potential for interprofessional education with PT, PA, public health and other disciplines</li> </ul>	
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**Summary of Findings and Major Recommendations:**

The Omaha area currently hosts three existing OT programs in Creighton (entry-level OTD (both campus and distance options); post-professional OTD), College of St. Mary (MOT), and Nebraska Methodist College (MOT). While the existence of these programs may provide competition locally for available fieldwork sites, a UNMC OT program based on the Kearney campus (with a small satellite in Omaha) mitigates that concern to a large degree. There also clearly is an opportunity to capitalize on differentiating factors that would make a UNMC OT program unique and therefore provide a competitive advantage over existing programs. For example, an overarching mission to focus on rural health within a prevention/promotion paradigm would offer options to students that currently do not exist in the region. There is a community-based and population health-focused trend in occupational therapy and I see a new UNMC program as being at the forefront in preparing graduates with the skill set to fill that growing niche as matched with region-specific needs. A particular point of strength that bodes well for building (and sustaining) a quality OT education program lies in the rich

resources within the UNMC education, research and clinical services system. Within this environment lie many opportunities for interprofessional education, cutting-edge curriculum/instruction models, adjunct faculty, research mentorship, and fieldwork education (e.g. Madonna and MMI). I believe that UNMC is currently ready to pursue development of an occupational therapy education program that aligns with the University and College of Allied Health Professions mission, vision and values. With that goal in mind, I initially offer nine supporting recommendations:

**Recommendation 1:**

Secure necessary University-level approval to begin the OT education program development process.

**Recommendation 2:**

Submit a Letter of Intent and Eligibility Data to the Accreditation Council for Occupational Therapy Education. This is the first step towards Candidacy Status.

**Recommendation 3:**

Immediately begin national/international search for an Occupational Therapy Program Director. This process should be expedited but thorough in order to find the most talented individual. This decision is perhaps the most important, as UNMC will need a vibrant and innovative leader to develop the program.

**Recommendation 4:**

Focus on developing an entry-level OTD program (vs. MOT or MSOT). The curriculum development process should include a needs assessment and benchmarking project to clearly establish areas of concentration that fill existing gaps in OT education and underrepresented service delivery options. An additional aspect of this process would be to investigate and cultivate opportunities for mentorship in doctoral research projects and the doctoral experiential component (including feasibility of non-OT mentors as supported by program faculty).

**Recommendation 5:**

Potential areas of focus include: rural health, prevention, promotion, community/population health, work rehabilitation, habilitation, preparation for academic & educational research positions in OT, behavioral/emotional health, and health literacy/communication.

**Recommendation 6:**

Strongly recommend consideration of a two-location program; a hub based in Kearney paired with a smaller satellite footprint in Omaha. Instruction could be based out of either location with simultaneous student engagement.

**Recommendation 7:**

Strongly consider development of an OTD/MPH joint degree, or, minimally, design a public health concentration area within the OTD.

**Recommendation 8:**

Explicitly build opportunities for interprofessional learning into the OTD curriculum.

**Recommendation 9:**

Build instructional technologies, competency-based sequences and virtual experiences into curriculum as much as possible to offer an engaged, interactive and contemporary learning environment. The profession needs training of this nature to change the existing paradigm and better prepare future practitioners.

As a consultant, educator, and administrator who is active in the profession at the local, state, and national levels, my opinion is that UNMC is favorably positioned to develop an entry-level occupational therapy doctoral degree program that has potential not only to be the best in Nebraska, but also could guide the future trajectory of occupational therapy education nationally. Thank you for the opportunity to visit Omaha and do not hesitate to contact me if you have any questions or additional consulting needs.

Sincerely,



Steve Taff, PhD, OTR/L

Associate Director of Professional Education and Academic Affairs

Assistant Professor of Occupational Therapy and Medicine

Washington University School of Medicine at Washington University Medical Center, Campus Box 8505,  
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## Appendix D Letters of Support



July 21, 2017

Kyle Meyer, PhD, MS, PT, FASAHP, Dean, College of Allied Health Professions  
984000 Nebraska Medical Center  
Omaha, NE 68198-4000

Dear Dr. Meyer:

I am writing to offer my strong support for your proposal to create an entry-level occupational therapy doctorate (OTD) program in the College of Allied Health Professions (CAHP) at UNMC. Madonna Rehabilitation Hospitals currently employ over 70 OTs and anticipate adding more OT positions as our Omaha campus expands. As Madonna's Vice President of Rehabilitation, I can attest to both the value of and the increasing demand for these professionals.

I know that other occupational therapy education programs exist in Nebraska, however, none is offered at a public institution. A program at UNMC would provide a cost effective public alternative for Nebraska students interested in a career in occupational therapy, thus increasing the number of Nebraska OT graduates annually. This is essential as it can often take months for healthcare providers like Madonna to fill vacant OT positions. Unfilled therapy positions reduce the quality of care for Nebraskan's who need these services.

Furthermore, a doctoral level program would serve to advance research in the field of occupational therapy. Madonna's Research Institute for Science and Rehabilitation Engineering has Speech Therapists and Physical Therapists involved in active research, but no current researchers with an OT background.

The plan to integrate the new OTD curriculum with the DPT curriculum offers a particularly exciting opportunity. Madonna already provides clinical affiliation experiences to several UNMC DPT students annually and is pleased to employ numerous physical therapists who are graduates of the UNMC DPT program. Given the outstanding preparation provided to DPT students, I have no doubt OTD students will be equally well-prepared and equally welcome in our facilities as both students and future employees. If the OTD program is approved, it is our intent to offer clinical affiliations to UNMC OTD students and employment opportunities to graduates.

I believe increasing the number of OT graduates in Nebraska is of strategic importance to Madonna and to the state as a whole. As such, I look forward to working with you on this important initiative to ensure this vision becomes a reality.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Chris Lee', is written over a light blue horizontal line.

Christopher A. Lee, MSPT, FACHE  
Vice President Rehabilitation

Now you can.®



July 27, 2017

Kyle Meyer, PhD, MS, PT, FASAHP  
Dean, College of Allied Health Professions  
984000 Nebraska Medical Center  
Omaha, NE 68198-4000

Dear Dr. Meyer:

I am writing to offer my strong support for your proposal to create an entry-level occupational therapy doctorate (OTD) program in the College of Allied Health Professions (CAHP) at UNMC. There is an increasing demand for well trained occupational therapists in our community, and across the state. As the CEO of a rehabilitation facility, I can attest to the growing need of occupational therapists in our industry as well.

I am proud alumn of UNMC's Physical Therapy program, and am familiar with the top notch training provided by the faculty of this program. QLI also employs several physical therapists who are graduates of the UNMC DPT program. Because of their outstanding preparation, they are excellent clinicians and leaders within our company. Graduates of an OTD program at UNMC will undoubtedly be equally well-prepared; so our team would welcome the opportunity to provide clinical education and training opportunities to future OTD students.

Nebraska students who are interested in a career in occupational therapy will benefit from a cost effective program offered at a public institution – particularly an institution with a reputation for pursuing excellence. Additionally, a program at the OTD level will both meet the workforce needs of Nebraska – particularly rural Nebraska – and serve to advance research in the field of occupational therapy.

I look forward to working with you on this important initiative to ensure the vision for an OTD program at UNMC becomes a reality.

Sincerely,

A handwritten signature in black ink that reads 'Patricia Kearns'.

Patricia Kearns  
President & CEO





2810 W 35th Street, Suite 2  
Kearney, NE 68845  
Phone 308-237-7388  
1-866-537-7388  
Fax 308-237-7394

July 26, 2017

Kyle Meyer, PhD, MS, PT, FASAHP, Dean College of Allied Health Professions  
984000 Nebraska Medical Center  
Omaha, NE 68198-4000

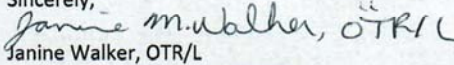
Dear Dr. Meyer,

I am writing to offer my strong support for your proposal to create an entry level Occupational Therapy Doctorate (OTD) program in the College of Allied Health Professionals (CAHP) at UNMC. As the Director of Occupational Therapy at New West Orthopedic and Sports Rehabilitation/InSPIRe, I can attest to both the value and the increasing demand for this profession. We employ and are constantly in need of occupational therapists. We find that trying to recruit is very difficult due to the lack of occupational therapists being educated in our rural area.

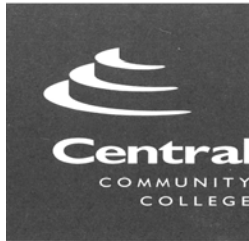
I know that other occupational therapy education programs exist in Nebraska, however, no program is offered at a public institution. A program at UNMC would provide a cost-effective public alternative for Nebraska students interested in a career in occupational therapy. Furthermore, a program at the OTD level would meet both the workforce needs of Nebraska--particularly rural Nebraska and serve to advance research in the field of occupational therapy. I, personally, have been employed as an occupational therapist for 29 years and have worked in the rural setting for my entire career. I deal with this shortage on a day-to-day basis and the extreme need for occupational therapists in rural Nebraska. I have many students that come from University of Nebraska at Kearney that are interested in pursuing a career in occupational therapy. I know that many of them would be very interested in an opportunity to continue their education in rural Nebraska and not have to go to surrounding states or larger cities.

The plan to integrate the new OTD curriculum with the DPT curriculum offers a particularly exciting opportunity. New West Orthopedic and Sports Rehabilitation/InSPIRe employ several physical therapists who are graduates of the UNMC DPT program. The DPT students have outstanding preparation, and I have no doubt the OTD graduates will be equally as prepared. If the program is approved, I am pleased to offer our clinical services as training opportunities for future OTD students.

As an occupational therapist working in rural Nebraska for my entire career of 29 years, this proposal is very exciting to me and I am confident it will meet a very long standing need in the rural communities of Nebraska. I look forward to working with you on this important initiative to ensure this vision becomes a reality.

Sincerely,  
  
Janine Walker, OTR/L  
Director of Occupational Therapy  
New West Orthopedic and Sports Rehabilitation/InSPIRe  
2810 West 35<sup>th</sup> Street, Suite #2  
Kearney, NE 68845





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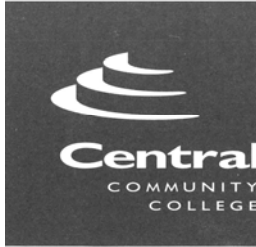
To Whom It May Concern

I am writing in full support of a proposed occupational therapy doctorate degree program at University of Nebraska Medical Center. My name is Dr. Callie Schwartzkopf and I have been an occupational therapist in higher education for approximately eighteen years. In my years in higher education, I have directed three occupational therapy (OT) programs in Nebraska. Currently, I am director for the Occupational Therapy Assistant program (OTA) at Central Community College in Grand Island. I was also the director of the former OTA program at Clarkson College and the director of Occupational Therapy Master degree program at College of Saint Mary. I have also served as an Academic Fieldwork coordinator for all three programs as well.

I have a strong passion for the occupational therapy profession and its impact on the community. I believe adding a doctoral occupational therapy program in the state of Nebraska is crucial for the health of our communities. In Nebraska, more than 40 percent of the population lives in non-metropolitan areas of the state. Rural residents are subject to many of the same health and face some additional challenges related to living in rural areas. According to the Department of Health and Human Services, there are around twenty counties in Nebraska that have shortages of occupational therapy services. Kearney is listed as a shortage area for services. I strongly feel having students accepted at the Kearney location will allow for students to stay in the area and serve in the much underserved rural areas of central and western Nebraska. The demand for services is vital and the proposed doctorate program can assist in healthier Nebraska communities.

Not only can this program impact the health of our communities, but can financially impact students. Currently, College of Saint Mary (Master only program) and Creighton University (only doctorate OTD program in the state) are both private, costly institutions. Students come out with significant debt when attending these universities. Every hard-working student deserves a real opportunity to earn an affordable, high-quality degree that offers a clear path to economic security and success. Offering an affordable doctorate degree in occupational therapy is imperative to our state.

As a current director of the only OTA program in the state, I welcome opportunities to collaborate with the proposed occupational therapy doctorate program. Accreditation in the field of occupational therapy favors collaborations between institutions, especially ones offering OTA and OTD programs. Being a former Nebraska Occupational Therapy Association president, I envision continuing education offerings in the Kearney /Omaha campuses. Having clinicians on campuses for these experiences, clinicians will be looking towards the University of Nebraska Medical Center as the premier in education of health care practitioners.



Toll-free, all locations:  
1-877-222-0780  
www.cccneb.edu

In conclusion, the proposed program meets the needs of our communities in multifaceted ways. As a longtime proponent of occupational therapy education, I am passionate and excited to see this opportunity for the state of Nebraska and its residents. Thank you for your time and consideration. I welcome further dialogue regarding this opportunity, so please never hesitate to contact me.

*Administrative Office*  
3134 West Highway 34  
Post Office Box 4903  
Grand Island, NE 68802-4903  
Phone: (308) 398-4222  
Fax: (308) 398-7399

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4500 63rd Street  
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Columbus, NE 68602-1027  
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Fax: (402) 562-1201

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Fax: (402) 461-2454

*Holdrege*  
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Post Office Box 856  
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Fax: (308) 995-5695

*Kearney*  
3519 2nd Avenue  
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Phone: (308) 338-4000  
Fax: (308) 338-4022

*Lexington*  
1501 Plum Creek Parkway  
Post Office Box 827  
Lexington, NE 68850-0827  
(308) 324-8480  
Fax: (308) 324-8498

Dr. Callie Schwartzkopf, OTD, OT/L

A handwritten signature in black ink that reads "Callie Schwartzkopf" with a long horizontal flourish extending to the right.

OTA Program Director

Central Community College

[callieschwartzkopf@cccneb.edu](mailto:callieschwartzkopf@cccneb.edu) 402.616.4628

**TABLE 3: PROJECTED EXPENSES - NEW INSTRUCTIONAL PROGRAM  
Occupational Therapy Doctorate at UNMC**

	(FY2019) Year 1		(FY2020) Year 2		(FY2021) Year 3		(FY2022) Year 4		(FY2023) Year 5		Total
	FTE	Cost	FTE	Cost	FTE	Cost	FTE	Cost	FTE	Cost	Cost
<b>Personnel</b>											
Faculty	1.5	\$192,708	3.0	\$363,273	6.5	\$799,627	9.5	\$1,173,254	9.5	\$1,208,451	\$3,737,313
Professional											\$0
Graduate assistants											\$0
Support staff	0.5	\$30,240	0.5	\$31,147	1.75	\$153,279	1.75	\$157,877	1.75	\$162,614	\$535,157
Subtotal	2.0	\$222,948	3.5	\$394,420	8.25	\$952,906	11.25	\$1,331,131	11.25	\$1,371,065	\$4,272,470
<b>Operating</b>											
General Operating <sup>1</sup>		\$85,737		\$133,605		\$265,727		\$360,283		\$342,766	\$1,188,118
Equipment <sup>2</sup>		\$25,000		\$100,000		\$30,000		\$30,000		\$0	\$185,000
New or renovated space											\$0
Library/Information Resources											\$0
Other: Bldg. Remodel/retrofit		\$25,000		\$95,000		\$0		\$0		\$0	\$120,000
Subtotal		\$135,737		\$328,605		\$295,727		\$390,283		\$342,766	\$1,493,118
<b>Total Expenses</b>		\$358,685		\$723,025		\$1,248,633		\$1,721,414		\$1,713,831	<b>\$5,765,588</b>

Expenses are inflated at 3% per year.

<sup>1</sup> In the first four years of the program, general operating expenses include extraordinary accreditation fees, faculty recruiting and program marketing expenses. Thereafter, general expenses are estimated at 25% of salaries, which is the average for the CAHP.

<sup>2</sup> Includes educational and laboratory supplies and equipment and office furnishings.

**TABLE 4: REVENUE SOURCES FOR PROJECTED EXPENSES - NEW INSTRUCTIONAL PROGRAM  
Occupational Therapy Doctorate at UNMC**

	(FY2019) Year 1	(FY2020) Year 2	(FY2021) Year 3	(FY2022) Year 4	(FY2023) Year 5	Total
	Existing Funds <sup>1</sup>	\$358,685	\$0	\$0	\$0	\$0
Required New Public Funds						
1. State Funds						
2. Local Tax Funds (community colleges)						
Tuition and Fees <sup>2</sup>	\$0	\$716,296	\$1,547,548	\$2,150,012	\$2,214,512	\$6,628,368
Other Funding						
<b>Total Revenue</b>	\$358,685	\$716,296	\$1,547,548	\$2,150,012	\$2,214,512	<b>\$6,987,053</b>

Enrollment

42

84

126

126

<sup>1</sup> Existing college funds generated from auxiliary activities.

<sup>2</sup> Tuition is based on the AY 17-18 approved resident rate of \$420 per credit hour for the Physical Therapy program, inflated at 3.2% for 18-19, and 3% thereafter, net of the college's average remissions rate of 9%. Students will take 41 credit hours in year one, 45 in year two, and 30 in year three of the program. Enrollment is projected at 42 students per year in the three-year program for a total enrollment of 126 students at full implementation in AY22.

TO: The Board of Regents Addendum IX-A-7

Academic Affairs

MEETING DATE: October 5, 2017

SUBJECT: Establishment of a Department of Neurosurgery in the College of Medicine at the University of Nebraska Medical Center (UNMC)

RECOMMENDED ACTION: Approval is requested to establish a Department of Neurosurgery in the College of Medicine at UNMC

PREVIOUS ACTION: March 14, 1987 – The Board approved the dissolution of the Department of Neurosurgery and the creation of a Section of Neurosurgery within the Department of Surgery at UNMC.

June 21, 1975 – The Board approved establishment of a Department of Neurosurgery for UNMC.

EXPLANATION: Neurological Surgery is a medical discipline and surgical specialty that provides care for adult and pediatric patients for the treatment of pain or pathological processes that may modify the function or activity of the nervous system and its supporting structures and vascular supply. The vision of UNMC neurosurgery is that it will be the midwest's leading provider of clinical neurosurgery services and resident education.

The UNMC neurosurgery program has grown substantially over the past decade in pursuit of its vision. Faculty clinical productivity has increased approximately 60% over the past few years. Growth of the program has been driven in large part by the development of subspecialty services that are not offered by other neurosurgical providers or institutions in the region and which make Nebraska Medicine a “destination center” for neurosurgical care.

The neurosurgery program has an important role in the academic and educational missions of the University of Nebraska. Faculty provide clinical training and research opportunities for students in nearly every college affiliated with UNMC (e.g., Colleges of Medicine, Allied Health, Nursing, and Pharmacy).

Departmental status for UNMC neurosurgery will facilitate the recruitment of a leader who can take advantage of current and emerging opportunities to expand the neurosurgery program. In turn, this can add breadth and depth to our clinical services, add to the financial well-being of the institution, increase educational opportunities that can help us train and retain neurosurgeons in Nebraska, increase opportunities for collaboration across UNMC and across the University of Nebraska system, and enhance the national prestige of the University of Nebraska.

This proposal has been reviewed by the Council of Academic Officers; it also has been reviewed and recommended for approval by the Academic Affairs Committee.

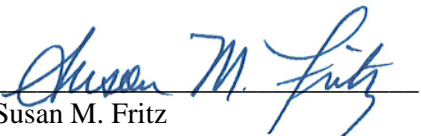
PROGRAM COST: \$7,398,950 over five years

SOURCE OF FUNDS: No new state funding is needed to support a Department of Neurosurgery; Nebraska Medicine will serve as the primary financial sponsor of the department's expenses.

SPONSORS: H. Dele Davies  
Vice Chancellor for Academic Affairs  
University of Nebraska Medical Center

Jeffrey P. Gold, Chancellor  
University of Nebraska Medical Center

RECOMMENDED:

  
Susan M. Fritz  
Executive Vice President and Provost

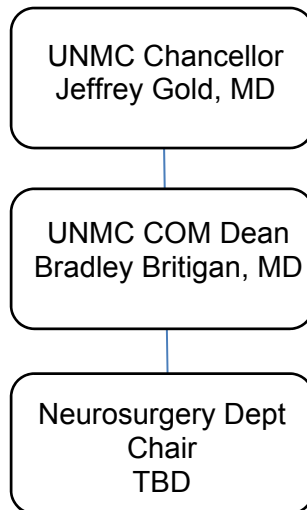
DATE: September 15, 2017

**PROPOSAL FOR NEUROSURGERY DEPARTMENT  
(AT THE UNIVERSITY OF NEBRASKA MEDICAL CENTER)**

**1. DESCRIPTIVE INFORMATION**

- The name of the institution proposing the department:  
University of Nebraska Medical Center
- The name of the program (majors) involved:  
College of Medicine
- Administrative Units for the new unit:  
College of Medicine

Organizational Structure



- Date approved by governing board:
- Proposed date (term/year) for the program to be approved by the Board of Regents:
- Description and purpose of the proposed unit

Neurological Surgery is a medical discipline and surgical specialty that provides care for adult and pediatric patients for the treatment of pain or pathological processes that may modify the function or activity of the central nervous system (brain and spinal cord), the peripheral nervous system (cranial, spinal, and peripheral nerves), the autonomic nervous system, the supporting structures of these systems (e.g. meninges, skull & skull base, and vertebral column), and their vascular supply (e.g. intracranial, extracranial, and spinal vasculature). Neurological surgeons evaluate, diagnosis, and provide both non-operative management (including pain management,

neurocritical intensive care, and rehabilitation services) and operative management (including open surgeries, “closed”/minimally invasive procedures, and endovascular therapies) of neurological disorders.

UNMC neurosurgery has a rich heritage dating back to the arrival of Dr. J. Jay Keegan, a neurosurgical icon, as the first neurosurgeon in Nebraska. He was appointed to the faculty of the University of Nebraska College of Medicine in 1920 and became Professor of Neurological Surgery in 1925. Dr. Keegan served as the Chair of the Department of Surgery and briefly as Dean of the University of Nebraska College of Medicine. F. Miles Skultety, M.D., Ph.D., succeeded Dr. Keegan and was named Chair of the UNMC Department of Neurosurgery in 1975. Like Dr. Keegan, he also served as an interim dean of the College of Medicine. Dr. Skultety was instrumental in the development of neurosurgery as a practice and a field of study in the UNMC College of Medicine. On July 1, 1987, Neurosurgery was incorporated into the Department of Surgery as a Section and Lyal Leibrock, M.D., became Head of the Section of Neurosurgery. Dr. Leibrock served in that capacity until 2005, when Kenneth Follett, M.D., Ph.D., was named Chief of Neurosurgery.

The vision of UNMC neurosurgery is that it will be the region’s (midwest) leading provider of clinical neurosurgery services and resident education. This will be accomplished by providing superior patient-centered neurosurgical care in an educational setting that will allow its graduates to excel as neurological surgeons. Clinical excellence will be achieved through the application of new technology and techniques combined with proven methods, experience, commitment, and compassion. Members of the program will contribute to the service, education, and research missions of the University of Nebraska Medical Center and Nebraska Medicine.

The UNMC neurosurgery program has grown substantially over the past decade in pursuit of its vision. For instance, faculty clinical productivity has increased approximately 60% (as measured by “relative value units”) over the past few years. Growth of the program has been driven in large part by the development of subspecialty services that are not offered by other neurosurgical providers or institutions in the region and which make Nebraska Medicine a “destination center” for neurosurgical care. Subspecialty areas of expertise include open and endovascular treatment of cerebrovascular disease and stroke, stereotactic/functional neurosurgery (e.g., treatment of movement disorders such as Parkinson’s disease and tremor), epilepsy, complex spine surgery, minimally invasive spine surgery, neurosurgical pain management, brain and spine tumors, and trauma. UNMC neurosurgery, in partnership with Nebraska Medicine, has become the recognized leader in these specialty services. For instance, Nebraska Medicine has been designated as one of 13 primary stroke centers in the State of Nebraska and will undergo a site visit (Fall 2017) for certification by The Joint Commission as the only comprehensive stroke center in the region. Nebraska Medicine is home to the region’s highest-level epilepsy program, the only comprehensive movement disorders program, the most comprehensive neuro-oncology program, and the only level 1 trauma service that provides services to adult and pediatric patients. The program’s excellence is recognized externally. Over the past few years, Healthgrades has ranked Nebraska Medicine Neurosurgery as the top neurosurgery provider in Nebraska, Blue Cross/Blue Shield has designated Nebraska Medicine as a Blue Center of Distinction for spine care, and Neurosurgery/Neurology has been named among the top programs in the U.S. by US News and World Report.

Neurosurgery faculty are respected throughout the region, allowing us to serve as a major regional referral center, which has driven growth in market share. Our primary drawing area includes Nebraska, South Dakota, Iowa, and Kansas, but we attract patients from North Dakota,

Minnesota, Missouri, and from outside the Midwest as well. Neurosurgery touches many medical services and programs at Nebraska Medicine and is critical to some of Nebraska Medicine's key programs. For instance, in the absence of neurosurgery, the institution would be ineligible for designation as a level 1 trauma center, would lose its status as a National Association of Epilepsy Centers Center of Excellence (NAEC's highest designation), would be ineligible for designation as a comprehensive stroke center (the highest designation awarded by the Joint Commission), and the nationally-recognized oncology program would be lacking a major component of cancer care (neuro-oncology).

The neurosurgery program has an important role in the academic and educational missions of the University of Nebraska. Faculty provide clinical training and research opportunities for students in nearly every college affiliated with UNMC (e.g., colleges of medicine, allied health, nursing, pharmacy). Faculty provide opportunities for undergraduate students to explore neurosurgery through "job shadowing" and research opportunities. Notably, neurosurgery at UNMC distinguishes itself from all other institutions offering neurological care in our region by having the only neurosurgery residency program in the State. The neurosurgery residency program at UNMC began training neurosurgery residents in 1994. Based on growth of our clinical service and the excellence of our clinical and educational programs, over the past 12 years the Accreditation Council for Graduate Medical Education has granted increases in our resident complement from 6 residents in 1994 to 14 currently in our 7 year training program.

The residency training program has gained national recognition for its quality. The program receives nearly 200 applications from across the U.S. each year for the two residency training positions available. The program is particularly valuable to Nebraska students who are interested in pursuing medical careers in neurological surgery and who would like to remain in the Midwest. Only 110 neurosurgery training programs exist across the U.S., offering a total of 218 residency positions each year. In our region of the Midwest, neurosurgery residency programs are present at the following academic medical centers:

Mayo Clinic	University of Kansas
St Louis University	University of Minnesota
University of Colorado	University of Missouri-Columbia
University of Iowa	Washington University – St. Louis

These 8 programs offer a combined 14 positions per year, so medical students from Nebraska, North and South Dakota, Wyoming, Colorado, Kansas, Missouri, Iowa, and students from outside this region who wish to train in the Midwest compete for a relatively few number of neurosurgery residency training positions. Physicians often establish their medical practices in the states in which they completed their residency training, so the neurosurgery residency program at UNMC is particularly important with respect to developing and maintaining an adequate supply of neurosurgeons to provide care to Nebraskans.

In addition to providing clinical and educational programs, faculty of the neurosurgery program have served as key personnel (PIs, Co-Investigators) in extramurally and intramurally funded basic and clinical research activities, including major clinical trials. Neurosurgery faculty support and facilitate the research of faculty of other UNMC departments, Colleges, and campuses across the University of Nebraska network (e.g., UNL College of Engineering, UNO Department of Biomechanics).

At the same time the neurosurgery program has supported the clinical and academic missions of the University of Nebraska, it has been a source of financial strength for Nebraska Medicine



and UNMC. Historically, UNMC neurosurgery has been the single largest annual contributor to the financial well-being of the Neurological Sciences service line at Nebraska Medicine.

## **II. REVIEW CRITERIA:**

### **A. Centrality to Role and Mission of the Institution**

A Neurosurgery Department will support the mission of Nebraska Medicine and UNMC to lead the world in transforming lives to create a healthy future for all individuals and communities through premier educational programs, innovative research and extraordinary patient care. As described above, the neurosurgery program is critical to the provision of comprehensive, high quality care to patients at Nebraska Medicine and to Nebraskans and people throughout the Midwest.

### **B. Evidence of Need and Demand for the Department**

Of the current 110 academic neurosurgery programs in the United States, 98 (89%) are departments. Seven of the eight neurosurgery programs in the Midwest region with residency programs, previously mentioned on page 3, are departments. The type of individual we need to recruit for neurosurgery leadership - a visionary, energetic, dynamic leader who can drive the future success of UNMC neurosurgery - will be seeking a position as a department Chair. The UNMC neurosurgery program is currently a Division in the UNMC Department of Surgery. The current division Chief of Neurosurgery is stepping down in 2018. This transition in leadership is taking place at a highly opportune time for the neurosurgery program, for Nebraska Medicine, and for the University. In conjunction with new leadership at Nebraska Medicine, leaders of the neurological sciences service line are developing plans for a comprehensive neurosciences program, which brings exceptional opportunities for growth of UNMC neurosurgery. Departmental status will be essential to attract the caliber of neurosurgery leader who can take full advantage of these opportunities to grow the clinical and academic programs and who, in the process, can further increase the national stature of UNMC neurosurgery. Ultimately, this will benefit the people we serve and enhance the prestige of the University.

### **C. Adequacy of Resources**

No new state funding is needed in support of a Department of Neurosurgery. Nebraska Medicine will serve as the primary financial sponsor of the Neurosurgery department expenses.

### **D. Consistency with the Comprehensive Statewide Plan for Postsecondary Education (CSPPE): how this program would enhance relevant statewide goals for education**

As an academic unit of the University of Nebraska Medical Center, neurosurgery supports the mission of UNMC and the University of Nebraska in advancing higher education for Nebraska's future as recommended in the CSPPE. Faculty in the neurosurgery program strive to attract and motivate students toward careers in medicine and welcome a diverse population of trainees through outreach at secondary and postsecondary venues including high schools, colleges, universities, and graduate programs. UNMC Neurosurgery offers educational opportunities for trainees in almost all UNMC Colleges including Medicine, Allied Health, Nursing, and Pharmacy. In partnership with leaders of UNMC and Nebraska Medicine, neurosurgery has participated in the development of an exemplary institution as envisioned in the CSPPE. The neurosurgery program provides the region's highest level of education and service in the arena of neurological

surgery. This has been accomplished with accountability and effectiveness as reflected, for instance, in the large number of out-of-state medical students who wish to enroll in the UNMC neurosurgery residency program, by the success of graduates of the residency program on national board certifying examinations, and by extramural recognition of the excellence of neurological sciences clinical care. At the same time, neurosurgery faculty work to promote success across the University of Nebraska system through clinical and research collaborations with faculty across the UNMC, UNL, and UNO campuses.

One of the most important roles of UNMC neurosurgery with respect to the CSPPE lies in training neurosurgeons who can help meet workforce needs for the State. The UNMC neurological surgery residency program is essential to meet a growing need for neurological surgeons in Nebraska and surrounding regions. Approximately one-half of physicians establish their practices in the state in which they take their specialty training and two-thirds of physicians who complete medical school and specialty training in the same state establish their practices in that state.<sup>1</sup> These individuals represent the best return on investment of medical education dollars spent at the state level and they help ensure an adequate supply of medical practitioners to meet the needs of the State's population. The need for neurosurgery training programs, especially within the State of Nebraska, as a means of attracting and retaining neurosurgeons for Nebraskans, is acute:

1. In general, one neurosurgeon is needed for every 61,000 population.<sup>2 3</sup> Based on this estimate, 31 neurosurgeons are needed to provide care to the population of Nebraska. Currently, 29 neurosurgeons practice fulltime in Nebraska. Many of these 29 existing neurosurgeons restrict their practices, however, for instance, some offer only spinal surgery or do not provide trauma, stroke, or pediatric care, or others only offer services within the Department of Veterans Affairs healthcare system, so the actual shortage of neurosurgeons is more acute than reflected above.
2. In addition, across the United States, approximately 50% of neurosurgeons are age 55 or older,<sup>3</sup> an age at which many begin to retire from medical practice. In Nebraska, approximately 30% of practicing neurosurgeons are in or nearing this age range. Existing U.S. training programs graduate 218 neurosurgeons annually, which may be insufficient to keep pace with the rate of retirement of neurosurgeons in the over-55 age group. This will be particularly harmful in critical disciplines such as trauma and stroke for which the immediate availability of a neurosurgeon is essential to achieving a good outcome and in geographic locations (such as the Midwest) where recruitment of new providers can be challenging.
3. At the same time availability of neurosurgeons may be decreasing due to retirements, an aging population, which is at higher risk for neurological problems such as stroke, degenerative spine disease, tumors, and neurodegenerative disorders such as

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<sup>1</sup> American Association of Medical Colleges 2015 State Physician Workforce Data Book, accessed August 5, 2017, <https://www.aamc.org/data/workforce/reports/442830/statedataandreports.html>.

<sup>2</sup> American Association of Medical Colleges 2016 Physician Specialty Data Report, accessed August 5, 2017, <https://www.aamc.org/data/workforce/reports/458490/1-2-chart.html>.

<sup>3</sup> American Association of Neurological Surgeons/American Board of Neurological Surgery, Statement of the American Association of Neurological Surgeons, American Board of Neurological Surgery, Congress of Neurological Surgeons and the Society of Neurological Surgeons before the Institute of Medicine on the subject of ensuring an adequate neurosurgical workforce for the 21st century. "Neurosurgery IOM GME Paper 12 19 12-3.pdf" (2012). Accessed on-line August 5, 2017.

Parkinson's disease, will place greater demands on the need for neurosurgical services. Nebraska will not be immune to this phenomenon: the population of Nebraskans aged 65 and over is projected to grow by 75% from 2010-2030.<sup>4</sup>

4. Finally, the introduction of new neurosurgical therapies over the coming years will drive the demand for increased neurosurgical care. For instance, deep brain stimulation that is used currently for the treatment of Parkinson's disease and tremor might be applied to other neurodegenerative disorders (e.g., Alzheimers, depression); new tumor therapies will be developed; advances in spine care will increase the number of people who might benefit from surgical treatment of spinal disorders.

These factors will contribute to a growing mismatch between supply and demand for neurosurgical services in the State of Nebraska. Departmental status for UNMC neurosurgery will facilitate the recruitment of a leader who can take advantage of current and emerging opportunities to expand the neurosurgery program. In turn, this can add breadth and depth to our clinical services, add to the financial well-being of the institution, increase educational opportunities that can help us train and retain neurosurgeons in the State of Nebraska, increase opportunities for collaboration across UNMC and across the University of Nebraska system, and enhance the national prestige of the University of Nebraska.

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<sup>4</sup> Nebraska DHHS State Unit on Aging Four-Year State Plan FFY 2015-2019, "AgingServicesStatePlanFY2015-FY2019.pdf" (2015). Accessed on-line August 5, 2017.

August 18, 2017

Susan Fritz, PhD  
Vice President and Provost  
Nebraska University  
126 VARH, UNL 68583-0743

Dear Provost Fritz,

I am pleased to submit a new application from UNMC for a new Department of Neurosurgery for approval by the Board of Regents. This department represents a strong partnership with Nebraska Medicine that will enable UNMC to recruit a nationally renowned leader to build upon the current success of the regions' premier neurosurgery program.

I look forward to your assistance in getting this reviewed by our CAO colleagues, the BOR Academic Affairs Committee, and ultimately the full board.

Thank you very much for your assistance.

Sincerely,



H. Dele Davies, MD, MS, MHCM

cc: Jeffrey Gold  
Brad Britigan

**TABLE 1: PROJECTED EXPENSES - NEW ORGANIZATIONAL UNIT**  
**Department of Neurosurgery at UNMC**

	(FY2019) Year 1		(FY2020) Year 2		(FY2021) Year 3		(FY2022) Year 4		(FY2023) Year 5		Total
<b>Personnel</b>	FTE	Cost	FTE	Cost	FTE	Cost	FTE	Cost	FTE	Cost	<b>Cost</b>
Faculty <sup>1</sup>	1.0	\$800,000	1.0	\$800,000	1.0	\$800,000	2.0	\$1,610,000	2.0	\$1,610,000	\$5,620,000
Professional											
Graduate Assistants											
Support Staff	1.0	\$75,000	1.0	\$75,000	1.0	\$75,000	1.0	\$75,000	1.0	\$75,000	\$375,000
Benefits		\$183,750		\$183,750		\$183,750		\$353,850		\$353,850	\$1,258,950
Subtotal	2.0	\$1,058,750	2.0	\$1,058,750	2.0	\$1,058,750	3.0	\$2,038,850	3.0	\$2,038,850	\$7,253,950
<b>Operating</b>											
General Operating		\$25,000		\$25,000		\$25,000		\$35,000		\$35,000	\$145,000
Equipment											
Other Building Remodel/retrofit											
Subtotal		\$25,000		\$25,000		\$25,000		\$35,000		\$35,000	\$145,000
<b>Total Expenses</b>		\$1,083,750		\$1,083,750		\$1,083,750		\$2,073,850		\$2,073,850	<b>\$7,398,950</b>

<sup>1</sup> Department chair (FY19) and new faculty member (FY22).

**TABLE 2: PROJECTED REVENUES - NEW ORGANIZATIONAL UNIT**  
**Department of Neurosurgery at UNMC**

	(FY2019) Year 1	(FY2020) Year 2	(FY2021) Year 3	(FY2022) Year 4	(FY2023) Year 5	Total
Nebraska Medicine	\$1,083,750	\$1,083,750	\$1,083,750	\$2,073,850	\$2,073,850	\$7,398,950
<b>Total Revenue</b>	\$1,083,750	\$1,083,750	\$1,083,750	\$2,073,850	\$2,073,850	<b>\$7,398,950</b>

TO: The Board of Regents Addendum IX-A-8  
Academic Affairs

MEETING DATE: October 5, 2017

SUBJECT: Creation and Naming of the Leonard and Shirley Goldstein Center for Human Rights (GCHR) in the College of Arts and Sciences at the University of Nebraska at Omaha (UNO)

RECOMMENDED ACTION: Approval is requested to accept a gift and create the Leonard and Shirley Goldstein Center for Human Rights in the College of Arts and Sciences at UNO

PREVIOUS ACTION: None

EXPLANATION: In order to better understand, study, and research the complexities of human rights associated with immigration, national security, and religious freedom, UNO requests the establishment of a Center for Human Rights.

Human rights issues range broadly from sustainability to the rights of indigenous peoples, cultural rights, religious freedom, and the right to privacy. Due to this complexity, the study of human rights is inherently interdisciplinary. The center, therefore, will be the appropriate organizational structure to facilitate community outreach and programming, as well as catalyze increased human rights-related academic offerings and research.

In 2015, Shirley Goldstein donated \$2 million to the NU Foundation for the purpose of endowing a Center for Human Rights within the College of Arts and Sciences at UNO. In recognition of the family's generous donation and long-standing commitment to human rights and religious freedom studies at UNO, it is proposed that this new center be named the "Leonard and Shirley Goldstein Center for Human Rights."


This proposal has been reviewed by the Council of Academic Officers; it also has been reviewed and recommended for approval by the Academic Affairs Committee.

PROGRAM COST: \$437,500 over five years

SOURCE OF FUNDS: NU Foundation endowment supplemented with UNO College of Arts and Sciences funding. No additional state funding will be required.

SPONSORS: B.J. Reed  
Senior Vice Chancellor for Academic and Student Affairs

Jeffrey P. Gold, Interim Chancellor  
University of Nebraska at Omaha

RECOMMENDED:   
Susan M. Fritz  
Executive Vice President and Provost

DATE: September 15, 2017



## **The Leonard and Shirley Goldstein Center for Human Rights**

### **Descriptive Information**

- Name of institution proposing the Center or Institute: The University of Nebraska at Omaha
- Other programs offered in this field by this institution: N/A
- Administrative unit for the Center or Institute: College of Arts & Sciences
- Physical location, if applicable: Community Engagement Center, pending approval
- Date approved by governing board: TBD
- Proposed date (term/year) the center or institute will be initiated: Upon approval

### **1. Purpose and Context for the Center or Institute**

Media reports about immigration challenges in different regions, increasing terrorist activity and national security responses, and the impacts of global climate change, raise profound human rights issues. In order to better comprehend these issues, the College of Arts and Sciences, in collaboration with its partners at the University of Nebraska at Omaha (UNO), requests the establishment of the Leonard and Shirley Goldstein Center for Human Rights (GCHR).

The GCHR will be the appropriate organizational structure to facilitate and catalyze increased human rights-related academic offerings, research, as well as community outreach, partnerships, and programming. It will foster the interdisciplinary partnerships essential to the study of human rights.

UNO received a two million dollar endowment for the purpose of creating a center that focuses on the study of human rights. The proposed center will build on existing strengths across multiple colleges and departments, including a longstanding lectureship in human rights organized by UNO's Religious Studies program.

The GCHR will build on a number of disparate interests by drawing together existing constituencies and resources for exploring human rights issues. For almost two decades, the Goldstein Lecture fund has enabled an annual lectureship that has brought faculty, students, and community members together to hear prominent speakers addressing human rights issues around the world. Second, faculty across campus already teach courses about human rights issues. This led to the creation of a new minor in Human Rights Studies, with prospects to create a major as well as increased graduate programming in the near future. Third, numerous members of the UNO faculty are already engaged in research and community engagement related to human rights issues. Fourth, the editor-in-chief of the UNO-based peer-reviewed journal *ID: International Dialogue* (A Multidisciplinary Journal of World Affairs) is a member of the GCHR steering committee. This journal regularly publishes articles on human rights-related topics.

These and other existing resources and initiatives demonstrate a broad campus and community interest in human rights issues and help to provide the foundation for future developments.

The GCHR will be a faculty-governed, nonpartisan, nonsectarian organization that promotes the understanding of issues through teaching, research and creative activity, and community engagement both locally and globally. Goals include the following:

1. To provide a forum to explore the complexities of human rights, building on existing strengths and interests of faculty and students at UNO;
2. To provide support for teaching and curricular development related to human rights;
3. To provide support for faculty and student research, creative activity, and community engagement projects related to human rights;
4. To provide transformative experiences for students through engaged learning;
5. To identify collaborative opportunities with faculty and/or units of other campus within the University of Nebraska system;
6. To work with local, regional, national, and global policymakers to raise awareness and understanding of human rights issues.

## **2. Need and Demand for the Organizational Unit**

Human rights issues range broadly from sustainability to the rights of indigenous peoples, and from cultural rights to the right to privacy.<sup>1</sup> Due to this complexity, the study of human rights is inherently interdisciplinary. As mentioned in section 1, UNO has historically valued the study of human rights. More recent geopolitical events and their impact on this region increase the importance of discussing human rights. To sustain and expand upon UNO's increasing collaborative interdepartmental, cross-college, and community-oriented initiatives – the proposed Leonard and Shirley Goldstein Center for Human Rights (GCHR) is needed.

Currently, human rights initiatives are fragmented throughout the UNO campus. This highly decentralized activity in human rights illustrates an institution-wide interest to the study of human rights. A center would be the appropriate organizational structure to help support and coordinate these activities. This increased support will allow UNO to expand on its current initiatives through support in terms of resources, partnerships, knowledge, and collaboration.

Further, the increased visibility associated with creating the proposed center will allow UNO to increase its outreach efforts. Faculty and administrators will be able to take a more unified approach in establishing additional partnerships with businesses, higher learning institutions, and community organizations/members. This visibility will also facilitate individuals and organizations not affiliated with UNO to reach out to UNO and start collaborating on human rights-related issues. The unification and visibility will therefore expand current community

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<sup>1</sup> United Nations Human Rights: Office of the High Commissioner. (2016). List of Issues. Retrieved from <http://www.ohchr.org/EN/Issues/Pages/ListOfIssues.aspx>



engagement efforts. Other higher learning institutions and community organizations have responded with enthusiasm to the prospect of a UNO Center for Human Rights.<sup>2</sup>

As explained below, the proposed center is perfectly aligned with UNO's metropolitan mission and strategic goals. Community engagement is a UNO strategic goal, and is also one of the pillars of the proposed center. The proposed center will be the appropriate organizational structure to maintain and further UNO's community-engaged initiatives in the field of human rights.

The resources, knowledge, visibility, and unification associated with creating the proposed center will form a catalyst in expanding community-engaged programming initiatives, research, and teaching related to human rights – and thus meet the increasing demand.

The demand for the proposed center is evident in the current programming, research initiatives, as well as the course offerings. For example, for the last two decades the annual Goldstein lecture on human rights has drawn significant interest from the community. Over 650 students, faculty, staff, and community members attended the 2016 Goldstein Lecture for Human Rights organized by Religious Studies faculty. Similarly, other programming initiatives have drawn great interest. A center is the appropriate umbrella to facilitate collaborative programming efforts.

Further, the proposed center will sustain and expand upon research conducted by faculty. Research is conducted on a wide-range of local, regional, and international topics including religion and human rights, human rights law, immigration, conflict resolution and nation building, colonialism and post-colonial conflict, holocaust and genocide studies, and health care. During the 2016-2017 academic year, a search has been conducted to fill the new Goldstein Family Community Chair in Human Rights. The holder of this Chair will be a tenure line faculty member in the Religious Studies program specializing in Religion and Human Rights. This position will provide UNO with a permanent faculty position devoted solely to research and teaching on human rights issues. A portion of the proposed center's endowment is designated to facilitate faculty and student research related to human rights, and community-engaged research will be especially encouraged. Aside from expanding resources to facilitate human rights research, the proposed Center for Human Rights will foster interdisciplinary collaboration essential to human rights research.

In addition, there has been a great student demand for courses about human rights issues. UNO faculty are already teaching graduate and undergraduate courses with human rights components in the following areas: Black Studies, Political Science, Religious Studies, Sociology, Anthropology, Philosophy, History, and International Studies. Since Fall 2012, courses related to human rights had cumulative enrolled course seat count of 11,350.<sup>3</sup> This clearly illustrates the high student demand for human rights curriculum. The proposed center will provide the interdisciplinary collaboration and resources needed to sustain and expand UNO's human rights curriculum. Further, the visibility of the proposed center will allow UNO to recruit students and faculty members with a specific interest in the study of human rights.

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<sup>2</sup> See sections 5 and 6, as well as the letters of support.

<sup>3</sup> Data referenced is transactional and was provided by the UNO Office of Institutional Effectiveness.

Establishing the proposed organizational unit demonstrates UNO's commitment to the interdisciplinary nature of human rights. As mentioned, the decentralized activity on human rights-related issues illustrates a historic institution-wide interest in the study of human rights. The unified approach associated with the creation of the proposed Center for Human Rights will allow UNO to capitalize and expand upon existing faculty strengths, community partnerships, research, curriculum, and programming initiatives.

### **3. Adequacy of Resources**

#### **Faculty and Staff**

An interdisciplinary faculty committee has been drawn from several different colleges on the UNO campus. A Community Chair in Human Rights will be hired to support the Leonard and Shirley Goldstein Center for Human Rights (GCHR) initiatives. No additional faculty will be needed to implement this proposal. A part-time staff assistant will be hired to manage the operations of the proposed center.

As the outreach and programming efforts of the center grow, additional faculty and staff may be recruited on an as needed basis.

#### **Physical Facilities**

The proposed Center for Human Rights will be housed in the UNO Community Engagement Center, pending approval. Considering the strong emphasis on community engagement in the proposed GCHR objectives, approval is expected to occur. If approval is granted, there will be no costs associated with the location of the center.

#### **Instructional equipment and informational resources**

No additional equipment or resources are needed to create the proposed center.

#### **Budget Projections**

##### **Financial commitments:**

1. GCHR budget - \$2 million endowment - \$80,000 annual income (est.)
2. Staff assistant - 50% of cost to be shared with the College of Arts and Sciences - \$7500 (est.)

Therefore, existing financial commitments that produce over \$87,500 (est.) in annual income will support administrative and programming needs within and related to the GCHR. A proposed sample budget is outlined below:

##### **Administrative expenses**

- Executive Director (stipend) - \$7500 (and one course assigned time/semester)
- Executive Committee (stipends) - \$9000
- Staff assistant (P/T) - \$15,000 (salary and benefits)

### **Programming expenses**

- Curricular development - \$12,000
- Research support - \$12,000
- Community engagement - \$12,000
- Unallocated expenses - \$20,000

### Additional funding:

1. Community Chair in Human Rights - \$1 million endowment - \$40,000 annual income (est.)
2. Goldstein Lecture Fund - \$225,000 endowment - \$9,000 annual income (est.)

## **4. Organizational Structure and Administration**

The proposed organizational structure of the Leonard and Shirley Goldstein Center for Human Rights (GCHR) will be as follows:

### *Steering Committee of GCHR*

- Principal decision-making body within the Center, composed of three standing committees
- Normally meets at least once per semester to make major policy decisions and receive reports of Executive Director and Standing Committees
- Recommends to the Dean of Arts & Sciences both the Executive Director of the GCHR and the Director of the Minor of Human Rights Studies
- Selects the membership of the Standing Committees (out of its own membership)
  - **Curriculum** - Oversees curricular development within Human Rights including the Human Rights Studies Minor
  - **Research** - Promotes collaboration in research, including allocation of GCHR student and faculty research funds
  - **Community Engagement** - Organizes public outreach including service-learning, internships/externships, lectures, workshops, and conferences

### *Executive Committee of the GCHR*

- Composed of 7 members: Executive Director, Chairs of the three Standing Committees, Chairs of Religious Studies and Political Science, and one non-CAS faculty member
- Implements policy decisions of the Steering Committee
- Normally meets at least once per month

### *GCHR Community Council (Friends of the GCHR)*

- Composed of invited local, national, and international community members who function as an advisory body who assist with community outreach and fundraising

### *Goldstein Family Community Chair in Human Rights*

- The holder of the Chair will be an active member of both the GCHR Steering Committee and the Community Engagement Standing Committee. The first recipient will be a specialist in the field of Religion and Human Rights.
- Further collaboration between the Community Chair and the GCHR is to be determined.

## **5. Partnerships with Businesses and Community Organizations**

The proposed Goldstein Center for Human Rights will engage in collaborative partnerships with both business and community organizations. Faculty members affiliated with the proposed Center presently have connections to several local, regional, and global partners. These include Nebraska Appleseed, United Way of the Midlands, Lutheran Family Services, Siena Francis House, Refugee Empowerment Center, Educator's Institute for Human Rights, the Tri-Faith Initiative, Autism Action Partnership, the Anti-Defamation League, and others.

## **6. Collaborations with Higher Education Institutions and Agencies External to the University**

In the spirit of President Bounds' commitment to have "one University, four campuses," we commit to participating in an annual University system Human Rights event that brings together all campuses. We recognize that for such an event to be successful, each campus needs to have its own Human Rights leaders and initiatives, so that the overall goal is to leverage all of these strengths into some kind of coordinated effort on behalf of Human Rights. In addition, we will include *ex officio* representatives from other NU campuses in the committee organization of the GCHR. In order to facilitate inter-campus collaboration, faculty at UNO have initiated a dialogue with peers in the UNL Forsythe Family Program in Human Rights and Humanitarian Affairs.

Faculty on the forming committee for the Leonard and Shirley Goldstein Center for Human Rights (GCHR) have established contacts with not only colleagues within the University of Nebraska system but with other Human Rights programs throughout the nation. These include the University of Washington's Jackson Human Rights Center, the Pozen Family Center for Human Rights at the University of Chicago, the Human Rights Institute at the University of Connecticut, the Human Rights Project at Bard College, and the emergent Human Rights program at Purdue University.

## **7. Constituencies to be Served**

Creating the proposed Leonard and Shirley Goldstein Center for Human Rights (GCHR) benefits and serves multiple constituencies. First of all, the center will serve students. The visibility associated with the creation of the proposed center will provide prospective and current students interested in the study of human rights a centralized point to pursue their interest. In addition, the

proposed center will facilitate the creation of additional interdisciplinary curriculum and research opportunities for students.

Secondly, faculty will benefit greatly from the creation of the proposed center. As mentioned, faculty members are already actively engaged with human rights issues. The center will provide resources and the appropriate organizational structure to support the interdisciplinary nature of their work. Faculty will be able to take a more unified approach in collaborating with community partners, and create additional partnerships.

Further, the proposed center will engage and benefit the community. Through the center, human rights resources will become easily accessible to community members. In addition, community organizations will be able to reach out to a centralized unit to collaborate on human rights-related issues. The programming initiatives supported by the center will allow the community, partners, faculty, and students to collaborate, discuss and critically reflect on human rights issues.

## **8. Anticipated Outcomes, Significance, and Specific Measures of Success**

The proposed Leonard and Shirley Goldstein Center for Human Rights (GCHR) will unify current human rights activities, and provide resources to support and expand on research, curriculum, and programming initiatives. The number of interdisciplinary courses and service-learning courses with human rights components will increase.

Further, there will be an increase in student and faculty research publications and conference presentations. The quantity as well as the quality of the publication can be assessed. In addition, the proposed center will provide travel funds to support faculty and students to present their scholarship at conferences.

The proposed center will support numerous programming and outreach initiatives. Success can be assessed based on the number and quality of partnerships and programming, as well as the public participation. Another intended outcome is to organize an annual multi-campus event about human rights.

## **9. Centrality to Role and Mission of the Institution**

The proposed Leonard and Shirley Goldstein Center for Human Rights (GCHR) will advance the UNO mission and reinforce its three overarching strategic goals.

Aligned with goal 1, the proposed center will be student-centered. Specifically, sub-goal 1C states that “UNO students will be prepared as engaged citizens and community leaders actively participating in the local, national and global communities.” This goal will be realized by offering programs that “enhance student awareness of community and global issues” (objective 1), “foster critical thinking about social issues” (objective 2), and “develop community leaders with the skills to respond to local, national, and global issues” (objective 3).

A prominent goal of the proposed GCHR is to educate students about human rights through the minor in Human Rights Studies as well as through lectures, workshops, conferences and other programming. The concept of human rights has implications on an extensive number of issues, broadly ranging from poverty to migration, and from counter-terrorism to cultural rights – and with relevance to all societies. The proposed GCHR will provide students with the opportunity to learn and critically reflect on human rights issues, while building the necessary skills to address the pressing issues facing our local, national, and global communities today.

In addition, parallel to strategic goal 2, the proposed GCHR aims to be recognized for its academic excellence. The interdisciplinary nature of the proposed center will provide increased opportunities for collaborative faculty and student research. The proposed GCHR will support the costs of travel and research related to human rights, thus achieving strategic objective 1 of goal 2C to “encourage faculty research (...) and the inclusion of students in such scholarly activities, through increased funding...” Furthermore, the proposed center will organize workshops and conferences, allowing for scholarship to be presented and publically recognized. The increase in the public profile of human rights scholarship conducted by UNO faculty and students aligns with objectives 3 and 4 of goal 2C.

Another facet of academic excellence will lie with the service-learning opportunities offered through the proposed center. Service learning will be an integral part of the human rights studies minor courses, thus allowing students to implement academics into real-world situations.

The inclusion of service learning by the proposed center, and in collaboration with its community partners, also illustrates the extent to which the proposed center is aligned with UNO’s third strategic goal of being engaged with the community.

Community engagement and outreach are essential components of the proposed GCHR, as is demonstrated by the existence of a Community Chair in Human Rights. The proposed GCHR intends to encourage faculty and student collaboration with community partners through service-learning courses, internships, and engaged scholarship. Further, parallel to the definition of community engagement, “mutual beneficial exchange of knowledge” will be accomplished through the programming supported by the proposed center where faculty, students, community partners and community members will be able to come together to foster debates and share research findings on human rights-related issues. The unified approach deriving from the creation of the proposed center will also facilitate in the development of additional partnerships.

The creation of the proposed Center for Human Rights will be of great benefit to students, faculty, partners, and the community at large – and will put UNO a significant step closer to positioning itself as a leader in the study and practice of human rights.

## **10. Consistency with the University of Nebraska Strategic Framework**

The proposed Leonard and Shirley Goldstein Center for Human Rights (GCHR) aligns with the University of Nebraska Strategic Framework.

Nebraska University Strategic Goal 3F states that the University of Nebraska will “develop and strengthen internship and service learning opportunities” with external partners. The proposed GCHR values the role of service learning and internships as a way of connecting students to community partners while extending students’ education beyond the classroom.

In accordance with Strategic Goal 4, the proposed center will “pursue excellence (...) in research and scholarly activity, as well as their application...” As mentioned throughout this proposal, research and specifically community-engaged scholarship, is one of the main intended outcomes of creating the proposed center. Further, the proposed center specifically achieves goal 4C as it will “encourage and support interdisciplinary, intercampus, inter-institutional, and international collaboration.” Collaboration is an overarching principle guiding the proposed center. As a discourse, the study of human rights is interdisciplinary. This is reflected in the center’s Steering Committee which is comprised of faculty members from a variety of disciplines. In addition, collaboration with the University of Nebraska Medical Center on human rights-related issues has started. The Steering Committee also has reached out to community organizations as well as representatives of external higher education institutions to develop partnerships. UNO, as an institution, and the proposed Center for Human Rights strongly value collaboration and welcome additional partnerships.

The collaboration facilitated by the proposed center will serve the community, faculty, and students in ways that specifically align with the NU Strategic Framework. Aligned with NU Strategic Goal 4B, undergraduate and graduate students will be given the opportunity to participate in engaged-scholarship. This scholarship will be used in the collaboration with local, regional, national, and global policymakers to raise awareness and understanding of human rights issues. This will be an important step towards the application of human rights-related research. Any policy initiatives that may derive from this collaboration will be aligned with goal 5.

## **11. Potential for the Center or Institute to Contribute to Society and Economic Development**

Human rights issues are very broad and impact all societies. The creation of the proposed Leonard and Shirley Goldstein Center for Human Rights (GCHR) will support additional programming opportunities during which students, faculty, community organizations and members can come together to discuss human rights. One of the main goals of the proposed center is to educate and promote human rights which will benefit society, and facilitate in the development of responsible citizens. The engaged scholarship conducted by faculty and students, and facilitated by the proposed center, will contribute to policy formation.

## **12. Consistency with the Comprehensive Statewide Plan for Postsecondary Education**

The proposed Leonard and Shirley Goldstein Center for Human Rights (GCHR) is consistent with the Comprehensive Statewide Plan for Postsecondary Education in a variety of ways:

First of all, one of the main intended outcomes of this center is to provide faculty, students, and community members with a space to collaborate and critically reflect on human rights issues. The center will be the appropriate organizational structure for expand upon curriculum and programming efforts. One of the main intended outcomes is to educate students with “the skills and knowledge needed to succeed as (...) responsible citizens.”

In addition, students will be exposed to collaborative partnerships, and will be encouraged to participate in engaged-research and communicate complex ideas through the programming initiatives of the center. This will “produce graduates with the skills to think critically, communicate effectively, and work collaboratively as members of problem-solving teams in the workplace.”

Finally, the statewide plan states that “[h]igher education institutions will work as partners with one another and with other entities whenever appropriate to share resources and deliver programs cooperatively to enhance learning opportunities for Nebraska residents.” This will be accomplished through the resources and programming initiatives supported by the proposed center. Faculty, students, and community partners will collaborate in creating resources which will be accessible to all community members.



April 20, 2017

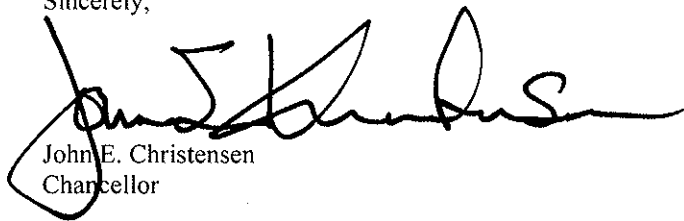
Hank Bounds, President  
University of Nebraska  
3835 Holdrege Street  
Lincoln, NE 68583

Dear President Bounds,

The University of Nebraska at Omaha is requesting the creation of the Leonard and Shirley Goldstein Center for Human Rights. UNO has received a generous endowment that will be able to finance and sustain the proposed Center for Human Rights. The proposed center will build on existing strengths across multiple departments and colleges.

This proposal has the support of the Faculty Senate, the Educational Policy Advisory Committee, the Office of Academic and Student Affairs' Leadership Forum, and the Chancellor's Cabinet. I fully support this proposal, and I am requesting your approval as well.

Sincerely,



John E. Christensen  
Chancellor

cc: Susan Fritz, Executive Vice President and Provost  
B.J. Reed, Senior Vice Chancellor, Academic and Student Affairs  
Deborah Smith-Howell, Associate Vice Chancellor of Academic Affairs and Dean of Graduate Studies  
David Boocker, Dean of the College of Arts and Sciences

March 13, 2017

Dean David Boocker  
College of Arts and Sciences  
University of Nebraska at Omaha.  
6001 Dodge Street, ASH 280  
Omaha, NE 68182-0013

Dear Dean Boocker,

I am writing to share my enthusiasm for your faculty's proposal to create the Leonard and Shirley Goldstein Center for Human Rights, with a focus on Religion and Human Rights. This strikes me as an idea that could not be more timely in today's world, and one uniquely well-suited to the strengths of your emergent program at UNO. On the basis of my experience as the founding director of the University of Washington's Center for Human Rights, and the impressions I gathered during my 2015 visit to Omaha and in subsequent conversations with your faculty, I think you are likely to encounter great success. With the talents of the UNO faculty, the support of the Goldstein family, and your well-chosen focus on religion within the human rights field, I think UNO stands very well positioned to take on a leading role among U.S. institutions engaging global human rights themes.

At the University of Washington, we were very fortunate to benefit from the 2008 endowment of a chair in human rights by the Henry M. Jackson Foundation; since that time, it has been my honor to occupy this chair, named for Senator Jackson's widow Helen. Prior to this, there had been great interest in human rights among students and faculty alike, yet our efforts had no institutional home. In 2009, thanks to advocacy by our faculty and particularly to the leadership of Sen. Jackson's son, Peter Jackson, the Washington State Legislature passed a bill mandating that the University of Washington establish an interdisciplinary Center of Human Rights. Unfortunately, the Legislature did not provide funds towards this end, and in the midst of an economic downturn the University was unable to offer us significant financial backing; as founding director, I set out to find private sources of support for the newly-created Center. Eight years later, our Center now houses 6 separate endowments, all of which have been made possible through the generosity of our private donors. We have received grants for specific projects from foundations large and small, in amounts that range from multi-year, six-figure grants to one-time infusions of a few thousand dollars. And we continue to find that our students, faculty, and broader community are eager for more and deeper opportunities to engage with human rights. So while we were initially created as an "unfunded mandate," we have accomplished quite a bit of institution-building, none of which would have been possible without first having created the Center. I suspect you and others at UNO will encounter similar, or greater, success.

In particular, of course, you are fortunate to be able to count on the extraordinary generosity of the Goldstein family as you undertake these efforts. I was honored to meet Shirley Goldstein and other members of the Goldstein family in 2015 when I visited to deliver the annual Goldstein lecture, and to learn more about their longstanding partnership with your department of religious studies to bring human rights speakers to Omaha. It was particularly poignant to learn about Shirley and Leonard Goldstein's work with Senator Henry M. Jackson on human rights issues in the former Soviet Union, and to see how those values continue to guide their commitment to supporting your institution today. I have been equally inspired by the thoughtful leadership of your faculty in designing an institution that would capture some of the energies around human rights issues, yet lend the work a focus particularly well-suited to existing strengths at your university, and the Goldstein family's historic commitment to religious freedom.

Of course, you don't need me to tell you that your proposed Center's focus on Religion and Human Rights is extraordinarily timely. Religious minority communities in many countries -- including, sadly, our own -- confront an apparently rising tide of hatred and intolerance, which sometimes expresses itself in brutal violence. Religious fundamentalism poses deep challenges for policymakers, complicating pluralistic societies' efforts to balance fundamental freedoms with national security. These challenges are likely to remain with us for a very long time; having a university center that spans research, teaching, and community engagement focus its energies around such themes strikes me as particularly wise. While a growing number of American universities boast Centers for Human Rights, your proposed focus on Religion and Human Rights builds on the institutional home in which it is nestled, and will lend Nebraska's contributions a distinctive voice and impact in broader national (and international) conversations.

I am excited for you, for your faculty and students, and also for the Goldstein family and other community supporters as you embark on this ambitious endeavor. And I'm grateful for your leadership in taking this on. If we are to surmount the vexing challenges that confront us -- as a nation, and as a community of nations -- we will need more engagement from scholars, practitioners, and supporters of human rights, and more institutions like yours ready to host and further those conversations. I wish you all the very best of luck as you continue this work, and hope you will not hesitate to call on me if I can be of support in any way.

Sincerely,



Angelina Snodgrass Godoy  
Helen H. Jackson Chair in Human Rights



UNIVERSITY OF NEBRASKA AT OMAHA

BARBARA WEITZ COMMUNITY ENGAGEMENT CENTER

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February 15, 2017

Dean David Boocker, Ph.D.  
College of Arts and Sciences  
University of Nebraska at Omaha  
6001 Dodge Street, ASH 280  
Omaha, NE 68182-0013

Dear Dean Boocker,

As the Director of the Barbara Weitz Community Engagement Center (Weitz CEC), I would like to offer my enthusiastic support to the faculty-led proposal to establish the Leonard and Shirley Goldstein Center for Human Rights at the University of Nebraska at Omaha (UNO).

When the Weitz CEC first opened in 2014, the UNO Religious Studies faculty responsible for the Goldstein Lecture on Human Rights and other community engaged projects formed an organization called Spirituality, Public Health and Religious Studies (SPHRS). The faculty submitted an application for partner space for SPHRS in the Weitz CEC and when the building opened, SPHRS became a member of the new Weitz CEC family. I have worked with SPHRS faculty on the Goldstein Lecture for Human Rights, in addition to several other community engagement projects, for the past three years.

The same commitment to engagement that has made SPHRS so successful is inherent in this very broadbased center initiative. The faculty involved in this effort have insisted upon making community engagement a large and essential part of the proposal for the Center for Human Rights. There are over 25 faculty presently associated with the human rights initiative. Almost every one of them has worked closely with the Weitz CEC and partner organizations housed in the building. This very active group of faculty have organized events, community partnerships, and multiple service learning courses, and continue to be involved in this work. The emphasis on community engagement found in the Center for Human Rights proposal is authentic. It is gratifying to see the faculty's plans starting to come to fruition with the imminent hiring of the new Goldstein Family Community Chair.

I would like to offer two specific examples of the "community engagement" of faculty working on the Goldstein human rights initiative. First, the 2016 Goldstein Lecture on Human Rights given by Dr. Temple Grandin was more than a lecture. The Goldstein Lecture committee organized a full day of activities for Dr. Grandin, including speaking with Superintendents from school systems across the Omaha metropolitan area. In addition, ten community partners had an "Autism awareness" fair at the Weitz CEC the day of the lecture, engaging dozens of community partners, schools, parents and students. The Munroe-Meyer Institute at the University of Nebraska Medical Center and the Buffett Early Childhood Institute also helped plan affiliated events. The 2016 Lecture was a great success, because of the record attendance at

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February 21, 2017

Letter of support for the Leonard and Shirley Goldstein Center for Human Rights

the public talk by Grandin and the engaging ancillary programming. This year the faculty organizing the Goldstein Lecture have even bigger plans. In addition to bringing the humanitarian photographer Lisa Kristine on April 6, 2017 to speak, they are bringing Kristine's "Enslaved" exhibition to the Criss Library and the Weitz CEC for almost two months from March 23 to May 19. Twenty different community and university groups are sponsoring events related to the exhibition over this period, taking advantage of the lecture and exhibit to raise public awareness, dialogue, and action about modern day slavery and human trafficking. Events like these, led by the faculty at UNO Religious Studies, show us the depth of community interest and support for human rights issues.

Thanks to the hard work of many faculty from throughout the UNO campus, this proposal to establish a human rights center has substantial potential and momentum. It brings with it high expectations and excitement. It will bring the study of human rights to students at UNO and to our greater Omaha community and beyond. On behalf of the 37 current Weitz CEC partner and anchor organizations, we applaud the efforts of UNO faculty to establish the Leonard and Shirley Goldstein Center for Human Rights at the University of Nebraska at Omaha (UNO). Please let me know if there is anything the Weitz CEC staff or I can do to support this effort any further.

Sincerely,

A handwritten signature in cursive script that reads "Sara Woods".

Sara Woods

Executive Associate to the Senior Vice Chancellor and Director  
Barbara Weitz Community Engagement Center

June 1, 2017

Dean David Boocker  
College of Arts and Sciences  
University of Nebraska at Omaha

Dear Dean Boocker:

Thank you for talking with me on May 24 about the Leonard and Shirley Goldstein Center for Human Rights (GCHR). As we discussed, the GCHR at the University of Nebraska at Omaha will have a focus on religion and human rights and on community engagement. These are two important areas that are not areas of focus in the Forsythe Family Program on Human Rights and Humanitarian Affairs at the University of Nebraska-Lincoln. I understand that the GCHR, given its focus on religion and human rights and on community engagement, will have a different focus from the Forsythe Family Program on Human Rights and Humanitarian Affairs and therefore will offer distinctive programming that will not infringe on UNL's efforts concerning human rights.

The different foci of the Goldstein and Forsythe human rights programs could be a benefit for Nebraska. The human rights program at the University of Nebraska-Lincoln has been in existence since 1997 and has a strong national and international reputation for its research and teaching excellence. The focus on religion and community engagement of the human rights program at the University of Nebraska at Omaha adds an interesting and important dimension. If the two units collaborate, the combined efforts of UNL and UNO could offer a synergy that would benefit both programs, and bring greater visibility to the State of Nebraska.

Sincerely,



Elizabeth Theiss-Morse  
Associate Dean for Faculty

**TABLE 1: PROJECTED EXPENSES - NEW ORGANIZATIONAL UNIT  
Leonard and Shirley Goldstein Center for Human Rights at UNO**

	(FY 2018-19) Year 1	(FY 2019-20) Year 2	(FY 2020-21) Year 3	(FY 2021-22) Year 4	(FY 2022-23) Year 5	<b>Total</b>
<b>Personnel</b>						
Faculty						
Non-teaching staff:						
Professional <sup>1</sup>	\$16,500	\$16,500	\$16,500	\$16,500	\$16,500	\$82,500
Graduate assistants						
Non-teaching staff: Support <sup>2</sup>	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000
Subtotal	\$31,500	\$31,500	\$31,500	\$31,500	\$31,500	\$157,500
<b>Operating</b>						
General Operating <sup>3</sup>	\$56,000	\$56,000	\$56,000	\$56,000	\$56,000	\$280,000
Equipment						
New or renovated space						
Library/Information Resources						
Other						
Subtotal	\$56,000	\$56,000	\$56,000	\$56,000	\$56,000	\$280,000
<b>Total Expenses</b>	<b>\$87,500</b>	<b>\$87,500</b>	<b>\$87,500</b>	<b>\$87,500</b>	<b>\$87,500</b>	<b>\$437,500</b>

<sup>1</sup> This will provide stipends to the Executive Director of the proposed center, as well as three Executive Committee Chairs.

<sup>2</sup> This will support the part-time staff assistant.

<sup>3</sup> General operating expenses will include curricular development, research support, community engagement and outreach. In addition, unallocated expenses are counted in this expense.

**TABLE 2: REVENUE SOURCES FOR PROJECTED EXPENSES - NEW ORGANIZATIONAL UNIT  
Leonard and Shirley Goldstein Center for Human Rights at UNO**

	(FY 2018-19) Year 1	(FY 2019-20) Year 2	(FY 2020-21) Year 3	(FY 2021-22) Year 4	(FY 2022-23) Year 5	<b>Total</b>
Existing Funds <sup>1</sup>	\$7,500	\$7,500	\$7,500	\$7,500	\$7,500	\$37,500
Required New Public Funds						\$0
1. State Funds	\$0	\$0	\$0	\$0	\$0	\$0
2. Local Funds	\$0	\$0	\$0	\$0	\$0	\$0
Tuition and Fees	\$0	\$0	\$0	\$0	\$0	\$0
Other Funding <sup>2</sup>	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	\$400,000
1						\$0
2						\$0
3						\$0
<b>Total</b>	<b>\$87,500</b>	<b>\$87,500</b>	<b>\$87,500</b>	<b>\$87,500</b>	<b>\$87,500</b>	<b>\$437,500</b>

<sup>1</sup> The College of Arts and Sciences will share 50% of the costs of the part-time staff assistant.

<sup>2</sup> The \$2 million endowment will result in an annual income of around \$80,000.

## IX. UNIVERSITY ADMINISTRATIVE AGENDA

### B. BUSINESS AFFAIRS

#### University of Nebraska-Lincoln

1. Approve the selection of The Clark Enersen Partners to provide design consultant services for the Gymnastics Training Facility project at the University of Nebraska-Lincoln Addendum IX-B-1
2. Approve the selection of Sinclair Hille Architects to provide design consultant services for the Mabel Lee Hall renovation/replacement project, at the University of Nebraska-Lincoln Addendum IX-B-2
3. Approve the Program Statement for and naming of the Johnny Carson Center for Emerging Media Arts at the University of Nebraska-Lincoln Addendum IX-B-3
4. Approve the Program Statement for Nebraska East Union Renovation at the University of Nebraska-Lincoln Addendum IX-B-4
5. Approve the attached Resolution (1) adopting a Supplemental Resolution authorizing the issuance of not to exceed \$15,500,000 aggregate principal amount of Revenue Bonds (University of Nebraska-Lincoln East Union Project), (2) authorizing the execution and delivery of a Supplemental Master Indenture and the related Master Note, (3) authorizing the negotiated sale of such Revenue Bonds, approving the Bond Purchase Agreement, a Continuing Disclosure Undertaking, the Preliminary Official Statement and related documents, and authorizing the Senior Vice President | CFO to determine interest rates (not to exceed a true interest cost of 5%), principal amounts, principal maturities, redemption provisions and other pricing terms of such Revenue Bonds, and (4) approving the preparation and use of a Final Official Statement. Addendum IX-B-5
6. Approve an Agreement with EduCo USA, Inc. for International Student Recruitment Addendum IX-B-6
7. Approve the attached Resolution to authorize expenditure of up to \$7,727,500 for capital improvements for the Campus Recreation, Nebraska Unions and University Housing facilities from the Replacement Fund of the Student Fees and Facilities Revenue Bonds at the University of Nebraska-Lincoln Addendum IX-B-7
8. Approve the Resolution to authorize the expenditure of up to \$360,000 from the Replacement Fund of the UNL Parking Revenue Bonds to improve certain property and equipment Addendum IX-B-8
9. Approve the waiver of the requirements of *Board of Regents Policy* RP-6.2.7 on the naming of facilities and name the athletic medicine center in the Tom and Nancy Osborne Complex in North Memorial Stadium at the University of Nebraska-Lincoln the “Dr. Pat Clare Athletic Medicine Center” Addendum IX-B-9



University of Nebraska Medical Center

10. Approve the selection of HDR to provide design consultant services for the Wittson Hall renovation at the University of Nebraska Medical Center Addendum IX-B-10
11. Approve purchase of Palo Alto firewall system, related hardware and software Addendum IX-B-11

University of Nebraska at Omaha

12. Approve the Project and Budget for the Arts and Sciences Hall Renovation at the University of Nebraska at Omaha Addendum IX-B-12

TO: The Board of Regents Addendum IX-B-1

Business Affairs

MEETING DATE: October 5, 2017

SUBJECT: Architectural Design Consultant selection for the Gymnastics Training Facility at the University of Nebraska-Lincoln

RECOMMENDED ACTION: Approve the selection of The Clark Enersen Partners to provide design consultant services for the Gymnastics Training Facility project at the University of Nebraska-Lincoln.

PREVIOUS ACTION: June 1, 2017 – The Board approved the program statement for the Gymnastics Training Facility at the University of Nebraska-Lincoln.

EXPLANATION: A selection committee consisting of the Assistant Vice President and Director of Facilities Planning and Management, two internal representatives from the UNL campus, as well as two external members from Lincoln Public Schools and Metro-Omaha YMCA, retired, recommended The Clark Enersen Partners to provide architectural design consultation services for the Gymnastics Training Facility. The firm was selected from four firms submitting proposals on the project. A contract will be negotiated within the amount included in the overall approved project budget for design services of \$1,023,000.

The selection was discussed with the Business Affairs Committee and is recommended for approval.

Proposed start of construction August 2018  
Proposed completion of construction December 2019

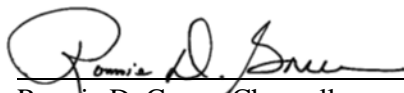
PROJECT COSTS: \$14,076,000

SOURCE OF FUNDS: Private Donations and Auxiliary and Services Funds (Athletic Revenues)

SPONSORS: Christine Jackson  
Vice Chancellor for Business and Finance

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

RECOMMENDED:

  
\_\_\_\_\_  
Ronnie D. Green, Chancellor  
University of Nebraska-Lincoln

DATE: September 15, 2017

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

Business Affairs

MEETING DATE: October 5, 2017

SUBJECT: Architectural Design Consultant selection for the Mabel Lee Hall renovation/replacement project at the University of Nebraska-Lincoln

RECOMMENDED ACTION: Approve the selection of Sinclair Hille Architects to provide design consultant services for the Mabel Lee Hall renovation/replacement project, at the University of Nebraska-Lincoln.

PREVIOUS ACTION: June 1, 2017 – The Board approved the program statement for the Mabel Lee Hall renovation/replacement.

EXPLANATION: A selection committee consisting of the Assistant Vice President and Director of Facilities Planning and Management, three internal representatives from the UNL campus, as well as three external members from Bellevue University, Southeast Community College and the City of Omaha recommended Sinclair Hille Architects to provide architectural design consultation services for the Mabel Lee Hall project, which will entail either renovation or replacement. The firm was selected from eleven firms submitting proposals on the project. A contract will be negotiated within the amount included in the overall approved project budget for design services of \$2,630,000.

The selection was discussed with the Business Affairs Committee and is recommended for approval.

Proposed start of construction October 2019  
Proposed completion of construction May 2021

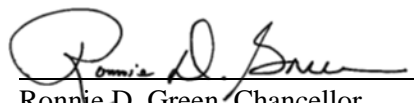
PROJECT COSTS: \$40,000,000

SOURCE OF FUNDS: LB 957 Bond Proceeds

SPONSORS: Christine Jackson  
Vice Chancellor for Business and Finance

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

RECOMMENDED:

  
\_\_\_\_\_  
Ronnie D. Green, Chancellor  
University of Nebraska-Lincoln

DATE: September 15, 2017

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

MEETING DATE: October 5, 2017

SUBJECT: Program Statement for and naming of the Johnny Carson Center for Emerging Media Arts at the University of Nebraska-Lincoln

RECOMMENDED ACTION: Approve the Program Statement for and naming of the Johnny Carson Center for Emerging Media Arts at the University of Nebraska-Lincoln

PREVIOUS ACTION: December 3, 2015 – The Board of Regents accepted a gift from the Johnny Carson Foundation to support the Johnny Carson Center for Emerging Media Arts.

EXPLANATION: In November 2015, the University announced that the Johnny Carson Foundation, the charitable arm of the late entertainment icon and University of Nebraska alumnus Johnny Carson, would donate \$20 million to help create a new academic program and facility. The new program will focus on interdisciplinary learning, creativity and research in emerging media and will be called the Johnny Carson Center for Emerging Media Arts. The program will be attached to the University's Johnny Carson School of Theatre and Film within the Hixson-Lied College of Fine and Performing Arts. The first student cohort will begin in fall 2019.

The program will be housed in the former Nebraska Bookstore building at 1300 Q St. The proposed renovation will include a minimum of 35,404 square feet on portions of all three floors. The unrenovated space will be reserved for other programs. The existing three-story atrium will be converted to a two-story atrium linking the first and second floors with a new communicating stair. The exterior finishes of the building will also be upgraded with additional window openings.

By naming the Johnny Carson Center for Emerging Media Arts, the Board of Regents expresses on behalf of the University of Nebraska-Lincoln its deepest gratitude and appreciation to the Johnny Carson Foundation for their generosity.

The program statement and naming have been reviewed and recommended for approval by the Business Affairs Committee.

Proposed start of construction	July 2018
Proposed completion of construction	July 2019

PROJECT COST: Project Budget \$9,000,000

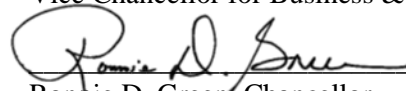
ON-GOING FISCAL IMPACT: Estimated Operating and Maintenance \$262,950

SOURCE OF FUNDS: Trust Funds (Private Donations)

SPONSOR:

Christine A. Jackson  
Vice Chancellor for Business & Finance

RECOMMENDED:



Ronnie D. Green, Chancellor  
University of Nebraska-Lincoln

DATE:

September 15, 2017

## **Program Statement**

Project Name: Johnny Carson Center for Emerging Media Arts  
Campus: University of Nebraska-Lincoln, City Campus  
Date: October 5<sup>th</sup>, 2017  
Prepared by: UNL Facilities Planning & Construction  
HDR Architecture, Inc.  
Campus Project No: 11624  
Phone: (402) 472-3131

### **1. Introduction**

#### **A. Background and history**

In November 2015, the University announced that the Johnny Carson Foundation, the charitable arm of the late entertainment icon and University of Nebraska alumnus Johnny Carson, would donate a \$20 million gift to help create a new academic program and facility. The new program will focus on interdisciplinary learning, creativity and research in emerging media and will be called the Johnny Carson Center for Emerging Media Arts. The program will be attached to the University's Johnny Carson School of Theatre and Film within the Hixson-Lied College of Fine and Performing Arts.

The Johnny Carson Center will be an internationally distinct program in film and emerging media that explores the boundaries of where cinematic narrative and storytelling intersects with science, the humanities, computer science, engineering, music, fine arts and other disciplines. It will create new opportunities for students to expand their knowledge of today's emerging media art forms that are positioned at the intersection of film, design, computational technologies and commerce. Graduates who complete coursework in the program will be prepared with media arts skills that can be used in various professions, including filmmaking, game design, television production, theater, advertising, social media, business, architecture, science, education and agriculture, among others.

At the Johnny Carson Center for Emerging Media Arts, students will learn how to tell a story in any media existing now or in the future using virtual production for film, video, live performance, the internet and other mediated environments. They will know how to recognize the potential that emerging media offer across an array of professional fields and be able to discern new technologies as they develop. Finally, they will become familiar with interdisciplinary skills in a variety of virtual production, art and design, and computational processes, as well as entrepreneurship and business.

Some of the most exciting developments in film and emerging media today reside at their boundaries, where cinematic narrative and storytelling intersects with science, the humanities, computer science, engineering, music, fine arts and other disciplines. Exploring these intersections is the mission of the Johnny Carson Center for Emerging Media Arts.

The Johnny Carson Center for Emerging Media Arts will open in Fall 2019 at 1300 Q Street. In June 2015, the University purchased the former Bookstore at that location from the Nebraska Book Company. The building was built in 1985 as a three-story building with a basement (sub ground level) floor and two floor levels above ground.

#### **B. Project description**

The proposed project will renovate part of the bookstore encompassing portions of all three floors. The remainder of the building will be reserved for other programs. The existing three-story atrium will be converted to a two-story atrium connecting the first and second floors with a new communicating stair. Additional stairwells will be provided. The existing canopy and skylight will be replaced. Exterior finishes of the building will also be upgraded with additional window openings.

Non-programmatic renovations include abatement of all hazardous materials, replacement of the building's plumbing, electrical, and telecommunications systems, HVAC air handlers and distribution ductwork. In addition, code-related modifications will be made to rectify life-safety and accessibility deficiencies.

### C. Purpose and objectives

The primary purpose of the project is to construct a high quality academic building, suitable for state of the art learning to support the mission of the Johnny Carson Center for Emerging Media Arts. The physical environment for this program will nurture and promote creativity throughout all the program spaces. The nature of the transdisciplinary curriculum for the program will require spaces that are adaptable to perform many diverse functions required to support learning objectives.

## 2. Justification of the Project

### A. Data that supports the funding request

The Hixson-Lied College of Fine and Performing Arts leadership identified in their strategic planning for growth, that existing programs within the Johnny Carson School of Theatre and Film could be improved and expanded with a new program and curriculum. This would create new opportunities for students to expand their knowledge of today's emerging media art forms that are positioned at the intersection of film, design, computational technologies and commerce. This planning vision led to the idea for the Johnny Carson Center for Emerging Media Arts.

### B. Alternatives considered

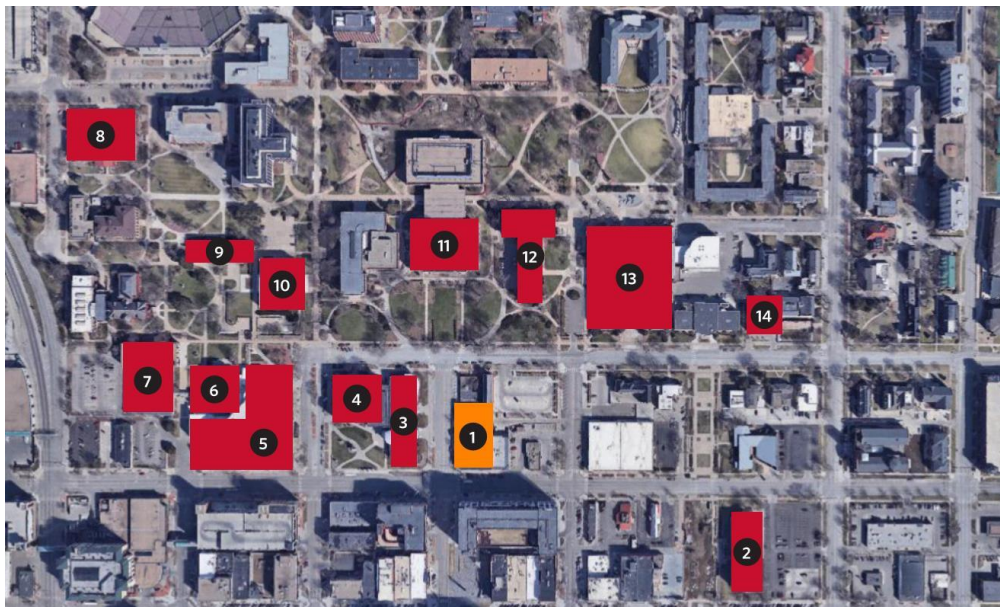
Several existing locations were considered for the facility, including the soon-to-be vacated College of Business Administration building, as well as other sites for new construction. Upon careful evaluation, the existing building at 1300 Q Street was identified to be the most suitable location of the current options for the Carson Center.

## 3. Location and site considerations

### A. County: Lancaster

### B. Town or campus: University of Nebraska-Lincoln, City Campus

### C. Proposed site



- |                            |                   |                            |                       |
|----------------------------|-------------------|----------------------------|-----------------------|
| 1 JCEMA (project location) | 5 Lied Center     | 9 Woods Arts               | 13 Nebraska Union     |
| 2 Anderson Hall            | 6 Kimball Recital | 10 Sheldon Museum of Art   | 14 Wick Alumni Center |
| 3 Ross Media               | 7 Westbrook Music | 11 Love Library            |                       |
| 4 Temple                   | 8 Richards Hall   | 12 Canfield Administration |                       |

**D. Statewide building inventory:**

51XZZ0025202B

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

**1) Relationship to neighbors and environment**

The Johnny Carson Center for Emerging Media Arts will be located at the northeast corner of the intersection where 13th Street and Q Street meet in Lincoln.

The building is adjacent to St. Marks Campus Episcopal Church on the north property line. The main entrance to the building is off 13<sup>th</sup> Street facing west toward the UNL Van Brunt Visitors Center and the Mary Riepma Ross Media Arts Center on the west side of 13<sup>th</sup> Street. The renovation work is limited to the current footprint of the existing Nebraska Book Company building.

**2) Utilities**

Utilities serving the facility include:

- Domestic and fire protection water service entering on the west side of the building from 13th Street.
- Sanitary sewer exiting the west side of the building to 13th Street.
- Electric service in northeast corner; sufficient for the building usage.
- Gas service from the north side of the building, located approximately 30 feet from the west wall.
- Heating and chilled water systems in the basement.
  - Campus chilled water line is located to the north of the building along R Street and cost-benefit feasibility analysis of using this service will be further explored during the design phase. If this develops into a viable option, the existing chiller in the building will be removed and connection to the chilled water line will be established.
  - Campus steam piping is not in the vicinity so will not be used.

**3) Parking & circulation**

There are parking stalls on the adjacent City streets that are owned and operated by the City of Lincoln and will likely remain in use. Vehicular circulation on 13th street has two-way traffic and Q Street is a one-way street with westbound traffic only. The existing sidewalks are adequate for pedestrian traffic along both streets.

**4. Comprehensive Plan Compliance**

**A. Compliance with the University of Nebraska Strategic Framework, Campus Roles and Mission and Campus Strategic Plan.**

This project complies with many of the objectives of the University Strategic Planning Framework 2014- 2016, including:

*1.b.i. "Increase enrollment, consistent with quality imperatives, to serve Nebraska's goals for increased educational attainment."*

*2.a. "Recruit and retain exceptional faculty and staff, with special emphasis on building and sustaining diversity."*

*3.b. "To attract talent to the state, increase the number of non-resident students who enroll in the University."*



3.d. *“To adequately prepare students for the global economy, significantly increase opportunities for international study and engagement”*

4.a. *“Increase external support for research and scholarly activity.”*

4.a.i. *“Increase federal support for instruction, research and development, and public service.”*

4.b. *“Increase undergraduate and graduate student participation in research and its application.”*

4.d. *“Improve the quantity and quality of research space through public and private support.”*

4.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.”*

5.d. *“Support entrepreneurship education, training and outreach.”*

5.e. *“Collaborate with the public and private sectors to build successful regional, multistate, international linkages.”*

6.d. *“Maximize and leverage non-state support.”*

6.d.i. *“Promote entrepreneurship and revenue-generating opportunities.”*

6.d.ii. *“Collaborate with the University of Nebraska Foundation to secure private support.”*

**B. Consistency with the agency comprehensive capital facilities plan (year of plan and updates or revisions)**

The Johnny Carson Center for Emerging Media Arts project complies with the 2013 Plan Big: UNL Campus Master Plan specifically in relation to the following programmatic connections and principles:

- On City Campus, Q Street forms the southern edge of the university known as the “zipper zone”, an east-to-west transition corridor that knits the campus into the downtown edge of Lincoln. This project will enliven, activate and create a more human-scaled, well-developed campus periphery along Q Street in between the north-south 12th Street arts and cultural corridor and the 14th Street student life spine, two of the four primary connectors for the City Campus.
- Historically, 13<sup>th</sup> Street is the north-south “urban canyon” for the City of Lincoln which terminates on the south side of the campus at R Street in front of the Love Library. This project’s corner location on 13<sup>th</sup> Street respects and reinvigorates that legacy further strengthening the “zipper zone” and the city-campus connections vital to Plan Big.
- Plan Big seeks to enhance existing spaces to foster better cross-disciplinary collaboration. This supports UNL’s celebration of innovation and excellence across campus learning environments by making learning more visible and engaged with the campus and landscape design.

**C. Consistency with the current version of the CCPE Project Review Criteria/Statewide 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.”*

This project has a significant focus on being flexible and adaptable so those are primary goals for this facility.

## 5. Analysis of existing facilities

### A. Function and purpose of existing programs as they relate to the proposed project

The renovated building will provide the required facilities, spaces, and building components for teaching, active learning, research, and other critical components to satisfy the curriculum for the Johnny Carson Center for Emerging Media Arts. This will add to and expand the total academic programs offered by the Hixson-Lied College of Fine and Performing Arts.

The project planning has also explored the ecosystem of spaces available in Lincoln. Other existing spaces on campus will be used and not be re-created in this facility. However, considering that existing spaces at Mary Riepma Ross Media Arts Center are an integral part of emerging media arts, minor improvements might be pursued and will be further explored during design.

### B. Square footage of existing areas:

Total Building Gross square feet	57,303 GSF
Total Building Net square feet	53,015 NSF

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

The building was acquired; there was no previous utilization of existing space. The program is also new and does not have any specific existing space.

### D. Physical deficiencies

#### **Structural/Exterior:**

The existing exterior walls were found to be in good condition. The main deficiency is the existing barrel vault clerestory windows on the east, which were found to be in sub-standard condition and need modification to prevent water intrusion into the structure. The roof is estimated to be 15 years old and requires minor repairs and possibly a membrane coat to extend the life.

#### **Interiors:**

The existing interiors are primarily open spaces on all three floors. The exposed floor joists and beams are all sound and will be used in their present condition. The existing restrooms located in the basement do not comply with code and ADA requirements. They will be removed and replaced.

#### **Mechanical/Plumbing:**

The existing air-handling distribution ducts are obsolete, in poor condition, and do not meet the UNL design guidelines so will be replaced. Plumbing systems will also be replaced as they are deteriorating and leak. All pneumatic controls will be replaced with electronic controls.

#### **Electrical:**

The existing electrical service is in good working order and will not need to be upgraded to a higher service load.

#### **Fire Code:**

The primary deficiencies are the existing interior exit/egress stairwells linking all three floors. They both require substantial upgrades to meet current code standards and are not located in the optimum locations for satisfying egress. The existing fire protection system was found to be in good working order and can be used in the renovation without substantial modifications. The fire alarm system is insufficient and will be replaced.

**E. Programmatic deficiencies**

The existing building is composed primarily of three open-plan floors with minimal existing partitions and full-height walls. The total demolition effort to prepare each existing building floor to accommodate the proposed program spaces will be minimal. The primary deficiency of the existing building is the floor to ceiling height which will not be changed for the project.

**F. Replacement cost of existing building**

Per the 2016 Facility Management Information report (FMIR), the replacement cost of the existing Nebraska Book Company bookstore building is \$3,781,060 (approximately \$78/GSF).

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

**A. Functions and purpose of the proposed program**

**1) Activity identification and analysis**

The renovated building will support the programmatic requirements of the ground-breaking curriculum for the Johnny Carson Center for Emerging Media Arts program by providing a creative, highly adaptable physical environment.

**2) Projected occupancy/use levels**

- **Personnel projections**

The facility is expected to house 20 FTE faculty and six support staff.

- **Describe/justify projected enrollments/occupancy**

Per the information provided by UNL Admissions office, an average of 200 students per year express interest in studying film and emerging media: filmmaking, game design, animation and lately, virtual and augmented reality for fully immersive or mobile environments. Therefore, projected enrollment is expected to be at least 200 majors, with many more non-majors taking classes for general interest or as part of their general education requirements. This is in alignment with enrollments at peer institutions.

**B. Space requirements**

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

This unique new program is still being developed by the Director, college and faculty. The exact spaces needed to best support the curriculum and pedagogy will continue to be determined during design in conjunction with the program and class development. The identified spaces to date are shown in the table below and are a full program based on the budget. These were developed with input from many experts in emerging media.

<b>Space Description</b>	<b>Space Use Code</b>	<b>Total Renovated NSF</b>
Classroom, Seminar, Lecture Hall	110	2,700
Classroom Service	115	2,300
Class Laboratory	210	2,900
Office	310	2,200
Office Service	315	200
Conference Room	350	450
Study Service	455	5,000
Exhibition	620	3,000
Food-Facilities Service	635	600
Shop	720	1,140
Storage	730	740
Toilet/Bath	919	1,740
Custodial Area	XXX	600
Mechanical Area	YYY	2,818
Circulation	WWW	1,935
<b>Net Assignable Square Feet</b>		<b>28,323</b>
<b>Preliminary Net Square Feet</b>		<b>32,000</b>
<b>Gross Square Feet</b>		<b>35,404</b>
<b>Efficiency</b>		<b>90%</b>

- 2) **Basis for square footage/planning parameters**  
University of Nebraska-Lincoln, FPC Design Guidelines, January 2017 Edition and Project Program Statement Workbook, May 2017.
- 3) **Square footage difference between existing and proposed areas (net and gross)**

	<b>Existing Building</b>	<b>Proposed Project</b>	<b>Difference</b>
<b>Net Square Feet</b>	53,015	32,000	21,015
<b>Gross Square Feet</b>	57,303	35,404	21,899

### **C. Impact of the project on existing space**

#### **1) Reutilization and function(s)**

Approximately 35,404 gross square feet will be renovated to meet the space requirements listed in Section 6.B.1 for the Project. The existing freight elevator is functional and will be re-used with minor upgrades/repairs. The current chiller can be re-used for the project. However, as mentioned in E.3.2, further investigation for potential use of existing campus chilled water utilities will occur in the design phase. Based on further investigation during design phase, the existing boiler may be re-used.

#### **2) Demolition**

The following existing building components will be removed: two interior stairwells, the exterior loading dock (to be relocated), the communicating stairwell in the atrium, the storefront glazing system on the first floor, the exterior barrel vault over the atrium, and selected wall areas on the second floor south and west elevations for new windows.

#### **3) Renovation**

The design phase will further explore the following building inclusions/modifications:

- The exterior finishes will be updated, new windows on the second floor shall be increased in quantity to be coordinated with the interior spaces and a new glazing system on the first floor will be installed.
- The existing barrel vault over the entry will be removed and a new rectangular light monitor will be installed in its place with vertical windows.
- The existing entry canopy will be replaced with a new design that is more dynamic to represent the cutting-edge curriculum of the program.
- A total of 513 NSF will be added to the first floor as the existing opening containing the three-floor communicating stair will be filled in.
- A new communicating/learning-stair will be installed connecting the first and second floor in the atrium off the main entry.

## **7. EQUIPMENT REQUIREMENTS**

### **A. List of available equipment for reuse**

There is no existing equipment for the program to be used in the building.

### **B. Additional Equipment**

#### **1) Fixed equipment**

Fixed equipment will include white boards, base and wall cabinets, shelving, shop ventilation system, shop dust collection system.

#### **2) Movable equipment**

Moveable equipment for office, classroom, and student support spaces will include moveable pin-up/whiteboard walls, lounge, conference and office furniture, coffee and side tables, and tables and chairs for collaboration spaces. A/V equipment will include projectors, projection screens and flat-screen displays.

#### **3) Special or technical equipment**

Special equipment includes large screen display monitors, sound and speaker systems, dual projection, motion-capture equipment, VR (virtual-reality) equipment, security cameras, computers and monitors, and access security.

## 8. SPECIAL DESIGN CONSIDERATIONS

### A. Construction Type

The construction type will be II-A per the IBC and II (111) per NFPA 101. The remodel will blend the existing 1980's modernist architectural vocabulary with contemporary materials harmonious with existing buildings near the project site (e.g. Mary Riepma Ross Media Arts Center).

### B. Heating and Cooling Systems

The existing chiller can be re-used for the project. Further investigation in the design phase will occur for the re-use of the existing boiler. HVAC systems will be connected to and controlled by the campus-wide Building Automation Systems (BAS).

### C. Sustainability

The design will include good, long-term choices for components of the building finishes, building systems, and construction materials. The project will not seek LEED Certification but will meet or exceed the requirements for sustainable design. The project will follow the current Design Guidelines of the University of Nebraska-Lincoln Facilities Planning & Construction "Energy Conservation" Document, dated January 2017.

### D. Life Safety/ADA

All newly constructed or renovated spaces will comply with the ADA Accessibility Guidelines and Nebraska Accessibility Guidelines.

Life safety systems will be designed in accordance with current code requirements. The building is currently protected by a wet pipe fire sprinkler system. The existing fire service will remain to serve the building and be modified as required to meet applicable codes and standards.

### E. Security

The building security system will be evaluated further during the design process and will be comprised of exterior/interior security cameras and access controlled doors as required.

### F. Historic or architectural significance

The existing building does not have any significant historical nor architectural value.

### G. Artwork

Not applicable for this project.

### H. Phasing

There will be no phasing required.

### I. Future expansion

There are no plans for future expansion of the existing building envelope at this time; however, the space needs by the Johnny Carson Center for Emerging Media Arts will grow as the Center and its enrollment expand. The current plan to renovate the needed square footage is constrained by the existing budget. The Center would like to develop an additional ~10,000 square feet in the building; that will be further explored during the design phase and may be included as an alternate bid item with the construction project. If not appropriate at that time, it will remain as a future need.

### J. Other

Additional windows will be introduced as part of the exterior modifications and will provide a seamless and integrated corner. These improvements will aid in activation at the pedestrian level and provide a dynamic visual tie along 13<sup>th</sup> and Q streets.

## 9. PROJECT BUDGET & FISCAL IMPACT

### A. Cost Estimate Criteria

- 1) **Identify recognized standards, comparisons and sources**  
 The estimated probable costs were based on programming concepts prepared by the consultant team of architects, engineers and an outside construction costs consultant, in conjunction with UNL Facilities Planning and Construction. The estimate utilizes cost data compiled from recent projects completed on the UNL campus, R.S. Means Cost Estimating Guide and a historical cost analysis data bank used by the outside construction cost consultant. Figures for in-house construction, including environmental controls, card access, fire alarm, and telecommunications are developed by UNL entities.
  
- 2) **Identify year and month on which estimates are made and inflation factor used**  
 The estimate was prepared in June 2017 and escalated at 3% per year to an April 2019 midpoint of construction.
  
- 3) **Net and gross square feet**  
 Project NSF 32,000  
 Project GSF 35,404
  
- 4) **Project cost per net and gross square foot**  
 \$ 281/NSF  
 \$ 254/GSF
  
- 5) **Construction cost per gross square foot**  
 \$166/GSF

### B. Total project cost

<b>Construction</b>	
General Construction	\$ 5,033,100
Site Work/Utilities	0
Fixed Equipment	45,000
In-House Construction	536,900
Construction Contingency	270,000
<b>TOTAL CONSTRUCTION COSTS</b>	<b>\$ 5,885,000</b>
<b>Non-Construction</b>	
Project Planning	\$ 80,000
Professional Consultant Fees	690,000
Professional In-house	134,000
Equipment - Capital	1,025,000
Equipment - Non-Capital	1,000,000
Other	29,000
Non-Construction Contingency	157,000
<b>TOTAL NON-CONSTRUCTION COSTS</b>	<b>\$ 3,115,000</b>
<b>TOTAL PROJECT COST</b>	<b>\$ 9,000,000</b>

**C. Fiscal impact based on first full year of operations**

**1) Estimated additional operational and maintenance costs per year**

The building has not been occupied so has had minimal annual costs. The estimated additional annual operating and maintenance costs are \$262,950.

**2) Estimated additional programmatic costs per year**

Additional costs estimated for the entire new program, and covered by the Carson Center endowment and UNL matching commitments, are \$470,000.

**10. FUNDING**

**A. Total funds required:**

\$9,000,000.00

**B. Project Funding Sources:**

Private Donations – 100%

**C. Fiscal year expenditures**

FISCAL YEAR	EXPENDITURES
FY2016-2017	\$ 26,000
FY2017-2018	\$ 415,000
FY2018-2019	\$ 6,393,000
FY2019-2020	\$ 2,139,000
FY2020-2021	\$ 27,000

**11. TIMELINE**

<b>A. Program Statement</b>	October 2017
<b>B. Professional consultant(s) selection</b>	October 2017
<b>C. Intermediate Design Documents</b>	April 2018
<b>D. Receive bids for construction</b>	June 2018
<b>E. Start of construction</b>	July 2018
<b>F. Completion of construction</b>	July 2019
<b>G. Occupancy</b>	August 2019

**12. HIGHER EDUCATION SUPPLEMENT**

**A. Coordinating Commission for Postsecondary Education (CCPE) Review**

- 1)  CCPE review is required.
- 2)  CCPE review is not required.

**B. Method of Contracting**

**1) Identify method**

Design-Bid-Build (DBB)

**2) Provide rationale for method selection**

The nature of the build-in for this project makes it appropriate for design-bid-build.



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

Business Affairs

MEETING DATE: October 5, 2017

SUBJECT: Program Statement for Nebraska East Union Renovation at the University of Nebraska-Lincoln

RECOMMENDED ACTION: Approve the Program Statement for Nebraska East Union Renovation at the University of Nebraska-Lincoln

PREVIOUS ACTION: September 16, 2016 – The Board of Regents approved redirecting a portion of the Fund B University Program and Facilities Fees (UPFF) at the University of Nebraska-Lincoln for the East Campus Union Project.

EXPLANATION: The proposed Nebraska East Union (NEU) renovation would be one part of the larger master plan vision for East Campus focused on improving campus connectivity, circulation, and activity. This vision includes revitalizing the green space directly south of the NEU into Legacy Plaza, renovations of C.Y. Thompson Library into a learning commons, transformation of Filley Hall, and the new Massengale Residential Center that opened this fall.

Renovating the NEU would address several significant issues that can be attributed to the building’s age and original design. These include difficulty in wayfinding and circulation, building life safety and ADA accessibility deficiencies, and extensive mechanical, electrical, and plumbing upgrade needs.

The renovated building would provide an upgraded dining area and bowling facility on first floor and an open lounge environment with a variety of seating arrangements, a new C-Store, coffee shop, and copy center with mail services on second floor. The third level would receive minimal upgrades such as new lighting and ceilings throughout, and life safety deficiencies would be corrected.

There are no anticipated additional O&M costs as a result of this project. An overall reduction in costs is actually expected due to the replacement of the older, inefficient MEP systems.

The program statement and budget have been reviewed and recommended for approval by the Business Affairs Committee.

Proposed start of construction July 2018  
Proposed completion of construction August 2020

PROJECT COST/ SOURCE OF FUNDS:	Bond Proceeds	\$13,600,000
	Designated Student Fees	7,100,000
	Bond Surplus Funds	4,800,000
	Athletic Funds	<u>1,100,000</u>
	Project Budget Total	<u>\$26,600,000</u>

ON-GOING FISCAL  
IMPACT:

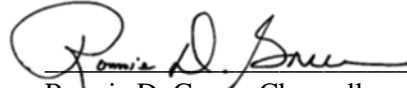
Estimated Operating and Maintenance (current costs)

\$ 317,333

SPONSOR:

Christine A. Jackson  
Vice Chancellor for Business & Finance

RECOMMENDED:

A handwritten signature in black ink, appearing to read "Ronnie D. Green", is written over a horizontal line. The signature is cursive and somewhat stylized.

Ronnie D. Green, Chancellor  
University of Nebraska-Lincoln

DATE:

September 15, 2017

## **Program Statement**

Project Name: Nebraska East Union Renovation  
Campus: University of Nebraska-Lincoln, East Campus  
Date: October 5, 2017  
Prepared by: HBA & UNL Facilities Planning & Construction  
Campus Project No: 11398  
Phone: 402/472-3131

### **1. Introduction**

#### **A. Background and history**

In 1941, W.W. Burr and H.C. Filley introduced the idea of a union to the NU Regents. Due to lack of interest, the concept was quickly abandoned. In 1946, a student movement petitioning for a Union branch on East Campus resulted in the opening of a temporary location for the facility. It was through the efforts of Chancellor James H. Zumberge (1971-1974) and Animal Science Professor Charles H. Adam that the permanent Nebraska East Union opened its doors on January 17, 1977.

Designed in the spring of 1975 by the Omaha architectural offices of McGaughy, Marshall, McMillan & Backlund, the Nebraska East Union (NEU) is an example of the Brutalist architectural movement, descending from the modernist movement that flourished from the 1950's to the mid-1970's. Located at the heart of East Campus, north of Holdrege and east of 35th street, the building's footprint totals nearly 36,400 square feet. The three-story structure offers approximately 80,975 net square feet of usable space. A central atrium connects the three stories via a concrete staircase with overlooking balconies.

The NEU is currently home to the following programs and departments:

- Lanes 'n Games, a six-lane bowling alley
- University Bookstore
- Corner Deli
- East Campus Union Café & Grill dining facility
- Union Crossing (information and convenience store)
- College of Agricultural Sciences and Natural Resources (CASNR) Study Abroad
- CASNR Career Services
- Huskertech laptop checkout and support
- Student Involvement
- Loft Gallery (art gallery)
- Union administration offices
- Building maintenance offices/workshops
- Student Organization Financial Services (SOFS) office
- Event planning
- Association of Students of the University of Nebraska (ASUN) Government

#### **B. Project description**

The proposed NEU renovation would be one part of the larger master plan vision for East Campus focused on improving campus connectivity, circulation, and activity. This vision includes revitalizing the green space directly south of the NEU into Legacy Plaza, renovations of C.Y. Thompson Library into a learning commons, transformation of Filley Hall, and the new Massengale Residential Center opening this fall.

Renovating the NEU would address several significant issues that can be attributed to the building's age and original design. These include difficulty in wayfinding and circulation, building life safety and ADA accessibility deficiencies, and extensive mechanical, electrical, and plumbing upgrade needs. Building circulation improvements include a new Welcome Desk located on the first floor and a reconfigured monumental stair. This new stair will be centrally located and incorporate elements of

## Nebraska East Union Renovation

### Program Statement

existing circulation around the current elevator core. Work would involve closing off the existing west entry and infilling the mid-level mezzanine between floors 1 and 2. Visibility between stairs and all three levels of the building would be improved.

The existing Union Café is the designated dining location for East Campus and would be relocated from the second floor to the first, occupying space currently used by the University Bookstore and Corner Deli. This would provide greater visibility to visitors and more direct access to students living in the new residential center to the east. The new dining facility would be designed to provide market-style dining comparable to other locations on City Campus. The existing storefront windows would be removed and new windows installed at the exterior columns providing additional seating area as well as improved visibility to passers-by. The new seating area would be open to the public for most of the day to be used as lounge/study space. Food would be available for purchase to all visitors via an ‘a la carte’ sales model Monday-Friday for breakfast and lunch. This would greatly increase the available food options for students who are not on a meal plan, faculty, staff, and visitors of the union. During dinner service hours and on weekends, the dining facility would be secured and service would be ‘all you care to eat’, available to students with a University meal plan and guests who choose to purchase a meal.

Relocating the dining facility to the first floor opens a large area on the second floor which would be transformed into an open lounge environment with a variety of seating arrangements, from quiet study areas to spaces for socialization and networking. Retail options would include a new convenience store (C-Store) operated by University Housing, offering general provisions and spirit wear. A copy center with mail services would be located adjacent to the C-Store creating a retail zone.

The second floor would also include the location of Huskertech, dedicated study rooms, Union Bank & Trust ATM, and a new coffee experience for the building. The coffee shop would be located along the south end of the second floor overlooking Legacy Plaza and designed as a gathering place for visitors to interact and socialize.

The south end of the second floor would be redesigned to act as a main entrance to the Union, embracing and enhancing the buildings connection to the existing green space. This new main entrance would include an entry vestibule and an expanded plaza with seating, lighting, landscaping, and walkways connecting to the green space. Special consideration will need to be taken during the design phase to ensure the new plaza work will integrate seamlessly into the future Legacy Plaza project.

The gallery and lounge space on the third level was recently upgraded with new furniture and finishes and would remain largely as is. The remaining offices and open areas would receive minimal upgrades as needed. New lighting and ceiling would be installed throughout, and life safety deficiencies would be corrected.

Finally, the existing bowling alley on the first level would be renovated to provide updated office, storage, and locker room facilities for the Women’s Bowling team. The bowling alley would continue to be open to the public for recreation and rental purposes, as well as for classes and league teams.

### C. Purpose and objectives

Student unions are often the first stop when visiting a campus, serving as a ‘front door’. It is the location for visitors to receive information and for students to gather, eat, socialize, and interact. The NEU renovation would provide a revitalized facility to best serve the needs of prospective and current students, faculty, staff, and visitors.

The project’s objectives include:

- Provide social spaces for a wide variety of users, including students, faculty, staff, and visitors, to interact, eat, socialize, study, relax, and network.
- Provide a new dining facility that meets the expectations of current and future students, is

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## Nebraska East Union Renovation

### Program Statement

more convenient for faculty and staff to promote interaction, and is located to provide easy access to Massengale Residential Center.

- Consolidate retail offerings and relocate within a more efficient footprint.
- Improve wayfinding within the building.
- Develop stronger connections between interior and exterior spaces including the future connection to Legacy Plaza at the south end of the building.
- Soften the hardness of the Brutalist exterior through warm and inviting lounge areas within.
- Improve bowling facility for use by the Women’s Bowling team, public, classes, and leagues.
- Upgrade building MEP systems and resolve code deficiencies.

## 2. Justification of the Project

### A. Data that supports the funding request

During the 2015-2016 academic year, a Master Plan was developed by UNL Facilities Planning & Construction, Holland Basham Architects, and Workshop Architects to create a vision for how the NEU could be updated to fit within the existing East Campus Master Plan. Extensive interviews and workshops were conducted to draw conclusions for this study. Recommendations from this document were considered when planning for the renovation.

On October 11 and 12, 2016, University Housing arranged two student focus groups to gather information and gauge perceptions and preferences for how the existing dining facility could be improved. Meal plan options and delivery methods were discussed and it was determined that students would like to have both ‘a la carte’ and ‘all you care to eat’ options made available. Students also requested a flexible seating area that could be made available to the public and secured for dedicated dinner service to residence hall students.

Although the building has been well maintained, there are extensive mechanical, electrical, plumbing, and code related issues which must be addressed due to the building’s age and changes in code requirements. These issues have been documented in an Existing Building Assessment report, dated November 19, 2014, by the Union Facilities Maintenance.

### B. Alternatives considered

**Renovation:** The initial study focused on deferred maintenance, programmatic concerns and how to correct them through renovation. Different levels of project were considered including options for additions. The final renovation project was determined to address deferred maintenance, building deficiencies and focus on programmatic items such as improved interface with Legacy Plaza, dining optimally located for the new residence hall, and improved student spaces. The total cost of ownership (TCO) for the proposed renovation was \$647 per gross square foot.

**Replacement:** The primary alternative considered was the replacement of the building. The existing building has an unusual floor plan that comes with challenges for wayfinding and efficient use. The campus explored several locations in the vicinity and the existing site. In the end, the existing site was chosen. The TCO for the proposed new facility was \$774 per gross square foot. This alternative also requires east campus to operate without Union service for the project period.

**Do Nothing:** This alternative has been exercised previously and has led to the current deferred maintenance backlog. Small projects make some improvements for the students, but the building needs a more comprehensive update. This option was not acceptable since it would not provide appropriate support and service to students and the East Campus community.

## Nebraska East Union Renovation

### Program Statement

#### 3. Location and site considerations

A. County: Lancaster

B. Town or campus: University of Nebraska-Lincoln, East Campus

C. Proposed site



D. Statewide building inventory:

51ZZ0043400B

E. Influence of project on existing site conditions

1) Relationship to neighbors and environment

The NEU is located at the heart of East Campus and has strong relationships to existing green spaces and pedestrian circulation routes. The anticipated construction of Legacy Plaza, as well as the renovations of C.Y. Thompson Library and Filley Hall, and the opening of the Massengale Residential Center to the east, will help to create a hub of activity and interaction for East Campus.

2) Utilities

To accommodate improvements to the MEP systems, the following site utilities will need to be upgraded:

## Nebraska East Union Renovation

### Program Statement

- New chilled water lines will be provided to the building from the chilled water mains located to the east along Arbor Drive. These new chilled water lines will replace the existing chilled water lines that currently run under the building.
- The existing 6-inch sanitary sewer to the east of the building will be replaced as the existing sewer currently has a low spot causing it to plug up periodically. As part of this sewer replacement a new grease trap will be installed to the east of the building to serve the kitchen waste lines.
- A new electrical service will be brought into the basement mechanical equipment room from the pad mounted transformer to the southeast of the building.
- A new data/communications conduit bank will replace the existing data/communications duct bank to the east of the building.
- A new emergency electric generator will be provided for the project. This new electric generator will be located to the east of the building near the dock. Screening of the new generator and building dock should be taken into consideration.

### 3) Parking & circulation

The existing parking lot, located to the north of the building, and the fire truck and service access road, located to the east, will be maintained. The existing west entry will be closed and a new entry vestibule and expanded patio will be added on the south end of the second floor to provide a strong connection to Legacy Plaza.

## 4. Comprehensive Plan Compliance

### A. Compliance with the University of Nebraska Strategic Framework, Campus Roles and Mission and Campus Strategic Plan.

This project complies with the following objectives of the University Strategic Planning Framework for 2014-2016:

*1.b. "Increase the percentage of Nebraska high school graduates (the state "college-going rate") who enroll at and graduate from the university."*

*2.a.ii. "Develop and maintain programs to enhance work/life conditions of faculty and staff, including overall campus climate."*

*3.c. "To attract talent to the state, increase the number of nonresident students who enroll at the university."*

*6.a.iii. "Campuses shall pursue energy efficiency."*

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

### B. Consistency with the agency comprehensive capital facilities plan (year of plan and updates or revisions)

Renovation of NEU complies with the Plan Big: 2013 Campus and Landscape Master Plan specifically in relation to the following principles:

- Plan Big aspires to provide the physical framework for UNL to grow and strengthen its place among national peers in academics, athletics, and research. The Plan Big master plan encourages flexibility and entrepreneurship, and positions the University to anticipate and adapt to change while always building toward a long-term vision of campus and community.

## Nebraska East Union Renovation

### Program Statement

- The Plan Big campus master plan and landscape plan is a chance for the University to plan for its future in an integrated way that coordinates the multiple systems that make it work - from learning environments to mobility to campus landscape. Plan Big answers the University's charge by presenting a holistic, systems-based approach to a new, more sustainable era - taking a step back from the specific concerns of today to create a greater, bigger view of the University's future potentials.
- The plan suggests that dining from the Union can spill out onto a series of outdoor terraces, a collaborative-learning plaza can extend the learning environment of a re-imagined "nerve center" at C.Y. Thompson, and an outdoor space on the north side of Filley Hall can allow for better connections between this campus icon and the existing community.
- Each building or landscape project is envisioned as part of a broader district strategy that links together building program, exterior landscape ideas, and circulation strategies to create and enhance a sense of place.
- UNL has many open spaces on its campuses, but a goal of Plan Big is to enhance what exists to make them more usable, welcoming places for people. Amidst the hot Nebraska summers and cold, windy winters, these places must be carefully designed to provide shelter and a comfortable microclimate, active edges and program, and a variety of seating and furnishings to allow flexible use.

#### C. Consistency with the current version of the CCPE Project Review Criteria/Statewide Plan

The Statewide Facilities Plan is Chapter Six of the Comprehensive Statewide Plan for Postsecondary Education. This plan includes the following goals:

*"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."*

### 5. Analysis of existing facilities

#### A. Function and purpose of existing programs as they relate to the proposed project

- Lanes 'n Games - A six-lane bowling alley, home of the five-time NCAA Champion Women's Bowling team and staff. The bowling alley is also available for open bowling, private parties, recreational leagues, and classes.
- University Bookstore - This area operates like a traditional campus bookstore offering sale of textbooks, school supplies, Husker apparel, gifts/souvenirs, cards, trade and general books as well as housing the campus copy center, post office, and convenience items.
- Union Café - Cafeteria-style food service primarily for all students with a meal plan, but also open to the public; this space consists of a kitchen, servery, and secured seating section with areas that can be partitioned off for private events.
- Corner Deli - Operated by Housing Dining Services, the Corner Deli is open for breakfast and lunch on weekdays and offers coffee, tea, smoothies, specialty drinks, sandwiches, soup, and baked goods.
- Union Crossing - Primarily functions as a convenience store offering coffee, snacks, grab and go food items, soda, and a variety of small convenience items. It also serves as a welcome desk for building and campus information.
- Study Abroad (CASNR) - A satellite office for the Global Exchange Coordinator.
- Career Services (CASNR) - Serves students in CASNR by providing information on agriculture and natural resources careers, student jobs, internships, and full-time



**Nebraska East Union Renovation**

Program Statement

employment.

- Career Services - Offers career exploration, student employment, internships, job search support, and job listings.
- Huskertech - Provides laptop checkout and support, public computers, and a printing kiosk.
- Student Involvement - An extension of the services at the City Campus Union, it offers students a place to research and identify campus activities, events, and Recognized Student Organizations to suit their needs as well as create student programs for the East Campus.
- Loft Gallery - An art gallery providing space for UNL students, faculty, staff, alumni, friends of the university sponsored by UNL departments, and Recognized Student Organizations to present educational and cultural exhibits to the UNL and Lincoln communities.
- Building Maintenance Offices/Workshops - Space for maintaining and operating NEU.
- Student Organization Financial Services (SOFS) Office - An extension of the services provided at the City Campus Union.
- Event Planning - Space for staff to plan and host events in the various auditoriums and event spaces through NEU.
- Union Administration Offices - Office spaces for staff operating NEU, SOFS, and Reservations.

**B. Square footage of existing areas:**

<b>Existing Space Summary</b>		
<b>Space Description</b>	<b>Space Use Code</b>	<b>Existing NASF</b>
Office Facilities	300	3,787
Special Use Facilities	500	701
General Use Facilities	600	53,959
Physical Plant Support Space	700	1,316
<b>Total Net Assignable Square Footage</b>		<b>59,763</b>
Circulation Area	WWW	11,245
Building Service Area	XXX	3,170
Mechanical Area	YYY	7,468
<b>Total Net Square Footage</b>		<b>81,647</b>

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

Nebraska Unions currently utilizes: 2,944 NASF of Office Facilities, 34,761 NASF of General Use Facilities, and 1,316 NASF of Physical Plant Support Space.

University Housing currently utilizes: 373 NASF of Office Facilities and 14,086 NASF of General Use Facilities.

Nebraska Athletics currently utilizes: 470 NASF of Office Facilities, 701 NASF of Special Use Facilities, and 5,111 NASF of General Use Facilities.

**D. Physical deficiencies**

Life Safety & ADA

- Additional exiting required in the Bowling Alley, Great Plains Room, and third level

## Nebraska East Union Renovation

### Program Statement

meeting rooms and open areas

- Numerous areas lack two approved separated means of exiting
- Incorrect and/or lack of exiting signage
- Improper door hardware at various locations
- Dead end corridor exceeding allowable 20' length
- Inadequate emergency lighting
- Inadequate and/or lack of fire sprinkler coverage;
- Improper storage of propane tanks
- The entire roof needs replacement

### MEP

- The original air handling units and kitchen exhaust modules were fabricated in the field with sheet metal panels and then insulated. The coils are not accessible for cleaning, drain pans are rusted, and fans are old and noisy. These air handling units lack proper filter arrangements, are equipped with steam heating coils, and have outdated temperature controls of 1980's vintage. The condition of sheet metal casing is deteriorating.
- The kitchen exhaust heat recovery module was in operation for a short period of time when the building was first opened, but was decommissioned shortly thereafter. Due to grease build-up, the heat recovery mechanism was no longer effective and the steam heating coils used to pre-heat the incoming outside air were undersized.
- The VAV terminal units' lack reheat coils to help condition ventilation air and provide heat to the building. In some cases, these terminal units serve more than one room and as a result individual temperature control is not provided for each space.
- The perimeter radiant fin tube heating elements are zoned for the four quadrants of the building and lack individual room control. These are also the only means of heating the building and are of limited capacity.
- Mechanical systems are controlled by 1980's vintage temperature controls and are outdated.
- The domestic hot water heater is old and provides for only one water temperature. This is problematic as the kitchen requires a higher water temperature to serve the dishwasher and other kitchen equipment.
- The chilled water lines serving the building are located under the first-floor slab in a metal conduit. These two lines present a threat to the building foundation should they break.
- The building lacks a steam pressure reducing station and the condensate return pump is old and in need of replacement.
- Storm water drainage system is undersized and lacks overflow drains serving the roof.
- Grease drainage and disposal lines from the kitchen require frequent maintenance and the grease trap is undersized for today's standards.
- The elevators are controlled by old electromechanical controls and the hydraulic pumps are in need of replacement.
- The atrium has no floor to floor smoke separation.
- The electrical switch gear is original and the circuit breakers are obsolete.
- The emergency generator is located in an area on the east side of the building making maintenance and repair difficult. This generator is also approximately 35 years old and in need of replacement with a larger adequately sized unit.

## Nebraska East Union Renovation

### Program Statement

- The light fixtures are either fluorescent or incandescent type fixtures and should be replaced with new, more efficient fixtures.

#### **E. Programmatic deficiencies**

##### Nebraska Unions

The existing facilities serving Nebraska Unions staff, events, and visitors contains the following deficiencies:

- Poor circulation and wayfinding; main entrances difficult to find
- No direct connection or relationship to the green space south of the building
- Lack of large gathering/social/study space for students
- Excessive program space for underutilized services (bookstore)
- Lack of assembly/event space to hold large events; AV systems below standards
- Loading dock directly across from new student residence hall, located on major pedestrian circulation route

##### University Housing

The existing dining facility within the NEU contains the following deficiencies:

- Inefficient/undesirable layout for kitchen, storage, servery, and seating
- Location of dish drop-off outside of dining facility, requires crossing traffic with public circulation
- Lack of transparency and visibility; difficult to find
- Outdated cafeteria-style serving mode inconsistent with other campus dining venues
- Furniture and other finishes are original, aesthetically unacceptable and are not meeting current student expectations
- Can function only as an ‘all you care to eat’ dining service

##### Nebraska Athletics

The existing Women’s Bowling training space within the NEU contains the following deficiencies:

- Needs team locker and team room facilities comparable to other sports
- Inadequate size of coaches’ office spaces
- Lack of sport visibility and space to showcase program success and improve recruiting
- Furniture and finishes are original, aesthetically unacceptable and are not meeting current user expectations

#### **F. Replacement cost of existing building**

The replacement cost of the NEU (calculated for insurance purposes) was listed as \$14,992,212 in the most recent Facilities Management Information Report (FMIR) dated June 30, 2016. This is a minimal cost and does not include equipment or furnishings.

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

#### **A. Functions and purpose of the proposed program**

##### **1) Activity identification and analysis**

This project would provide renovated and new spaces for the following groups:

**Nebraska East Union Renovation**

Program Statement

- Office Facilities: Offices and support spaces for Union administrative staff, dining facility staff, and the Women’s Bowling team coaches.
- Special Use Facilities: Team lockers, lounge, restroom, shower, pro shop, and storage facilities for the Women’s Bowling team.
- General Use Facilities: Bowling alley, a new welcome desk, common areas for lounges and study rooms, dining facility including seating area and food preparation areas, various sized meeting rooms for events hosted by the Union, Huskertech, coffee bar, C-Store, and copy center.
- Physical Plant Support Space: Storage and support facilities as required.

**2) Projected occupancy/use levels**

• **Personnel projections**

<b>Department</b>	<b>Existing Full Time (Ind/FTE)</b>	<b>Existing Graduate Student (Ind/FTE)</b>	<b>Existing Undergraduate Student (Ind/FTE)</b>	<b>Projected Full Time (Ind/FTE)</b>	<b>Projected Graduate Student (Ind/FTE)</b>	<b>Projected Undergraduate Student (Ind/FTE)</b>
Student Involvement	2/1.5	1/.5	4/1.1	2/1.5	1/.5	4/1.1
Union – Admin and Reservations	3/3	0/0	5/1.75	3/3	0/0	5/1.75
Union – Custodial, Maintenance, Event Support	8/8	0/0	4/2	8/8	0/0	4/2
Union – Bowling, Coffee, Welcome Desk	1/1	0/0	16/5.0	2/2	0/0	26/10.0
Café / Deli	14.5	0	6	16	0	9
C-Store	0	0	0	1	0	4
Dining Manager / Professional	1.5	0	1	2	0	1
Dining Clerical	0	0	0	1	0	0

Athletics staffing levels are expected to remain at 3.

• **Describe/justify projected enrollments/occupancy**

With the completion of the new Massengale Residential Center, the anticipated occupancy of the NEU is expected to increase. The Residential Center houses approximately 100 more beds than were previous available on campus, is more conveniently located, and allows for programmatic collaboration between housing and the union.

The improvements to the facility will make it a more desirable space and support an

**Nebraska East Union Renovation**

Program Statement

improved atmosphere of activity and collaboration, so use is expected to increase for both informal and formal reserved spaces.

**B. Space requirements**

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

Space Description	Space Use Code	Renovated NSF	New NSF	Total NSF For Project
Office Facilities	300	3,495		3,495
Special Use Facilities	500	1,173		1,173
General Use Facilities	600	52,240	716	52,956
Physical Plant Support Space	700	1,452		1,452
Circulation Area	WWW	10,419	458	10,877
Building Service Area	XXX	5,304		5,304
Mechanical Area	YYY	7,448	3,211	9,485
<b>Net Square Feet</b>		81,531	3,211	84,742
<b>Gross Square Feet</b>				92,790
<b>Efficiency</b>				91%

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

The size and layout of individual spaces are all based on a combination of existing conditions within the current building, UNL space standards, and the programmatic needs of the individual/groups who would be occupying the space.

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

	Existing	Proposed	Difference
<b>Net Square Feet</b>	81,647	84,742	3,095
<b>Gross Square Feet</b>	88,484	92,790	4,306

**C. Impact of the project on existing space**

**1) Reutilization and function(s)**

The functions of the NEU will largely be retained and enhanced, some in the existing space and some in new locations in the building. Certain bookstore functions will be transferred to the copy center and the new C-Store. The coffee service will also be upgraded to meet the expectations of students and visitors.

**2) Demolition**

Major areas of interior demolition work include the Corner Deli, University Bookstore and Copy Center, maintenance shop and custodial room on the first level, and the entire dining facility kitchen, servery, and seating area on the second level.

Minor areas of interior demolition will occur as required to provide the necessary

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## Nebraska East Union Renovation

### Program Statement

additional exit stairs out of the Bowling Alley and Great Plains Room. The third-floor ceiling and select walls will be removed as needed to upgrade MEP and life safety deficiencies.

Abatement of hazardous materials will be handled as needed in relation to the demolition and renovation work.

### 3) Renovation

The first floor of the NEU would see significant renovation to accommodate the relocation of the dining facility. The bowling alley would also be renovated to better accommodate the needs of the Women's Bowling team.

The mezzanine level and the south and east portions of the second floor would also see significant renovation to become the student social commons and lounge spaces. The north and west portions of the second floor would see minor renovations to upgrade MEP and finishes.

The third floor would see minor renovations to upgrade MEP and finishes.

## 7. EQUIPMENT REQUIREMENTS

### A. List of available equipment for reuse

Reuse of existing equipment would occur as much as possible including office furniture and equipment, lounge furniture, and event tables and chairs.

### B. Additional Equipment

#### 1) Fixed equipment

Additional fixed equipment for the new dining facility kitchen and serverly would include walk-in coolers and freezers, cook line ranges and ovens, prep tables, and other specialized cooking equipment. The C-Store would include merchandizing coolers and freezers, soda fountain machine, and a snack counter.

#### 2) Movable equipment

Movable equipment would consist of new furniture, CCTV, and wireless internet throughout the Union as required.

Additional movable equipment is anticipated for the new dining facility kitchen and serverly.

#### 3) Special or technical equipment

A detailed list of special or technical equipment would be developed during the design phase.

## 8. SPECIAL DESIGN CONSIDERATIONS

### A. Construction Type

The NEU building is constructed of cast-in-place concrete beams and columns supporting elevated post-tensioned slabs and cast-in-place waffle slab systems. The perimeter walls and many interior walls utilize concrete masonry. It appears the building would be classified by today's IBC as Type II-B, non-combustible construction. The proposed additions would be consistent with this

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## Nebraska East Union Renovation

### Program Statement

construction type.

#### **B. Heating and Cooling Systems**

- Four new variable air volume (VAV) air handling units will be provided to serve the first-floor level, the second-floor level, the third-floor level, and the Great Plains Room. The existing mechanical penthouses will be expanded to make room for this new equipment.
- A new VAV air handling unit will be provided to serve the kitchen and provide make-up air for the kitchen hoods.
- A new kitchen exhaust air system will be provided that will vary the amount of exhaust air based on the demand at the multiple kitchen cooking hoods. This new system shall be similar to the Halton Marvel I system of fans and controls.
- Each of the air handling unit systems will be provided with a series of VAV terminal units complete with hot water reheat coils. The new VAV will be designed to provide individual temperature control for each space.
- New perimeter radiant heat fin tube elements will be provided where large expanses of glass are located around the perimeter of the building. These new fin tube elements will provide individual room temperature control and will be integrated with the control of the VAV terminal units.
- A new hot water heating system will be provided to serve the air handling unit pre-heat coils and the hot water reheat system.
- A new chilled water distribution system will be provided to serve the air handling units and fan coil units. This system will be furnished with a plate and frame heat exchanger, chilled water pumps, and the latest chilled water metering equipment to aid UNL in billing for cooling energy.
- A new steam pressure reducing station will be provided to serve the steam heating equipment. This system will be furnished with the latest steam metering equipment to aid UNL in billing for heating energy.
- A new smoke evacuation system will be provided to serve the existing Atrium.
- The restrooms will be updated to meet the latest requirements of the Americans with Disabilities Act.
- Two new domestic hot water heaters will be provided. One system will provide domestic hot water for the lavatories, sinks, and other miscellaneous plumbing needs. The second domestic hot water system will serve the kitchen.
- A completely new electrical distribution system will be provided including a new electrical service, new electrical switches, new electrical distribution panels, and new motor control centers.
- New lighting will be provided utilizing LED light technology.
- New data/communication pathways will be provided for use by UNL IT department.
- New mechanical, plumbing, and electrical connections will be provided for the new kitchen equipment.
- The existing fire sprinkler system will be updated to serve the new space layout of the facility.
- As an alternate price, consideration will be given to installing a heat recovery chiller for this facility to help condition the make-up air to the kitchen and provide heat for the hot water reheat coils.

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## Nebraska East Union Renovation

### Program Statement

#### **C. Sustainability**

The project would be designed in compliance with the NU and UNL sustainability requirements as noted in the UNL design guidelines.

#### **D. Life Safety/ADA**

Upgrades to the life safety systems would bring the building into full compliance with current life safety and fire code requirements, as well as UNL guidelines. The entire facility would be made accessible under the terms of the ADA Accessibility Guidelines and Nebraska Accessibility Guidelines.

#### **E. Security**

Security system for card access control equipment, CCTV cameras, and DVR recording will be provided.

#### **F. Historic or architectural significance**

Not applicable.

#### **G. Artwork**

The project will not receive funding from the State of Nebraska and, as a result, will not have a 1% allocation of funds for artwork.

#### **H. Phasing**

The project will require multiple phases to allow dining services on the second floor to remain operational until the new dining room and kitchen are completed. A detailed phasing plan will be developed during design in conjunction with the Construction Manager.

#### **I. Future expansion**

Existing project constraints prevent significant upgrades to the existing event spaces. The NEU will continue to have to turn away large events due to lack of an appropriately sized ballroom space. Expansion of the Great Plains Room and the addition of more large conference rooms capable of holding 50 persons or more could be achieved under a future project.

#### **J. Other**

N/A

### **9. PROJECT BUDGET & FISCAL IMPACT**

#### **A. Cost Estimate Criteria**

##### **1) Identify recognized standards, comparisons and sources**

The estimated probable costs of the project were developed based on past comparative construction cost data for UNL and UNO projects. Additional assistance and cost estimations were acquired from professional consultants including Holland Basham Architects, Farris Engineering, and Foodlines, a subsidiary of Erickson Sullivan Architects. Figures for in-house services were developed by University staff.

##### **2) Identify year and month on which estimates are made and inflation factor used**

The estimate for the proposed project was prepared over the course of 2015-2017. Cost



**Nebraska East Union Renovation**

Program Statement

per square foot estimates were acquired by consulting with local contractors and engineers, and compared to similar renovation projects with a 4% per year inflation factor applied through to the estimate midpoint of construction.

3) **Net and gross square feet**

84,742 Net Square Feet  
92,790 Gross Square Feet

4) **Project cost per net and gross square foot**

Net Square Feet	\$316/NSF
Gross Square Feet	\$287/GSF

5) **Construction cost per gross square foot**

\$231/GSF

**B. Total project cost**

<b>Construction</b>	
General Construction	\$ 18,020,000
Site Work/Utilities	371,000
Fixed Equipment	962,000
In-House Construction	1,095,000
Construction Contingency	968,000
<b>TOTAL CONSTRUCTION COSTS</b>	<b>\$ 21,416,000</b>
<b>Non-Construction</b>	
Project Planning	\$ 266,000
Professional Consultant Fees	1,672,000
Professional In-house	282,000
Equipment - Capital	579,000
Equipment - Non-Capital	1,955,000
Land Acquisition	0
Artwork	0
Other	169,000
Non-Construction Contingency	261,000
<b>TOTAL NON-CONSTRUCTION COSTS</b>	<b>\$ 5,184,000</b>
<b>TOTAL PROJECT COST</b>	<b>\$ 26,600,000</b>

**C. Fiscal impact based on first full year of operations**

1) **Estimated additional operational and maintenance costs per year**

There are no anticipated additional O&M costs as a result of this project. With the replacement of the older, inefficient MEP systems, an overall reduction in costs is expected.

**Nebraska East Union Renovation**

Program Statement

2) **Estimated additional programmatic costs per year**

No additional programmatic costs are anticipated.

**10. FUNDING**

**A. Total funds required:** \$26,600,000

**B. Project Funding Sources:**

Funding Sources	Amount	% Total
Student Affairs Reserve Funds	2,000,000	8%
Housing Reserve Funds	4,000,000	15%
Nebraska Union Reserve Funds	800,000	3%
Cash Funds – UPFF Fee Retention	5,100,000	19%
Auxiliaries & Services Funds	1,100,000	4%
Nebraska Union Revenue Bonds	13,600,000	51%
<b>Total</b>	<b>26,600,000</b>	<b>100%</b>

**C. Fiscal year expenditures**

Fiscal Year	Expenditures
FY2016-2017	\$113,877
FY2017-2018	1,272,000
FY2018-2019	14,013,000
FY2019-2020	9,751,000
FY2020-2021	\$1,450,123

**11. TIMELINE**

- A. Program Statement** October 2017
- B. Professional consultant(s) selection** January 2018
- C. Intermediate Design Documents** May 2018
- D. Start of construction** July 2018
- E. Completion of construction** August 2020

**12. HIGHER EDUCATION SUPPLEMENT**

**A. Coordinating Commission for Postsecondary Education (CCPE) Review**

- 1)  CCPE review is required.
- 2)  CCPE review is not required.

**B. Method of Contracting**

**1) Identify method**

The method of contracting for this project would be Construction Manager at Risk (CMR), awarded to the best qualified and best value prime general contractor.

## **Nebraska East Union Renovation**

### Program Statement

#### **2) Provide rationale for method selection**

CMR delivery method is recommended to provide the best value (quality and cost). The use of an integrated design process will support a better design for the phased renovation from a methods, scheduling, and cost estimating standpoint. The transparent bid process can still optimize the local market conditions.



PERSPECTIVE RENDER FROM  
NEW SOUTH ENTRY



PERSPECTIVE RENDER FROM GREAT PLAINS ROOM TOWARDS ATRIUM

TO: The Board of Regents Addendum IX-B-5

Business Affairs

MEETING DATE: October 5, 2017

SUBJECT: Financing of the East Campus Union at the University of Nebraska - Lincoln

RECOMMENDED ACTION: Approve the attached Resolution (1) adopting a Supplemental Resolution authorizing the issuance of not to exceed \$15,500,000 aggregate principal amount of Revenue Bonds (University of Nebraska – Lincoln East Union Project), (2) authorizing the execution and delivery of a Supplemental Master Indenture and the related Master Note, (3) authorizing the negotiated sale of such Revenue Bonds, approving the Bond Purchase Agreement, a Continuing Disclosure Undertaking, the Preliminary Official Statement and related documents, and authorizing the Senior Vice President | CFO to determine interest rates (not to exceed a true interest cost of 5%), principal amounts, principal maturities, redemption provisions and other pricing terms of such Revenue Bonds, and (4) approving the preparation and use of a Final Official Statement.

PREVIOUS ACTION: September 16, 2016 – The Board of Regents approved redirecting a portion of the Fund B University Program and Facilities Fees (UPFF) at the University of Nebraska – Lincoln for the East Campus Union Project.

EXPLANATION: In July of 2016, bonds relating to the City Campus Union at UNL were paid off and this “freed up” the dedicated \$38 annual fee being assessed as part of UPFF Fund B for Unions for bond repayment. After receiving student input from the Association of Students of the University of Nebraska - Lincoln (ASUN), the \$38 was earmarked to be used for the East Campus Project.

In the September 2016 Board of Regents meeting, UNL officials shared with the Board of Regents the need to address the Student Union on East Campus. With growing enrollments on East Campus and the construction of a new student housing, the need for renovation or replacement of the Union has increased. Aside from providing a gathering place for students, this facility provides the dining operations for the students living in East Campus housing. The Board was also advised of, and approved, the plan to bank the \$38 assessment both toward paying the cost of the project during the construction phase and once completed, use the same amount to fund repayment of bonds.

The UNL East Union Bonds will finance the renovation and renewal of the East Campus Union at the University of Nebraska - Lincoln. The project is described in a program statement found earlier in the Board’s agenda.

As detailed in the program statement agenda, the estimated \$26.6 million cost of the project will be funded with \$13.6 million of net proceeds from the UNL East Union Bonds and \$13 million of cash from bond surplus funds, student fees, and a contribution by athletics. The bonds would be repaid from the \$38 per year student fee assessment for union operations discussed in the foregoing paragraphs.

The issue will have up to an approximate 20 year maturity. Projected Fund B fees received from students gives an annual debt service coverage ratio that exceeds the 1.4 times internal benchmark and the required coverage of 1.15. These projections assume no increases for the Union fees portion of Fund B and will remain level during this twenty year period. This fee will become part of the pledged revenues as defined under the Master Trust Indenture.

Approval of the financing now allows maximum flexibility in marketing the bonds.

This underlying program statement and this financing have been reviewed and are recommended for approval by the Business Affairs Committee.

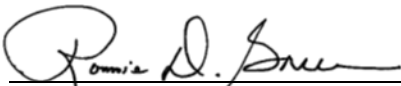
PROJECT COST:	Par Amount of Bonds	\$15,500,000
	Less: Debt Service Reserve	(1,180,000)
	Premium/Discount	(500,000)
	Costs of Issuance, rounding	<u>(220,000)</u>
	Net Proceeds	13,600,000
	Other Funding Sources	<u>13,000,000</u>
	Total Project Cost	<u>\$26,600,000</u>

SOURCE OF FUNDS: Dedicated Fund B Assessments

SPONSORS: Christine Jackson  
Vice Chancellor for Business & Finance

David E. Lechner  
Senior Vice President | CFO

RECOMMENDED:



Ronnie D. Green, Chancellor  
University of Nebraska - Lincoln

DATE: September 15, 2017

## RESOLUTION

### I.

#### **BE IT RESOLVED BY THE BOARD OF REGENTS OF THE UNIVERSITY OF NEBRASKA**

(the “**Board**”) that the Resolution entitled “A Supplemental Resolution Providing for the Issuance and Sale of Revenue Bonds (University of Nebraska – Lincoln East Campus Union Project) of The Board of Regents of the University of Nebraska” (the “**Supplemental Resolution**”) in substantially the form presented herewith is hereby approved, adopted, ratified and affirmed together with such changes, additions, deletions or modifications as the Chair of this Board, University counsel and bond counsel shall approve as being in the best interests of the Board and the University of Nebraska.

### II.

**BE IT FURTHER RESOLVED BY THE BOARD** that (a) the Supplemental Master Indenture numbered and dated the date determined by the Senior Vice President | CFO on behalf of the Board (the “**Supplemental Indenture**”) between the Board and Wells Fargo Bank, National Association, as successor to National Bank of Commerce Trust and Savings Association, Master Trustee (the “**Master Trustee**”), in substantially the form the Board entered into in connection with the issuance of its Revenue Bonds, Series 2017 (University of Nebraska at Kearney Student Housing Project) (the “**Prior Financing**”), supplementing the Master Trust Indenture dated as of June 1, 1995 (the “**Master Trust Indenture**”) between the Board and the Master Trustee, which Supplemental Indenture authorizes the execution and delivery of an Obligated Group Direct Obligation Master Note (University of Nebraska – Lincoln East Campus Union Project) bearing such series designation and dated the date determined by the Senior Vice President | CFO on behalf of the Board (the “**Master Note**”) in the principal face amount of not to exceed fifteen million five hundred thousand dollars (\$15,500,000) and (b) the Master Note in the form attached to the Supplemental Indenture, are hereby approved, adopted, ratified and affirmed together with such changes, additions, deletions or modifications as the Chair of this Board, University counsel and bond counsel shall approve as being in the best interests of the Board and the University of Nebraska.

### III.



**BE IT FURTHER RESOLVED BY THE BOARD** that the issuance of not to exceed fifteen million five hundred thousand dollars (\$15,500,000) aggregate principal face amount of Revenue Bonds (University of Nebraska – Lincoln East Campus Union Project) of The Board of Regents of the University of Nebraska (the “**UNL East Union Bonds**”) authorized by the Supplemental Resolution is approved and such UNL East Union Bonds shall be sold by negotiated sale at an average interest rate not to exceed five percent (5%) to Ameritas Investment Corp. pursuant to a Bond Purchase Agreement dated the date determined by the Senior Vice President | CFO on behalf of the Board in substantially the form entered into in connection with the Prior Financing, which Bond Purchase Agreement is hereby adopted, ratified, affirmed and approved, together with such changes or modifications as the Chair of this Board, University counsel and bond counsel shall approve as being in the best interests of the Board and the University of Nebraska. The Senior Vice President | CFO, on behalf of the Board, is hereby authorized and directed to approve the principal amount and series designation of UNL East Union Bonds to be issued and the principal maturities, interest rates and redemption provisions thereof and to take all necessary actions and execute all necessary documents to effect the sale of the UNL East Union Bonds.

#### **IV.**

**BE IT FURTHER RESOLVED BY THE BOARD** that the Preliminary Official Statement of the Board with respect to the UNL East Union Bonds, dated the date determined by the Senior Vice President | CFO on behalf of the Board, in substantially the form of the Preliminary Official Statement related to the Prior Financing, together with such changes, additions, deletions or modifications as the Chair of the Board, University counsel and bond counsel shall approve as being in the best interests of the Board and the University of Nebraska, and the final Official Statement to be dated the date of the sale of the UNL East Union Bonds, which final Official Statement shall include the terms of the UNL East Union Bonds, are hereby approved and authorized for delivery to the purchaser of the UNL East Union Bonds.

**V.**

**BE IT FURTHER RESOLVED BY THE BOARD** that (a) the Continuing Disclosure Undertaking dated the date determined by the Senior Vice President | CFO on behalf of the Board to satisfy the requirements of Rule 15c2-12 of the Securities and Exchange Commission with respect to the UNL East Union Bonds in substantially the form entered into in connection with the Prior Financing, and (b) the Tax Compliance Agreement dated the date determined by the Senior Vice President | CFO on behalf of the Board by and between the Board and the Bond Trustee to satisfy the requirements of Internal Revenue Code of 1986, as amended, and the applicable regulations thereunder with respect to the UNL East Union Bonds in substantially the form entered into in connection with the Prior Financing, are each hereby approved adopted, ratified and affirmed together with such changes, additions, deletions or modifications as the Chair of this Board, University counsel and bond counsel shall approve as being in the best interests of the Board and the University of Nebraska.

**VI.**

**BE IT FURTHER RESOLVED BY THE BOARD** that the members and officers of this Board and the officials of the University of Nebraska, or any of them, be, and they hereby are, and each of them hereby is, authorized and directed to take any and all action including the execution of all papers, certificates, receipts and documents they or any of them may deem necessary or desirable to effectuate, in accordance with the terms of the Supplemental Resolution pertaining thereto adopted at this meeting, the delivery and payment for the UNL East Union Bonds, and the execution and delivery of the Supplemental Indenture and the Master Note.

**VII.**

**BE IT FURTHER RESOLVED BY THE BOARD** that all actions heretofore taken for or on behalf of, or in the name of the Board, by any of the members or officers thereof or by any officers of the University of Nebraska with respect to the authorization or offering for sale of UNL East Union Bonds are hereby validated, ratified and confirmed.

TO: The Board of Regents Addendum IX-B-6  
Business Affairs

MEETING DATE: October 5, 2017

SUBJECT: Agreement with EduCo USA, Inc. for International Student Recruitment

RECOMMENDED ACTION: Approve an Agreement with EduCo USA, Inc. for International Student Recruitment

PREVIOUS ACTION: None

EXPLANATION: U.S. high school graduating students peaked at 3.4 million in 2011 and the numbers will gradually decline through 2020. In order to sustain and grow student enrollment, UNL entered into a pilot agreement in 2015 with EduCo USA, Inc. (EduCo) to recruit full-time international undergraduate students.

Since the amount paid to EduCo is contingent upon the success of their international student recruitment strategies, campus officials pursuant to Board policy approved the original agreement and first two addenda. The expected disbursement amount for the upcoming academic year exceeds the contract signature authority delegated to the campus; therefore, Board approval is requested of a new agreement that incorporates all provisions of the original and addenda.

Terms of the agreement provide EduCo an amount per enrolled student based upon their year in school. To attract high caliber international students, UNL also provides scholarships.

#### Scholarships

- \$12,000 per academic year Global Excellency Scholarships to students who have a 3.8 – 4.0 cumulative GPA in their academic record.
- \$7,500 per academic year Global Diplomat Scholarships to students who have a 3.6 – 3.79 cumulative GPA in their academic record.
- \$2,000 per academic year Global Consul scholarships to students who have a 2.5 – 3.59 cumulative GPA in their academic record.

#### Degree-Seeking Students

- For academically gifted students (3.8 cumulative GPA and above), students receive a Global Excellency Scholarship and UNL pays EduCo 16% of each student's first year gross tuition (excluding differential tuition) and 11% of the student's sophomore, junior and senior tuitions.
- For those students not qualifying for a Global Excellency Scholarship, UNL pays EduCo 50% of each student's first year gross tuition

(excluding differential tuition), 10% of the sophomore and junior year tuitions and 11% of the senior year tuition.

- UNL pays EduCo 40% of the Gross Tuition in the summer term
- In addition, the proposed terms include a financial penalty if retention is less than 84% for EduCo recruited students. This penalty is \$25,000 for each percentage below the target retention, with a maximum of \$75,000.

Non-Degree Seeking Students - Intensive English Program (IEP) and credit English for Academic Purposes (CEAP)

- UNL pays EduCo 35% of Year 1 IEP tuition revenue for non-degree seeking students who will not matriculate into fulltime status at UNL and 30% of tuition revenue for one semester of IEP and CEAP programs for degree-seeking students whose intent is to matriculate into full time status at UNL.

The contract is a five (5) year term with a three (3) year renewal option. The contract includes an annual review set forth in Section 2(b) and a campus commitment to report retention rates to the Board of Regents after year three of the term.

UNL's estimated net annual revenue from the contract is \$2,100,000+, after payment of the estimated cost of \$1,400,000 paid to EduCo.

The proposed contract has been reviewed and recommended for approval by the Business Affairs Committee.

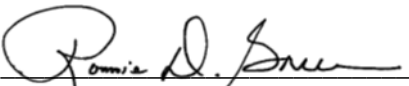
PROJECT COST: \$1,400,000 Annually

SOURCE OF FUNDS: Cash Funds

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

Donde L. Plowman  
Executive Vice Chancellor  
Chief Academic Officer

RECOMMENDED:

  
\_\_\_\_\_  
Ronnie D. Green, Chancellor  
University of Nebraska-Lincoln

DATE: September 21, 2017

## AMENDED AND RESTATED SERVICES AGREEMENT

THIS AMENDED AND RESTATED SERVICES AGREEMENT (this “**Agreement**”), dated as of October 5, 2017 (the “**Effective Date**”), is made and entered into by and between and The Board of Regents of the University of Nebraska (“**University**”) on behalf of University of Nebraska- Lincoln, a public body corporate (“**UNL**”), and EduCo USA, Inc., a Delaware corporation (“**EduCo**”).

### RECITALS

WHEREAS, UNL is a public university accredited by The Higher Learning Commission, with a main campus located in Lincoln, Nebraska;

WHEREAS, EduCo is a corporation organized under the laws of the State of Delaware;

WHEREAS, EduCo USA, LLC (an affiliate of EduCo) and UNL have previously entered into a Services Agreement dated as of February 19, 2015 as the same has been amended from time to time (the “**Pilot Agreement**”) under which EduCo has provided UNL with key services and functions related to students of UNL’s undergraduate education programs who are foreign students domiciled outside the United States coming to the United States to pursue a full course of academic study on a nonimmigrant visa (collectively, “**International Students**”);

WHEREAS, EduCo desires to continue providing UNL with those key services and functions related to International Students and the parties hereto desire to amend and restate the Pilot Agreement as the parties agree that a successful trial phase has been conducted; and

WHEREAS, in connection with the foregoing, the parties desire to set forth their mutual agreements with respect to EduCo’s provision of such services and functions to UNL, upon and subject to the terms and conditions set forth herein.

NOW, THEREFORE, in consideration of the foregoing and the mutual covenants and agreements set forth herein, and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties hereto, intending to be legally bound, agree as follows:

1. Description of Services.

(a) Subject to the terms and conditions of this Agreement, the parties acknowledge and agree that EduCo shall perform and provide, or shall cause to be performed and provided, to UNL the services and functions set forth on Exhibit A, attached hereto and incorporated herein, related to International Students (collectively referred to herein, and as such Exhibit A may be amended in writing from time to time by mutual agreement of the parties, as the “**Services**”). Any services, functions, responsibilities, activities or tasks that are not specifically described in this Agreement or in Exhibit A hereto, but that are reasonably required for the proper performance and delivery of the Services and that are a necessary or inherent part of such Services, as customarily performed by EduCo in the ordinary course of its business, shall be deemed to be implied by and included within the scope of the Services hereunder, except to the extent of any limitations set forth in this Agreement (including any provisions contemplating that such functions, responsibilities, activities or tasks are to be discharged by any other individual person or natural or legal entity (hereinafter, a “**Person**”).

(b) Subject to the exceptions set forth in Exhibit B, attached hereto and incorporated herein, EduCo shall be the sole and exclusive provider of the Services to UNL during the Term. If UNL determines that it desires to seek another Person to provide any of the Services to UNL, or services and functions related to International Students that are substantially similar in nature to the Services, but that are not then currently being performed by EduCo for UNL, then UNL agrees that it shall grant EduCo a right of first refusal to provide or perform such services or functions to UNL, on terms and conditions that are substantially similar to and consistent, in all material respects, with the terms and conditions set forth herein for the Services, and otherwise on such commercially reasonable terms and conditions as the parties may otherwise agree. In the event EduCo does not desire to perform such services or functions, or if the parties cannot mutually agree upon the terms and conditions, including compensation, for performing such services or functions, UNL may contract with a third party for the performance of the same.

(c) EduCo agrees that, in performing and providing the Services under this Agreement, it shall (i) allocate to the performance of the Services sufficient personnel with appropriate experience, knowledge and competence, (ii) conduct itself in a professional manner and in accordance with generally accepted standards of care, diligence and methods used in connection with the provision of similar services in the higher education industry and (iii) comply with applicable international, federal and state laws and regulations and the applicable standards, policies and procedures of any governmental authority or educational agency and UNL policies and standards with respect to the Services and to the conduct of the activities contemplated hereby, including without limitation those of the U.S. DOE, The Higher Learning Commission and the Nebraska State Higher Education Agency (collectively, “**Applicable Law**”). EduCo shall have complete discretion to supervise and manage its employees and third-party contractors providing the Services; provided, however, EduCo shall, upon reasonable request of UNL, remove an employee or third-party contractor from providing the Services to UNL. UNL shall have the right to ensure that the Services, whether provided by EduCo or through a third-party contractor, are being undertaken in accordance with Applicable Law and the performance standards specified in this Section 1(c).

(d) It is specifically understood and agreed that the Services contemplated to be performed by EduCo under this Agreement shall not include the administration of any portion of UNL’s participation in any of the Title IV Programs and, EduCo shall not act as nor be considered a “**Third Party Servicer**” (as that term is defined at 34 C.F.R. §668.2).

(e) It is specifically understood and agreed that the Services contemplated to be performed by EduCo under this Agreement shall include adequate funding by EduCo for one UNL Student Engagement and Recruitment Coordinator for every 100 International Students enrolled directly into UNL Academic Programs (defined in Exhibit A) as full-time students enrolled at UNL. These Coordinators will be employees of EduCo and not employees of the University.

(f) Notwithstanding anything to the contrary in this Section 1, UNL shall retain sole responsibility and authority over all Core Academic and Admissions Functions set forth on Exhibit C, attached hereto and incorporated herein relating to UNL, including, but not limited to, determination of course and program content, establishment of the number of student enrollments to UNL, establishment of admissions and scholarship criteria, standards of academic progress, assessment and the award of all academic credentials. Any functions, responsibilities, activities or tasks that are

not specifically described in this Agreement or in Exhibit C hereto, but that are reasonably required for the proper performance and delivery of the Core Academic and Admissions Functions and that are a necessary or inherent part of such functions, as customarily performed by UNL in the ordinary course of its business, shall be deemed to be implied by and included within the scope of the Core Academic and Admissions Functions hereunder, except to the extent of any limitations set forth in this Agreement (including any provisions contemplating that such functions, responsibilities, activities or tasks are to be discharged by any other Person).

(g) UNL shall be responsible for preparation and issuance of all required Department of Homeland Security forms and documents necessary for accepted International Students to apply for student visas, including I-20 forms, and will provide reasonable assistance for International Students to maintain student visa status in the U.S.

## 2. Term.

(a) This Agreement shall have an initial term of five (5) years (the “**Term**”) unless terminated earlier in accordance with Section 11. The parties may, upon mutual agreement not less than sixty (60) days prior to the expiration of the Term, renew this Agreement for an additional three (3) year term on the same terms as set forth herein or on such other terms as they may mutually agree. EduCo shall perform and provide, or shall cause to be performed and provided, to UNL the Services for the period commencing on the Effective Date and ending on the expiration of the Term, subject to earlier termination of all or a portion of the Services or termination of this Agreement as set forth in Section 11 hereof.

(b) During the Term, UNL and EduCo shall annually review this Agreement and in good faith determine whether it is appropriate or desirable to amend or modify the terms and conditions of this Agreement, including the Services provided by EduCo hereunder. At least once each calendar year during the Term, UNL and EduCo shall review this Agreement for purposes of improving results in marketing and recruitment. If UNL and EduCo agree to any amendments or modifications to this Agreement, the parties shall appropriately document and execute such amendments or modifications pursuant to Section 20. If UNL and EduCo cannot agree to any amendments or modifications to this Agreement, the parties shall continue to perform their obligations as set forth in this Agreement.

3. Consideration for Services Provided to UNL. As consideration for the Services and other resources to be provided to UNL by or through EduCo pursuant to this Agreement, EduCo shall be entitled to a commission comprised of the following elements: (i) the Full-Time Student Commission (defined in Section 3(a) below); (ii) the IEP/CEAP Commission (defined in Section 3(c) below); and (iii) the Summer Term Commission (defined in Section 3(d) below). The Full-Time Student Commission, IEP/CEAP Commission and Summer Term Commission shall collectively be referred to as the “**Commission**.”

(a) Undergraduate students recruited by EduCo meeting certain academic qualifications may be eligible for scholarships as detailed in Exhibit D, attached hereto and incorporated herein. As consideration for the Services and the other resources to be provided to UNL by or through EduCo pursuant to this Agreement, EduCo shall be entitled to Full-Time Student Commissions as follows: (i) for all full-time, admitted undergraduate students (defined as students taking a minimum of twelve (12) credit hours per semester) except students receiving the \$12,000 per

academic year Global Excellency Scholarships (as defined in Exhibit D): 50% of the tuition for undergraduate Academic Programs (as defined in Exhibit A) set by UNL, excluding all differential tuition (“**Gross Standard International Student Undergraduate Tuition**”) for the actual number of credit hours taken in Year 1 of enrollment, 10% of Gross Standard International Student Undergraduate Tuition in Year 2, 10% of Gross Standard International Student Undergraduate Tuition in Year 3 and 11% of Gross Standard International Student Tuition in Year 4 (ii) for students receiving the Global Excellency Scholarships: 16% of the Gross Standard International Student Tuition in Year 1 of enrollment, 11% of Gross Standard International Student Undergraduate Tuition for students enrolled in Year 2, 11% of Gross Standard International Student Undergraduate Tuition in Year 3 and 11% of Gross Standard International Student Undergraduate Tuition in Year 4. The Full-Time Student Commissions will be paid in accordance with Section 4.

(b) In the event that an International Student withdraws on a date on which he or she is entitled under UNL’s tuition refund policy to receive a refund of any part of tuition previously paid, EduCo shall be entitled to a proportional amount of the Commission which is equal to the proportion of tuition for such International Student which is retained by UNL. All fees due to EduCo shall be based solely on those International Students enrolled at UNL that were enrolled through efforts of EduCo. Notwithstanding the foregoing, the Full-Time Student Commission will not be paid on credit hours in excess of fifteen (15) credit hours per semester.

(c) As consideration for the Services and the other resources to be provided to UNL by or through EduCo pursuant to this Agreement, EduCo shall also be entitled to the following IEP/CEAP Commission for enrollment of students into UNL’s intensive English program for International Students (the “**Intensive English Program**” or “**IEP**”) and UNL’s Credit English for Academic Purposes program (“CEAP”) students recruited by EduCo: (i) 35% of Year 1 IEP tuition revenue for non-degree seeking students who will not matriculate into fulltime status at UNL, (ii) 30% of tuition revenue for one semester of IEP and CEAP programs for degree-seeking students whose intent is to matriculate into full time status at UNL. If IEP and CEAP students whose intent is to matriculate into full time status are enrolled as full time students at UNL, EduCo shall receive the same percentage of Gross Tuition as the students recruited directly into full-time status (see (a) above).

(d) As consideration for the Services and the other resources to be provided to UNL by or through EduCo pursuant to this Agreement, EduCo shall also be entitled to the following Summer Term Commission for Summer term students recruited by EduCo who are taking at least 3 credit hours during the summer term: (i) 40% of the Gross Standard International Student Undergraduate Tuition in the summer term. If the Summer term student EduCo has recruited matriculates into a full-time student, EduCo shall receive the same percentage of Gross Standard International Student Undergraduate Tuition as the students recruited directly into full-time status in Fall or Spring Semesters (see (a) above). Notwithstanding the foregoing, the Summer Term Commission will not be paid on credit hours in excess of fifteen (15) credit hours for the summer term.

(e) Adjustments to Consideration. If the overall first-to-second year retention rate progressing into each Fall intake for full-time students recruited by EduCo drops below 84%, UNL overall Commission payments to EduCo shall decrease by \$25,000 for each percentage rate below 84%. In no event shall the annual reduction in UNL’s overall Commission payments exceed \$75,000 as determined by this formula. EduCo shall use its best efforts to maximize retention rates for all students recruited by EduCo.



(f) Exemptions. EduCo shall not receive any Commissions for students that are currently enrolled in courses or programs of study administered by UNL's Partnership Universities listed on the UNL website <http://globalnebraska.unl.edu/current-international-agreements>. UNL reserves the right to add programs to this list at any time.

4. Statements; Accounting Records and Documents.

(a) For so long as EduCo is obligated to perform or discharge any of the Services, within fifteen (15) business days following the start and end of each semester, and if there is a change in enrollment status with a student recruited by EduCo, UNL shall submit to EduCo:

(i) a written statement setting out in reasonable detail the number of International Students who are enrolled at UNL who have identified EduCo on their UNL Office of Admissions application.

(b) The Commission will be based on the then-current non-resident tuition each year

(i) Commissions will be paid to EduCo for the spring and fall semesters after the last day for a student to fully withdraw from the semester or after the student's funds are cleared by UNL, whichever is later. Assuming the student's bill is paid in full at the beginning of each semester, commission payments should be made by October 15 for the fall semester and March 1 for the spring semester. Commissions for the summer term shall be paid in conjunction with the fall semester payment.

(ii) UNL will pay Commissions to EduCo based on the Gross Standard International Student Undergraduate Tuition and will exclude 100% of any differential tuition

(iii) UNL will pay Commissions to EduCo in this Agreement for all students recruited by EduCo and their sub-partners; EduCo will be responsible to distribute any Commission to all of their sub-partners, UNL is not financially obligated to make any payments to sub-partners

(iv) An applicant must identify EduCo upon completion of the Office of Admissions application for EduCo to be eligible for compensation; EduCo notification after point of application is not guaranteed and must be approved by assistant vice chancellor for enrollment management; UNL is not responsible for the identification of EduCo by the applicant; only one EduCo application can be identified per student

(v) No Commission is payable by UNL in relation to the recruited student unless EduCo has submitted an invoice and all supporting documentation with respect to the amount requested in the invoice; the invoice must contain the family name and given student names, Academic Program the student is enrolled in, and must be on EduCo letterhead; letterhead must include current address, telephone, fax, and email details of EduCo

(c) For the sake of clarity, the Commissions delivered under the Pilot Agreement for new students enrolled in the fall of 2017 shall be calculated pursuant to Section 3 of this Agreement and not calculated based on the Pilot Agreement.

(d) All payments shall be made in United States dollars. In the event that any such statement is not paid in full within ten (10) business days after the date due, the unpaid balance of such statement shall accrue interest at the rate of twelve percent (12%) per annum from the date of the statement until paid in full, provided that no interest shall accrue on any item or items on any statement which are the subject of a bona fide dispute.

5. Fee or Education Expense Disputes. In the case of a dispute over amounts retained or remitted under this Agreement, the individuals appointed pursuant to Section 6 hereof shall consult together with a view to resolving the dispute. If the dispute is not resolved within sixty (60) days, either UNL or EduCo may seek resolution pursuant to any means available at law or in equity.

6. Primary Contacts. Each of EduCo, on the one hand, and UNL, on the other hand, shall appoint one individual who shall serve as a primary contact person for purposes of communicating with the other party and carrying out this Agreement. Initially, EduCo will appoint Jim Panos and UNL will appoint Amber Williams.

7. Status of Employees; Use of Facilities. Whenever EduCo utilizes its employees to perform the Services for UNL pursuant to this Agreement, such employees shall at all times remain subject to the direction and control of EduCo, and UNL shall have no liability to such Persons for their welfare, salaries, fringe benefits, legally required employer contributions and tax obligations by virtue of the relationships established under this Agreement. Notwithstanding the preceding sentence, employees of EduCo pursuant to Section 1(e) who perform Services at the main campus of UNL shall be subject to UNL policies listed on the UNL website. Upon written request of UNL, EduCo will provide job descriptions of its employees who perform Services at the main campus of UNL. The parties agree that the officers, employees and independent contractors of EduCo shall perform most of the Services from the main campus of UNL. Except as may be otherwise expressly agreed to by the parties, no facility of EduCo used in performing the Services or subject to use by UNL shall be deemed to be transferred, assigned, conveyed or leased to UNL as a result of such performance or use. No facility of UNL used in performing the Services or subject to use by EduCo shall be deemed to be transferred, assigned or leased to EduCo as a result of such performance or use. Neither party shall be obligated to pay any rent nor other compensation or reimbursement of expenses for using the facilities of the other party in connection with the performance of the Services.

8. Independent Contractor Status. EduCo and UNL shall be deemed to be independent contractors with respect to each other for the purposes of this Agreement. Nothing contained in this Agreement shall create or be deemed to create an employment relationship between UNL and EduCo. The terms of this Agreement are not intended to cause any of the parties or their Affiliates to become a joint employer for any purpose.

9. Education Records; Accreditation and Licenses.

(a) EduCo acknowledges that in connection with the performance of the Services, it may have access to Education Records (as defined below) of students who participate in programs offered by UNL/EduCo (collectively, “**UNL Students**”). EduCo agrees that to the extent that it maintains Education Records, it shall maintain such Education Records in accordance with the requirements of the Family Educational Rights and Privacy Act, as amended (“**FERPA**”), the Gramm-Leach Bliley Act, as amended (“**GLBA**”), and any other applicable laws, regulations or

accrediting agency standards applicable to the privacy or confidentiality of such Education Records of UNL Students. Without limiting the foregoing, EduCo agrees that (a) it is subject to the requirements of 34 C.F.R. § 99.33(a) governing the use and redisclosure of personally identifiable information from Education Records; (b) it shall not disclose or allow access to personally identifiable information from an Education Record of any student enrolled in UNL without the prior written consent of the eligible student (as defined in 34 C.F.R. § 99.3), except as permitted by law; and (c) to the extent that UNL discloses personally identifiable information from Education Records to EduCo under this Agreement, EduCo's officers, employees, and agents shall use and shall have access to the information only for the purposes for which disclosure is made. Pursuant to FERPA requirements, all Education Records of UNL Students, regardless of whether maintained directly by UNL, EduCo or by other entities, remain the property of UNL. EduCo agrees to access and use Education Records of UNL Students only for legitimate and lawful educational purposes, pursuant to UNL's institutional FERPA policy, and further agrees to return or destroy such Education Records of UNL Students immediately upon the written request of UNL. As used herein, "**Education Records**" means all such records described by 34 C.F.R. § 99.3 maintained by, for or on behalf of UNL, including without limitation, any record, file, data or other information concerning any student's financial information protected under GLBA.

(b) The parties have set forth the terms, conditions and responsibilities in this Agreement in the good faith belief that they are fully in compliance with all legal and accreditation requirements generally applicable to UNL and specifically applicable to International Students; provided, however, in the event that UNL reasonably determines that the performance of any particular service by EduCo is in violation of such legal or accreditation requirements, or creates a third party servicer relationship, the parties agree that such service shall be promptly modified to the extent reasonably necessary to secure continued compliance with such legal and accreditation requirements. Upon such a determination, UNL and EduCo shall negotiate in good faith to modify this Agreement so as to effect the original intent of the parties to this Agreement as closely as possible and in a mutually acceptable manner in order that the transactions contemplated by this Agreement are consummated as originally contemplated to the greatest extent possible and in order to achieve, to the greatest extent possible, the same overall economic, financial and business arrangement contemplated hereunder and thereunder in order to ensure that the parties realize and achieve the benefit of their bargain as set forth in this Agreement.

10. Coordination. Promptly after the execution of this Agreement, representatives of the parties shall meet and discuss coordination of services for the International Students. Representatives of the parties will meet at least once during each calendar quarter to discuss the then current status of the International Students.

11. Termination

(a) The parties hereto may terminate this Agreement by mutual written consent at any time.

(b) This Agreement shall automatically terminate:

- (i) upon the bankruptcy or dissolution of EduCo;
- (ii) upon the bankruptcy or dissolution of UNL; or
- (iii) in the event that any Governmental Authority or Educational Agency shall have issued an order or ruling or taken any other action restraining, enjoining or otherwise prohibiting the transactions contemplated by this Agreement or any Related Agreement.

(c) Either EduCo or UNL may terminate this Agreement in the event of a material breach by the other party of any of the terms hereof or set forth in any other agreements entered into between the Parties, if such breach shall not have been cured within thirty (30) days after written notice of breach is delivered to the defaulting party or, if such breach requires more than thirty (30) days to cure, if such cure is not commenced within thirty (30) days and thereafter diligently prosecuted, but in no event shall the cure period extend beyond ninety (90) days.

(d) Upon the termination of this Agreement, EduCo shall be entitled to continue to receive the Commission as described in Section 3 earned during the Teach Out Period (as described in Section 12) through the date of termination.

12. Teach Out Obligations. In the event of the termination of this Agreement, then in each such case the following will apply:

(a) All Parties will continue to satisfy their respective obligations under this Agreement and any relevant and legally binding exhibits or amendments thereto, and UNL will continue to provide all Core Academic and Admissions Functions until all International Students then enrolled in the educational programs of UNL with respect to which the Services are being provided on the termination date have completed their respective programs (“**Teach Out Period**”). Except as may be required by applicable law, no party will have any obligation to continue to satisfy its obligations under this Section 12 with respect to any student(s) who fail to make satisfactory academic progress (as defined under standards applicable to or adopted by a UNL) during the Teach Out Period and in no event will the Teach Out Period exceed five (5) years from the date of termination.

(b) All financial responsibilities of the Parties will survive termination of this Agreement, and any Teach Out Period, and will remain the continuing obligation(s) of such party.

(c) Each Party will cooperate with all reasonable requests for information or records by the other Parties subject to Applicable Law and the provisions of this Agreement related to Confidential Information (as hereinafter defined).

13. Representations and Warranties.

(a) UNL hereby represents and warrants to EduCo, as of the date hereof, that:

- (i) UNL is a public body corporate, duly organized, validly existing and in good standing under the laws of the State of Nebraska;

(ii) UNL has taken all necessary action to authorize the execution, delivery and performance of its obligations under this Agreement, which action has not been superseded or modified, and this Agreement constitutes the legal, valid and binding obligation of UNL, enforceable in accordance with its terms;

(iii) to the knowledge of UNL, the execution, delivery and performance of this Agreement by UNL does not violate: (w) its bylaws or any resolution of its Board of Regents; (x) any material contract to which it is a party; (y) its accreditation status; or (z) any law, rule, regulation, order, writ, judgment, injunction, decree or determination affecting it or any of its properties; and

(iv) to the knowledge of UNL, no authorization or approval (other than those already obtained or applied for) or other action by, and no notice to, or filing with, any Governmental Authority, Educational Agency or other regulatory body is required on or before the date hereof for the due execution, delivery and performance by UNL of this Agreement except approvals necessary for participation in the J-1 visa exchange visitor program.

(b) EduCo hereby represents and warrants to UNL, as of the date hereof, that:

(i) EduCo is a corporation, duly organized, validly existing and in good standing under the laws of the State of Delaware and qualified to do business in the State of Nebraska;

(ii) EduCo has taken all necessary corporate action to authorize the execution, delivery and performance of its obligations under this Agreement, which action has not been superseded or modified, and this Agreement constitutes the legal, valid and binding obligation of EduCo, enforceable in accordance with its terms;

(iii) the execution, delivery and performance of this Agreement by EduCo does not violate: (x) its articles of incorporation, bylaws, or any action of the Board of Managers; (y) any material contract to which it is a party; or (z) any law, rule, regulation, order, writ, judgment, injunction, decree or determination affecting it or any of its properties; and

(iv) no authorization or approval (other than those already obtained or other action by), and no notice to, or filing with, any Governmental Authority, Educational Agency or other regulatory body is required on or before the date hereof for the due execution, delivery and performance by EduCo of this Agreement.

#### 14. Indemnification; Obligation to Correct.

(a) To the extent allowed by law, from and after the date of this Agreement and except as otherwise provided in this Section 14, UNL shall indemnify, defend and hold harmless EduCo and its members, managers, officers, employees, agents, Affiliates, successors and permitted assigns (collectively, "**EduCo Indemnified Parties**") from and against all liabilities, losses, damages, claims, demands, causes of action, deficiencies, taxes, fines, costs and expenses, interest, awards, judgments and penalties (including the reasonable fees and expenses of a single law firm representing all of the EduCo Indemnified Parties in the case of Losses of the EduCo Indemnified Parties and of a single law firm representing all of the UNL Indemnified Parties in the case of Losses of the UNL Indemnified Parties) (collectively, "**Losses**") actually incurred by them and arising out of or by virtue

of or resulting from any of the following: (i) any material breach of any representation, warranty or agreement made or to be performed by UNL pursuant to this Agreement; (ii) any breach of any covenant made or to be performed by UNL pursuant to this Agreement; and (iii) the reasonable costs to the EduCo Indemnified Parties of enforcing this indemnity against UNL.

(b) From and after the date of this Agreement and except as otherwise provided in this Section 14, EduCo shall jointly and severally indemnify, defend and hold harmless UNL and its Regents, directors, trustees, managers, officers, employees, agents, Affiliates, successors and permitted assigns (collectively, “**UNL Indemnified Parties**”) from and against all Losses actually incurred by them and arising out of or by virtue of or resulting from any of the following: (i) any material breach of any representation, warranty, or agreement made or to be performed by EduCo pursuant to this Agreement (whether such Services are performed by EduCo or an affiliate of EduCo); (ii) any breach of any covenant made or to be performed by EduCo pursuant to this Agreement; and (iii) the reasonable costs to the UNL Indemnified Parties of enforcing this indemnity against EduCo.

(c) NO PARTY WILL BE LIABLE TO ANY OTHER PARTY (OR TO ANY PERSON CLAIMING RIGHTS DERIVED FROM ANY OTHER PARTY’S RIGHTS) FOR PUNITIVE, EXEMPLARY, SPECIAL, CONSEQUENTIAL OR INDIRECT DAMAGES OR FOR LOST PROFITS OR FOR LOSS OF PROFITS OF ANY KIND AS A RESULT OF BREACH OF ANY TERM OF THIS AGREEMENT.

(d) Without limitation of any other rights and remedies available at law or equity, in the event of any breach of this Agreement by EduCo with respect to any error or defect in the provision of any of the Services, EduCo shall, at UNL’s request, correct such error or defect or re-perform such Service in a timely manner at the reasonable expense of EduCo.

(e) Notwithstanding the preceding provisions of this Section 14, in no event shall either party’s total indemnification obligations under this Section 14 exceed, in the aggregate, an amount equal to two times the sum of the amounts described in Section 3 paid by UNL to EduCo in the immediately preceding Fiscal Year.

15. Intentionally deleted.

16. Rights of Exclusivity. During the Term, neither EduCo nor any Affiliate of EduCo shall provide the Services, or any services substantially similar to the Services (as described in Exhibit A), to any other state-supported college or university within a 500 mile radius of Lincoln, Nebraska; provided, however, that nothing herein shall prohibit EduCo or any of its Affiliates from providing the same or similar services to any other campus of the University of Nebraska system, including the University of Nebraska Medical Center, the University of Nebraska at Omaha and the University of Nebraska at Kearney.

17. Insurance.

(a) UNL warrants and represents that its liability insurance coverage extends only to its officers, employees, and agents while acting within the scope of their employment by UNL. The liability does not extend to EduCo employees or any other persons.

(b) EduCo will provide a certificate to UNL evidencing insurance underwritten by an insurer with a Best's rating of A or better with limits of at least:

- (i) General Liability \$1,000,000 per occurrence/\$2,000,000 aggregate;
- (ii) Hired and Non-Owned Auto Liability \$1,000,000;
- (iii) Employers Liability \$500,000 Bodily Injury by Accident – each accident/\$500,000 Bodily injury by Disease - Policy limit/\$500,000 Bodily injury by disease – each employee.
- (iv) Umbrella limits of \$3,000,000.

The Board of Regents of the University of Nebraska shall be listed as an additional insured on all insurance except for employers liability insurance.

18. Force Majeure. Neither party shall be held liable for any delay or failure in performance of any part of this Agreement from any cause beyond its reasonable control, including, but not limited to, acts of God, acts of civil or military authority, embargoes, epidemics, war, terrorist acts, riots, insurrections, fires, explosions, earthquakes, nuclear accidents, floods, strikes, and power blackouts. Upon the occurrence of a condition described in this Section 18, the parties shall promptly confer, in good faith, to agree upon equitable, reasonable action to minimize the impact, on both parties, of such conditions. Economic hardship shall not be considered an event of force majeure hereunder.

19. Representations Regarding Accreditation. In performing the Services, EduCo shall not represent to any prospective student, student recruitment channels or other third party that UNL possesses any institutional or programmatic accreditation other than accreditations that UNL states it possesses in its then current catalog and nothing in this agreement will allow EduCo, its affiliates, agents, or employees to claim for itself or infer any accredited status other than that held by UNL.

20. Amendment. No provision of this Agreement may be amended, modified or supplemented or waived except by an instrument in writing executed by all of the parties hereto or, in the case of an asserted waiver, executed by the party against which enforcement of the waiver is sought.

21. Waivers. The failure of any party at any time or times to require performance of any provision hereof shall in no manner affect the right of such party at a later time to enforce the same or any other provision of this Agreement. No waiver of any condition or of the breach of any term contained in this Agreement in one or more instances shall be deemed to be or construed as a further or continuing waiver of such condition or breach or a waiver of any other condition or of the breach of any other term of this Agreement.

22. Assignment; Subcontractors; Benefit and Binding Effect. No party hereto may assign this Agreement without the prior written consent of the other party hereto; provided, however, that EduCo shall have the right to have any of the Services performed by subcontractors, subject to UNL's prior approval (which approval shall not be unreasonably withheld or delayed by UNL); and provided further, that each subcontractor engaged by EduCo shall agree in a writing to be

bound, in all respects, by the terms of this Agreement. This Agreement shall be binding upon and shall inure to the benefit of the parties hereto and their respective successors and permitted assigns. The provisions of this Agreement shall be for the exclusive benefit of the parties hereto (and their successors and permitted assigns).

23. Confidentiality. Except as otherwise provided in this Section 23, all information exchanged by the parties pursuant to and in execution of their obligations and in exercise of their rights under this Agreement shall be deemed confidential (“**Confidential Information**”). Disclosed Confidential Information, whether communicated orally or in written form, shall be safeguarded by the recipient with the same degree of care as the recipient uses for its own Confidential Information (but in no event less than a reasonable degree of care) and shall not be disclosed to third parties and shall be made available only to the receiving party’s employees or other agents who have a need to know such information for purposes of performing the party’s obligations or exercising the party’s rights under this Agreement, and such employees or other agents shall have a legal obligation to the employer or principal, as applicable, not to disclose such Confidential Information to third parties. Each party agrees to use the Confidential Information exclusively to provide the Services and to fulfill the purposes of any other agreement entered into by the Parties in the future. Each party shall treat any and all Confidential Information in the same manner and with the same protection as such party maintains its own confidential information. Notwithstanding the foregoing, a party may disclose Confidential Information as follows:

(a) to its Affiliates and its or its Affiliates’ employees, lenders, actual or potential investors, counsel, accountants or other representatives; provided that the disclosing party causes such Persons to comply with this Section 23;

(b) in order to comply with any applicable law, including, but not limited to, public records laws, stock exchange rule, tax audit or tax compliance procedures, governmental regulation or any other governmental requirement, provided that prior to making any such disclosure the party making the disclosure will notify the other party of any proceeding of which it is aware that may result in disclosure in order to allow the non-disclosing party to use reasonable efforts to limit or prevent such disclosure;

(c) to the extent that the Confidential Information is or becomes publicly available through no fault of the party making such disclosure or use;

(d) to the extent that the same information is in the possession of the party making such disclosure or use prior to receipt of the Confidential Information;

(e) to the extent that the same information is independently developed by the party that received the Confidential Information without in any way relying on any Confidential Information;

(f) to the extent that the same information becomes available to the party making such disclosure or use on a non-confidential basis from a source other than the other party or its Affiliates, which source is not prohibited from disclosing or using such information; and

(g) to the other party in connection with this Agreement.

(h) No party will obtain ownership interests in any Confidential Information solely because it is provided to it by another party hereunder, and, except as specifically provided for in



this Agreement, no party will engage in any derivative uses of Confidential Information provided to it hereunder. The receiving party will return to the disclosing party, or at the disclosing party's option, destroy (and certify in writing such return or destruction) any and all Confidential Information upon any termination of this Agreement and upon request of the disclosing party.

(i) In the event of any breach of the provisions of this Section 23, the non-breaching party will be entitled to seek injunctive or other equitable relief to prevent, curtail or limit such breach or threatened breach, upon a proper evidentiary showing with a court of competent jurisdiction. The foregoing will be in addition to such other rights as the non-breaching party may have at law or in equity.

(j) Pursuant to Nebraska's Taxpayer Transparency Act (Neb. Rev. Stat. §84-602.01, as may be amended), as of January 1, 2014, UNL is required to provide the Nebraska Department of Administrative Services with a copy of each contract that is a basis for an expenditure of state funds, including any amendments and documents incorporated by reference in the contract. Copies of all such contracts and documents will be published by the Nebraska Department of Administrative Services at [www.nebraskaspending.gov](http://www.nebraskaspending.gov). It shall be the sole responsibility of the EduCo to notify the University of any requested redactions to such contracts and documents under Neb. Rev. Stat. 84-712.05(3) at the time of execution.

24. Severability. If any provision of this Agreement or portion thereof, or the application of such provision or portion thereof to any person or circumstance, shall be held invalid, the remainder of this Agreement, or the application of such provision or portion thereof to Persons or circumstances other than those to which it is held invalid, shall not be affected thereby for so long as the economic, financial, business or legal substance of the transactions contemplated by this Agreement is not affected in any manner materially adverse to either party. Upon such determination that any term or other provision is invalid, illegal or incapable of being enforced, UNL and EduCo shall negotiate in good faith to modify this Agreement so as to effect the original intent of the parties to this Agreement as closely as possible in a mutually acceptable manner in order that the transactions contemplated by this Agreement are consummated as originally contemplated to the greatest extent possible and in order to achieve, to the greatest extent possible, the same overall economic, financial and business arrangement contemplated in this Agreement in order to ensure that the parties realize and achieve the benefit of their bargain as set forth in this Agreement.

25. Entire Agreement. This Agreement (including the recitals hereto) and the exhibits attached hereto set forth all of the promises, covenants, agreements, conditions and undertakings of the parties hereto with respect to the subject matter hereof, and supersede all prior and contemporaneous agreements and understandings, negotiations, inducements or conditions, express or implied, oral or written, including, but not limited to, the Pilot Agreement.

26. Headings. The headings in this Agreement are for convenience only and are in no way intended to describe, interpret, define or limit the scope, extent or intent of this Agreement or any of its provisions.

27. Counterparts. This Agreement may be executed and delivered (including by facsimile transmission or by means of portable document format (pdf) transmission) in two counterparts, and by the different parties hereto in separate counterparts, each of which shall be deemed to be an original, but both of which together shall be deemed to be one and the same instrument.

28. Remedies Cumulative. All rights, powers and remedies provided under this Agreement or otherwise available in respect hereof at law or in equity shall be cumulative and not alternative, and the exercise or beginning of the exercise of any right, power or remedy thereof by a party shall not preclude the simultaneous or later exercise of any other such right, power or remedy by such party. The parties agree that each party shall be entitled, in addition to other remedies that may be available to it, to seek immediate injunctive relief from any breach of any of the provisions of this Agreement and to specific performance of its rights hereunder, as well as to any other remedies available at law or in equity.

29. Use of Language. For purposes of this Agreement (including any related schedules or exhibits), except as otherwise expressly provided: (a) the terms defined in this Agreement include the plural as well as the singular, and the use of any gender herein shall be deemed to include the other gender; (b) references in this Agreement to “Sections,” “subsections,” “paragraphs” and other subdivisions without reference to a document are to designated Sections, subsections, paragraphs and other subdivisions of this Agreement; (c) the words “herein,” “hereof,” “hereunder” and other words of similar import refer to this Agreement as a whole and not, unless specifically provided, to any particular provision; and (d) the words “e.g.,” “include,” “includes,” “including” and other words of similar import are deemed to be followed by “without limitation” or “but not limited to” whether or not they are in fact followed by such words or words of like import. The parties acknowledge and agree that this Agreement is the result of extensive negotiations between the parties and their respective counsel, and that this Agreement shall not be construed against any party by virtue of its role or its counsel’s role in the drafting hereof.

30. Governing Law. This Agreement is governed by and construed and enforced in accordance with the laws of the State of Nebraska without regard to the conflict of laws provisions thereof.

31. Survival. The provisions of Section 31 and Sections 12, 14, 18 and 23 shall survive the expiration or earlier termination of this Agreement.

32. Notices. All notices and other communications given or made pursuant hereto shall be in writing and shall be deemed to have been duly signed or made as of the date delivered if delivered personally or by internationally recognized overnight courier, when confirmed by telephone if delivered by facsimile, when confirmed by telephone or by response e-mail if delivered by electronic transmission or five (5) business days after being mailed by registered or certified mail (postage prepaid, return receipt requested), to the parties at the following addresses (or at such other address for a party as shall be specified by like notice, except that notices of changes of address shall be effective upon receipt):

**To University:**

Office of University Services  
Purchasing Department  
1700 Y Street  
University of Nebraska-Lincoln  
Lincoln, Nebraska 68588-0645  
Attn: Associate Vice Chancellor

Amber Williams

Assistant Vice Chancellor, Academic Services and Enrollment  
Management  
1410 Q Street  
University of Nebraska-Lincoln  
Lincoln, NE 65888-0417  
Telephone: (402) 472-0671  
Facsimile: (401) 472-0670  
Email: amber.williams@unl.edu

**To Contractor:**

EduCo USA Inc.  
c/o EduCo International Group  
B.V. Attention: Jim Panos  
Telephone: 978-239-5367  
Facsimile:  
Email: jim.panos@educoglobal.com

*[SIGNATURE PAGE FOLLOWS]*

IN WITNESS WHEREOF, each of the parties has caused this Agreement to be executed on its behalf as of the date first above written.

**THE BOARD OF REGENTS OF  
THE UNIVERSITY OF  
NEBRASKA**

**EDUCO USA, Inc.**

By: \_\_\_\_\_  
Hank M. Bounds, President

By: Joff Allen, President

Attest:

By: Carmen Maurer, Corporation Secretary

## EXHIBIT A

The following is a list of the “Services” to be provided by EduCo:

- Actively promote UNL using local knowledge and UNL provided materials (i.e. printed material, brochures, etc.)
- Recruit undergraduate students who meet the minimum admission requirements at UNL across a full range of available full-time majors offered by UNL and made available to undergraduate students (the “Academic Programs”).
- Recruit full-time (at least 12 credit hours a semester), degree-seeking, undergraduate students, enrolling in UNL’s fall or spring semesters; or similar students enrolled in a minimum of three (3) credit hours in summer terms. Preference should be given to entering freshman students. The University’s First Semester begins in late August and ends in early December, Second Semester runs from early January through early May, and summer terms occur between Second and First Semesters. Degree-seeking students conditionally admitted to attend UNL’s Intensive English Program (IEP) to improve their English Language skills prior to enrolling in a UNL undergraduate degree program are eligible for compensation at reduced rates until they are fully admitted.
- Assist prospective students with formal application requirements and process, including online submission of the admission application, submission of official academic documents, and creating a unique email address for each applicant.
- Inform applicants of special entry requirements to Academic Programs
- Provide truthful advice to students regarding Academic Programs and requirements, the city of Lincoln, and immigration requirements for entry to the United States.
- Assist the student in setting up their online UNL account called “MyRED” after submitting an application.
- Educate EduCo employees regarding UNL, its academic and student support programs, and alumni services, and maintaining a professional working relationship with UNL
- Host UNL or institutional representative upon request.
- Uphold the high reputation of UNL and the United States international educational sector.
- Take no action that will result in UNL’s non-compliance with any US laws or regulations or any local or national laws or regulations of the country in which the Independent Recruitment Partner operates.
- Inform prospective students that as students, they will be responsible to pay all instructional-related and non-instructional-related expenses incurred during their program in addition to tuition. Inform students about the current Tuition and Fees and that upon admittance they will be responsible for the non-resident Tuition and Fees for their respective academic program. Instructional-related expenses may include, but are not limited to, special course fees for such things as labs, technology, and library fees, added tuition fees for some courses of study, educational field trips, books and supplies, etc., and non-instructional expenses may include but are not limited to: International Student Fees, health insurance, housing, food, etc. All fees must be paid in a timely manner in accordance with UNL policies.
- Inform prospective students that they will be responsible to pay their own transportation to UNL and will pay for their lodging and meals while in UNL. UNL will make efforts to

arrange on-campus housing. Students under the age of 19 on the first day of fall classes are required to live on campus.

- Before a prospective student completes an application, the EduCo must give prospective students information provided to EduCo by UNL about:
  - UNL and its facilities, equipment, and learning resources
  - UNL's Academic Programs
  - UNL's Tuition and Fees, and refund conditions and policies
  - Living in the United States and the local environment of Lincoln, Nebraska, including information about campus location and costs of living
  - The minimum level of English proficiency, educational qualifications, and work experience required for acceptance into Academic Programs.
  - Visa requirements which must be satisfied by the student including English language proficiency levels and information on courses offered through UNL's Intensive English Program, where these are considered necessary.
  
- EduCo must inform prospective students that:
  - o Students who come to the United States on a student visa must have a primary purpose of study and must study on a full-time basis.
  - o Personal information provided may be made available to Federal and State agencies in compliance with local law.
  - o UNL is required by law to inform the U.S. government of any changes to the student's enrollment status or other changes of conditions which may relate to visa status.
  
- EduCo must not:
  - Engage in any dishonest practices, including suggesting to a prospective student that they can come to the US on a student visa with a primary purpose other than full-time study.
  - Facilitate applications for students who do not comply with visa requirements.
  - Make any representations or offer any guarantees to students about whether they will be granted a student visa.
  - Make any representations or offer any guarantees to students about the likelihood of financial aid or scholarship awards.
  - Engage in false or misleading advertising or recruitment practices.
  - Make any false or misleading comparisons with any other educational provider or their Academic Programs.
  - Give inaccurate information to a prospective student about acceptance into an academic program for which they applied or into any other academic program.
  - Undertake any advertising or promotional activity about UNL or any UNL academic program without the prior written consent of UNL. Advertising promotional activities will be at the EduCo's expense unless otherwise agreed to in writing by UNL in advance.
  - Give inaccurate information to a prospective student about the tuition and fees payable to UNL.

- Utilize any UNL trademarks, designs, crests, marks, logos or any other intellectual property of the University of Nebraska or UNL in any way whatsoever, without prior written authorization from UNL.
  
- EduCo will provide promotion, marketing and coordination of recruitment services for all International Students, subject to UNL’s review and approval (with such approval not to be unreasonably withheld or delayed by UNL) of all advertising, promotional or similar materials for UNL or its programs (including materials displayed on the Internet);in performing the Services, EduCo will enter into arrangements with agents or other parties for the recruitment of students (“**Agents**”) or, at the election of UNL, retain UNL’s existing arrangements with Agents or facilitate the entry into new arrangements by UNL directly with Agents. The election will not impact on the consideration for the Services. Services will include the following:
  - § development and maintenance of relationships with international student recruitment channels and referral sources for all International Students;
  - § student suitability services for all International Students, including application review support and application vetting support;
  - § initial application processing of all International Students (with UNL making official acceptance decision and coordinating the processing of student visas);
  - § all other activities that are reasonably related or ancillary to the foregoing

## EXHIBIT B

The following more fully describes the nature of the exclusivity clause of Section 1(b)

- Exclusivity clause does not include UNL international recruitment partner contracts signed prior to this Agreement
- The Exclusivity clause permits UNL faculty and staff from UNL colleges and programs to recruit internationally
- The Exclusivity clause does prohibit UNL from entering any other agreement or arrangement with the following organizations, or organizations that are substantially similar to the organizations listed below:
  - Navitas
  - INTO
  - Study Group
  - Kaplan
  - Shorelight Education
  - Cambridge Education Group
  - ELS



## CORE ACADEMIC AND ADMISSIONS FUNCTIONS

The following is a list of the “Core Academic and Admissions Functions” to be provided by UNL:

- Educate EduCo about UNL, its admissions requirements and procedures, and to answer questions and assist in the admissions process as requested.
- Communicate changes to policy and procedures and the Academic Programs.
- Help the EduCo team to access information about visa requirements and the process of visa application. This includes informing the International Recruitment Partner of the legal or regulatory conditions for visa requirements and of any changes to those requirements promptly after becoming aware of any such changes.
- Provide EduCo with sufficient promotional material to continuously and actively recruit students.
- Process all completed applications received but is under no obligation to accept any prospective student referred by the EduCo.
- Admit students recruited by the EduCo who meet UNL admission requirements.
- Consider admitted students recruited by EduCo for merit-based scholarships in accordance with Exhibit D.

## Scholarships

These University of Nebraska – Lincoln scholarships are offered to undergraduate students recruited by EduCo who meet the specified academic qualifications:

- University of Nebraska – Lincoln will offer \$12,000 per academic year Global Excellency Scholarships to students who have a 3.8 – 4.0 cumulative GPA in their academic record.
- University of Nebraska – Lincoln will offer \$7,500 per academic year Global Diplomat Scholarships to students who have a 3.6 – 3.79 cumulative GPA in their academic record.
- University of Nebraska – Lincoln will offer \$2,000 per academic year Global Consul scholarships to students who have a 2.5 – 3.59 cumulative GPA in their academic record.

The University of Nebraska – Lincoln reserves the right to modify scholarship criteria and award amounts at any time without consultations from EduCo.

TO: The Board of Regents Addendum IX-B-7

Business Affairs

MEETING DATE: October 5, 2017

SUBJECT: Capital Improvements for Campus Recreation, the Nebraska Unions and University Housing Facilities at the University of Nebraska-Lincoln (UNL)

RECOMMENDED ACTION: Approve the attached Resolution to authorize expenditure of up to \$7,727,500 for capital improvements for the Campus Recreation, Nebraska Unions and University Housing facilities from the Replacement Fund of the Student Fees and Facilities Revenue Bonds at the University of Nebraska-Lincoln

PREVIOUS ACTION: During the last five years the Board of Regents has approved similar requests as follows:

<u>Prior Approvals</u>	<u>Amount</u>
September 2016	\$4,852,000
August 2015	4,185,280
September 2014	4,593,966
September 2013	2,719,200
March 2013	250,000

EXPLANATION: Section 6.2 of the Bond Resolution (December 1, 1964) requires the Board of Regents to keep the "facilities" in good repair, working order and condition, and to make all necessary and proper repairs. Section 6.12 of the Resolution requires the Board to comply with all statutes of the State of Nebraska. The improvements and modifications detailed on the accompanying pages represent the highest priority needs that have been identified by residents, user groups, and managers of these facilities.

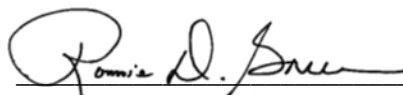
PROJECT COST: \$7,727,500

SOURCE OF FUNDS: Student Fees and Facilities Revenue Bond Surplus Funds

SPONSORS: Laurie Bellows  
Interim Vice Chancellor for Student Affairs

Christine A. Jackson  
Vice Chancellor for Business & Finance

RECOMMENDED:

  
\_\_\_\_\_  
Ronnie D. Green, Chancellor  
University of Nebraska-Lincoln

DATE: September 15, 2017

## RESOLUTION

BE IT RESOLVED by the Board of Regents of the University of Nebraska (the "Board") as follows:

1. The Board hereby finds and determines:
  - (a) Pursuant to its Bond Resolution dated as of December 1, 1964, authorizing the issuance of Revenue Bonds by the Board (the "Resolution"), the Board has heretofore issued revenue bonds payable from the revenues and fees derived from the ownership and operation of the dormitories and other facilities for the housing and boarding of students, student unions, student health facilities and other facilities for the activities of students located on the campus of the University of Nebraska-Lincoln, under which a Surplus Fund was created;
  - (b) Section 6.2 of the Resolution requires the Board to operate the "facilities" (as defined in the Resolution) in an efficient, sound and economical manner and to keep all Facilities and betterments thereto in good repair, working order and condition and to make all necessary and proper repairs, renewals, replacements, additions, extensions and betterments thereto, so that at all times the business carried on in connection therewith shall be properly and advantageously conducted.
  - (c) The "facilities" include Campus Recreation, Nebraska Unions, the University Health Center and all facilities and structures for the housing and boarding of students located and currently or hereafter existing on the campus of the University of Nebraska-Lincoln, which facilities require certain renewals, replacements, additions, betterments and extensions to maintain the Revenue and Fees. In order to accomplish such renewals, replacements, additions, betterments and extensions, the sum of \$7,727,500 should be expended from the Replacement Fund as indicated on the attached schedule.
2. Authorization. The Board hereby authorizes the transfer of up to \$7,727,500 from the Surplus Fund established pursuant to the Resolution to the Replacement Fund, and the expenditure of up to \$7,727,500 from the Replacement Fund for the projects herein identified. The Vice Chancellor for Business and Finance at the University of Nebraska-Lincoln, is hereby designated as the University representative who may certify to the Trustee the specific payments to be made from the Replacement Fund.
3. 1986 Surplus Fund. There currently are monies or investments in the Surplus Fund including accruals in excess of \$7,727,500.

**University of Nebraska-Lincoln**  
 Capital Improvement Requests  
 October 5, 2017

<b>SUMMARY</b>	
Department	Funding Requested
Campus Recreation	\$ 422,500
Nebraska Unions	\$1,095,000
University Housing	\$6,210,000
Grand Total	\$7,727,500

**CAMPUS RECREATION**

Detail of Improvement Requests

Project	Location	Funding Required	Justification
Tuck Pointing	Campus Recreation Center	\$ 150,000	On-going maintenance of aging brick mortar
Cardiovascular Equipment Replacement	Campus Recreation Center	\$ 40,000	Replace cardio equipment per replacement plan cycle
Mechanical Systems	Campus Recreation Center	\$ 85,000	Replace air handling Unit 4
Electrical/Lighting	Campus Recreation Center	\$ 7,500	Replace entry canopy exterior lighting
Access for Pool	Campus Recreation Center	\$ 45,000	Replace existing ADA lift for pool deck access
Concession/Storage Conversion	Campus Recreation Center	\$ 40,000	Convert former concession stand to storage space
Racquetball Court Conversion	Campus Recreation Center	\$ 55,000	Convert a racquetball court to a functional training suite
Subtotal		\$ 422,500	

**NEBRASKA UNIONS**

Detail of Improvement Requests

Project	Location	Funding Required	Justification
East Campus Union Renovation	Nebraska East Union	\$ 800,000	Renovation of East Campus Union

Elevator Upgrades	Nebraska Union	\$ 220,000	Mandatory elevator upgrades to meet current code
Event Equipment/Maintenance Projects (Various)	Nebraska Union/Jackie Gaughan Multicultural Center/Nebraska East Union	\$ 75,000	Replace AV components, chairs, tables, and other equipment used for events
Subtotal		\$ 1,095,000	

## UNIVERSITY HOUSING

### Detail of Improvement Requests

Project	Location	Funding Required	Justification
Dining Facilities	Nebraska East Union	\$ 4,000,000	Renovate dining facilities
Custodial Equipment Replacement	Housing System	\$ 25,000	Replace worn out custodial equipment
Fluid Cooler Repair	Suite-Style Buildings	\$ 150,000	Repair bad coils in fluid cooler
Mechanical Systems	Housing System	\$ 85,000	Replace HVAC components
Electrical/Lighting	Housing System	\$ 30,000	Replace broken lighting fixtures, ballasts and upgrade to LED
Carpet & Vinyl Replacement	Courtyards and Village	\$ 300,000	Replace student room carpet and vinyl on a five-year schedule
Roof Repair and Maintenance	Housing System	\$ 60,000	General purpose roof repair
Food Service Equipment Repair	Housing Dining System	\$ 100,000	Repair dining kitchen equipment as needed
Purchase Asset Management/PM Software Licenses, Training and Data Collection	Housing System	\$ 150,000	Implement preventative maintenance and asset management planning and reporting system
Kitchen and Bathroom Upgrades	Family Housing	\$ 25,000	Replace outdated/damaged kitchen and bath cabinets and fixtures
Energy Management System	Housing System	\$ 25,000	Software and hardware upgrade for EMS
Furniture Repair and Replacement	Housing System	\$ 200,000	Re-upholster and replace worn out furniture
Computer Hardware Replacement	Housing System	\$ 75,000	Replace power distribution units, storage and switches

ResNet Replacement Equipment	Housing System	\$ 185,000	Replace older, out-of-date wireless access points and switches with newer up-to-date technology
Domestic Water Heater Replacement	Housing System	\$ 50,000	Replace worn out water heaters
Heat Pump Replacement	Housing System	\$ 50,000	Replace worn out units
Replace Flooring and Furniture	Selleck Entry	\$ 30,000	Flooring has reached end of life and needs to be replaced as does the front entry furniture
Fire Life Safety Equipment	Housing System	\$ 25,000	Inspect and replace fire safety equipment as needed
Plumbing Drain Line Replacement	Selleck Dining	\$ 35,000	Dining plumbing drain lines show significant wear and need replaced
Tuck Pointing Repairs	Housing System	\$ 60,000	On-going maintenance of aging brick mortar
Signage and White Boards	Housing System	\$ 35,000	Install additional bulletin boards in residence hall common areas and replace student room white boards
Mechanical Systems	Love Coop	\$ 35,000	Replace aging instantaneous water heater
Bathroom Renovation	Husker Hall	\$ 30,000	Improve outdated, unattractive restrooms
Replace Dish Machine	Harper Dining	\$ 350,000	Replace aging dish machine
Selleck Servery Replacement Equipment	Selleck Dining	\$ 100,000	Purchase replacement dining equipment, final phase
Subtotal		\$ 6,210,000	

TO: The Board of Regents Addendum IX-B-8

Business Affairs

MEETING DATE: October 5, 2017

SUBJECT: Improvements for the University of Nebraska-Lincoln (UNL) Parking and Equipment

RECOMMENDED ACTION: Approve the Resolution to authorize the expenditure of up to \$360,000 from the Replacement Fund of the UNL Parking Revenue Bonds to improve certain property and equipment.

PREVIOUS ACTION: During the last five years the Board of Regents has approved similar requests to improve certain property and equipment as follows:

<u>Prior Approvals</u>	<u>Amount</u>
September, 2016	\$1,749,000
August, 2015	843,000
September, 2014	705,000
September, 2013	927,000
October, 2012	700,000

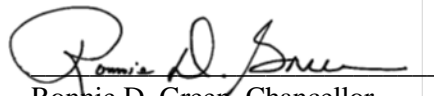
EXPLANATION: Section 6.2 of the Bond Resolution (May 1, 1984) requires the Board of Regents to keep the "facilities" in good repair, working order and condition, and to make all necessary and proper repairs, etc., so that the parking operations can be conducted in an efficient, sound and economical manner. Section 6.12 of the resolution requires the Board to comply with all statutes of the State of Nebraska. The improvements and modifications detailed on the accompanying pages represent the highest priority needs that have been identified by managers of Parking Operations.

PROJECT COST: \$360,000

SOURCE OF FUNDS: Parking Revenue Bonds Surplus Fund

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

RECOMMENDED:

  
Ronnie D. Green, Chancellor  
University of Nebraska-Lincoln

DATE: September 15, 2017



## RESOLUTION

BE IT RESOLVED by The Board of Regents of the University of Nebraska (the "Board") as follows:

1. The Board hereby finds and determines:
  - (a) Pursuant to its General Bond Resolution dated as of May 1, 1984, authorizing the issuance of Revenue Bonds by the Board (the "Resolution"), the Board has heretofore issued revenue bonds payable from the revenues and fees derived from the ownership and operation of the parking facilities located on the campus of the University of Nebraska-Lincoln under and pursuant to the Second Supplemental Resolution to the Second series Resolution dated as of December 15, 1992 (the "Second Series Resolution") which created a Second Series Surplus Fund in accordance with Section 3.9 of the Resolution;
  - (b) Section 6.2 of the Resolution requires the Board to operate the facilities in an efficient, sound and economical manner and to keep all facilities and betterments thereto in good repair, working order and condition and to make all necessary and proper repairs, renewals, replacements, additions, extensions and betterments thereto, so that at all times the business carried on in connection therewith shall be properly and advantageously conducted.
  - (c) The "Second Series Facilities" include all parking facilities and structures located and currently or hereafter existing on the campus of the University of Nebraska-Lincoln, which parking facilities require certain renewals, replacements, additions, betterments and extensions to maintain the Second Series Revenues and Fees. In order to accomplish such renewals, replacements, additions, betterments and extensions, the sum of \$360,000 should be expended from the Replacement Fund as indicated on the attached schedule.
2. Authorization. The Board hereby authorizes the transfer of up to \$360,000 from the Second Series Surplus Fund established pursuant to the Resolution to the Replacement Fund, and the expenditure of up to \$360,000 from the Replacement Fund for the projects herein identified. The Vice Chancellor for Business and Finance at the University of Nebraska-Lincoln is hereby designated as the University representative who may certify to the Trustee the specific payments to be made from the Replacement Fund.
3. Surplus Fund. There currently are monies or investments in the Surplus Fund including accruals in excess of \$360,000.

**PARKING IMPROVEMENT REQUESTS**

University of Nebraska - Lincoln

October 5, 2017

Project	Location	Funding Required	Justification
Parking facility maintenance and repair	City and East Campus	\$120,000	Maintenance and repair of existing surface lots and garages
Garage Sweeper	City Campus	200,000	Replace two sweepers 20 and 17 years old
Utility Vehicle	City Campus	40,000	Replace two utility vehicles 20 and 17 years old
Total		\$360,000	

TO: The Board of Regents Addendum IX-B-9

Business Affairs

MEETING DATE: October 5, 2017

SUBJECT: Naming the Dr. Pat Clare Athletic Medicine Center in the Tom and Nancy Osborne Complex in North Memorial Stadium at the University of Nebraska-Lincoln

RECOMMENDED ACTION: Approve the waiver of the requirements of Regents Policy RP-6.2.7 on the naming of facilities and name the athletic medicine center in the Tom and Nancy Osborne Complex in North Memorial Stadium at the University of Nebraska-Lincoln the "Dr. Pat Clare Athletic Medicine Center."

PREVIOUS ACTION: None

EXPLANATION: Dr. Pat Clare is a 1962 graduate of the University of Nebraska-Lincoln, where he was a member of the football team. In 1960 he was named one of Nebraska's first-ever Academic All-Americans, and in 1961 he was named a team captain. Starting in 1973, Dr. Clare served as Chief of Staff – Orthopedic Surgeon for Nebraska Athletics until his retirement in 2015.

While serving as Nebraska's chief orthopedist, Dr. Clare spent countless hours over four decades providing medical care to student-athletes and serving Husker athletic teams.

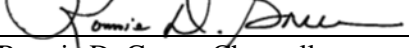
University policy RP-6.2.7 precludes naming facilities for persons within five years of separation from the university. However, the same policy provides that facilities may be so named upon gaining waiver of such policy by the Board of Regents.

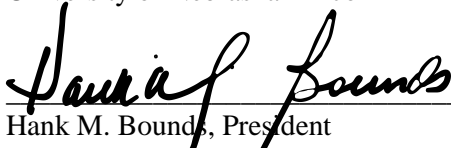
By naming the Dr. Pat Clare Athletic Medicine Center, the Board of Regents expresses on behalf of the University of Nebraska-Lincoln its deepest gratitude and appreciation for Dr. Clare's exemplary service.

PROJECT COST: None

SOURCE OF FUNDS: None

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

RECOMMENDED:   
Ronnie D. Green, Chancellor  
University of Nebraska-Lincoln

  
Hank M. Bounds, President  
University of Nebraska

DATE: September 15, 2017

TO: The Board of Regents Addendum IX-B-10

Business Affairs

MEETING DATE: October 5, 2017

SUBJECT: Architectural Design Consultant selection for the Wittson Hall renovation at the University of Nebraska Medical Center in Omaha

RECOMMENDED ACTION: Approve the selection of HDR to provide design consultant services for the Wittson Hall renovation at the University of Nebraska Medical Center.

PREVIOUS ACTION: August 11, 2017 – The Board approved the program statement for the Wittson Hall renovation at the University of Nebraska Medical Center.

EXPLANATION: A selection committee consisting of the Assistant Vice President and Director of Facilities Planning and Management, two internal representatives from the UNMC campus, as well as two external members from Children’s Hospital in Omaha and Columbus Community Hospital, retired, recommended HDR to provide architectural design consultation services for the Wittson Hall renovation. The firm was selected from eleven firms submitting proposals on the project. A contract will be negotiated within the amount included in the overall approved project budget for design services of \$1,182,000.

The selection was discussed with the Business Affairs Committee and is recommended for approval.

Proposed start of construction	June 2018
Proposed completion of construction	July 2019

PROJECT COSTS: \$18,000,000

SOURCE OF FUNDS: LB 957 Bond Proceeds

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

RECOMMENDED:   
\_\_\_\_\_  
Jeffrey P. Gold, Chancellor  
University of Nebraska Medical Center

DATE: September 15, 2017

TO: The Board of Regents Addendum IX-B-11  
Business Affairs

MEETING DATE: October 5, 2017

SUBJECT: Palo Alto Firewall project for UNMC and Nebraska Medicine

RECOMMENDED ACTION: Approve purchase of Palo Alto firewall system, related hardware and software.

PREVIOUS ACTION: August 11, 2017 - The Board of Regents approved entering into a three-year enterprise agreement for hardware maintenance and software subscriptions for Palo Alto security appliances.

EXPLANATION: The University of Nebraska started investing in Palo Alto firewall technologies in late 2014. At the August 11, 2017 Board meeting, an enterprise agreement was signed that included UNMC and its partner Nebraska Medicine in a purchase of certain Palo Alto software to standardize security profiles with a common technology solution. The agreement approved in August leveraged pricing from a master agreement that also is the basis for the pricing in this item.

In addition to the Palo Alto product encompassed in the August 11 approval, UNMC's FY18 information security plan includes enhanced firewalls, advanced persistent threat software tools, Intrusion Detection Systems and Intrusion Prevention Systems. For UNMC this involves implementing three phases of the Palo Alto technologies.

1. Phase I (approved by Board of Regents August 11, 2017 meeting) allows the enterprise to fully license and utilize the current and future investment.
2. Phase 2 (To be completed 2Q FY18) includes:
  - a. Life cycle replacement of existing firewall hardware
  - b. An update of existing VM software to allow the enterprise network to be virtually segmented, or divided, and apply the most appropriate security rules for the type of data running across that segment. This will enable UNMC to apply the most restrictive rules to protect the electronic medical record, while applying a different set of rules for research, education and business data.
  - c. Auto Focus subscription software (3 year purchase) for enhanced analysis of cyber security threats on a real time basis allowing for faster response to mitigate threats.
  - d. Professional Services to provide on-site migration services to optimize and migrate policies and objectives from existing environment to the Palo Alto Networks and next generation firewall.
3. Phase 3 (to be completed 3Q FY18) is additional software to analyze network traffic and provide enhanced end point protection platform and will enable zero day protection – protect systems before a patch is released by a vendor.

Section 6.2.1.6 (e) of the Policies of the Board of Regents provides that “competitive bidding shall not be required for the following types of purchases: 1) Purchase of unique or non-competitive articles or services. Without limiting the generality of the foregoing sentence, examples of unique or non-competitive articles and services are...specially designed business...related software.”

Items 2b, 2c, and 3 above are considered non-competitive as they upgrade or have compatibility with existing products. Items 2a and 2d are items that can be approved by the President or the campus, but are included in this agenda item to fully disclose and account for entirety of the estimated cost and obligations incurred by the upgrade process.

The risk of not implementing these components exposes the enterprise network and data to cyber security threats with potential loss of data, institutional integrity and financial fines.

This purchase has been reviewed and recommended for approval by the Business Affairs Committee.

PROJECT COST:

Total three year cost:

Phase 2: Hardware	
Hardware	\$138,552
Software	200,445
Phase 3 – Software	<u>440,733</u>
Total	<u>\$779,730</u>

SOURCE OF FUNDS:

UNMC	\$389,865
Nebraska Medicine	<u>389,865</u>
Total	<u>\$779,730</u>

SPONSOR:

William M. Lawlor  
Asst. Vice Chancellor for Business and Finance-UNMC

RECOMMENDED:



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Jeffrey P. Gold, Chancellor  
University of Nebraska Medical Center

DATE:

September 15, 2017

TO: The Board of Regents Addendum IX-B-12

Business Affairs

MEETING DATE: October 5, 2017

SUBJECT: Arts and Sciences Hall Renovation at the University of  
Nebraska at Omaha

RECOMMENDED ACTION: Approve the Project and Budget for the Arts and Sciences Hall  
Renovation at the University of Nebraska at Omaha (UNO).

PREVIOUS ACTION: None

EXPLANATION: This project was identified in the 2016 NU Building Renewal plan funded through LB 957 and will update the infrastructure in UNO's Arts and Sciences Hall, addressing deferred maintenance items that have accumulated during the building's 80-year history.

The primary purpose of the project is to continue the useful life of Arts and Sciences Hall as a quality academic building, suitable for state-of-the-art teaching and research. While no existing spaces will undergo programmatic changes or major reconfigurations, some spaces may be altered slightly to make code-related modifications in adjacent rooms and to improve the operation of the building. The project will be staged in multiple phases to minimize disruptions as the building will be occupied during construction.

The scope of the project will accomplish the following:

1. Major mechanical renovations that includes the replacement of HVAC equipment, ductwork and energy management controls. In addition, the project replaces deteriorated plumbing and piping in the lower level.
2. Major electrical distribution systems will be updated with the replacement of distribution panels, feeders, surge protection and the emergency generator system. Lighting in the public spaces will be changed to LED with a campus-standard lighting control system. Powered window coverings will be provided to provide lighting control from the ambient light at the perimeters of the building.
3. Restructure and upgrade the telecommunication and data infrastructure facilities throughout the building.
4. The two main restrooms on each floor will be renovated to meet ADA standards and replace aged fixtures and plumbing.
5. Building security systems for access control, surveillance cameras and intrusion detection will be updated and expanded.
6. The original building elevator will be updated to meet current codes and to modernize the controls and mechanical system.
7. Classroom audiovisual systems will modernize educational delivery needs of all the classrooms, lecture halls, computer labs, conference and seminar rooms in Arts and Sciences Hall.

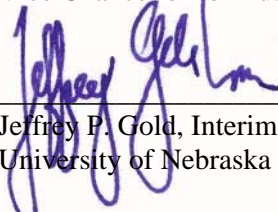
No work is planned on the building envelope as all windows and roof sections were replaced, and tuck-pointing of masonry was completed within the past five years.

According to Board policy a program statement for this project is not required. RP-6.3.6.c states, "The Program Statement Phase pertains to all capital projects with an estimated Total Project Cost of two million dollars (\$2,000,000) or greater except renewal work and infrastructure projects as described below.

- 1) Renewal work: Renewal work means any (a) deferred or preventive maintenance projects that restore facilities and utility systems as closely as practicable to their original constructed condition, (b) projects that bring facilities into compliance with current fire safety, life safety, and hazardous materials abatement requirements, and (c) projects that bring facilities into compliance with the federal Americans with Disabilities Act.
- 2) Infrastructure Projects: An Infrastructure project means a project necessary to provide adequate infrastructure for campus operations."

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

Proposed start of construction	July 2018
Proposed completion of construction	December 2019

PROJECT COST:	\$12,000,000
ON-GOING FISCAL IMPACT:	N/A
SOURCE OF FUNDS:	LB 957 Bond Proceeds
SPONSOR:	William E. Conley Vice Chancellor for Business and Finance
RECOMMENDED:	 _____ Jeffrey P. Gold, Interim Chancellor University of Nebraska at Omaha
DATE:	September 15, 2017



University of Nebraska  
**Probable Total Project Cost Format**  
 UNFP 6.3.6.3.2  
 UNO - Arts and Sciences Hall Renovation  
 8/30/2017

GL Code	Detailed Construction Categories	Base Scope	Restrooms	Security Systems	AV	Window Covering	Elevator Upgrade	Total Project Cost
552305	Construction							
552305	General Construction	697,329	143,199	61,320	62,875	17,640	8,400	990,763
552334	Other Construction	-	451,200	-	-	168,000	-	619,200
552309	Unit Price Contracts	-	-	-	-	-	-	-
552317	Ceiling Replacement	-	-	-	-	-	-	-
552332	Abatement	-	-	-	-	-	-	-
552306	Mechanical	2,592,200	410,000	-	-	-	-	3,002,200
552307	Electrical	1,196,910	48,000	-	-	-	-	1,244,910
552308	Elevator	-	-	-	-	-	80,000	80,000
552308	In-house Construction	-	-	-	-	-	-	-
552375	Energy Management Control System	-	-	-	-	-	-	-
552376	Controlled Access System	-	-	384,000	-	-	-	384,000
552377	Fire Alarm System	-	-	-	-	-	-	-
552378	Security System	-	-	200,000	-	-	-	200,000
552381	Keying of Doors	-	-	-	-	-	-	-
551201	Landscaping	-	-	-	-	-	-	-
552319	Telecommunications	1,277,647	-	-	-	-	-	1,277,647
552379	Audio Visual	467,600	-	-	598,807	-	-	1,066,407
552379	Signage	-	-	-	-	-	-	-
552310	Cost Escalation to 2018	138,359	22,730	14,600	14,970	4,200	2,000	196,859
552310	Cost Escalation to 2019	138,359	22,730	14,600	14,970	4,200	2,000	196,859
552310	Construction Contingency - 10%	650,840	109,786	67,452	69,162	19,404	9,240	925,884
		<b>7,159,244</b>	<b>1,207,645</b>	<b>741,972</b>	<b>760,784</b>	<b>213,444</b>	<b>101,640</b>	<b>10,184,729</b>
552336	Detailed Non-construction Categories							
552336	Project Planning & Program Statement	79,000	-	-	-	-	-	79,000
552302	A/E Services							
552302	A/E Basic Services	501,147	84,535	51,938	53,255	14,941	7,115	712,931
552303	A/E Additional Services	-	-	-	-	-	-	-
552304	A/E Reimbursable Expenses	14,318	2,415	1,484	1,522	427	203	20,369
552322	Other Specialty Consultants	-	-	-	-	-	-	-
552301	Project Management (Internal) 2.75%	230,279	36,279	22,290	22,855	6,412	3,053	321,168
552315	Equipment	357,962	-	-	-	-	-	357,962
552321	Furniture at Classrooms w/ New AV	71,592	12,076	7,420	7,608	2,134	1,016	101,847
552321	Artwork	-	-	-	-	-	-	-
552321	Other	-	-	-	-	-	-	-
552323	Moving & Relocation	35,796	-	-	-	-	-	35,796
552324	Builder's Risk Insurance	14,318	2,415	1,484	1,522	427	203	20,369
552325	Selection Committee	30,000	-	-	-	-	-	30,000
552327	Non-construction Contingency - 10%	110,413	10,144	6,233	6,391	1,793	854	135,828
		<b>1,444,827</b>	<b>147,865</b>	<b>90,848</b>	<b>93,151</b>	<b>26,134</b>	<b>12,445</b>	<b>1,815,271</b>
		<b>8,604,071</b>	<b>1,355,510</b>	<b>832,820</b>	<b>853,935</b>	<b>239,578</b>	<b>114,085</b>	<b>12,000,000</b>

Date: 5/10/2017  
 Revised: 8/14/2017

**C. FOR INFORMATION ONLY**

1. University of Nebraska Strategic Planning Framework Addendum IX-C-1
2. University of Nebraska Strategic Framework Accountability Measures Addendum IX-C-2
3. Calendar of establishing and reporting accountability measures Addendum IX-C-3
4. University of Nebraska Strategic Dashboard Indicators Addendum IX-C-4
5. Board of Regents agenda items related to the University of Nebraska Strategic Framework Addendum IX-C-5

TO: The Board of Regents  
Academic Affairs

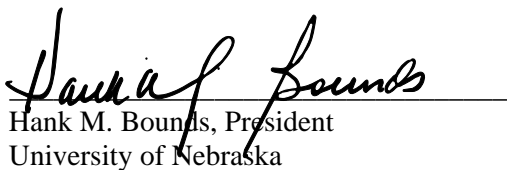
MEETING DATE: October 5, 2017

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:   
Hank M. Bounds, President  
University of Nebraska

DATE: September 13, 2017

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

### **Strategic Planning Framework**

**2014-2016**

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 Student Achievement Measure (SAM) program.*
  - 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: October 5, 2017

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:   
Hank M. Bounds, President  
University of Nebraska

DATE: September 13, 2017

## INVESTING IN NEBRASKA’S FUTURE

### Strategic Planning Framework 2014-2016 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 2016-17	Maintain the State’s proposed funding increase of 3.4% and manage the cost effectiveness of the University so that tuition increases are kept at a moderate and predictable 2.5% rate of increase.	May 2016	Business
FY 2017-18	To be developed as part of the 2017-19 biennial budget request planning process.	June 2017	Business
FY 2018-19	To be developed as part of the 2017-19 biennial budget request planning process.	May 2018	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 2016-17	Maintain the State’s proposed funding increase of 3.4% and manage the cost effectiveness of the University so that tuition increases are kept at a moderate and predictable 2.5% rate of increase.	May 2016	Business
FY 2017-18	To be developed as part of the 2017-19 biennial budget request planning process.	June 2017	Business
FY 2018-19	To be developed as part of the 2017-19 biennial budget request planning process.	May 2018	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).*

Reporting Period	Accountability Measure	Report Date	Reporting Committee
FY 2014-15	Raise at least \$9 million in private funds (endowment and/or spendable)	<del>Jan. 2016</del> March 2016	Academic
FY 2015-16	Raise at least \$9 million in private funds (endowment and/or spendable)	Jan. 2017	Academic
FY 2016-17	Raise at least \$9 million in private funds (endowment and/or spendable)	Jan. 2018	Academic

*Reporting date moved from September to January beginning in 2016 due to availability of data.  
January 2016 report moved to March 2016 at the request of the President and Provost.*

**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 2016	<ul style="list-style-type: none"> <li>• UNL increase enrollment 4.6%</li> <li>• UNO increase enrollment 4.0%</li> <li>• UNK &amp; UNMC increase enrollment over previous year</li> </ul>	Nov. 2016	Academic
Fall 2017	<ul style="list-style-type: none"> <li>• UNL increase enrollment 3.0%</li> <li>• UNO increase enrollment 4.0%</li> <li>• UNK &amp; UNMC increase enrollment over previous year</li> </ul>	Oct. 2017	Academic
Fall 2018	<ul style="list-style-type: none"> <li>• UNL increase enrollment 2.9%</li> <li>• UNO increase enrollment 4.5%</li> <li>• UNK &amp; UNMC increase enrollment over previous year</li> </ul>	Nov. 2018	

*Oct. 2015 – Metrics referred to the Academic Affairs committee for further discussion.*

**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
2013-14 Academic Year	<ol style="list-style-type: none"> <li>1) Each campus will maintain or reach the average six-year graduation rate of its peers.</li> <li>2) All prospective and current undergraduate students are regularly informed and assisted in obtaining the benefit of the University’s four-year graduation guarantee.</li> </ol>	<del>Jan. 2016</del> March 2016	Academic
2014-15 Academic Year	<ol style="list-style-type: none"> <li>1) Each campus will maintain or reach the average six-year graduation rate of its peers.</li> <li>2) All prospective and current undergraduate students are regularly informed and assisted in obtaining the benefit of the University’s four-year graduation guarantee.</li> </ol>	Jan. 2017	Academic
2015-16 Academic Year	<ol style="list-style-type: none"> <li>1) Each campus will maintain or reach the average six-year graduation rate of its peers.</li> <li>2) All prospective and current undergraduate students are regularly informed and assisted in obtaining the benefit of the University’s four-year graduation guarantee.</li> </ol>	Jan. 2018	Academic

*January 2016 report moved to March 2016 at the request of the President and Provost.*

**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 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>	May 2016	Business
FY 2016-17	<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 2017	Business
FY 2017-18	<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>	May 2018	Business

**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 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>	Jan. 2016	Academic
Fall 2015	<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>	Jan. 2017	Academic
Fall 2016	<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>	Jan. 2018	Academic

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

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

Reporting Period	Accountability Measure	Report Date	Reporting Committee
Fall 2016	Maintain enrollment of first-time freshmen ranked in the top quartile of their high school graduating class to 50.0% or greater.	Nov. 2016	Academic
Fall 2017	Maintain enrollment of first-time freshmen ranked in the top quartile of their high school graduating class to 50.0% or greater.	Oct. 2017	Academic
Fall 2018	Main enrollment of first-time freshmen ranked in the top quartile of their high school graduating class to 50.0% or greater.	Nov. 2018	Academic

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

*Increase support for merit-based scholarships.*

Reporting Period	Accountability Measure	Report Date	Reporting Committee
FY 2014-15	Raise at least \$9 million in private funds (endowment and/or spendable).	Jan. 2016 March 2016	Academic
FY 2015-16	Raise at least \$9 million in private funds (endowment and/or spendable).	Jan. 2017	Academic
FY 2016-17	Raise at least \$9 million in private funds (endowment and/or spendable).	Jan. 2018	Academic

*Reporting date moved from September to January beginning in 2016 due to availability of data.*

*January 2016 report moved to March 2016 at the request of the President and Provost.*

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

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

Reporting Period	Accountability Measure	Report Date	Reporting Committee
Fall 2016	Increase the number of domestic nonresident undergraduate students by 1.5% percent annually.	Nov. 2016	Academic
Fall 2017	Increase the number of domestic nonresident undergraduate students by 1.5% percent annually.	Oct. 2017	Academic
Fall 2018	Increase the number of domestic nonresident undergraduate students by 1.5% percent annually.	Nov. 2018	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 2015	Address program alignment revisions to meet workforce needs based on Fall 2011 data.	March 2016	Academic
Fall 2016	Address program alignment revisions to meet workforce needs based on Fall 2011 data.	April 2017	Academic
Fall 2017	TBD	March 2018	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 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
FY 2015-16	Increase UNL and UNMC federal research expenditures by 20% more than the weighted total federal appropriations per year on a three-year rolling average.	April 2017	Academic
FY 2016-17	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 2018	Academic

## 13. Entrepreneurship (5-d)

*Support entrepreneurship education, training and outreach.*

Reporting Period	Accountability Measure	Report Date	Reporting Committee
2015	Increase over FY 2014 baseline numbers and evaluate and modify annual targets as appropriate 1) Entrepreneurship education a) Entrepreneurship student credit hours – 6,811 b) Number of entrepreneurship students – 2,292 2) Entrepreneurship outreach a) Attendees at seminars provided – 16,486 b) Website visits – 205,266 3) Business creation a) NU-affiliated companies formed – 11 b) NU licensing activity i) Patents disclosed – 164 ii) Patents filed – 200 iii) Patents awarded - 38 4) Business support a) Clients served – 9,542 b) Average investment - \$45,000 c) Average sales increase - \$64,000 d) Total jobs created – 951 e) Total jobs saved – 295	March 2016	Academic
2016	Increase over previous year. Evaluate and modify annual targets as appropriate.	April 2017	Academic
2017	Increase over previous year. Evaluate and modify annual targets as appropriate.	March 2018	Academic

## 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.*

Reporting Period	Accountability Measure	Report Date	Reporting Committee
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) June 2016</li> <li><del>2) January 2016</del> December 2015</li> <li><del>3) January 2016</del> December 2015</li> <li>4) Quarterly</li> <li>5) May 2016</li> </ol>	Business
2016 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) June 2017</li> <li>2) January 2017</li> <li>3) January 2017</li> <li>4) Quarterly</li> <li>5) June 2017</li> </ol>	Business
2017 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) June 2018</li> <li>2) January 2018</li> <li>3) January 2018</li> <li>4) Quarterly</li> <li>5) May 2018</li> </ol>	Business

*In September 2014 and August 2015, it was stated that the short-term investment item will be considered for sunsetting after a discussion with the Business Affairs Committee.*

## 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 2015	<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>	July 2016	Academic
Fall 2016	<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>	August 2017	Academic
Fall 2017	<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>	July 2018	Academic

## 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 2014-15	By 2019-20, the University shall increase the number of students who have studied abroad by 50%. Using the 2011-12 academic year as a baseline, when 1,187 students participated in study abroad, the number of students studying abroad by 2019-20 will increase to 1,780.	July 2016	Academic
Academic Year 2015-16	By 2019-20, the number of students who have studies abroad will reach 1,780, an increase of 50% over the number in 2011-12.	August 2017	Academic
Academic Year 2016-17	By 2019-20, the number of students who have studies abroad will reach 1,780, an increase of 50% over the number in 2011-12.	July 2018	Academic

*Metric was revised in January 2015 by the Academic Affairs committee with the consent of the incoming chair.*

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

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

Reporting Period	Accountability Measure	Report Date	Reporting Committee
Fall 2016	By 2020-21, the University shall increase the number of international students enrolled to 6,036. Using the base academic year 2010-11 when 3,018 international students were enrolled, the University will achieve slightly more than 7% growth compounded each year to reach the goal.	Nov. 2016	Academic
Fall 2017	Continue progress toward doubling by 2020-21 the enrollment of international students by achieving average annual growth of slightly more than 7%.	Oct. 2017	Academic
Fall 2018	Continue progress toward doubling by 2020-21 the enrollment of international students by achieving average annual growth of slightly more than 7%.	Nov. 2018	Academic

*Base academic year in the metric was corrected from 2009-10 to 2010-11 in November 2013; the number of students was unchanged.*

**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 2015-16	Growth in unduplicated headcount of distance only students, both resident and nonresident, at or above the national average growth for public four-year institutions as reported via IPEDS.	Nov. 2016	Academic
Academic Year 2016-17	Growth in unduplicated headcount of distance only students, both resident and nonresident, at or above the national average growth for public four-year institutions as reported via IPEDS.	Oct. 2017	Academic
Academic Year 2017-18	Growth in unduplicated headcount of distance only students, both resident and nonresident, at or above the national average growth for public four-year institutions as reported via IPEDS.	Nov. 2018	Academic

*Annual reporting moved from July to October/November beginning in 2015.*

*Oct. 2015 - New metric approved by the Academic Affairs committee, but not yet endorsed by the full Board of Regents.*

TO: The Board of Regents  
Academic Affairs

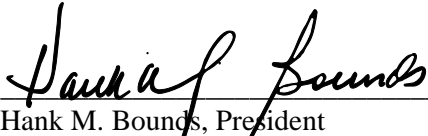
MEETING DATE: October 5, 2017

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:   
Hank M. Bounds, President  
University of Nebraska

DATE: September 13, 2017

## Strategic Framework Accountability Measure Reporting and Update Calendar

Revised for October 5, 2017 meeting

<u>Board Meeting Date</u>	<u>Academic Affairs Committee</u>	<u>Business Affairs Committee</u>
October 5, 2017	Programs of Excellence	Administrative/Business Efficiencies <i>(Capital Queue)</i>
December 5, 2017	Enrollment [1-b-i] Nebraska's Top 25% [3-b-i] Nonresident Student Enrollment [3-c-i] International Student Enrollment [3-d-ii] Distance Education [1-g-i]	None
January 26, 2018	Need-based Financial Aid [1-a-iii] Graduation Rates [1-b-iii] Faculty Diversity [2-a-iii] Merit-based Scholarships [3-b-ii]	Administrative/Business Efficiencies <i>(Endowments, Debt Management, Capital Queue)</i>

TO: The Board of Regents  
Academic Affairs

MEETING DATE: October 5, 2017

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:   
\_\_\_\_\_  
Hank M. Bounds, President  
University of Nebraska

DATE: September 13, 2017

## University of Nebraska Strategic Dashboard Indicators (Updated as of August 11, 2017)

State Funding Change (1.a.i) FY2017-18		Tuition Change (1.a.ii) FY 2017-18		Enrollment Change (1.b.i) Fall 2016		Retention (1.b.i) Fall 2014		Need-Based Aid (1.a.iii) FY2015-16					
Target	Outcome	Target	Outcome	Target	Outcome	Target	Outcome	Target	Outcome				
	State funding and cost mgmt.= moderate and predictable tuition -2.2%		State funding and cost mgmt.= moderate and predictable tuition 5.4% 2017-18 3.2% 2018-19		UNL= 4.6% increase		UNO= 4.0% increase		80% retention rate		Raise at least \$9 million in private funds	Raised \$12.1 million	
State funding and cost mgmt.= moderate and predictable tuition -2.2%		State funding and cost mgmt.= moderate and predictable tuition 5.4% 2017-18 3.2% 2018-19		UNL= 4.6% increase UNO= 4.0% increase UNK= increase UNMC= increase		UNL= 4.6% increase UNO= 4.0% increase UNK= increase UNMC= increase		80% retention rate		Raise at least \$9 million in private funds		Raised \$12.1 million	
Women Faculty (2.a.iii) Fall 2014		Minority Faculty (2.a.iii) Fall 2014		Top 25% Enrollment (3.b.i) Fall 2016		Nonresident Students (3.c.i) Fall 2016		Merit-Based Aid (3.b.ii) FY2015-16					
Target	Outcome	Target	Outcome	Target	Outcome	Target	Outcome	Target	Outcome				
	Increase over 2013 2014=35.00% 2013=35.03%		Increase over 2013 2014=19.06% 2013=18.52%		Increase to 50%		Increase 1.5% over 2015		Raise at least \$9 million in private funds	Raised \$39.0 million			
Increase over 2013 2014=35.00% 2013=35.03%		Increase over 2013 2014=19.06% 2013=18.52%		Increase to 50%		Increase 1.5% over 2015		Raise at least \$9 million in private funds		Raised \$39.0 million			
Study Abroad (3.d.i) AY2015-16		International Students (3.d.ii) Fall 2016		Distance Education (3.g.i) AY2015-16		Six-Year Graduation Rate (1.b.iii) AY2014-15							
Target	Outcome	Target	Outcome	Target	Outcome	Campus	Target	Outcome					
	50% increase over 2011-12 number by 2019-20 7.55% increase over prior year		Double base of 3,018 students by 2019-20 4.7% increase over prior year		Resident and nonresident growth above public four-year national average Resident =+22.8% Nonresident =17.3%		UNL	Maintain or show progress toward reaching the average six-year graduation rate of peers	2015= -6.1% 2014= -5.5%		UNO		2015= +3.0% 2014= +1.5%
50% increase over 2011-12 number by 2019-20 7.55% increase over prior year		Double base of 3,018 students by 2019-20 4.7% increase over prior year		Resident and nonresident growth above public four-year national average Resident =+22.8% Nonresident =17.3%			UNL	Maintain or show progress toward reaching the average six-year graduation rate of peers	2015= -6.1% 2014= -5.5%		UNO		2015= +3.0% 2014= +1.5%
							UNK		2015= +4.1% 2014= +4.9%				
						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 August 11, 2017)

Federal Research Funding Growth (4.a.i) UNL and UNMC FY2015-16						Faculty Salaries (2.a.i) FY2016-17			
	<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	3.4%	-1.92%		UNMC	0.99%		UNL	2017= -5.2% 2016= -4.2%
							UNMC	Significant progress toward exceeding midpoint of peers	2017= -5.7% 2016= -6.1%
							UNO		*
							UNK		*

	<u>Indicator</u>	<u>Target</u>	<u>Outcome</u>
	<b>Four-Year Graduation Guarantee (1.b.iii) AY2014-15</b>	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) Fall 2017</b>	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) 2015-16</b>	Increase over FY 2014 baseline data for: 1) Entrepreneurship coursework hours 2) Entrepreneurship number of students 3) Entrepreneurship seminar attendees 4) Entrepreneurship website visits 5) NU-affiliated companies formed 6) NU Licensing activity 7) Business support-clients served 8) Business support-client investments 9) Business support-sales increases 10) Business support-jobs created 11) Business support-jobs saved	1) 2015=8,441; 2016=10,943 2) 2015=2,791; 2016=3,692 3) 2015=12,313; 2016=11,642 4) 2015=152,485; 2016=189,723 5) 2015=26; 2016=31 6) 2015=206; 2016=178 (patents filed), 2015=43; 2016=60 (patents awarded) 7) 2015=8,837; 2016=8,756 8) 2015=\$200,079; 2016=\$343,578 9) 2015=\$85,843; 2016=\$458,142 10) 2015=451; 2016=994 11) 2015=1,173; 2016=644

**LEGEND:**



Target Met or Exceeded









Progress Toward Target



Target Not Met



## University of Nebraska Strategic Dashboard Indicators (Updated as of August 11, 2017)

	<u>Indicator</u>	<u>Target</u>	<u>Outcome</u>
	<b>Workforce Development (3.h.i and 3.h.iii) Fall 2016</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 2016</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>	<p>UNK, UNL and UNO currently participate in the National Survey of Student Engagement (NSSE). Performance on professional licensure examinations is generally above average for all campuses.</p> <p>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 past participation in the administration of the College Assessment of Academic Proficiency (CAAP).</p>
	<b>Business Process Efficiencies (6.c.ii)</b>		
	<b>Short Term Cash Investments January 2017</b>	Exceed average of similar fund types.	The 2015 return on the State's Operating Investment Pool (1.5%) exceeded the benchmark value of 1.3%.
	<b>Endowments December 2015</b>	Exceed average of similar fund types.	Fund N endowments gained 0.8% for the year ending June 30, 2015, while similar funds gained an average of 2.1% over the same period.
	<b>Debt June 2017</b>	Maintain Aa2 rating and exceed 1.15 coverage.	Bond rating maintained at Aa1 and exceeded 1.15 coverage.
	<b>Human Resources June 2017</b>	Meet midpoint of peers in faculty and staff salaries.	Faculty salaries at UNL and UNMC are below the midpoint of peers for 2017*.

**Notes:**

\*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: October 5, 2017

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: Hank M. Bounds, President  
University of Nebraska

DATE: September 21, 2017

Alignment of University's Strategic Goals with Board of Regents Agenda Items  
October 5, 2017

- 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.**
  - Academic Affairs committee Increasing Retention and Graduation Rates presentation
  - Approval to award degrees and certificates for the 2017-2018 academic year and 2018 summer session at all campuses
  - Approve request to create the Master of Science in Business Analytics in the College of Business at UNL
  - Approve request to create the Master of Science in Finance in the College of Business at UNL
  - Approve request to create the Master of Health Administration in the College of Public Health at UNMC
  - Approve request to create the Occupational Therapy Doctorate in the College of Allied Health Professions at UNMC
  
- 2. The University of Nebraska will build and sustain undergraduate, graduate, and professional programs of high quality with an emphasis on excellent teaching.**
  - Approve request to create the Master of Science in Business Analytics in the College of Business at UNL
  - Approve request to create the Master of Science in Finance in the College of Business at UNL
  - Approve request to create the Master of Health Administration in the College of Public Health at UNMC
  - Approve request to create the Occupational Therapy Doctorate in the College of Allied Health Professions at UNMC
  - Approve request to establish a Department of Neurosurgery in the College of Medicine at UNMC
  - Approve request to accept a gift and create the Leonard and Shirley Goldstein Center for Human Rights in the College of Arts and Sciences at UNO
  - Quarterly personnel report
  - Report on expedited approval of the Spanish Graduate Certificate in the Department of Modern Languages in the College of Fine Arts and Humanities at UNK
  - Report on expedited approval of the Applied Biostatistics Professional Certificate in the Department of Biostatistics in the College of Public Health at UNMC
  - Report on expedited approval of the Nonprofit Management Graduate Certificate in the School of Public Administration in the College of Public Affairs and Community Service at UNO
  
- 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.**
  - Report on review of multi-departmental academic centers for research, teaching, and/or service
  - Approve request to create the Master of Science in Business Analytics in the College of Business at UNL
  - Approve request to create the Master of Science in Finance in the College of Business at UNL
  - Approve request to create the Master of Health Administration in the College of Public Health at UNMC
  - Approve request to create the Occupational Therapy Doctorate in the College of Allied Health Professions at UNMC
  
- 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.**
  - Strategic Framework Report on Programs of Excellence: FY2009-FY2013

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.**
  - Report on review of multi-departmental academic centers for research, teaching, and/or service
6. **The University of Nebraska will be cost effective and accountable to the citizens of the state.**
  - Approve Amendments to RP-6.7 and RP-5.10 of the *Policies of the Board of Regents* related to directory information for students
  - Approve request to dissolve the Center for Applied Rural Innovation in the Department of Agricultural Economics; and the Great Plains Regional Center for Global Environmental Change in the School of Natural Resources at UNL
  - Approve the selection of the Clark Enersen Partners to provide design consultant services for the Gymnastics Training Facility project UNL
  - Approve the selection of Sinclair Hille Architects to provide design consultant services for the Mabel Lee Hall renovation/replacement project at UNL
  - Approve the Program Statement for the Johnny Carson Center for Emerging Media Arts at UNL
  - Approve the Program Statement for the Nebraska East Union renovation at UNL
  - Approve the Resolution (1) adopting a Supplemental Resolution authorizing the issuance of not to exceed \$15,500,000 aggregate principal amount of Revenue Bonds (University of Nebraska-Lincoln East Union Project), (2) authorizing the execution and delivery of a Supplemental Master Indenture and the related Master Note, (3) authorizing the negotiated sale of such Revenue Bonds, approving the Bond Purchase Agreement, a Continuing Disclosure Undertaking, the Preliminary Official Statement and related documents, and authorizing the Senior Vice President | CFO to determine interest rates (not to exceed a true interest cost of 5%), principal amounts, principal maturities, redemption provisions, and other pricing terms of such Revenue Bonds, and (4) approving the preparation and use of a Final Official Statement
  - Approve an Agreement with EduCo USA, Inc. for International Student Recruitment
  - Approve the Resolution to authorize expenditure of up to \$7,727,500 for capital improvements for Campus Recreation, Nebraska Unions, and University Housing facilities from the Replacement Fund of the Student Fees and Facilities Revenue Bonds at UNL
  - Approve the Resolution to authorize the expenditure of up to \$360,000 from the Replacement Fund of the UNL Parking Revenue Bonds to improve certain property and equipment
  - Approve the waiver of the requirements of RP-6.2.7 on the naming of facilities and name the athletic medicine center in the Tom and Nancy Osborne Complex in North Memorial Stadium at UNL the “Dr. Pat Clare Athletic Medicine Center”
  - Approve the selection of HDR to provide design consultant services for the Wittson Hall renovation at UNMC
  - Approve the purchase of Palo Alto firewall system, related hardware and software
  - Approve the Project and Budget for the Arts and Sciences Hall Renovation at UNO
  - Approve or accept various regular reports, including:
    - Leaves of absences approved during the period July 1, 2016 through June 30, 2017
    - Report on bids and contracts
    - Semi-annual report of licenses
    - Quarterly report of gifts, grants, contracts, and bequests
    - Status report of six-year capital plan
    - Quarterly status of capital construction projects

**D. REPORTS**

1. Personnel Reports for the period April 1 through June 30, 2017  
Addendum IX-D-1
2. Leaves of Absences approved during the period July 1, 2016 through  
June 30, 2017 Addendum IX-D-2
3. Review of Multi-Departmental Academic Centers for Research, Teaching, and/or  
Service Addendum IX-D-3
4. Expedited Approval of the Spanish Graduate Certificate in the Department of  
Modern Languages in the College of Fine Arts and Humanities at the University  
of Nebraska at Kearney Addendum IX-D-4
5. Expedited Approval of the Applied Biostatistics Professional Certificate in the  
Department of Biostatistics in the College of Public Health at the University of  
Nebraska Medical Center Addendum IX-D-5
6. Expedited Approval of the Nonprofit Management Graduate Certificate in the  
School of Public Administration in the College of Public Affairs and Community  
Service at the University of Nebraska at Omaha Addendum IX-D-6
7. Report of Bids and Contracts Addendum IX-D-7
8. Semi-Annual Report of Licenses Addendum IX-D-8
9. Quarterly Report of Gifts, Grants, Contracts and Bequests Addendum IX-D-9
10. Status Report of Six-Year Capital Plan Addendum IX-D-10
11. Quarterly Status of Capital Construction Projects Addendum IX-D-11
12. Strategic Framework Report on Programs of Excellence: FY2009-FY2013  
Addendum IX-D-12

TO: The Board of Regents

Academic Affairs

MEETING DATE: October 5, 2017

SUBJECT: Personnel Reports

RECOMMENDED ACTION: Report

PREVIOUS ACTION: On December 10, 1994, the Board of Regents amended Section 3.2 of the *Bylaws of the Board of Regents* to delegate to the President, or administrative officers designated by the President, authority to make appointments in the Academic-Administrative staff to faculty positions and to administrative positions below the rank of Dean and equivalent ranks. Executive Memorandum No. 13 subsequently delegated authority to the Chancellors to make Academic-Administrative appointments below the level of Dean. Such appointments at the rank of assistant professor or above are required by the *Bylaws of the Board of Regents* to be reported to the Board after each quarter and maintained on file as public record in the Office of the Corporation Secretary.


EXPLANATION: This report includes the campus personnel actions for the period of April 1, 2017 through June 30, 2017.

In addition, there is a list of new Continuous, Promotion, and Emeritus appointments which have been made for the academic and fiscal year 2016-2017.

In accordance with Board of Regents policy, President Hank Bounds certifies that every full-time academic and administrative employee has received a written performance appraisal for the 2016-2016 academic or fiscal year as required by RP-4.2.8 Evaluation of Faculty and Administrators.

A list of University personnel salaries for the 2017-2018 fiscal year is provided on the University's website at <http://www.nebraska.edu/docs/budget/personnel-roster-2016-17.pdf>

APPROVED:

  
\_\_\_\_\_  
Hank M. Bounds, President  
University of Nebraska

DATE: August 31, 2017

**PERSONNEL REPORT**  
**04/01/2017 - 06/30/2017**  
**UNIVERSITY OF NEBRASKA-LINCOLN**

**NEW APPOINTMENTS**

<u>NAME</u>	<u>UNIT</u>	<u>TITLE</u>	<u>APPT TYPE</u>	<u>BEGIN DATE</u>	<u>END DATE</u>	<u>SALARY</u>		<u>FTE</u>
Carnes, Eric	Research	Research Associate Professor	Special	4/1/2017	3/31/2018	180,000	FY	1.00
Goodin, George	Services for Students with Disabilities	Director	Special	4/3/2017		90,000	FY	1.00
Kim, HaeJin	Center for Plant Science Innovation	Senior Research Associate	Special	4/1/2017	1/18/2018	41,865	FY	1.00
Pedrigi, Ryan	Mechanical and Materials Engineering	Research Assistant Professor	Special	4/3/2017	8/13/2017	41,274	FY	1.00
Thornock, Todd	School of Accountancy	Research Assistant Professor	Special	6/1/2017	8/13/2017	48,889	FY	0.82
Yu, Jia	Management	Research Assistant Professor	Special	6/1/2017	8/13/2017	33,333	FY	0.82

**PERSONNEL REPORT**  
**04/01/2017 - 06/30/2017**  
**UNIVERSITY OF NEBRASKA-LINCOLN IANR**

**NEW APPOINTMENTS**

<u>NAME</u>	<u>UNIT</u>	<u>TITLE</u>	<u>APPT TYPE</u>	<u>BEGIN DATE</u>	<u>END DATE</u>	<u>SALARY</u>		<u>FTE</u>
North, Eric	School of Natural Resources	Assistant Professor of Practice	Special	4/10/2017	4/9/2020	70,000	FY	1.00
Obata, Toshihiro	Biochemistry	Assistant Professor	Specific Term	4/1/2017		80,000	AY	1.00
Piepenbrink, Kurt	Food Science and Technology	Assistant Professor	Specific Term	6/12/2017		79,500	FY	1.00
Qiao, Xin	Panhandle Research and Extension Center	Assistant Professor	Specific Term	5/1/2017		83,500	FY	1.00



**PERSONNEL REPORT**  
**04/01/2017 - 06/30/2017**  
**UNIVERSITY OF NEBRASKA MEDICAL CENTER**

**NEW APPOINTMENTS**

<u>NAME</u>	<u>UNIT</u>	<u>TITLE</u>	<u>APPT TYPE</u>	<u>BEGIN DATE</u>	<u>END DATE</u>	<u>SALARY</u>		<u>FTE</u>
Aboeata, Ahmed	Internal Medicine	Assistant Professor	Health Prof	4/1/2017	6/30/2018	45,000	FY	1.00
Bradfield, John	Office of the Vice Chancellor for Research	Director, Comparative Medicine	Special	5/1/2017		260,000	FY	1.00
Cochran, Teresa	Physical Therapy Education	Associate Professor	Health Prof	5/1/2017	6/30/2018	92,500	FY	1.00
Herrick, Linda	College of Nursing-Omaha Division	Clinical Professor	Special	5/15/2017	8/31/2017	30,500	FY	0.25
Hessler, Karen	College of Nursing-West Nebraska Division	Associate Professor	Special	5/8/2017	8/31/2017	25,750	FY	0.25
Kim, Hyung Joon	Psychiatry Regenerative Medicine	Assistant Professor Research Scientist Stipend	Health Prof Special	5/1/2017 5/1/2017	6/30/2018	45,000 47,000	FY FY	1.00 0.00
King, Keyonna	Health Promotion, Social and Behavioral Health	Assistant Professor	Special	5/1/2017		79,000	FY	1.00
Mahal, Elizabeth	Emergency Medicine	Assistant Professor	Special	5/1/2017		45,000	FY	1.00
Radhakrishnan, Prakash	Eppley Institute	Assistant Professor Coordinator for Cancer Biomarkers (Stipend)	Health Prof Special	5/1/2017 5/1/2017	6/30/2020	85,000 5,000	FY FY	1.00 0.00
Reynolds, Janelle	Physician Assistant Education	Assistant Professor	Special	4/10/2017		97,000	FY	1.00

**PERSONNEL REPORT**  
**04/01/2017 - 06/30/2017**  
**UNIVERSITY OF NEBRASKA MEDICAL CENTER**

**NEW APPOINTMENTS**

<u>NAME</u>	<u>UNIT</u>	<u>TITLE</u>	<u>APPT TYPE</u>	<u>BEGIN DATE</u>	<u>END DATE</u>	<u>SALARY</u>	<u>FTE</u>
<sup>1</sup> Thomes, Paul	Internal Medicine	Assistant Professor	Special	1/1/2017		70,000	FY 1.00
Timmerman, Megan	Medical Nutrition Education	Assistant Professor	Special	4/1/2017		74,407	FY 1.00
Tiwari, Manish	Internal Medicine	Assistant Professor	Special	6/1/2017		56,000	FY 1.00

<sup>1</sup> Omitted from previous report

**PERSONNEL REPORT**  
**04/01/2017 - 06/30/2017**  
**UNIVERSITY OF NEBRASKA AT OMAHA**

**NEW APPOINTMENTS**

<u>NAME</u>	<u>UNIT</u>	<u>TITLE</u>	<u>APPT TYPE</u>	<u>BEGIN DATE</u>	<u>END DATE</u>	<u>SALARY</u>	<u>FTE</u>
Chepko, Steveda	College of Education	Assistant Dean	Special	4/3/2017	6/30/2020	110,000 FY	1.00
Gao, Yi	Physics	Visiting Research Professor	Special	4/1/2017	5/31/2017	7,000 FY	1.00
Mannino, Peter	Athletics	Assistant Coach-Hockey	Special	6/1/2017		95,000 FY	1.00
Noel-Bernier, Dave	Athletics	Assistant Coach-Hockey	Special	5/1/2017		125,000 FY	1.00

**PERSONNEL REPORT**  
**04/01/2017 - 06/30/2017**  
**UNIVERSITY OF NEBRASKA AT KEARNEY**

**ADJUSTMENTS**

<u>NAME</u>	<u>UNIT</u>	<u>TITLE</u>	<u>APPT TYPE</u>	<u>BEGIN DATE</u>	<u>END DATE</u>	<u>SALARY</u>	<u>FTE</u>	
Benson, Scott	Business Services	Director	Special			100,000 FY	1.00	
		Director	Special			100,000 FY	1.00	
		Interim Director, Human Resources (Stipend)	Special	6/1/2017		15,000 FY	0.00	
		N/A	N/A			0 FY	0.00	
Chinnock Petroski, Mary	Equity and Compliance	Chief Compliance Officer	Special	6/1/2017		95,018 FY	1.00	
		Director of Human Resources	Special		5/31/2017	95,018 FY	1.00	
Ellis, Mark	History	Professor	Continuous			46,494 AY	0.60	
		Professor	Continuous			46,494 AY	0.60	
		Chair (Includes stipend)	Special			35,943 AY	0.40	
		Chair (Includes stipend)	Special			35,943 AY	0.40	
	Physics and Astronomy	N/A	N/A		6/1/2017		0 AY	0.00
		Acting Chair (Includes stipend)	Special			5/31/2017	5,000 AY	0.00

*Shaded reflects new or ongoing appointment*

*Un-shaded reflects old appointment*

**PERSONNEL REPORT**  
**04/01/2017 - 06/30/2017**  
**UNIVERSITY OF NEBRASKA AT KEARNEY**

**ADJUSTMENTS**

<u>NAME</u>	<u>UNIT</u>	<u>TITLE</u>	<u>APPT TYPE</u>	<u>BEGIN DATE</u>	<u>END DATE</u>	<u>SALARY</u>	<u>FTE</u>
McKelvey, Michelle	Communication Disorders	Associate Professor	Continuous	5/16/2017		40,333 AY	0.60
		Associate Professor	Continuous		5/15/2017	67,221 AY	1.00
		Chair (Includes stipend)	Special	5/16/2017		31,835 AY	0.40
		N/A	N/A			0 AY	0.00
Reece, Timothy	Physics and Astronomy	Associate Professor	Specific Term	6/1/2017		35,669 AY	0.60
		Associate Professor	Specific Term		5/31/2017	59,449 AY	1.00
		Chair (Includes stipend)	Special	6/1/2017		28,727 AY	0.40
		N/A	N/A		5/31/2017	0 AY	0.00

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**PERSONNEL REPORT**  
**04/01/2017 - 06/30/2017**  
**UNIVERSITY OF NEBRASKA-LINCOLN**

**ADJUSTMENTS**

<u>NAME</u>	<u>UNIT</u>	<u>TITLE</u>	<u>APPT TYPE</u>	<u>BEGIN DATE</u>	<u>END DATE</u>	<u>SALARY</u>	<u>FTE</u>
Barrera, Ricardo	College of Business	Associate Dean of Student Services and Chief Operating Officer	Special	6/1/2017	5/31/2020	160,000 FY	1.00
		Assistant Dean	Special		5/31/2017	134,522 FY	1.00
Fielding, Christopher	Earth and Atmospheric Sciences	Professor	Continuous			126,210 AY	1.00
		Professor	Continuous			126,210 AY	1.00
		J. B. Coffman Chair of Sedimentary Geology	Special	5/13/2017	5/11/2022	10,000 AY	0.00
		J. B. Coffman Chair of Sedimentary Geology	Special		5/12/2017	10,000 AY	0.00
Freeman, Abby	Admissions	Interim Director (Includes stipend)	Special	5/1/2017	4/30/2018	107,400 FY	1.00
		Associate Director	Special		4/30/2017	67,400 FY	1.00
<sup>2</sup> Miles, Timothy	Athletics	Head Coach-Basketball	Special	4/1/2017		2,250,080 FY	1.00
		Head Coach-Basketball	Special		3/31/2017	2,125,080 FY	1.00

<sup>2</sup> Salary increase per contractual agreement

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**PERSONNEL REPORT**  
**04/01/2017 - 06/30/2017**  
**UNIVERSITY OF NEBRASKA-LINCOLN**

**ADJUSTMENTS**

<u>NAME</u>	<u>UNIT</u>	<u>TITLE</u>	<u>APPT TYPE</u>	<u>BEGIN DATE</u>	<u>END DATE</u>	<u>SALARY</u>	<u>FTE</u>
Perez, Lance	College of Engineering	Interim Dean	Special			325,000	FY 1.00
		Interim Dean	Special			325,000	FY 1.00
	Electrical and Computer Engineering	Omar H. Heins Professor of Electrical and Computer Engineering	Special	5/1/2017	8/31/2022	20,000	FY 0.00
		N/A	N/A			0	FY 0.00
Spiegel, Amy	College of Education and Human Sciences	Research Associate Professor	Special	4/1/2017		46,687	FY 0.60
		Research Associate Professor	Special		3/30/2017	55,247	FY 0.71
Thorson, Bruce	News-Editorial	Associate Professor	Continuous			79,824	AY 1.00
		Associate Professor	Continuous			79,824	AY 1.00
		College Professorship-Buffett Funds	Special	6/1/2017	5/31/2022	5,000	AY 0.00
		College Professorship-Buffett Funds	Special		5/31/2017	5,000	AY 0.00

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**PERSONNEL REPORT**  
**04/01/2017 - 06/30/2017**  
**UNIVERSITY OF NEBRASKA-LINCOLN**

**ADJUSTMENTS**

<u>NAME</u>	<u>UNIT</u>	<u>TITLE</u>	<u>APPT TYPE</u>	<u>BEGIN DATE</u>	<u>END DATE</u>	<u>SALARY</u>	<u>FTE</u>
Williams, Amber	Academic Services and Enrollment Management	Assistant Vice Chancellor	Special	5/1/2017		180,000	FY 1.00
		Associate Dean of Enrollment	Special		4/30/2017	68,703	FY 0.50
	Admissions	N/A	Special	5/1/2017		0	FY 0.00
		Director	Special		4/30/2017	68,703	FY 0.50
	Nebraska College Preparatory Academy	N/A	Special	5/1/2017		0	FY 0.00
		Director (Stipend)	Special		4/30/2017	11,982	FY 0.00



**PERSONNEL REPORT**  
**04/01/2017 - 06/30/2017**  
**UNIVERSITY OF NEBRASKA-LINCOLN IANR**

**ADJUSTMENTS**

<u>NAME</u>	<u>UNIT</u>	<u>TITLE</u>	<u>APPT TYPE</u>	<u>BEGIN DATE</u>	<u>END DATE</u>	<u>SALARY</u>	<u>FTE</u>
Bathke, Deborah	School of Natural Resources	Research Associate Professor	Special	5/16/2017	5/15/2021	82,000 FY	1.00
		Research Associate Professor	Special		5/15/2017	82,000 FY	1.00
Broderick, Kyle	Plant Pathology	Assistant Extension Educator	Special	4/1/2017		55,000 FY	1.00
		Managerial/Professional	Other		3/31/2017	39,095 FY	1.00
Meneses Gonzalez, Yulie	Food Processing Center	Research Assistant Professor	Special	4/1/2017	3/31/2020	76,000 FY	1.00
	Food Science and Technology	Post Doc Research Associate	Other		3/31/2017	44,000 FY	1.00
Weller, Curtis	Food Science and Technology	Department Head (Includes stipend)	Special	4/1/2017		155,210 FY	0.83
		Interim Department Head (Includes stipend)	Special		3/31/2017	153,550 FY	0.83
	Food Processing Center	Director (Includes stipend)	Special	4/1/2017		31,790 FY	0.17
		Interim Director (Includes stipend)	Special		3/31/2017	31,450 FY	0.17

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**PERSONNEL REPORT**  
**04/01/2017 - 06/30/2017**  
**UNIVERSITY OF NEBRASKA MEDICAL CENTER**

**ADJUSTMENTS**

<u>NAME</u>	<u>UNIT</u>	<u>TITLE</u>	<u>APPT TYPE</u>	<u>BEGIN DATE</u>	<u>END DATE</u>	<u>SALARY</u>	<u>FTE</u>	
<sup>3</sup> Bennett, Robert	Internal Medicine	Professor	Health Prof			15,450	FY 0.15	
		Professor	Health Prof			15,450	FY 0.15	
	Academic Affairs	Executive Chair, Institutional Animal Care and Use Committee (Stipend)	Special	4/1/2017			10,000	FY 0.00
		N/A	N/A				0	FY 0.00
Bridge, Julia	Pathology and Microbiology	Professor	Continuous			105,924	FY 0.90	
		Professor	Continuous			105,924	FY 0.90	
		Amelia and Austin L. Vickery, Jr. Chair of Pathology	Special	5/1/2017			0	FY 0.00
		N/A	N/A				0	FY 0.00
	Pediatrics	Professor	Special				11,769	FY 0.10
		Professor	Special				11,769	FY 0.10

<sup>3</sup> Remaining salary defrayed by VA Nebraska -Western Iowa Healthcare System

*Shaded reflects new or ongoing appointment*

*Un-shaded reflects old appointment*

**PERSONNEL REPORT**  
**04/01/2017 - 06/30/2017**  
**UNIVERSITY OF NEBRASKA MEDICAL CENTER**

**ADJUSTMENTS**

<u>NAME</u>	<u>UNIT</u>	<u>TITLE</u>	<u>APPT TYPE</u>	<u>BEGIN DATE</u>	<u>END DATE</u>	<u>SALARY</u>	<u>FTE</u>	
Chaney, William	Biochemistry and Molecular Biology	Professor	Continuous			114,102	FY 1.00	
		Professor	Continuous			114,102	FY 1.00	
		Medical Core Director (Stipend)	Special			5,000	FY 0.00	
		Medical Core Director (Stipend)	Special			5,000	FY 0.00	
	Academic Affairs	N/A	N/A		4/1/2017		0	FY 0.00
		Executive Chair, Institutional Animal Care and Use Committee (Stipend)	Special			3/31/2017	15,000	FY 0.00
Cook-Mikkelsen, Heather	College of Nursing-Omaha Division	Nurse Specialist	Special			78,000	FY 1.00	
		Nurse Specialist	Special			78,000	FY 1.00	
		Interim Director, Morehead Center for Nursing Practice (Stipend)	Special		5/1/2017		3,000	FY 0.00
		N/A	N/A				0	FY 0.00
Donohue, Terrence	Internal Medicine	Professor	Special		5/1/2017	35,438	FY 0.27	
		Professor	Special			4/30/2017	42,000	FY 0.32

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**PERSONNEL REPORT**  
**04/01/2017 - 06/30/2017**  
**UNIVERSITY OF NEBRASKA MEDICAL CENTER**

**ADJUSTMENTS**

<u>NAME</u>	<u>UNIT</u>	<u>TITLE</u>	<u>APPT TYPE</u>	<u>BEGIN DATE</u>	<u>END DATE</u>	<u>SALARY</u>	<u>FTE</u>
Dudley, Andrew	Genetics, Cell Biology and Anatomy	Associate Professor	Health Prof			123,229	FY 1.00
		Associate Professor	Health Prof			123,229	FY 1.00
	Academic Affairs	Vice Chair, Institutional Animal Care and Use Committee (Stipend)	Special	4/1/2017		10,000	FY 0.00
		N/A	N/A			0	FY 0.00
<sup>4</sup> Fernandes, Joseph	Neurological Sciences	Associate Professor	Health Prof			1,018	FY 0.38
		Associate Professor	Health Prof			1,018	FY 0.38
	Helen Freytag Associate Professor of ALS Research (Stipend)	Special	4/1/2017	3/31/2020	37,119	FY 0.00	
		Special		3/31/2017	37,119	FY 0.00	
		N/A	N/A			0	FY 0.00
Jones, Dwight	Genetics, Cell Biology and Anatomy	Professor	Continuous			202,033	FY 0.80
		Professor	Continuous			202,033	FY 0.80
	Chairperson (Includes stipend)	Special			60,484	FY 0.20	
		Special			60,484	FY 0.20	
	Anthony J. Yonkers Professor of Otolaryngology-Head and Neck Surgery	Special	4/1/2017	3/31/2022	0	FY 0.00	
		N/A	N/A			0	FY 0.00

<sup>4</sup> Remaining salary defrayed by VA Nebraska -Western Iowa Healthcare System

*Shaded reflects new or ongoing appointment*

*Un-shaded reflects old appointment*

**PERSONNEL REPORT**  
**04/01/2017 - 06/30/2017**  
**UNIVERSITY OF NEBRASKA MEDICAL CENTER**

**ADJUSTMENTS**

<u>NAME</u>	<u>UNIT</u>	<u>TITLE</u>	<u>APPT TYPE</u>	<u>BEGIN DATE</u>	<u>END DATE</u>	<u>SALARY</u>	<u>FTE</u>
5 Latacha, Kimberly	Genetics, Cell Biology and Anatomy	Assistant Professor	Special	4/1/2017		40,446	FY 0.53
		Assistant Professor	Special		3/31/2017	30,446	FY 0.40
Lowe, John-Martin	Environmental, Agricultural and Occupational Health	Associate Professor	Health Prof			103,939	FY 1.00
		Associate Professor	Health Prof			103,939	FY 1.00
	Academic Affairs	Assistant Vice Chancellor- Interprofessional Health Security Training and Education (Stipend)	Special	5/1/2017		10,000	FY 0.00
		N/A	N/A			0	FY 0.00
McGarry, Sean	Orthopedic Surgery	Associate Professor	Health Prof			91,912	FY 1.00
		Associate Professor	Health Prof			91,912	FY 1.00
		James R. Neff, M.D. Chair of Musculoskeletal Oncology	Special	4/1/2017	3/31/2022	0	FY 0.00
		N/A	N/A			0	FY 0.00

<sup>5</sup> Salary discrepancy due to rounding

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**PERSONNEL REPORT**  
**04/01/2017 - 06/30/2017**  
**UNIVERSITY OF NEBRASKA MEDICAL CENTER**

**ADJUSTMENTS**

<u>NAME</u>	<u>UNIT</u>	<u>TITLE</u>	<u>APPT TYPE</u>	<u>BEGIN DATE</u>	<u>END DATE</u>	<u>SALARY</u>	<u>FTE</u>
McGuire, Rita	College of Nursing-Lincoln Division	Research Assistant Professor	Special	5/1/2017		49,705	FY 0.50
		Research Assistant Professor	Special			99,410	FY 1.00
O'Dell, David	Internal Medicine	Professor	Health Prof			112,011	FY 1.00
		Professor	Health Prof			112,011	FY 1.00
		LeeRoy Meyer Professor of Medicine	Special	4/1/2017	3/31/2022	0	FY 0.00
		LeeRoy Meyer Professor of Medicine	Special		3/31/2017	0	FY 0.00
Panigrahi, Pinaki	Epidemiology	Professor	Continuous			233,980	FY 1.00
		Professor	Continuous			233,980	FY 1.00
	Center for Global Health	N/A	N/A	6/30/2017		0	FY 0.00
		Director	Special		6/29/2017	10,000	FY 0.00
<sup>6</sup> Willett, Sandra	Munroe-Meyer Institute	Assistant Professor	Special	4/1/2017		117,750	FY 1.00
		Assistant Professor	Special		3/31/2017	102,750	FY 1.00
		Discipline Director (Stipend)	Special			10,000	FY 0.00
		Discipline Director (Stipend)	Special			10,000	FY 0.00

<sup>6</sup> Equity Adjustment

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**PERSONNEL REPORT**  
**04/01/2017 - 06/30/2017**  
**UNIVERSITY OF NEBRASKA MEDICAL CENTER**

**ADJUSTMENTS**

<u>NAME</u>	<u>UNIT</u>	<u>TITLE</u>	<u>APPT TYPE</u>	<u>BEGIN DATE</u>	<u>END DATE</u>	<u>SALARY</u>	<u>FTE</u>
Windle, John	Internal Medicine	Professor	Continuous			168,616	FY 1.00
		Professor	Continuous			168,616	FY 1.00
		Richard and Mary Holland Distinguished Chair of Cardiovascular Sciences	Special	4/1/2017	3/31/2022	0	FY 0.00
		N/A	N/A			0	0.00
<sup>7</sup> Yelamanchili, Sowmya	Pharmacology and Experimental Neuroscience	Assistant Professor	Special	5/1/2017		90,000	FY 1.00
		Assistant Professor	Special		4/30/2017	74,160	FY 1.00

<sup>7</sup> Market Adjustment

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**PERSONNEL REPORT**  
**04/01/2017 - 06/30/2017**  
**UNIVERSITY OF NEBRASKA AT OMAHA**

**ADJUSTMENTS**

<u>NAME</u>	<u>UNIT</u>	<u>TITLE</u>	<u>APPT TYPE</u>	<u>BEGIN DATE</u>	<u>END DATE</u>	<u>SALARY</u>	<u>FTE</u>
Gabinet, Michael	Athletics	Head Coach-Hockey	Special	4/8/2017	5/31/2019	250,000 FY	1.00
		Assistant Coach-Hockey	Special		4/7/2017	120,000 FY	1.00
Stergiou, Nicholas	Biomechanics	Assistant Dean	Special	4/1/2017		167,300 FY	0.90
		Director, Center for Research in Human Movement Variability (Stipend)	Special		3/31/2017	38,000 FY	0.00
		Distinguished Community Research Chair in Biomechanics (Stipend)	Special			20,000 FY	0.00
		Distinguished Community Research Chair in Biomechanics (Stipend)	Special			20,000 FY	0.00
		N/A	N/A	4/1/2017		0 FY	0.00
		Chairperson (Includes stipend)	Special		3/31/2017	66,830 FY	0.60
		N/A	N/A	04/01/17		0 FY	0.00
		Professor	Continuous		3/31/2017	31,615 FY	0.30
UNMC College of Public Health - Environmental, Agricultural and Occupational Health	Professor	Special	04/01/17		10,538 FY	0.10	
	Professor	Special		3/31/2017	10,538 FY	0.10	

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**2017 Continuous Appointments**

**University of Nebraska at Kearney**

Name	Unit	Rank on Effective Date	Effective Date
<b><i>College of Business and Technology</i></b>			
Dority, Bree	Economics	Associate Professor	August 14, 2017
Flanigan, Rod	Industrial Technology	Associate Professor	August 14, 2017
Hill, Toni	Family Studies and Interior Design	Associate Professor	August 14, 2017
Meyer, Heather	Marketing and Management Information Systems	Associate Professor	August 14, 2017
Palmer, Noel	Management	Associate Professor	August 14, 2017
<b><i>College of Education</i></b>			
Matyo-Cepero, Jude	Teacher Education	Associate Professor	August 14, 2017
<b><i>College of Fine Arts and Humanities</i></b>			
Hartman, Megan	English	Associate Professor	August 14, 2017
May, Dan	Art and Design	Professor	August 14, 2017
<b><i>College of Natural and Social Sciences</i></b>			
Kristensen, Dougals	Political Science	Professor	July 1, 2017
Pattabiraman, Mahesh	Chemistry	Associate Professor	August 14, 2017
Reece, Tim	Physics and Astronomy	Associate Professor	August 14, 2017
Rowling, Charles	Political Science	Associate Professor	August 14, 2017
<b><i>Calvin T. Ryan Library</i></b>			
Krueger, Rochelle	Library	Associate Professor	August 14, 2017

**2017 Continuous Appointments**

**University of Nebraska-Lincoln**

Name	Unit	Rank on Effective Date	Effective Date
<b><i>College of Architecture</i></b>			
Karle, David	Architecture	Associate Professor	August 14, 2017
Olshavsky, Peter	Architecture	Associate Professor	August 14, 2017
Thomas Karle, Sarah	Architecture	Associate Professor	August 14, 2017
<b><i>College of Arts and Sciences</i></b>			
DeLong, John	Biological Sciences	Associate Professor	August 14, 2017
Jagodinsky, Katrina	History	Associate Professor	August 14, 2017
Kang, Alice	Political Science/Ethnic Studies	Associate Professor	August 14, 2017
Kazyak, Emily	Sociology/Women's and Gender Studies	Associate Professor	August 14, 2017
Stage, Kelly	English	Associate Professor	August 14, 2017
Stevens, Jeffrey	Psychology	Associate Professor	August 14, 2017
Van Den Broeke, Matthew	Earth and Atmospheric Sciences	Associate Professor	August 14, 2017
Waite, Stacey	English	Associate Professor	August 14, 2017
Warner, David	Sociology	Associate Professor	August 14, 2017
Wisnicki, Adrian	English	Associate Professor	August 14, 2017
Zhang, Jian	Chemistry	Associate Professor	August 14, 2017
<b><i>College of Business</i></b>			
Araz, Ozgur	Supply Chain Management and Analytics	Associate Professor	August 14, 2017
Atanassov, Julian	Finance	Associate Professor	August 14, 2017
<b><i>College of Education and Human Sciences</i></b>			
Catalano, Theresa	Teaching, Learning and Teacher Education	Associate Professor	August 14, 2017

**2017 Continuous Appointments**

**University of Nebraska-Lincoln**

Name	Unit	Rank on Effective Date	Effective Date
<i>College of Fine and Performing Arts</i>			
Asher, Stacy	Art, Art History and Design	Associate Professor	August 14, 2017
Reimer, Jamie	Music	Associate Professor	August 14, 2017
Sontheimer, Matthew	Art, Art History and Design	Associate Professor	August 14, 2017
<i>College of Journalism and Mass Communications</i>			
Yan, Changmin	Journalism and Mass Communications	Associate Professor	August 14, 2017
<i>College of Law</i>			
Beard, Jack	Law	Associate Professor	August 14, 2017
Showmaker, Jessica	Law	Associate Professor	August 14, 2017
Thimmesch, Adam	Law	Associate Professor	August 14, 2017
<i>Institute for Agriculture and Natural Resources</i>			
Amundsen, Keenan	Agronomy and Horticulture	Associate Professor	August 14, 2017
Fernando, Samodha	Animal Science	Associate Professor	August 14, 2017
Khalimonchuk, Oleh	Biochemistry	Associate Professor	August 14, 2017
Luck, Joe	Biological Systems Engineering	Associate Professor	July 1, 2017
MacDonald, James	Animal Science	Associate Professor	July 1, 2017
Markham, Jonathan	Biochemistry	Associate Professor	August 14, 2017
Moreau, Regis	Nutrition and Health Sciences	Associate Professor	August 14, 2017
Ondrak, Jeff	School of Veterinary and Biomedical Sciences	Associate Professor	July 1, 2017
Suyker, Andy	School of Natural Resources	Associate Professor	July 1, 2017
Xiang, Shi-Hua	School of Veterinary and Biomedical Sciences	Associate Professor	August 14, 2017

**2017 Continuous Appointments**

**University of Nebraska Medical Center**

Name	Unit	Rank on Effective Date	Effective Date
<i>College of Allied Health Professions</i>			
Donnelly, Amber	Cytotechnology Education	Professor	July 1, 2017
<i>College of Dentistry</i>			
Byrne, Gerard	Adult Restorative Dentistry	Associate Professor	July 1, 2017
<i>College of Medicine</i>			
Gold, Jeffrey	Surgery	Professor	July 1, 2017
Mauch, Teri	Pediatrics	Professor	July 1, 2017
McDonnell, William	Pediatrics	Professor	July 1, 2017
Patterson, Andrew	Anesthesiology	Professor	July 1, 2017
Schenarts, Paul	Surgery	Professor	July 1, 2017
Shillcutt, Sasha	Anesthesiology	Associate Professor	July 1, 2017
Wilson, Tony	Neurological Sciences	Associate Professor	July 1, 2017
<i>College of Pharmacy</i>			
Scarsi, Kimberly	Pharmacy Practice	Associate Professor	July 1, 2017
Vetro, Joseph	Pharmaceutical Sciences	Associate Professor	July 1, 2017
<i>Eppley Institute</i>			
Wang, Jing	Eppley Institute	Professor	July 1, 2017

**2017 Continuous Appointments**

**University of Nebraska at Omaha**

Name	Unit	Rank on Effective Date	Effective Date
<b><i>College of Arts and Sciences</i></b>			
Bereitschaft, Bradley	Geography/Geology	Associate Professor	August 14, 2017
DeSanti, Brady	Religious Studies	Associate Professor	August 14, 2017
DiStefano, Eugenio	Foreign Languages	Associate Professor	August 14, 2017
Hutt, Curtis	Religious Studies	Associate Professor	August 14, 2017
Kellar, Pamela	Biology	Associate Professor	August 14, 2017
Osborn, Alan	Sociology and Anthropology	Associate Professor	August 14, 2017
<b><i>College of Business Administration</i></b>			
Bass, Andrea	Management	Associate Professor	August 14, 2017
Pleggenkuhle-Miles, Erin	Management	Associate Professor	August 14, 2017
<b><i>College of Education</i></b>			
Hagaman, Jessica	Special Education	Associate Professor	August 14, 2017
Rodriguez-Arroyo, Sandra	Teacher Education	Associate Professor	August 14, 2017
Schaffer, Connie	Teacher Education	Associate Professor	August 14, 2017
<b><i>College of Information Science and Technology</i></b>			
Derrick, Douglas	Interdisciplinary Informatics	Professor	August 14, 2017
Dorn, Brian	Computer Science	Associate Professor	August 14, 2017
Parakh, Abhishek	Interdisciplinary Informatics	Associate Professor	August 14, 2017

**2017 Promotions**

**University of Nebraska at Kearney**

<b>Name</b>	<b>Unit</b>	<b>Present Rank</b>	<b>New Rank</b>	<b>Effective Date</b>
<b><i>College of Business and Technology</i></b>				
Lear, Janet	Economics	Associate Professor	Professor	August 14, 2017
Palmer, Noel	Management	Assistant Professor	Associate Professor	August 14, 2017
<b><i>College of Education</i></b>				
Chasek, Christine	Counseling and School Psychology	Assistant Professor	Associate Professor	August 14, 2017
McKelvey, Miechelle	Communication Disorders	Associate Professor	Professor	August 14, 2017
Tillman, Douglas	Counseling and School Psychology	Assistant Professor	Associate Professor	August 14, 2017
West, Camie	Teacher Education	Lecturer	Senior Lecturer	August 14, 2017
<b><i>College of Fine Arts and Humanities</i></b>				
Burbul, Derrick	Art and Design	Associate Professor	Professor	August 14, 2017
Dettman, Jonathan	Modern Languages	Assistant Professor	Associate Professor	August 14, 2017
May, Dan	Art and Design	Associate Professor	Professor	August 14, 2017
Van Renen, Denys	English	Assistant Professor	Associate Professor	August 14, 2017
White, Andrew	Music, Theatre and Dance	Associate Professor	Professor	August 14, 2017
<b><i>College of Natural and Social Sciences</i></b>				
Cao, Haishi	Chemistry	Associate Professor	Professor	August 14, 2017
Machida, Satoshi	Political Science	Associate Professor	Professor	August 14, 2017
Moser, Annette	Chemistry	Associate Professor	Professor	August 14, 2017
Nebesniak, Amy	Mathematics and Statistics	Assistant Professor	Associate Professor	August 14, 2017
Rohrer, James	History	Associate Professor	Professor	August 14, 2017
Rowling, Charles	Political Science	Assistant Professor	Associate Professor	August 14, 2017

2017 Promotions

University of Nebraska at Kearney

Name	Unit	Present Rank	New Rank	Effective Date
<i>College of Natural and Social Sciences (continued)</i>				
Trantham, Kenneth	Physics and Astronomy	Associate Professor	Professor	August 14, 2017
Wiersma, Beth	Criminal Justice	Associate Professor	Professor	August 14, 2017
<i>Calvin T. Ryan Library</i>				
Krueger, Rochelle	Library	Assistant Professor	Associate Professor	August 14, 2017

**2017 Promotions**

**University of Nebraska-Lincoln**

<b>Name</b>	<b>Unit</b>	<b>Present Rank</b>	<b>New Rank</b>	<b>Effective Date</b>
<i>College of Architecture</i>				
Karle, David	Architecture	Assistant Professor	Associate Professor	August 14, 2017
Olshavsky, Peter	Architecture	Assistant Professor	Associate Professor	August 14, 2017
Thomas Karle, Sarah	Architecture	Assistant Professor	Associate Professor	August 14, 2017
<i>College of Arts and Sciences</i>				
Anderson, Mark	Earth and Atmospheric Sciences	Associate Professor	Professor	August 14, 2017
Belashchenko, Kirill	Physics and Astronomy	Associate Professor	Professor	August 14, 2017
Brunero, John	Philosophy	Associate Professor	Professor	August 14, 2017
DeLong, John	Biological Sciences	Assistant Professor	Associate Professor	August 14, 2017
Jagodinsky, Katrina	History	Assistant Professor	Associate Professor	August 14, 2017
Kang, Alice	Political Science/Ethnic Studies	Assistant Professor	Associate Professor	August 14, 2017
Kazyak, Emily	Sociology/Women's and Gender Studies	Assistant Professor	Associate Professor	August 14, 2017
Lippman, Michael	Classics and Religious Studies	Assistant Professor of Practice	Associate Professor of Practice	August 14, 2017
Stage, Kelly	English	Assistant Professor	Associate Professor	August 14, 2017
Stevens, Jeffrey	Psychology	Assistant Professor	Associate Professor	August 14, 2017
Swanson, David	Computer Science and Engineering	Research Associate Professor	Research Professor	July 1, 2017
Tenhumberg, Brigitte	Biological Sciences	Associate Professor	Professor	August 14, 2017
Van Den Broeke, Matthew	Earth and Atmospheric Sciences	Assistant Professor	Associate Professor	August 14, 2017
Waite, Stacey	English	Assistant Professor	Associate Professor	August 14, 2017
Warner, David	Sociology	Assistant Professor	Associate Professor	August 14, 2017
Wisnicki, Adrian	English	Assistant Professor	Associate Professor	August 14, 2017
Zhang, Jian	Chemistry	Assistant Professor	Associate Professor	August 14, 2017



**2017 Promotions**

**University of Nebraska-Lincoln**

<b>Name</b>	<b>Unit</b>	<b>Present Rank</b>	<b>New Rank</b>	<b>Effective Date</b>
<b><i>College of Business</i></b>				
Araz, Ozgur	Supply Chain Management and Analytics	Assistant Professor	Associate Professor	August 14, 2017
Atanassov, Julian	Finance	Assistant Professor	Associate Professor	August 14, 2017
Lin, Yijia	Finance	Associate Professor	Professor	August 14, 2017
Miller, Laurie	Economics	Assistant Professor of Practice	Associate Professor of Practice	August 14, 2017
<b><i>College of Education and Human Sciences</i></b>				
Babchuk, Wayne	Educational Psychology/Anthropology	Assistant Professor of Practice	Associate Professor of Practice	August 14, 2017
Catalano, Theresa	Teaching, Learning and Teacher Education	Assistant Professor	Associate Professor	August 14, 2017
Mann, Kent	Educational Administration	Associate Professor of Practice	Professor of Practice	August 14, 2017
Rudasill, Kathleen	Educational Psychology	Associate Professor	Professor	August 14, 2017
Rudy, Jeff	Nutrition and Health Sciences	Associate Professor of Practice	Professor of Practice	August 14, 2017
<b><i>College of Engineering</i></b>				
Bartelt-Hunt, Shannon	Civil Engineering	Associate Professor	Professor	August 14, 2017
Bourke, Chris	Computer Science and Engineering	Assistant Professor of Practice	Associate Professor of Practice	August 14, 2017
Erdogmus, Ece	Durham School of Architectural Engineering and Construction	Associate Professor	Professor	August 14, 2017
Qiao, Wei	Electrical and Computer Engineering	Associate Professor	Professor	August 14, 2017
Vakilzadian, Hamid	Electrical and Computer Engineering	Associate Professor	Professor	August 14, 2017

**2017 Promotions**

**University of Nebraska-Lincoln**

<b>Name</b>	<b>Unit</b>	<b>Present Rank</b>	<b>New Rank</b>	<b>Effective Date</b>
<i>College of Fine and Performing Arts</i>				
Asher, Stacy	Art, Art History and Design	Assistant Professor	Associate Professor	August 14, 2017
Dominguez, Eddie	Art, Art History and Design	Associate Professor	Professor	August 14, 2017
Moore, Brian	School of Music	Associate Professor	Professor	August 14, 2017
Reimer, Jamie	Music	Assistant Professor	Associate Professor	August 14, 2017
Sontheimer, Matthew	Art, Art History and Design	Assistant Professor	Associate Professor	August 14, 2017
Sturm, Hans	School of Music	Associate Professor	Professor	August 14, 2017
<i>College of Journalism and Mass Communications</i>				
McCoy, Bernard	Journalism and Mass Communications	Associate Professor	Professor	August 14, 2017
Yan, Changmin	Journalism and Mass Communications	Assistant Professor	Associate Professor	August 14, 2017
<i>College of Law</i>				
Beard, Jack	Law	Assistant Professor	Associate Professor	August 14, 2017
Novak, Matthew	Law	Associate Professor	Professor	July 1, 2017
Showmaker, Jessica	Law	Assistant Professor	Associate Professor	August 14, 2017
Thimmesch, Adam	Law	Assistant Professor	Associate Professor	August 14, 2017

**2017 Promotions**

**University of Nebraska-Lincoln**

<b>Name</b>	<b>Unit</b>	<b>Present Rank</b>	<b>New Rank</b>	<b>Effective Date</b>
<i><b>Institute of Agriculture and Natural Resources</b></i>				
Allison, Rachel	Nebraska Forest Service	Associate Forester	Forester	July 1, 2017
Amundsen, Keenan	Agronomy and Horticulture	Assistant Professor	Associate Professor	August 14, 2017
Clarke, Jennifer	Food Science and Technology	Associate Professor	Professor	July 1, 2017
Dannehl, Linda	West Central Research and Extension Center	Assistant Extension Educator	Associate Extension Educator	July 1, 2017
Fernando, Samodha	Animal Science	Assistant Professor	Associate Professor	August 14, 2017
Fuchs, Brian	School of Natural Resources	Assistant Geoscientist	Associate Geoscientist	July 1, 2017
Gill, Cynthia	Panhandle Research and Extension Center	Assistant Extension Educator	Associate Extension Educator	July 1, 2017
Hay, F. John	Biological Systems Engineering	Associate Extension Educator	Extension Educator	July 1, 2017
Hanson, Paul	School of Natural Resources	Associate Professor	Professor	July 1, 2017
Jackson-Ziems, Tamra	Plant Pathology	Associate Professor	Professor	July 1, 2017
Khalimonchuk, Oleh	Biochemistry	Assistant Professor	Associate Professor	August 14, 2017
Kreifels, Matthew	Agricultural Leadership, Education and Communication	Assistant Professor of Practice	Associate Professor of Practice	July 1, 2017
Lubben, Brad	Agricultural Economics	Extension Assistant Professor	Extension Associate Professor	July 1, 2017
Luck, Joe	Biological Systems Engineering	Assistant Professor	Associate Professor	July 1, 2017
Markham, Jonathan	Biochemistry	Assistant Professor	Associate Professor	August 14, 2017
Moreau, Regis	Nutrition and Health Sciences	Assistant Professor	Associate Professor	August 14, 2017
Ondrak, Jeff	School of Veterinary and Biomedical Sciences	Assistant Professor	Associate Professor	July 1, 2017
Seravalli, Javier	Biochemistry	Research Assistant Professor	Research Associate Professor	July 1, 2017

**2017 Promotions**

**University of Nebraska-Lincoln**

<b>Name</b>	<b>Unit</b>	<b>Present Rank</b>	<b>New Rank</b>	<b>Effective Date</b>
<i>Institute of Agriculture and Natural Resources (continued)</i>				
Stoner, Nicole	Southeast Research and Extension Center	Assistant Extension Educator	Associate Extension Educator	July 1, 2017
Stuhr, Tammy	Southeast Research and Extension Center	Assistant Extension Educator	Associate Extension Educator	July 1, 2017
Suyker, Andy	School of Natural Resources	Assistant Professor	Associate Professor	July 1, 2017
Woollen, Richard	Nebraska Forest Service	Associate Forester	Forester	July 1, 2017
Xiang, Shi-Hua	School of Veterinary and Biomedical Sciences	Assistant Professor	Associate Professor	August 14, 2017

**2017 Promotions**

**University of Nebraska Medical Center**

<b>Name</b>	<b>Unit</b>	<b>Present Rank</b>	<b>New Rank</b>	<b>Effective Date</b>
<i><b>College of Allied Health Professions</b></i>				
Donnelly, Amber	Cytotechnology Education	Associate Professor	Professor	July 1, 2017
<i><b>College of Dentistry</b></i>				
Hansen, Paul	Adult Restorative Dentistry	Associate Professor	Professor	July 1, 2017
Premaraj, Thyagaseely Sheela	Growth and Development	Assistant Professor	Associate Professor	July 1, 2017
Wahl, James	Oral Biology	Associate Professor	Professor	July 1, 2017
Wallen, Jillian	Growth and Development	Assistant Professor	Associate Professor	July 1, 2017
<i><b>College of Medicine</b></i>				
Adams, Jennifer	Anesthesiology	Assistant Professor	Associate Professor	July 1, 2017
Balasanova, Alena	Psychiatry	Instructor	Assistant Professor	July 1, 2017
Beck Dallaghan, Gary	Pediatrics	Assistant Professor	Associate Professor	July 1, 2017
Bronner, Liliana	Family Medicine	Instructor	Assistant Professor	July 1, 2017
Cornett, Chris	Orthopedic Surgery and Rehabilitation	Assistant Professor	Associate Professor	July 1, 2017
Cudzilo-Kelsey, Laura	Obstetrics and Gynecology	Instructor	Assistant Professor	July 1, 2017
Deegan, Rebecca	Biochemistry and Molecular Biology	Assistant Professor	Associate Professor	July 1, 2017
Dietrich, Mark	Orthopedic Surgery and Rehabilitation	Assistant Professor	Associate Professor	July 1, 2017
Edagwa, Benson	Pharmacology and Experimental Neuroscience	Instructor	Assistant Professor	July 1, 2017
Fremming, Bradley	Anesthesiology	Instructor	Assistant Professor	July 1, 2017
Gih, Daniel E	Psychiatry	Assistant Professor	Associate Professor	July 1, 2017
Guo, Minglei	Pharmacology and Experimental Neuroscience	Instructor	Assistant Professor	July 1, 2017
Haynes-Henson, Kimberley	Anesthesiology	Assistant Professor	Associate Professor	July 1, 2017
Hewlett, Alexander	Internal Medicine	Assistant Professor	Associate Professor	July 1, 2017

**2017 Promotions**

**University of Nebraska Medical Center**

<b>Name</b>	<b>Unit</b>	<b>Present Rank</b>	<b>New Rank</b>	<b>Effective Date</b>
<i>College of Medicine (continued)</i>				
Hsu, Hao	Pediatrics	Assistant Professor	Associate Professor	July 1, 2017
Hu, Guoku	Pharmacology and Experimental Neuroscience	Instructor	Assistant Professor	July 1, 2017
Huang, Yunlong	Pharmacology and Experimental Neuroscience	Instructor	Assistant Professor	July 1, 2017
Kadlec, Kelly	Pediatrics	Assistant Professor	Associate Professor	July 1, 2017
Kamenskiy, Alexey	Surgery	Assistant Professor	Associate Professor	July 1, 2017
Kassel, Cale	Anesthesiology	Instructor	Assistant Professor	July 1, 2017
Keiper, Mark	Radiology	Associate Professor	Professor	July 1, 2017
Koepsell, Scott	Pathology and Microbiology	Assistant Professor	Associate Professor	July 1, 2017
Kunnathil, Sushama	Radiology	Assistant Professor	Associate Professor	July 1, 2017
Kutty, Shelby	Pediatrics	Associate Professor	Professor	July 1, 2017
Love, Linda	Psychiatry	Instructor	Assistant Professor	July 1, 2017
McDonnell, William	Pediatrics	Associate Professor	Professor	July 1, 2017
McMillan, JoEllyn	Pharmacology and Experimental Neuroscience	Assistant Professor	Associate Professor	July 1, 2017
Poole, Jill A	Internal Medicine	Associate Professor	Professor	July 1, 2017
Sadykov, Marat	Pathology and Microbiology	Instructor	Assistant Professor	July 1, 2017
Shukry, Mohanad	Anesthesiology	Associate Professor	Professor	July 1, 2017
Singh, Shailender	Internal Medicine	Assistant Professor	Associate Professor	July 1, 2017
Spagnol, Gaelle	Biochemistry and Molecular Biology	Instructor	Assistant Professor	July 1, 2017
Streubel, Philipp	Orthopedic Surgery and Rehabilitation	Assistant Professor	Associate Professor	July 1, 2017
Sullivan, James	Anesthesiology	Assistant Professor	Associate Professor	July 1, 2017
Vargo, Christopher	Radiology	Assistant Professor	Associate Professor	July 1, 2017

**2017 Promotions**

**University of Nebraska Medical Center**

<b>Name</b>	<b>Unit</b>	<b>Present Rank</b>	<b>New Rank</b>	<b>Effective Date</b>
<b><i>College of Medicine (continued)</i></b>				
Walcutt, Charles	Anesthesiology	Instructor	Assistant Professor	July 1, 2017
<b><i>College of Nursing</i></b>				
Cuddigan, Janet	Omaha Division	Associate Professor	Professor	July 1, 2017
<b><i>College of Pharmacy</i></b>				
Dering-Anderson, Allison	Pharmacy Practice	Clinical Assistant Professor	Clinical Associate Professor	July 1, 2017
Vetro, Joseph	Pharmaceutical Sciences	Assistant Professor	Associate Professor	July 1, 2017
<b><i>College of Public Health</i></b>				
De Alba Rosales, Armando	Health Promotion, Social, and Behavioral Health	Instructor	Assistant Professor	July 1, 2017
McMillan, JoEllyn	Environmental, Agricultural, and Occupational Health	Assistant Professor	Associate Professor	July 1, 2017
Schmid, Kendra	Biostatistics	Associate Professor	Professor	July 1, 2017
Yu, Fang	Biostatistics	Associate Professor	Professor	July 1, 2017
<b><i>Eppley Institute</i></b>				
Grandgenett, Paul	Eppley Institute	Research Assistant Professor	Research Associate Professor	July 1, 2017
Singh, Pankaj	Eppley Institute	Associate Professor	Professor	July 1, 2017
Wang, Jing	Eppley Institute	Associate Professor	Professor	July 1, 2017
<b><i>Munroe-Meyer Institute</i></b>				
Gurumurthy, Channabasavaiah	Munroe-Meyer Institute	Assistant Professor	Associate Professor	July 1, 2017

**2017 Promotions**

**University of Nebraska at Omaha**

<b>Name</b>	<b>Unit</b>	<b>Present Rank</b>	<b>New Rank</b>	<b>Effective Date</b>
<b><i>College of Arts and Sciences</i></b>				
Bereitschaft, Bradley	Geography/Geology	Assistant Professor	Associate Professor	August 14, 2017
DeSanti, Brady	Religious Studies	Assistant Professor	Associate Professor	August 14, 2017
DiStefano, Eugenio	Foreign Languages	Assistant Professor	Associate Professor	August 14, 2017
Grigg, John	History	Associate Professor	Professor	August 14, 2017
Hutt, Curtis	Religious Studies	Assistant Professor	Associate Professor	August 14, 2017
Kellar, Pamela	Biology	Assistant Professor	Associate Professor	August 14, 2017
Osborn, Alan	Sociology and Anthropology	Assistant Professor	Associate Professor	August 14, 2017
Stack, Douglas	Chemistry	Associate Professor	Professor	August 14, 2017
<b><i>College of Business Administration</i></b>				
Bass, Andrea Erin	Management	Assistant Professor	Associate Professor	August 14, 2017
Ni, Jinlan	Economics	Associate Professor	Professor	August 14, 2017
Pleggenkuhle-Miles, Erin	Management	Assistant Professor	Associate Professor	August 14, 2017
Poyzer, Jillian	Accounting	Instructor	Lecturer	August 14, 2017
<b><i>College of Communication, Fine Arts and Media</i></b>				
Baguyos, Jeremy	School of Music	Associate Professor	Professor	August 14, 2017
Brownlee, Jodeane	Communication	Instructor	Lecturer	August 14, 2017
Johnson, Jason	School of Music	Instructor	Lecturer	August 14, 2017
Waggener, Miles	Writer's Workshop	Associate Professor	Professor	August 14, 2017



**2017 Promotions**

**University of Nebraska at Omaha**

<b>Name</b>	<b>Unit</b>	<b>Present Rank</b>	<b>New Rank</b>	<b>Effective Date</b>
<b><i>College of Education</i></b>				
Hagaman, Jessica	Special Education	Assistant Professor	Associate Professor	August 14, 2017
Panton, Edward	School of Health and Kinesiology	Instructor	Lecturer	August 14, 2017
Rodriguez-Arroyo, Sandra	Teacher Education	Assistant Professor	Associate Professor	August 14, 2017
Schaffer, Connie	Teacher Education	Assistant Professor	Associate Professor	August 14, 2017
<b><i>College of Information Science and Technology</i></b>				
Dorn, Brian	Computer Science	Assistant Professor	Associate Professor	August 14, 2017
Chundi, Parvathi	Computer Science	Associate Professor	Professor	August 14, 2017
Parakh, Abhishek	Interdisciplinary Informatics	Assistant Professor	Associate Professor	August 14, 2017
<b><i>College of Public Affairs and Community Service</i></b>				
Anderson, Amy	Criminology and Criminal Justice	Associate Professor	Professor	August 14, 2017
Steiner, Benjamin	Criminology and Criminal Justice	Associate Professor	Professor	August 14, 2017
Steiner, Emily	Criminology and Criminal Justice	Associate Professor	Professor	August 14, 2017

**2017 Promotions**  
**Nebraska College of Technical Agriculture**

<b>Name</b>	<b>Unit</b>	<b>Present Rank</b>	<b>New Rank</b>	<b>Effective Date</b>
Rittenhouse, Mary	Nebraska College of Technical Agriculture	Assistant Professor	Associate Professor	July 1, 2017
Smith, Joe	Nebraska College of Technical Agriculture	Assistant Professor	Associate Professor	July 1, 2017

**Emeritus Appointments**

**07/01/2016 - 06/30/2017**

**University of Nebraska at Kearney**

<b>Name</b>	<b>Unit</b>	<b>Emeritus Rank</b>	<b>Effective Date</b>
Cisler, Valerie	Music, Theatre and Dance	Professor	May 12, 2017
Harriott, Janette	Music, Theatre and Dance	Associate Professor	May 12, 2017
Palmer, David	Management	Professor	June 5, 2017

**Emeritus Appointments <sup>8</sup>**

**07/01/2016 - 06/30/2017**

**University of Nebraska-Lincoln**

<b>Name</b>	<b>Unit</b>	<b>Emeritus Rank</b>	<b>Effective Date</b>
Ball, Dwayne	Marketing	Professor	May 13, 2017
Brown, Ruth	Advertising	Associate Professor	August 15, 2016
Eccarius, Malinda	Special Education and Communication Disorders	Associate Professor of Practice	January 3, 2017
Eckhardt, Craig	Chemistry	Professor	May 13, 2017
Forde, Edward	Art and Art History	Professor	September 1, 2016
Foster, Edward Terence	Durham School of Architectural Engineering and Construction	Professor	March 1, 2017
Franco, Juan	Student Affairs	Vice Chancellor	June 30, 2017
Hamouz, Fayrene	Nutrition and Health Sciences	Associate Professor	August 13, 2016
Harshman, Lawrence	School of Biological Sciences	Professor	January 1, 2017
Hostetler, Karl	Teaching, Learning and Teacher Education	Professor	September 1, 2016
Isernhagen, Jody	Educational Administration	Associate Professor	September 1, 2016
Kirkland, Jake	Jackie Gaughan Multicultural Center	Assistant to Vice Chancellor	September 8, 2016
Lauerman, Margaret	Advertising	Assistant Professor	July 1, 2016
Lawson, Craig	Law	Professor	February 7, 2017
Lombardo, Richard	Graduate Studies	Director	June 1, 2017
Lopez, William	Teaching, Learning and Teacher Education	Professor of Practice	September 1, 2016
Massengale, Martin	Office of the President	President	March 1, 1994
	Office of the Chancellor	Chancellor	January 17, 2017
Merkel, Kenneth	Durham School of Architectural Engineering and Construction	Professor	March 1, 2017
Richmond, John	Glenn Korff School of Music	Professor and Director	August 30, 2016
Shoemaker, Paul	School of Accountancy	Professor	May 9, 2017
Stauffer, Janice	Johnny Carson School of Theatre and Film	Associate Professor	May 13, 2017
Tomkins, Alan	Psychology	Professor	August 15, 2016
Weissinger, Ellen	Educational Administration	Professor	June 2, 2017

<sup>8</sup> Osborne, Thomas: Title Emeritus Athletic Director removed at former employee's request to assure NCAA compliance with respect to employee's role and involvement with the TeamMates Mentoring Program.

**Emeritus Appointments**

**07/01/2016 - 06/30/2017**

**University of Nebraska-Lincoln IANR**

<b>Name</b>	<b>Unit</b>	<b>Emeritus Rank</b>	<b>Effective Date</b>
Albrecht, Julie	Nutrition and Health Sciences	Professor	March 1, 2017
Bauer, Dennis	Cooperative Extension Division	Extension Educator	June 6, 2017
Berger, Larry	Animal Sciences	Professor	July 1, 2016
Brand, Gail	Cooperative Extension Division	Extension Educator	April 15, 2017
Griffin, Dicky Dee	Veterinary and Biomedical Sciences	Professor	July, 1 2016
Hanson, Ronald	Agricultural Economics	Professor	July, 1 2016
Kamble, Shripat	Entomology	Professor	January 1, 2017
Lienemann, Duane	Cooperative Extension Division	Extension Educator	May 9, 2017
Massengale, Martin	Agronomy and Horticulture	Distinguished Professor	January 17, 2017
	Center for Grassland Studies	Director	January 17, 2017
Pavlista, Alexander	Agronomy and Horticulture	Professor	April 1, 2017
Rupnow, John	Food Science and Technology	Professor	September 1, 2016
Schroeder, Debra	Cooperative Extension Division	Extension Educator	April 1, 2017
Tonn, Steven	Cooperative Extension Division	Extension Educator	January 1, 2017
Wilhite, Donald	School of Natural Resources	Professor	July 1, 2016

**Emeritus Appointments**

**07/01/2016 - 06/30/2017**

**University of Nebraska Medical Center**

<b>Name</b>	<b>Unit</b>	<b>Emeritus Rank</b>	<b>Effective Date</b>
<b><i>College of Dentistry</i></b>			
Feely, Dennis	Oral Biology	Associate Professor	July 1, 2016
<b><i>College of Medicine</i></b>			
Booth, S. James	Pathology and Microbiology	Associate Professor	July 1, 2016
Chaney, William	Biochemistry and Molecular Biology	Professor	May 20, 2017
Chapman, Nora	Pathology and Microbiology	Professor	July 1, 2016
Coccia, Peter	Pediatrics	Professor	July 1, 2016
Greiner, Carl	Psychiatry	Professor	July 1, 2016
Gumbiner, Carl	Pediatrics	Professor	May 1, 2017
Morris, Charles	Radiology	Professor	July 1, 2016
Smith, Philip	Internal Medicine	Professor	September 13, 2016
Tracy, Steven	Pathology and Microbiology	Professor	July 2, 2016
West, William	Pathology and Microbiology	Associate Professor	July 1, 2016
<b><i>College of Nursing</i></b>			
Bevil, Catherine	Omaha Division	Professor	July 1, 2016
Duncan, Kathleen	Lincoln Division	Associate Professor	June 1, 2017
Grigsby, Karen	Omaha Division	Associate Professor	July 1, 2016
Hertzog, Melody	Omaha Division	Assistant Professor	July 1, 2016
Sather, Linda	Omaha Division	Assistant Professor	August 23, 2016
Tachenko Achord, Shirley	Lincoln Division	Assistant Professor	June 1, 2017
Yates, Bernice	Omaha Division	Professor	June 1, 2017
<b><i>College of Public Health</i></b>			
Schumaker, Alice Marie	Health Services, Research and Administration	Associate Professor	July 1, 2016
Smith, Philip	Epidemiology	Professor	September 13, 2016

**Emeritus Appointments**

**07/01/2016 - 06/30/2017**

**University of Nebraska at Omaha**

<b>Name</b>	<b>Unit</b>	<b>Emeritus Rank</b>	<b>Effective Date</b>
Christensen, John	Chancellor	Chancellor	May 8, 2017
Bales, W. Kenton	School of Music	Professor	December 23, 2016
Johnson, James	School of Music	Professor	December 23, 2016
Knudtson, Maria	English	Lecturer	May 13, 2017
Lamsam, Teresa	School of Communication	Associate Professor	December 23, 2016
Means, Harrison	Teacher Education	Associate Professor	May 13, 2017

TO: The Board of Regents  
Academic Affairs

MEETING DATE: October 5, 2017

SUBJECT: Leaves of Absence for the reporting period July 1, 2016 through  
June 30, 2017

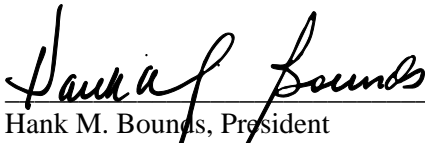
RECOMMENDED ACTION: Report

PREVIOUS ACTION: None

EXPLANATION: The attached report is a summary of the academic leaves of absences that  
have been approved by President Bounds and Interim President Linder in  
accordance with Section 3.4.3.1 of the *Bylaws of the Board of Regents of  
the University of Nebraska* as amended June 15, 2006.

The President may approve leaves of absence, not to exceed one year, to  
members of the permanent professional staff holding full-time  
appointments that fall within the guidelines set forth in the *Bylaws*.

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

APPROVED:   
Hank M. Bounds, President  
University of Nebraska

DATE: August 30, 2017



Addendum IX-D-2

Members of the public and news media may obtain a copy of the Leaves of Absences report in the Office of the University Corporation 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.

TO: The Board of Regents Addendum IX-D-3  
Academic Affairs

MEETING DATE: October 5, 2017

SUBJECT: Periodic Review of Multi-Departmental Academic Centers for Research, Teaching, and/or Service

RECOMMENDED ACTION: Report

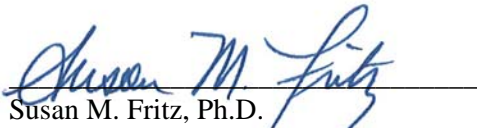
PREVIOUS ACTION: September 16, 2016 – The Multi-Departmental Academic Centers for Research, Teaching, and/or Service that were reviewed in 2015 were reported to the Board of Regents

EXPLANATION: Section 2.11 of the *Bylaws of the Board of Regents* requires the President to conduct periodic reviews of all Multi-Departmental Academic Centers for Research, Teaching and/or Service on a timetable appropriate to the nature of the center but not less frequently than every seven years, and report the results of periodic reviews to the Board of Regents.

This report lists the Multi-Departmental Academic Centers for Research, Teaching and/or Service that were reviewed in 2016, and includes the results of these periodic reviews.

PROJECT COST: None

SOURCE OF FUNDS: None

APPROVED:   
Susan M. Fritz, Ph.D.  
Executive Vice President and Provost

DATE: October 5, 2017

Center Name	Date Established	Affiliated Unit(s)	Review Process	Results	Next On-Campus Review (Year)	Next BOR Report (Year)
<b>UNL (including IANR)</b>						
Bureau of Business Research	1922	CB, Econ	CB accreditation	Continue	2021	2021
Center for Economic Education	1963	CB, Econ	CB accreditation	Continue	2021	2021
Center for Insurance and Risk Management	1988	CB, Econ	CB accreditation	Dissolution being considered	n/a	n/a
Center on Children, Families, and the Law	1987	A&S, Law	Psych APR	Continue	2023	2024
Engineering Research Centers (NRI)	1967	VCR	NRI Review every 7 years	Dissolution being considered	n/a	n/a
Center for Electro Optics (NRI)	1987	VCR	NRI Review every 7 years	Dissolution being considered	n/a	n/a
Center for Nontraditional Manufacturing Research (NRI)	1988	VCR	NRI Review every 7 years	Dissolution being considered	n/a	n/a
Family Resource Center	1990	EHS, CYFS	MFT accreditation	Continue	2023	2024
Gallup Research Center	1990	CB	CB accreditation	Dissolution being considered	n/a	n/a
Great Plains Veterinary Educational Center	1990	IANR, VBMS	Vet & Biomedical Sci APR	Continue	2023	2023
Harris Center for Judaic Studies	1993	A&S, Classics & Religious Studies	Classics & Religious Studies APR	Continue	2024	2024
Hitchcock Center for Graduate Study and Professional Journalism Development	1981	J&MC	J&MC accreditation	Dissolution being considered	n/a	n/a
International Quilt Study Center	1997	EHS, TCD	Textiles, Merchandising, & Fashion Design APR	Continue	2022	2023
National Center for Research in Economic Education	1984	CB	CB accreditation	Continue	2021	2023
Nebraska Center for Entrepreneurship	1986	CB, Management	CB accreditation	Continue	2021	2023
Nebraska Center for Mass Spectrometry	Various	A&S, Chem	Chemistry APR	Continue	2023	2024
Nebraska Center for Materials and Nanoscience	1990	VCR	NRI Review every 7 years	Continue	2023	2024
W.M. Keck Center for Mesospin and Quantum Information Systems	Various	VCR	Nebraska Materials and Nanoscience Center review by EHS dean every 5 years	Continue	2023	2024
Nebraska Center on Research for Children, Youth, Families, and Schools	2004	EHS		Continue	2021	2021
Nebraska Council on Economic Education	1963	CB, Econ	CB accreditation	Continue	2021	2021
Nebraska Water Center	1964	IANR, SNR	School of Nat Resources APR	Continue	2024	2024
Research and Extension Facilities						
Panhandle Research and Extension Center - Scottsbluff	1910	IANR	Internal/External Team Review	Continue	2022	2023
UNL Leadership Institute (formerly Gallup Leadership Institute)	2004	CB, Management	CB accreditation	Dissolution being considered	n/a	n/a
<b>UNMC</b>						
Center for Clinical and Translational Research	2007	VCR	RRB Review with VCR	Continue	2024	2024
Center for Health Policy	2012	CoPH and VCR	RRB Review with VCR	Continue	2024	2024
<b>UNO</b>						
Nebraska Business Development Center	1991	CBA	Association of Small Business Development Centers accreditation process	Continue	2020	2021

Center Name	Date Established	Affiliated Unit(s)	Review Process	Results	Next On-Campus Review	Next BOR Report
<b>UNK</b>						
Nebraska Business Development Center - Kearney	1991	CBT	5 years	Continue	2020	2021

TO: The Board of Regents

Addendum IX-D-4

Academic Affairs

MEETING DATE: October 5, 2017

SUBJECT: Expedited Approval of the Spanish Graduate Certificate in the Department of Modern Languages in the College of Fine Arts and Humanities at the University of Nebraska at Kearney (UNK)

RECOMMENDED ACTION: Report

PREVIOUS ACTIONS: July 15, 2000 – The Board of Regents delegated to the President authority to give expedited approval to certain graduate certificates that were based on existing graduate courses. Such an arrangement allows the University to respond in a timely fashion to the needs and demands of our students and Nebraska businesses.

The UNK Master of Arts in Spanish Education was established prior to modern records of Board approvals.

EXPLANATION: The proposed certificate will provide a formal route to 18 graduate hours in Spanish. Teachers now need these 18 hours to comply with the Higher Learning Commission (HLC) guidelines for dual enrollment instruction. Currently, UNK can only admit these individuals as non-degree students or as candidates for the Master of Arts in Spanish Education, a 36-hour degree which they may not want nor need.


This proposal has been reviewed by the Council of Academic Officers; it also has been reported to the Academic Affairs Committee.

PROGRAM COST: \$0 (There is existing capacity within the Department of Modern Languages; no new faculty, staff, or additional expenses will be required.)

SOURCE OF FUNDS: Not applicable.

SPONSOR: Susan M. Fritz  
Executive Vice President and Provost  
Dean of the Graduate College

APPROVED:

  
\_\_\_\_\_  
Hank M. Bounds, President  
University of Nebraska

DATE: September 15, 2017

TO: The Board of Regents Addendum IX-D-5  
Academic Affairs

MEETING DATE: October 5, 2017

SUBJECT: Expedited Approval of the Applied Biostatistics Professional Certificate in the Department of Biostatistics in the College of Public Health at the University of Nebraska Medical Center (UNMC)

RECOMMENDED ACTION: Report


PREVIOUS ACTIONS: December 8, 2011 – The Board approved the creation of a Ph.D. in Biostatistics at UNMC.  
  
July 15, 2000 – The Board of Regents delegated to the President authority to give expedited approval to certain graduate certificates that were based on existing graduate courses. Such an arrangement allows the University to respond in a timely fashion to the needs and demands of our students and Nebraska businesses.

EXPLANATION: The 12-credit hour professional certificate in Applied Biostatistics is designed to train future biostatisticians to explore, investigate, and analyze public health concerns using specialized data skills. This professional certificate program is intended for graduate students, public health professionals, and health care providers.  
  
This proposal has been reviewed by the Council of Academic Officers; it also has been reported to the Academic Affairs Committee.

PROGRAM COST: \$0 (There is existing capacity within the program; no new faculty, staff, or additional expense will be required.)

SOURCE OF FUNDS: Not applicable.

SPONSOR: Susan M. Fritz  
Executive Vice President and Provost  
Dean of the Graduate College

APPROVED:   
Hank M. Bounds, President  
University of Nebraska

DATE: September 15, 2017

TO: The Board of Regents Addendum IX-D-6  
Academic Affairs

MEETING DATE: October 5, 2017

SUBJECT: Expedited Approval of the Nonprofit Management Graduate Certificate in the School of Public Administration in the College of Public Affairs and Community Service at the University of Nebraska at Omaha (UNO)

RECOMMENDED ACTION: Report

PREVIOUS ACTIONS: July 15, 2000 – The Board of Regents delegated to the President authority to give expedited approval to certain graduate certificates that were based on existing graduate courses. Such an arrangement allows the University to respond in a timely fashion to the needs and demands of our students and Nebraska businesses.

May 18, 1970 – The Board approved the Master of Public Administration (MPA) at UNO.

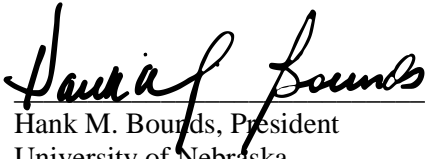
EXPLANATION: The purpose of the 15-credit hour graduate certificate in Nonprofit Management is to allow working professionals with careers in the nonprofit sector, or graduate students in a related field of study, to increase their knowledge in areas important to nonprofit management. The certificate includes coursework in budgeting, human resources, information management, grant writing, and other relevant topics.

This proposal has been reviewed by the Council of Academic Officers; it also has been reported to the Academic Affairs Committee.

PROGRAM COST: \$0 (There is existing capacity within the MPA program; no new faculty, staff, or additional expenses will be required.)

SOURCE OF FUNDS: Not applicable.

SPONSOR: Susan M. Fritz  
Executive Vice President and Provost  
Dean of the Graduate College

APPROVED:   
Hank M. Bounds, President  
University of Nebraska

DATE: September 15, 2017

TO: The Board of Regents Addendum IX-D-7

Business Affairs

MEETING DATE: October 5, 2017

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 August 30, 2017.

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: August 30, 2017



<b>Type of Action</b>	<b>Campus</b>	<b>Description</b>	<b>Funding Source</b>	<b>Approved Budget Amount*</b>	<b>Contract Amount</b>	<b>Contractor / Vendor</b>	<b>Bid Review or Explanation</b>
Personal Property	UNL	Yearly Cisco maintenance renewal for UNL	General Funds Cash Funds	\$366,498	\$366,498	Sirius Computer Solutions	Networking maintenance renewal for 08/01/2017 - 07/31/2018
Personal Property	UNL	Athletics purchase of 3 year contract for Teamworks software. An upgrade and expansion on the current software to meet NCAA guidelines.	Auxiliaries Funds	\$290,014	\$290,014	Teamworks	Sole source- There are no other competitive services that offer the same comprehensive suite of tools to meet the needs of our athletic teams. The Teamworks program is supported by the Big 10 and installed at several Big 10 institutions and Power 5 programs.
Personal Property	UNL	Lease of equipment for student computer checkout and Union computer labs.	Cash Funds	\$226,993	\$226,993	Apple Computers	Total cost of \$226,992.66 (payable over 3 years at \$75,664.22/year).
Construction	UNL	Cather-Pound-CPN Dining Abm't & Demo	Auxiliary	\$3,293,000	\$3,234,000	Ark Wrecking Co of Oklahoma	Low Bid Construction

\*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 IX-D-8

Business Affairs

MEETING DATE: October 5, 2017

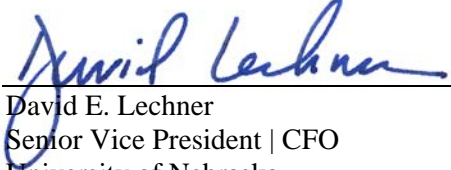
SUBJECT: Semi-Annual Report of Licenses

RECOMMENDED ACTION: Report

EXPLANATION: The attached report is a summary of licenses as provided by the campuses pursuant to Regents Policy RP-6.3.1.4.v (2) of the Board of Regents of the University of Nebraska for the period ending June 30, 2017.

The report outlines the following: type of action; campus; description and use of the product, service, or project; term of the license; and financial terms of the license.

APPROVED:

  
\_\_\_\_\_  
David E. Lechner  
Senior Vice President | CFO  
University of Nebraska

DATE: August 30, 2017

**SEMI-ANNUAL REPORT OF LICENSES  
THROUGH JUNE 30, 2017**

<b>Type of Action</b>	<b>Campus</b>	<b>Licensee</b>	<b>Description of Product/Service</b>	<b>Term of License</b>	<b>Contractual Requirements</b>
Intellectual Property Option Agreement (exclusive within Territory)	UNL	Confidential Business information (CBI)	Compressed Air Conversion System	11 months	License Fee
Germplasm License (Non-exclusive)	UNL	CBI	Soybean Varieties	10 Years	Royalty Bearing
Settlement Agreements (5) (Intellectual Property Infringement)	UNL	CBI	Wheat Variety	perpetual	Settlement Payment
Germplasm License (Non-exclusive)	UNL	CBI	Great Northern Bean	10 Years	Royalty Bearing
Intellectual Property Option Agreement (exclusive)	UNL	CBI	Dyeable polymer technology	6 months	License Fee
Intellectual Property Option Agreement (exclusive)	UNL	CBI	Large scale manufacture cell system	6 months	
Intellectual Property License- Non Exclusive	UNL	CBI	Hybrid Maize Software	perpetual	License Fee
Intellectual Property Option Agreement (exclusive)	UNL	CBI	Extrapulmonary Ventilation Device	1 year	License Fee
Germplasm License (Non-exclusive)	UNL	CBI	Wheat Varieties	10 years	Royalty Bearing

<b>Type of Action</b>	<b>Campus</b>	<b>Licensee</b>	<b>Description of Product/Service</b>	<b>Term of License</b>	<b>Contractual Requirements</b>
Intellectual Property License	UNMC	FutureAssure	Frailty Assessment	Life of Patents	Patent Cost, Royalty bearing
Intellectual Property License	UNMC	EON Reality Inc.	Pupil Simulator	Life of IP Rights	Patent Costs, Royalty bearing, Minimum Royalties
Intellectual Property License	UNMC	Jesse Cox	Microscope Mount	Life of IP Rights	Patent Costs, Royalty bearing
Intellectual Property License (Option)	UNMC	EON Reality Inc.	Hand Held Light Device	7 months	Patent Costs, Development Milestones
Intellectual Property License	UNMC	Actorius Pharmaceuticals	siRNA Delivery System	Life of Patents	License Fee, Royalty bearing, Minimum Royalties, Equity, Developmental Milestones
Intellectual Property License	UNMC	CreBiotics	Activated Creatinine	Life of Patents	Patent Costs, Royalty bearing, Developmental Milestones
Research Tools License (Non-Exclusive)	UNMC	Amgen, Inc.	Cbl-b Floxed Mouse	Perpetual	License Fee, Annual License Fee
Research Tools License (Non-Exclusive)	UNMC	Amgen, Inc.	Cbl-b null Mouse	Perpetual	License Fee, Annual License Fee
Intellectual Property License	UNMC	Bohe Biotech Co. Ltd.	Liposome Drug Delivery	Life of Patents	Patent Costs, Royalty bearing, Minimum Royalties, Developmental Milestones
Intellectual Property License (Specific Territory)	UNMC	Bill & Hui Regenerative Medicine, LLC	Expanding Nanofiber Mats	Life of Patents	License Fee, Patent Costs, Royalty bearing, Minimum Royalties, Developmental Milestones

<b>Type of Action</b>	<b>Campus</b>	<b>Licensee</b>	<b>Description of Product/Service</b>	<b>Term of License</b>	<b>Contractual Requirements</b>
Research Tools License (Non-Exclusive)	UNMC	Therachon AG	NR-6_R Cells	Perpetual	License Fee, Annual License Renewal Fee
Research Tools License (Non-Exclusive)	UNMC	Biogen Inc.	TTBK1 Mouse Model	Perpetual	License Fee, Annual License Fee
Intellectual Property License	UNMC	Prommune Inc.	EP67	Life of Patents	Patent Costs, Royalty bearing, Minimum Royalties, Developmental Milestones
Intellectual Property License	UNMC	Ambler Surgical	Surgical Tool Suite	Perpetual	Royalty bearing

TO: The Board of Regents Addendum IX-D-9

Business Affairs

MEETING DATE: October 5, 2017

SUBJECT: University of Nebraska at Kearney  
Report of Gifts, Grants, Contracts and Bequests accepted during the  
Quarter April 1, 2017 through June 30, 2017.

RECOMMENDED ACTION: Report

	Gifts A	Grants B	Bequests C	Contracts D	Totals
Description					
7/1/16-9/30/16	\$1,341,155	\$4,710,054	\$ -	\$1,112,556	\$7,163,765
10/1/16-12/31/16	1,475,200	1,443,861	-	159,900	3,078,961
1/1/17-3/31/17	1,061,562	3,443,642	-	-	4,505,204
4/1/17-6/30/17	742,370	819,388	-	17,500	1,579,258
	_____	_____	_____	_____	_____
Fiscal YTD Totals	<u>\$4,620,287</u>	<u>\$10,416,945</u>	<u>\$ -</u>	<u>\$1,289,956</u>	<u>\$16,327,188</u>
2015-16 Totals	<u>\$4,393,839</u>	<u>\$10,151,893</u>	<u>\$ -</u>	<u>\$ 127,930</u>	<u>\$14,673,662</u>
2014-15 Totals	<u>\$4,988,320</u>	<u>\$ 9,345,299</u>	<u>\$ -</u>	<u>\$ 616,724</u>	<u>\$14,950,343</u>

A - Gifts of \$100,000 and more are itemized on the attached pages  
B - Grants of \$1,000,000 and more are itemized on the attached pages  
C - All bequests are itemized on the attached pages  
D - Contracts of \$400,000 and more are itemized on the attached pages

SPONSOR: Jon Watts  
Vice Chancellor for Business and Finance

APPROVED:   
Douglas A. Kristensen, Chancellor  
University of Nebraska at Kearney

DATE: August 28, 2017

**University of Nebraska at Kearney  
 REPORT OF AWARDS  
 WHICH REQUIRE SEPARATE ITEMIZATION  
 ACCEPTED DURING THE QUARTER April 1, 2017 through June 30, 2017**

Gifts/Bequests \$100,000 and over

<u>Donor</u>	<u>Purpose</u>	<u>Amount</u>
Keith & Eileen Carpenter	Scholarships	\$156,000
Loper Athletic Club	Memorial Field Upgrade	186,828
	Subtotal	<u>342,828</u>
	Total amount of gifts under \$100,000	<u>399,542</u>
	Total Gifts for the Quarter	<u>\$742,370</u>

\*\*\*\*\*

Grants \$1,000,000 and over

<u>Grantor</u>	<u>Grantee Department</u>	<u>Purpose</u>	<u>Amount</u>
	Subtotal		-
	Total amount of all Grants under \$1,000,000		<u>819,388</u>
	Total Grants for the Quarter		<u>\$819,388</u>

\*\*\*\*\*

Contracts \$400,000 and over

<u>Grantor</u>	<u>Grantee Department</u>	<u>Purpose</u>	<u>Amount</u>
	Subtotal		-
	Total amount of all Contracts under \$400,000		<u>17,500</u>
	Total Contracts for the Quarter		<u>\$ 17,500</u>

TO: The Board of Regents

Business Affairs

MEETING DATE: October 5, 2017

SUBJECT: University of Nebraska-Lincoln  
Report of Gifts, Grants, Contracts and Bequests accepted during the  
Quarter April 1, 2017 through June 30, 2017

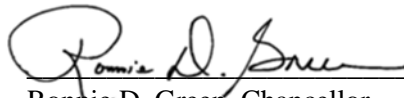
RECOMMENDED ACTION: Report

Description	Gifts A	Grants B	Bequests C	Contracts D	Totals
7/1/16-9/30/2016	\$ 58,471	\$ 50,161,214	\$ -	\$ 8,773,422	\$ 58,993,107
10/1/16-12/31/2016	1,129,891	28,177,925	-	6,527,276	35,835,092
1/1/17-3/31/2017	894,227	36,765,415	-	5,561,400	43,221,042
4/1/17-6/30/2017	363,661	103,073,313	-	6,384,414	109,821,388
	_____	_____	_____	_____	_____
Fiscal YTD Totals	<u>\$2,446,250</u>	<u>\$218,177,867</u>	<u>\$ -</u>	<u>\$27,246,512</u>	<u>\$247,870,629</u>
2015-16 Totals	<u>\$2,779,808</u>	<u>\$241,157,544</u>	<u>\$ -</u>	<u>\$23,861,049</u>	<u>\$267,798,401</u>
2014-15 Totals	<u>\$ 124,386</u>	<u>\$193,848,561</u>	<u>\$ -</u>	<u>\$24,018,784</u>	<u>\$217,991,731</u>

- A - Gifts of \$100,000 or more are itemized on the attached pages
- B - Grants of \$1,000,000 and more are itemized on the attached pages
- C - All bequests are itemized on the attached pages
- D - Contracts of \$400,000 and more are itemized on the attached pages

SPONSORS: Steve Goddard  
Interim Vice Chancellor for Research & Economic Development

APPROVED:



Ronnie D. Green, Chancellor  
University of Nebraska-Lincoln

DATE: August 28, 2017



**University of Nebraska-Lincoln**  
**REPORT OF AWARDS**  
**WHICH REQUIRE SEPARATE ITEMIZATION**  
**ACCEPTED DURING THE QUARTER 04/01/17 - 06/30/17**

Gifts/Bequests \$100,000 and over

<u>Donor</u>	<u>Purpose</u>	<u>Amount</u>
	Subtotal	-
	Total amount of Gifts under \$100,000	<u>363,661</u>
	Total Gifts for the Quarter	<u>\$363,661</u>

\*\*\*\*\*

Grants \$1,000,000 and over

<u>Grantor</u>	<u>Grantee Department</u>	<u>Purpose</u>	<u>Amount</u>
Dept of Education	Justin Brown Vice Chancellor for Student Affairs (Department)	Federal Financial Aid to Students-Pell Grant	\$18,433,541
Various	Tiffany Heng-Moss Dean's Office for CASNR	Developing the Next Generation of Rwandan Agricultural Leaders	\$18,269,265
NU Foundation	Justin Brown Vice Chancellor for Student Affairs (Department)	Undergraduate Scholarships FY 16-17	\$5,625,989
Dept of Agriculture-NIFA	Chuck Hibberd Dean's Office for Cooperative Extension	FY 2017 Smith Lever Extension Capacity Fund Program	\$5,104,690
Dept of Agriculture-NIFA	Deb Hamernik Dean's Office for Agricultural Research Division	FY2017 Hatch Regular Capacity Program	\$3,058,816
DHHS-Nat Inst Gen Medical Sci	Janos Zempleni Department of Nutrition and Health Sciences	COBRE: Nebraska Center for the Prevention of Obesity Diseases through Dietary Molecules	\$2,196,204
Dept of Agriculture-ARS	Archie Clutter Dean's Office for Agricultural Research Division	U.S. Meat Animal Research Center	\$2,000,000

Dept of Agriculture-NIFA	Deb Hamernik Dean's Office for Agricultural Research Division	FY 2017 Hatch Multistate Research Capacity Fund Program	\$1,240,252
Agriculture-NIFA	Xu Li Department of Civil Engineering	Mitigating the Risk of Antibiotic Resistance at Critical Control Points in the Beef Cattle Manure Management Systems	\$1,200,000
NSF	Cory Forbes School of Natural Resources	DRK-12 High School Students Climate Literacy through Epistemology of Scientific Modeling	\$1,126,375
Ne Dept Roads	Nicole Frankl Nebraska LTAP (Local Technical Assistance Program) – Center	Nebraska Local Technical Assistance Program FY 2018	\$1,118,920
Dept of Agriculture – FS	Scott Josiah NE State Forest Services	Cooperative Forestry Program	\$1,080,867
Subtotal			60,454,919
Total amount of all Grants under \$1,000,000			42,618,394
Total Grants for the Quarter			<u>\$103,073,313</u>

\*\*\*\*\*

Contracts \$400,000 and over

<u>Grantor</u>	<u>Grantee Department</u>	<u>Purpose</u>	<u>Amount</u>
ConAgra	Roch Gaussoin Department of Agronomy and Horticulture	ConAgra Popcorn Breeding Maintenance	\$449,031
Subtotal			449,031
Total amount of all Contracts under \$400,000			5,935,383
Total Contracts for the Quarter			<u>\$6,384,414</u>

TO: The Board of Regents

Business Affairs

MEETING DATE: October 5, 2017

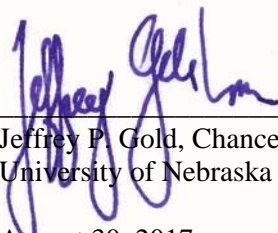
SUBJECT: University of Nebraska Medical Center  
Report of Gifts, Grants, Contracts and Bequests accepted during the  
Quarter January 1, 2017, through June 30, 2017

RECOMMENDED ACTION: Report

	Gifts A	Grants B	Bequests C	Contracts D	Totals
Description					
7/1/2016-9/30/2016	\$ 86,097	\$40,210,053	\$ -	\$8,014,944	\$48,311,094
10/1/16-12/31/2016	218,637	15,305,091	-	35,323,703	50,847,431
1/1/2017-3/31/2017	275,135	15,765,106	-	8,911,478	24,951,719
4/1/2017-6/30/2017	149,203	22,362,716	-	17,421,506	39,933,425
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Fiscal YTD Totals	<u>\$729,072</u>	<u>\$93,642,966</u>	<u>\$ -</u>	<u>\$69,671,631</u>	<u>\$164,043,669</u>
2015-16 Totals	<u>\$901,600</u>	<u>\$97,516,833</u>	<u>\$ -</u>	<u>\$49,470,192</u>	<u>\$147,888,624</u>
2014-15 Totals	<u>\$1,448,584</u>	<u>\$78,501,879</u>	<u>\$ -</u>	<u>\$34,905,853</u>	<u>\$114,856,316</u>

- A - Gifts of \$100,000 and more are itemized on the attached pages
- B - Grants of \$1,000,000 and more are itemized on the attached pages
- C - All bequests are itemized on the attached pages
- D - Contracts of \$400,000 and more are itemized on the attached pages

SPONSOR: Jennifer L. Larsen  
Vice Chancellor of Research

APPROVED:   
Jeffrey P. Gold, Chancellor  
University of Nebraska Medical Center

DATE: August 30, 2017

**University of Nebraska Medical Center**  
**REPORT OF AWARDS**  
**WHICH REQUIRE SEPARATE ITEMIZATION**  
**ACCEPTED DURING THE QUARTER APRIL 1, 2017 – JUNE 30, 2017**

Gifts/Bequests \$100,000 and over

<u>Donor</u>	<u>Purpose</u>	<u>Amount</u>
		\$ -
		-----
	Subtotal	-
	Total amount of gifts under \$100,000	<u>149,203</u>
	Total Gifts for the Quarter	<u>\$149,203</u>

\*\*\*\*\*

Grants \$1,000,000 and over

<u>Grantor</u>	<u>Grantee Department</u>	<u>Purpose</u>	<u>Amount</u>
DHHS/NIH/NCI	---New--- Eppley Inst Faculty	Pancreatic Cancer Detection Consortium	\$1,761,905
DHHS/NIH/NIGMS	---New--- Genetics Cell Biology & Anatomy	Nebraska Research Network in Functional Genomics	\$3,094,226
DHHS/NIH/NIMH	---New- Pharmacology/Exp Neuroscience	Chronic HIV Infection and Aging in NeuroAIDS (CHAIN) Center	\$1,551,110
			-----
	Subtotal		6,407,241
	Total amount of all Grants under \$1,000,000		<u>15,955,475</u>
	Total Grants for the Quarter		<u>\$22,362,716</u>

\*\*\*\*\*

Contracts \$400,000 and over

<u>Grantor</u>	<u>Grantee Department</u>	<u>Purpose</u>	<u>Amount</u>
U.S. Army/USAMRAA/CDMRP	---New--- Physician Assistant	Interservice Physician Assistant Program - New Contract	\$2,807,471
Emory University	---New--- COPH Environ, Agri & Occ Health	National Ebola Training and Education Center (NETEC)	\$984,285
NE DHHS NE Coordinating Commission for Postsecondary	---New--- Int Med Infectious Diseases COD-Dental Administration	AIDS Drug Assistance Program [ADAP] Ryan White Title II Program (Part B) Oral Health Training and Services	\$1,167,248 \$4,000,000

		NEBRASKA ANTIMICROBIAL STEWARDSHIP ASSESSMENT AND PROMOTION (NEBRASKA ASAP) SUBAWARD	\$440,863
NE DHHS	---New--- Int Med Infectious Diseases		
University of Maryland	---New--- Surgery-General Surgery	Non-Invasive Treatment of Abdominal Aortic Aneurysm Clinical Trial (N-TA3CT)	\$695,816
National Strategic Research Institute	---New--- Pathology/ Microbiology	Immunomics Unit Research Support of USAMRIID Center for Genome Sciences (TO 0046)	\$1,061,874
AbbVie, Inc.	---New--- Int Med Oncology/Hematology	A Randomized, Placebo Controlled Phase 2b/3 Study of ABT-414 with Concurrent Chemoradiation and Adjuvant Temozolomide in Subjects with Newly Diagnosed Glioblastoma (GBM) with Epidermal Growth Factor Receptor (EGFR) Amplification Phase 2, Randomized, Open- Label Study Comparing Daratumumab, Lenalidomide, Bortezomib, and Dexamethasone (D-RVd) Versus Lenalidomide, Bortezomib, and Dexamethasone (RVd) in Subjects With Newly Diagnosed Multiple Myeloma Eligible for High-Dose...	\$1,084,463
JANSSEN R&D, LLC	---New--- Int Med Oncology/Hematology	AIDS Drug Assistance Program [ADAP] Ryan White Title II Program (Part B)	\$447,295
NE DHHS	---New--- Int Med Infectious Diseases		\$1,167,248
	Subtotal		<u>12,689,316</u>
	Total amount of all Contracts under \$400,000		<u>4,732,190</u>
	Total Contracts for the Quarter		<u>\$17,421,506</u>

TO: The Board of Regents

Business Affairs

MEETING DATE: October 5, 2017

SUBJECT: University of Nebraska at Omaha  
Report of Gifts, Grants, Contracts and Bequests accepted during the  
Quarter April 1, 2017 through June 30, 2017.

RECOMMENDED ACTION: Report

Description	Gifts A	Grants B	Bequests C	Contracts D	Totals
7/1/16-9/30/2016	\$1,211,980	\$12,998,453	\$1,505	\$694,962	\$14,906,900
10/1/16-12/31/2016	1,452,532	4,958,721	-	373,166	6,784,419
1/1/17-3/31/2017	4,029,971	11,678,660	65,701	278,106	16,052,437
4/1/17-6/30/2017	2,151,645	1,695,531	2,054	257,691	4,106,921
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Fiscal YTD Totals	<u>\$8,846,128</u>	<u>\$31,331,365</u>	<u>\$69,260</u>	<u>\$1,603,925</u>	<u>\$41,850,678</u>
2015-2016 Totals	<u>\$9,672,500</u>	<u>\$31,721,777</u>	<u>\$1,623,132</u>	<u>\$3,224,135</u>	<u>\$46,241,544</u>
2014-2015 Totals	<u>\$6,790,816</u>	<u>\$35,673,562</u>	<u>\$10,302</u>	<u>\$1,485,533</u>	<u>\$43,960,214</u>

A - Gifts of \$100,000 and more are itemized on the attached pages  
B - Grants of \$1,000,000 and more are itemized on the attached pages  
C - All bequests are itemized on the attached pages  
D - Contracts of \$400,000 and more are itemized on the attached pages

SPONSOR: William E. Conley  
Vice Chancellor for Business and Finance

APPROVED:   
Jeffrey P. Gold, Interim Chancellor  
University of Nebraska at Omaha

DATE: August 30, 2017

**University of Nebraska at Omaha**  
**REPORT OF AWARDS**  
**WHICH REQUIRE SEPARATE ITEMIZATION**  
**ACCEPTED DURING THE QUARTER April 1 – June 30, 2017**

Gifts/Bequests \$100,000 and over

<u>Donor</u>	<u>Purpose</u>	<u>Amount</u>
NU Foundation	Glacier Creek West Watershed Purchase	\$501,838
NU Foundation	Service Learning Academy Fund	175,831
NU Foundation	Second Semester Professorships	303,684
NU Foundation	John Morgan Fund	111,721
NU Foundation	Spring 2017 Scholarships	210,218
NU Foundation	Sherwood Service Learning Academy Year Two	171,696
	Subtotal	<u>1,474,988</u>
	Total amount of gifts under \$100,000	<u>676,657</u>
	Total Gifts for the Quarter	<u>\$2,151,645</u>

\*\*\*\*\*

Grants \$1,000,000 and over

<u>Grantor</u>	<u>Grantee Department</u>	<u>Purpose</u>	<u>Amount</u>
			\$ -
		Subtotal	-
		Total amount of all Grants under \$1,000,000	<u>1,695,531</u>
		Total Grants for the Quarter	<u>\$1,695,531</u>

\*\*\*\*\*

Bequests

<u>Donor</u>	<u>Purpose</u>	<u>Amount</u>
Jack & Joyce Schuchart	Unrestricted Gifts	\$1,954
Noack Family Trust	College of Business Administration	100
	Subtotal	<u>2,054</u>
	Total Bequests for the Quarter	<u>\$2,054</u>

\*\*\*\*\*

Contracts \$400,000 and over

<u>Grantor</u>	<u>Grantee Department</u>	<u>Purpose</u>	<u>Amount</u>
		Subtotal	-
		Total amount of all Contracts under \$400,000	257,691
		Total Contracts for the Quarter	<u>\$257,691</u>

TO: The Board of Regents Addendum IX-D-10

Business Affairs

MEETING DATE: October 5, 2017


SUBJECT: Status Report of Six-Year Capital Plan

RECOMMENDED ACTION: Report

EXPLANATION: The Six-Year Capital Plan consists of the campus' highest priority projects, regardless of funding sources, for which they anticipate funding in the next six years. Projects move from the 'On Deck List' to the Plan as funding possibilities progress. An update of the Six-Year Capital Plan is provided semiannually. The report is available at:  
<http://nebraska.edu/docs/facilities/2017-08-10SixYearCapitalPlan.pdf>

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

RECOMMENDED:

  
David E. Lechner  
Senior Vice President | CFO

DATE: August 30, 2017



TO: The Board of Regents Addendum IX-D-11

Business Affairs

MEETING DATE: October 5, 2017

SUBJECT: Quarterly Status of Capital Construction Projects

RECOMMENDED ACTION: Report

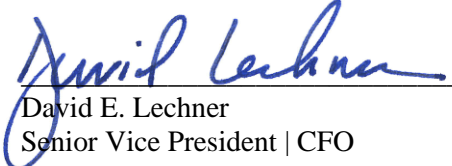
EXPLANATION: This is a summary report of projects included in the Quarterly Capital Construction Report required by state statute. Inclusion in the report commences with Board of Regents approval and ends one year following substantial completion.

The report fulfills the requirements of R.P.6.3.6.2.e and R.P. 6.3.6.4 and contains the campus and project name, designer and contractor, contracting method, contract status, stage of construction, and approved budget categories for the period ending June 30, 2017.

The report is available at: <http://nebraska.edu/docs/facilities/2017-06-30QuarterlyStatusOfCapitalConstructionProjects.pdf>

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

RECOMMENDED:

  
David E. Lechner  
Senior Vice President | CFO

DATE: August 30, 2017

TO: The Board of Regents Addendum IX-D-12  
Academic Affairs

MEETING DATE: October 5, 2017

SUBJECT: Strategic Framework Report on Programs of Excellence: FY2009-FY2013

RECOMMENDED ACTION: Report

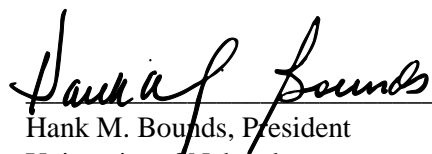
PREVIOUS ACTION: September 14, 2012 – A Programs of Excellence (POE) Review was presented to the Board by Interim Executive Vice President and Provost Susan Fritz.

EXPLANATION: The Strategic Planning Framework calls for the periodic review of Programs of Excellence funding impacts. This report covers the impacts associated with FY2009-FY2013 Programs of Excellence. Twenty-nine programs were funded in this period with investments totaling \$4.5 million. Faculty associated with these investments successfully competed for external funding totaling nearly \$32 million and presented and/or published 478 times.

When Nebraska's fiscal climate changes, the Board of Regents is strongly encouraged to set aside significant POE funds to further create distinctive campus priorities with state, regional, national, and international reputations and impacts.

SPONSOR: Susan M. Fritz  
Executive Vice President and Provost

APPROVED:

  
\_\_\_\_\_  
Hank M. Bounds, President  
University of Nebraska

DATE: September 15, 2017

## **A REVIEW OF UNIVERSITY OF NEBRASKA**

### **FY2009-FY2013 PROGRAMS OF EXCELLENCE IMPACTS**

#### **Programs of Excellence Defined**

In FY2003 the University of Nebraska Board of Regents instituted a budget allocation for Programs of Excellence (POE) to be used for a select group of academic programs. The purpose of the investment of these new permanent funds was to leverage the potential for a good program to reach a level of distinction and enhanced national reputation. Depending upon budget constraints, the annual distribution has varied between \$1,000,000 and \$3,000,000. In several years, no new POE funds were available. The POE funds are distributed across the four campuses through a proposal process administered by the Office of the Provost. Final POE funding decisions are made by the University of Nebraska President with recommendations coming from the Office of the Provost.

#### **Past POE Study**

A study was conducted in 2012 examining 116 programs funded between 2003 and 2008. It was concluded that the \$15.5 million Programs of Excellence (POE) investments resulted in the initial hire of 107 tenure-track faculty and 90 non-tenure track faculty, staff and graduate students. Campus matching investments were conservatively estimated at \$32 million. Faculty associated with the programs of excellence impacted thousands of students through teaching, garnered \$528 million in funding awards, and generated over 10,700 publications and presentations (Fritz, Pratt & Yates, 2013). Results of the study were report to the University of Nebraska Board of Regents and reporting of impacts for these POE investments concluded.

#### **Study Framework**

Five years later, it was time to review POE investments made between 2009 and 2013. Consequently, the same case study protocol used in the 2012 study was used for this study. The collective case study method was again selected because of the potential to analyze a single depository with multiple cases (Merriam, 1988, 1998; Bogdan & Biklen, 1992; Stake, 1995). Also, the multiple cases could be “described and compared to provide insight into an issue” (Creswell 2002, p. 485).

In 2017 the Office of the Executive Vice President and Provost initiated a review of the impact of the second five years of POE. Although every program that receives POE funds has to submit an annual report of its activities and uses of funds, the purpose of the five-year review was to determine the impact of POE investments on the campuses and on the University system over time. In order to assess the impact of funding, the review asked a series of questions to ascertain program productivity and the extent to which campuses supported the programs. Similar to the 2012 POE study, the following questions were asked about each program:

1. Were POE funds used as proposed, and if not, how were they reallocated?
2. Did the campus make its own investments in the POE program?
3. What evidence from such things as external funding, awards, publications, or creative works resulted from the POE investment?
4. Does the POE program have a strategic plan for the future that is consistent with the campus strategic plan

5. Has the leadership of the POE program been stable and effective?
6. If signs of difficulty in succeeding were noted, did the campus take measures to support the program?
7. Does the POE program remain a campus priority? If the POE program was completed, is it still functioning successfully?

The researchers compiled information to address the study questions from the 29 programs funded from 2009-2013. This number is significantly smaller than the 116 projects funded between 2003 and 2008, reflecting two years when no POE funds were designated. Additionally, largely based upon the findings of the previous study, POE investments during the period under study, were focused on supporting tenure-track faculty and non-tenure-track faculty, staff and graduate student hires.

The review file on each program included the annual reports and the campus's evaluation. The Provost's Office analyzed all documents, established categories based on the questions and coded the content (Bogdan & Biklen, 1992, p. 166) and summarized the results on spread sheets for each campus. Summaries were sent to the chief academic officers of each of the four campuses for triangulation (Creswell, 2002, p. 651).

### **Findings**

University of Nebraska campus-level POE investments between FY2009 and FY2013 totaled \$4,500,000. It is important to note that budget constraints in FY2010 and FY2011 resulted in no POE awards, and, as a consequence, it was anticipated there would be diminished impacts compared to the previous study.

With campus investment, however, the initial POE funds during the period under review supported in full or in part 30 tenure-track faculty and six non-tenure track faculty, staff and graduate students. The successful investment in faculty resulted in a growth of external awards and endowment gifts that were leveraged to assist in additionally funding three tenure-track and one non-tenured faculty. The programs under review garnered additional campus investments of \$2,539,637 and University of Nebraska Foundation endowments and gifts earmarked for these programs totaled \$16,395,000 through 2017. Faculty associated with these programs, successfully competed for external funding awards (grants and contracts) totaling \$31,922,515 and presented and/or published 478 times.

Most of the original programs funded between FY2009 and FY2013 are still in place today and remain strategic priorities for the respective campuses. When a program was discontinued, POE funds were shifted to other approved POE projects on the campus. No significant difficulties in leadership transitions, faculty retention and recruitment were reported by the campuses and ample evidence exists to conclude that campus administration provided adequate oversight of the implementation and administration of these funds.

### **Case Examples**

The following section provides campus examples of ways targeted POE funds advanced disciplines and areas leading to excellence across the University of Nebraska.

### **UNK Early Childhood Expansion**

Several UNK POE program investments between FY2009 and FY2013 emphasized early childhood education. POE-funded faculty positions in social work/child welfare and family advocacy and early childhood education strengthened UNK's ability to partner system-wide with the Buffett Early Childhood Institute. The Buffett Early Childhood Institute was established during the study period and UNK became the first campus with a Buffett Community Chair. UNK also expanded its early childhood offerings through the approval of an Early Childhood and Family Advocacy Bachelor of Science. The 59 credit hour degree completion program is offered online.

### **UNL Nanoscience Growth**

The University of Nebraska-Lincoln funded a faculty cluster hire of four tenure-track faculty with expertise in nanosystems for advanced energy technologies. These faculty contribute to the Nebraska Center for Materials and Nanoscience (NCMN) which was launched in 1988 and traces its initial support to the Nebraska Research Initiative and POE funding starting in 2003. Today, the NCMN has annual research expenditures in excess of \$20,000,000, and is housed in a 32,000 square foot building paid for through National Institute of Technology American Recovery and Reinvestment Act and donor funds. These four POE hires strengthen one of the six faculty research groups as well as contribute to the generally broad research expertise of the NCMN faculty. Since its inception, cumulative NCMN faculty research funding from Federal sources as well as the private sector totals nearly \$250 million. Annually, NCMN faculty publish about 240 research publications. They have spun off seven companies; NCMN's annual economic impact on Nebraska is estimated to be about \$120 million.

### **UNMC Development of the College of Public Health**

In 2008, the University of Nebraska Medical Center received POE funds and added campus funds to establish the College of Public Health. UNMC continued to prioritize faculty support for the College of Public Health in POE requests which were funded during the period under study. With POE funds, the College of Public Health added five faculty positions in Biostatistics and Epidemiology. Additionally, the College of Public Health established a bioinformatics graduate program in 2013 and has been engaged in numerous multi-campus and cross-campus graduate academic program efforts. The College's graduate enrollment has grown 27% in the last five years and its academic offerings consist of six certificates, three Masters programs, and five doctoral (PhD) programs. Between FY 2009 and 2013, external funding averaged \$754,320 per faculty member with the College of Public Health averaging 130 publications per year.

### **UNO Exercise Science Growth**

The University of Nebraska at Omaha (UNO) strengthened its newly-established (2011) Exercise Science doctoral program in Exercise Science in the then Department of Health, Physical Education and Recreation in the College of Education by adding three POE-supported doctoral graduate assistantships. Since that time, the department has become a School of Health, Physical Education and Recreation. The school is the home to the new Department of Biomechanics. In 2015 the Department of Biomechanics began awarding a Bachelor of Science major in Biomechanics (one of five in the US). The Department of Biomechanics received a \$6 million gift to build a new 23,000 square foot Biomechanics Research Building in 2012. A \$2 million NHI RO1 grant as well as hosting the 7<sup>th</sup> World Congress of Biomechanics

had the department growing in size and stature. Timely gifts totaling \$11,610,000 were received in 2017 are funding a 29,860 square foot addition. In 2014, a Center for Research in Human Movement Variability was established through a \$10.1 million grant awarded by the National Institutes of Health's (NIH) Centers of Biomedical Research Excellence (COBRE). And, as part of the COBRE commitment, in 2016, UNO administration invested in four biomechanics tenure-track assistant professor hires.

### **Conclusions and Recommendations**

The total POE investment between FY2009 and FY2013 was a third of the investment made between FY2003 and FY2008. As a consequence, a smaller investment yielded a smaller set of impacts. However, despite the volume of the investment, it remains true that POE funding, strategically invested, yielded significant impacts. Additionally, these impacts contributed to increasing the stature of the programs and their respective campuses.

Most of the investments between FY2009 and FY2013 were made in programs that had previous POE investments. This indicates that the campuses remain committed to these programs and their continued growth in size and stature.

In FY2016, the financial climate changed appreciably in Nebraska and, as a consequence, the 2017-19 biennium budget did not provide for Programs of Excellence funding. When the budget climate does improve, the Board of Regents is strongly encouraged to set aside significant POE funds as a means of investing in distinctive campus programs with regional, national and international reputations.

### **Literature Cited**

Bogdan, R., & Biklen, S. K. 1992. *Qualitative Research for Education: An Introduction to Theory and Methods*. Needham Heights, MA: Allyn and Bacon.

Creswell, J. W. 2002. *Educational Research: Planning, Conducting and Evaluating Quantitative and Qualitative Research*. Upper Saddle River, NJ: Pearson.

Fritz, S., Pratt, L., & Yates, K. 2013. Strategic Investment: A Case Study of Payoffs from Targeted University Funding. *Journal of Academic Perspectives*, 1-10.

Merriam, Sharan B. 1988. *Case Study Research in Education*. San Francisco: Jossey-Bass.

Merriam, Sharan B. 1998. *Qualitative Research and Case Study Applications in Education*. San Francisco: Jossey-Bass.

Stake, Robert E. 1995. *The Art of Case Study Research*. Thousand Oaks, CA: Sage.