

**AGENDA**  
**THE BOARD OF REGENTS**  
**OF THE UNIVERSITY OF NEBRASKA**  
**Varner Hall, 3835 Holdrege Street, Lincoln, Nebraska 68583-0745**  
**and by Virtual Conferencing in accordance with Neb. Rev. Stat. § 84-1411**  
**Wednesday, May 31, 2023**  
**9:00 a.m.**

- I. CALL TO ORDER
- II. ROLL CALL
- III. APPROVAL OF MINUTES AND RATIFICATION OF ACTIONS TAKEN ON APRIL 7, 2023
- IV. PRESENTATIONS
  - University Budget Update
    - *Ted Carter, President*
    - *Chris Kabourek, Senior Vice President and CFO*
- V. 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.

Any person wishing to address the Board of Regents via remote participation must contact the Corporation Secretary no less than 24 hours prior to the meeting at (402) 472-3906 or [corpsec@nebraska.edu](mailto:corpsec@nebraska.edu).
- VI. UNIVERSITY ADMINISTRATIVE AGENDA
  - A. FOR INFORMATION ONLY
    - 1. Amendment to Sections 2.2 and 2.8 of the *Bylaws of the Board of Regents* relating to authority and responsibilities of the President of the University, Addendum VI-A-1
- VII. ADDITIONAL BUSINESS

TO: The Board of Regents Addendum VI-A-1  
Executive Committee

MEETING DATE: May 31, 2023

SUBJECT: Amendments to Section 2.2 and Section 2.8 of the *Bylaws of the Board of Regents* relating to the responsibilities and authorities of the President of the University

RECOMMENDED ACTION: None. This item is presented for information only and will be brought back to the Board for consideration at its next meeting.

PREVIOUS ACTION: August 20, 1973 – The Board of Regents approved the modern *Bylaws of the Board of Regents*.

EXPLANATION: The proposed amendment to Section 2.2 of the *Bylaws* would assign responsibility for providing policy direction and oversight to the University's Department of Intercollegiate Athletics at the University of Nebraska-Lincoln to the President. The proposed amendment to Section 2.8 of the *Bylaws* would align the terminology used to describe the President and the Chancellors with state law.

It is proposed that Section 2.2 of the *Bylaws* be amended as follows:

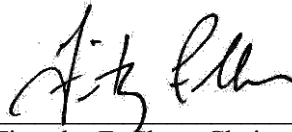
2.2 **The President of the University.** The President shall be the chief executive officer of the University as defined in section 1.2 and shall exercise such executive powers as are necessary for the proper government of the University and for the protection and advancement of its interests in their entirety. The President shall enforce the regulations and orders of the Board and may issue directives and executive orders not in contravention of existing policies of the Board. The President shall be responsible for all personnel appointments subject to confirmation of the Board, as required, and shall make interim appointments to those positions normally requiring approval of the Board during the recesses of the Board, subject in each case to the approval of the Board at its next meeting. The President shall be an ex officio member of all faculties of the University. The President shall direct the planning, development, and appraisal of all activities of the University, and be responsible for their coordination and implementation, but may delegate authority in these areas to other officers who may be appointed by the Board upon his or her recommendation. The President shall be responsible for the preparation of the Annual Report of the Board and submission of the total University budget to the Board for its review and approval. The President shall provide for regular periodic evaluations of all administrative officers at the system-wide level. All matters from any major administrative unit shall be forwarded to the Board through the Office of the President or the President's designated representatives. The President also shall

be responsible for providing policy direction and oversight to the University's Department of Intercollegiate Athletics at the University of Nebraska-Lincoln.

It is proposed that Section 2.8 of the *Bylaws* be amended as follows:

- 2.8 **The Chancellors-Vice Presidents.** Each major administrative unit shall have a Chancellor as its chief ~~executive~~ administrative officer, who shall also be a Vice President of the University, and who shall report to the President of the University and through the President to the Board.

SPONSORED:



\_\_\_\_\_  
Timothy F. Clare, Chair of the Board



\_\_\_\_\_  
Robert M. Schafer, Vice Chair of the Board

DATE:

May 24, 2023

Omaha, Nebraska  
April 7, 2023

The Board of Regents of the University of Nebraska met on April 7, 2023, at 9:00 a.m. in Rooms 201-209 of the Barbara Weitz Community Engagement Center at the University of Nebraska at Omaha, 6400 University Drive South, Omaha, Nebraska, in a publicly convened session, the same being open to the public and having been preceded by advance publicized notices, copies of which are attached to the minutes of this meeting as Attachment 1 and Attachment 2 (pages 205-206).

In compliance with the provisions of Neb. Rev. Stat. § 84-1411, printed notice of this meeting was sent to each member of the Board and was posted in the first-floor lobby of Varner Hall. In addition, copies of such notice were sent to the Lincoln Journal Star, Omaha World-Herald, the Daily Nebraskan, the Gateway, the Antelope, the Kearney Hub, and the Lincoln office of the Associated Press on March 28, 2023 and March 31, 2023.

Regents present:

Timothy Clare, Chair  
Paul Kenney  
Elizabeth O'Connor  
Rob Schafer, Vice Chair  
Jim Scheer  
Jack Stark  
Barbara Weitz  
Kathy Wilmot  
Emily Saadi, University of Nebraska at Kearney  
Jacob Drake, University of Nebraska-Lincoln  
Nicole Kent, University of Nebraska Medical Center  
Tori Sims, University of Nebraska at Omaha

University officials present:

Walter E. Carter, President  
Jeffrey P. Gold, Executive Vice President and Provost; and  
Chancellor, University of Nebraska Medical Center  
Philip J. Bakken, Corporation Secretary  
Douglas A. Kristensen, Chancellor, University of Nebraska at Kearney  
Ronnie D. Green, Chancellor, University of Nebraska-Lincoln  
Joanne Li, Chancellor, University of Nebraska at Omaha  
Michael J. Boehm, Vice President for Agriculture and Natural Resources  
Christopher J. Kabourek, Senior Vice President and CFO  
Stacia L. Palser, Vice President and General Counsel  
Heath M. Mello, Vice President for External Relations

**I. CALL TO ORDER**

**II. ROLL CALL**

The Board convened at 9:00 a.m. Attendance is indicated above.

Chair Clare announced the location of the Open Meeting Act in the Boardroom.

### III. APPROVAL OF MINUTES AND RATIFICATIONS OF ACTIONS

Motion Moved by Kenney and seconded by Drake to approve the minutes and ratify the actions of the regularly scheduled meeting on February 10, 2023.

Action Student Opinion: Voting Aye: Kent, Saadi, Sims, and Drake. Voting Aye: Kenney, O'Connor, Schafer, Scheer, Stark, Weitz, Wilmot, and Clare. Motion carried.

Regent O'Connor asked that the minutes reflect the following statement, "In accordance with paragraph 26 of the *Audit, Risk, and Compliance Charter*, I am required to confirm that all responsibilities outlined in the Committee Charter have been carried out for calendar year 2022. I wish to so confirm this to the Board."

### IV. PRESENTATIONS

Chancellor Joanne Li, Senior Vice Chancellor Phil He, Dean Martha Garcia-Murillo, and Associate Vice Chancellor Jaci Lindburg shared an update on the University of Nebraska at Omaha.

### V. KUDOS

**Regent Saadi presented a KUDOS award to Rachael Page**, Associate Athletic Director for Compliance and Student Services at the University of Nebraska at Kearney.

**Regent Drake presented a KUDOS award to Dodie Eveleth**, Business Manager at the University of Nebraska-Lincoln.

**Regent Kent presented a KUDOS award to Paul Laikko**, Speech Therapist in the Munroe-Meyer Institute at the University of Nebraska Medical Center.

**Regent Sims presented a KUDOS award to Madeline St. Clair**, Manager of the Maverick Food Pantry at the University of Nebraska at Omaha.

### VI. RESOLUTIONS

Regent Kenney presented the following resolution:

**WHEREAS**, Emily Saadi served with distinction as a member of the Board of Regents and as President of the Associated Students of the University of Nebraska at Kearney; and,

**WHEREAS**, Regent Saadi interacted with members of the Board of Regents and University administration with professionalism and grace; and,

**WHEREAS**, Regent Saadi's thoughtful and energetic leadership have earned her the trust and respect of UNK students, faculty, and staff; and,

**WHEREAS**, Regent Saadi provided substantial contributions to discussions and decisions by virtue of her bright, candid, and confident personality and by her unique understanding of the interaction and relationship between students and administration, and between UNK and the City of Kearney; and,

**WHEREAS**, in unwavering support of UNK’s student community, Regent Saadi and her administration were instrumental in accomplishing important initiatives, including the addition of two Student Government committees: the Diversity, Equity, and Inclusion Committee and the Sustainability Committee, acquiring funding for improved campus safety through additional lighting, and promoting upgrades to the Nebraskan Student Union to revitalize space and increase accessibility; and,

**WHEREAS**, Regent Saadi has been an outstanding spokesperson for the University, has represented UNK with dependability and dignity, and has made a notable impact on UNK as a student, leader and role model;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Regents expresses its most sincere appreciation for the truly outstanding contributions of Regent Emily Saadi during her term of office and wishes her well in the promising future that awaits her.

Regent Stark presented the following resolution:

**WHEREAS**, Jacob Drake served with distinction as a member of the Board of Regents and as President of the Association of Students of the University of Nebraska (ASUN) for the 2022-2023 term; and,

**WHEREAS**, Regent Drake fostered student engagement and leadership, hosting roundtable discussions, town halls, and other strategic programming through the platform of ASUN Student Government; and,

**WHEREAS**, Regent Drake worked closely with students, faculty, and staff to maintain, promote, and develop campus resources supporting student success and access to mental and physical health resources; and,

**WHEREAS**, Regent Drake strongly supported the recognition and support of military and veteran students, led ASUN’s annual Patriot Day memorial and collaborated with campus ROTC programs; and,

**WHEREAS**, Regent Drake served in multiple leadership roles and prioritized student health as the Chair of ASUN’s Campus Life and Safety Committee and on the Chancellor’s University Safety Committee; and,

**WHEREAS**, Regent Drake represented the student body on multiple national leadership searches at the University of Nebraska-Lincoln, such as the search committees for the Chancellor and the Vice Chancellor for Business and Finance; and,

**WHEREAS**, Regent Drake represented UNL students at the local, state, and federal levels in support of affordable and accessible education, students’ rights, and engagement of young people in the political process; and,

**WHEREAS**, through thoughtful and effective leadership, Regent Drake has represented his 24,000 fellow Huskers to the best of his ability;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Regents expresses sincere appreciation for Regent Jacob Drake’s dedicated service and effective leadership as a member of the Board and wishes him well in all future endeavors.

Regent Schafer presented the following resolution:

**WHEREAS**, Nicole Kent has served as a member of the Board of Regents and as President of the University of Nebraska Medical Center Student Senate during the 2022-2023 term; and,

**WHEREAS**, Regent Kent represented herself, her institution, and her fellow students with dignity and integrity during Board meetings and events, and served as a vocal and unwavering advocate for students at UNMC and throughout the University System; and,

**WHEREAS**, Regent Kent held multiple campus leadership roles during her time at UNMC and testified before the Nebraska Legislature, all while balancing the demands of medical school; and,

**WHEREAS**, Regent Kent led the expansion of the UNMC Quick Checks program to increase awareness of mental health resources available on each UNMC campus; and,

**WHEREAS**, Regent Kent hosted town halls to help UNMC students connect with and be heard by their Student Senate representatives and campus leaders, including Chancellor Gold; and,

**WHEREAS**, Regent Kent led the growth of Green Space Series events to bring together the UNMC community—on the Omaha campus and on campuses throughout Nebraska; and,

**WHEREAS**, Regent Kent promoted UNMC student civic and community engagement through events such as the Thrift-A-Thon clothing drive and I Love NU Day events; and,

**WHEREAS**, Regent Kent supported events to discuss healthcare burnout and burnout prevention strategies, including the arts, and brought the National Academy of Medicine's Traveling Art Galley on Clinician Well-Being to campus; and,

**WHEREAS**, Regent Kent led the effort for an official UNMC mascot through student proposals and student voting;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Regents expresses its sincere appreciation for Regent Nicole Kent's dedicated service and effective leadership as a member of the Board and wishes her success in all her future endeavors.

Regent O'Connor presented the following resolution:

**WHEREAS**, Tori Sims served with distinction as a member of the Board of Regents and as President of the University of Nebraska at Omaha Student Government Association for the 2022-2023 term; and,

**WHEREAS**, Regent Sims held multiple campus leadership positions beyond President/Regent while balancing the demands of a student and community leader; and,

**WHEREAS**, in all leadership roles—and especially as a member of the Board of Regents—Regent Sims has been an ally and a fierce advocate for students; and,

**WHEREAS**, Regent Sims, as President, worked diligently to create open lines of communication where they were needed and graciously challenged others to improve themselves and the entire student experience at UNO; and,

**WHEREAS**, Regent Sims demonstrated servant leadership, offered a listening ear, created a welcoming environment, and acted as a sounding board for student concerns—whether individual or widespread; and,

**WHEREAS**, Regent Sims led UNO’s Student Government Association with poise, empathy, and integrity by selflessly and fearlessly advocating for student interests and encouraging others to do the same; and,

**WHEREAS**, Regent Sims has gained the admiration and respect of UNO students, staff, faculty, and administration through a commitment to inclusion, a desire to better the world, and a thirst for justice;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Regents commends Regent Tori Sims for outstanding service and dedication to the University of Nebraska and extends best wishes for a promising future ahead.

Resolutions  
Adopted

There being no objection, the above resolutions were approved and adopted by the general consent of the Board.

Chair Clare recognized the outgoing Faculty Senate Presidents: Derek Boeckner, University of Nebraska at Kearney; Debbie Minter, University of Nebraska-Lincoln; Trek Langenhan, University of Nebraska Medical Center; and Peggy Jones, University of Nebraska at Omaha.

The Board recessed at 10:58 a.m. and reconvened the open meeting at 11:10 a.m.

**VII.**

**HEARINGS**

Amendment to Section 1.10 of the *Bylaws of the Board of Regents*, relating to Code of Ethics.

**VIII.**

**PRESIDENT’S REMARKS**

President Carter addressed the Board regarding budget planning.

**IX.**

**PUBLIC COMMENT**

None

**X.**

**UNIVERSITY CONSENT AGENDA**

Motion

Moved by Schafer and seconded by Kent to approve all Consent Agenda items.

**A. ACADEMIC AFFAIRS**

X-A-1

President’s Personnel Recommendations



**B. BUSINESS AND FINANCE**

- X-B-1 Approval to execute standard form construction agreement for Kimball Recital Hall Renovation at UNL.
- X-B-2 Approval to execute guaranteed maximum price (GMP) contract for Neihardt Center renovation at UNL.
- X-B-3 Approval to execute guaranteed maximum price (GMP) contract for Medical Science Building Air Handler and Mechanical Replacement Project at UNMC.
- X-B-4 Approval to execute guaranteed maximum price (GMP) contract for the Health and Kinesiology Building Renovation for REACH Project at UNO.
- Action Student Opinion: Voting Aye: Saadi, Sims, Drake, and Kent. Voting Aye: O'Connor, Schafer, Scheer, Stark, Weitz, Wilmot, Clare, and Kenney. Motion carried.

**XI. UNIVERSITY ADMINISTRATIVE AGENDA**

**A. ACADEMIC AFFAIRS**

**B. BUSINESS AND FINANCE**

University of Nebraska System

- Motion Moved by Scheer and seconded by Drake to approve item XI-B-1.
- XI-B-1 Approval of 2023-2025 Collective Bargaining Agreement with the University of Nebraska at Omaha Chapter of the American Association of University Professors (UNO-AAUP).
- Action Student Opinion: Voting Aye: Sims, Drake, Kent, and Saadi. Voting Aye: Schafer, Scheer, Stark, Weitz, Wilmot, Clare, Kenney, and O'Connor. Motion carried.
- Motion Moved by Kenney and seconded by Weitz to approve item XI-B-2.
- XI-B-2 Approval of contract with Elsevier for University-wide access to scholarly journals.
- Action Student Opinion: Voting Aye: Drake, Kent, Saadi, and Sims. Voting Aye: Scheer, Stark, Weitz, Wilmot, Clare, Kenney, O'Connor, and Schafer. Motion carried.

University of Nebraska-Lincoln

- Motion Moved by Stark and seconded by Wilmot to approve item XI-B-3.
- XI-B-3 Approval of Design Services Contract with HDR for Memorial Stadium Improvement Project at UNL.
- Action Student Opinion: Voting Aye: Kent, Saadi, Sims, and Drake. Voting Aye: Stark, Weitz, Wilmot, Clare, Kenney, O'Connor, Schafer, and Scheer. Motion carried.

University of Nebraska Medical Center

- Motion Moved by Kenney and seconded by Weitz to approve item XI-B-4.

- XI-B-4 Approval to acquire property located at the intersection of 41<sup>st</sup> Street and Leavenworth Street in Omaha currently owned by Community Alliance, Inc.
- Action Student Opinion: Voting Aye: Saadi, Sims, Drake, and Kent. Voting Aye: Weitz, Wilmot, Clare, Kenney, O'Connor, Schafer, Scheer, and Stark. Motion carried.

**C. EXECUTIVE**

- Motion Moved by Weitz and seconded by O'Connor to approve item XI-C-1.
- XI-C-1 Approval of amendment to Section 1.10 of the *Bylaws of the Board of Regents* relating to Code of Ethics.
- Action Student Opinion: Voting Aye: Sims, Drake, Kent, and Saadi. Voting Aye: Wilmot, Clare, Kenney, O'Connor, Schafer, Scheer, Stark, and Weitz. Motion carried.

**D. REPORTS**

- XI-D-1 Report on Memorandum of Understanding (MOU) establishing a collaborative 3+2 program between the Bachelor of Science (BS) of Applied Health Sciences at UNK and the Master of Public Health (MPH) at UNMC.
- XI-D-2 Report on expedited approval of Executive Graduate Certificate in Business in the College of Business at UNO.
- XI-D-3 Report on expedited approval of Executive Graduate Certificate in Business Analytics in the College of Business Administrative at UNO.
- XI-D-4 Report on expedited approval of Executive Graduate Certificate in Business Leadership in the College of Business Administration at UNO.
- XI-D-5 Report on renaming the Ph.D. in Health Services Research, Administration, and Policy to the Ph.D. in Health Services and Policy Research in the College of Public Health at UNMC.
- XI-D-6 Quarterly Personnel Report for October-December 2022.
- XI-D-7 Report on naming of three indoor tennis courts in the Sid and Hazel Dillon Tennis Center at UNL.
- XI-D-8 Intermediate Design Report on College of Dentistry Building Modernization Project at UNMC.
- XI-D-9 Report on Gifts, Grants, and Bequests.
- XI-D-10 Report on Bids and Contracts
- XI-D-11 Semi-Annual Report on Technology Licenses.
- XI-D-12 Quarterly Report on Status of Capital Construction Projects.

Chair Clare accepted the reports on behalf of the Board.

**XII. ADJOURNMENT**

There being no further business, the meeting was adjourned by Chair Clare at 11:35 a.m.

Respectfully submitted,

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Philip J. Bakken  
Corporation Secretary

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Timothy F. Clare  
Chair of the Board



### 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 Friday, April 7, 2023, at 9:00 a.m. in Rooms 201-209 of the Barbara Weitz Community Engagement Center, 6400 University Drive South, Omaha, Nebraska.

In accordance with the requirements of Section 1.11 of the *Bylaws of the Board of Regents*, notice is hereby given that at the above-described meeting, amendments to Section 1.10 of the *Bylaws* shall be proposed, as indicated in the attached agenda item.

An agenda of subjects not related to the proposed *Bylaw* amendment will be subsequently posted in accordance with the law, the *Bylaws*, and rules which govern the Board of Regents. When so posted, the full agenda for the meeting will be available for inspection in the Office of the Corporation Secretary of the Board of Regents at Varner Hall, 3835 Holdrege Street, Lincoln, Nebraska and at <https://nebraska.edu/regents/agenda-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 System.

Dated: March 28, 2023

Philip J. Bakken, Corporation Secretary  
Board of Regents of the University of Nebraska



Board of Regents

Varner Hall | 3835 Holdrege Street | Lincoln, NE 68583-0745 | 402.472.3906 | [nebraska.edu](https://nebraska.edu)



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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 at Varner Hall, 3835 Holdrege Street, Lincoln, Nebraska and at <https://nebraska.edu/regents/agenda-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 System.

Members of the public and media may park in the Community Engagement Center parking lot (Lot E). For additional parking details, please see: [https://www.unomaha.edu/about-uno/buildings-and-maps/\\_assets/img/dodge-campus-map.pdf](https://www.unomaha.edu/about-uno/buildings-and-maps/_assets/img/dodge-campus-map.pdf).

Dated: March 31, 2023

Philip J. Bakken, Corporation Secretary  
Board of Regents of the University of Nebraska



Board of Regents

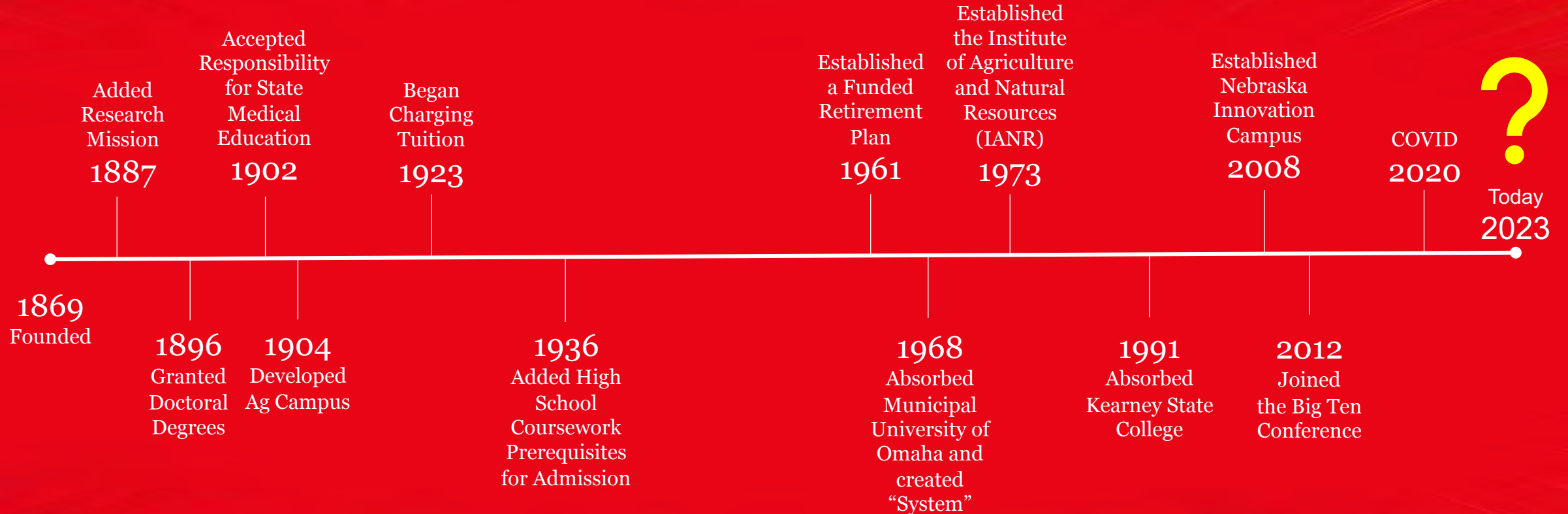
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# University of Nebraska

May 31, 2023

# Pivotal Moments



Source: Prairie University: A History of the University of Nebraska by Robert E. Knoll



# Higher Education at a Crossroads?

- / Inflation is driving up payroll and operating costs
- / New and sustained costs associated with the new normal (technology to support hybrid in-person/virtual classes)
- / Muted growth in state funding
- / Demographic challenges: flat to declining high school graduates as birthrates fall
- / Increasing demand for institutional financial aid
- / Federal relief funds drying up
- / Growing impact of social and political issues
- / Evolving employer needs
- / Students' increasing expectations about the services and value higher education should deliver





# Higher Education at a Crossroads?



*“And as we face the demographic cliff over the next five years, that deficit could grow to around \$75 million.... I share that not to alarm but to alert. We need to better understand the reality we face. Keep in mind, the University operates a budget of \$1.3 billion dollars. A \$35-million-dollar deficit equals about 3 percent of our total budget. From a short-term financial perspective, the number is manageable. From a long-term sustainability perspective, it is not unless we budget strategically for the future”*

**- E. GORDAN GEE, PRESIDENT**



*“Our already approved budget for the current year anticipates a gap between recurring expenses and recurring revenues of approximately \$125 million at the end of the fiscal year...I know it feels like we are just emerging from a really hard period, and now I’m sharing additional challenging information. But I wouldn’t be here if I didn’t believe so deeply in our ability to rise to those challenges and continue to serve the state of New Jersey, the nation and the world.”*

**- JONATHAN HOLLOWAY, PRESIDENT**



*“Currently, we have a \$140 million structural budget deficit...In June 2022, the University had \$350 million in reserves to fund commitments of more than \$100 million a year...This budget deficit, the internal and external pressures we face, the exhaustion of our institutional reserves, and the direction of our Board of Trustees have necessitated that we take swift action to ensure Penn State has a bright and thriving future.”*

**- NEELI BENDAPUDI, PRESIDENT**

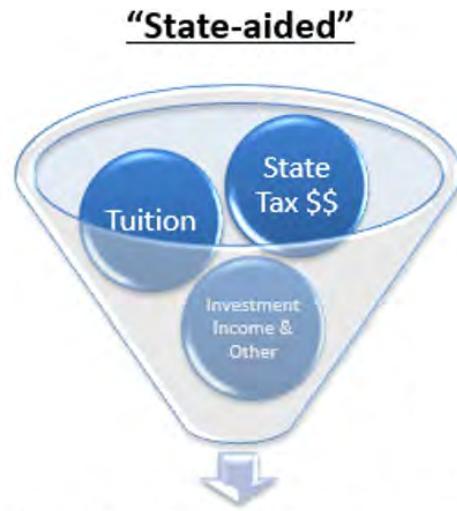


# Problem Statement #1

## Budget



# STATE-AIDED BUDGET



Teaching, Research, Outreach &  
General Operations

**\$1 Billion**

**State tax dollars and tuition are the University's resource foundation**



State Appropriations  
62%

Tuition  
36%

Other  
2%



Compensation  
83%

Utilities  
5%

Other  
12%

# FY2024 & FY2025 Projection Assumptions

- ❑ State funding: 2.5% per year
  - / \$2 million for career scholarships (FY 2024)
  - / \$14.5 million for Rural Health Complex in Kearney operations (FY 2025)
- ❑ Enrollment: Flat
- ❑ Salaries: 3% per year merit pools
- ❑ Health insurance: 10%+
- ❑ Inflation: 5% in FY2024 and 4% in FY 2025
- ❑ New Investments:
  - / Establish Deferred Maintenance Trust Fund: \$2 million per year
  - / Technology enhancements: \$2 million per year
  - / Strategic Opportunities: **ZERO**



# FY2024 & FY2025 Projections

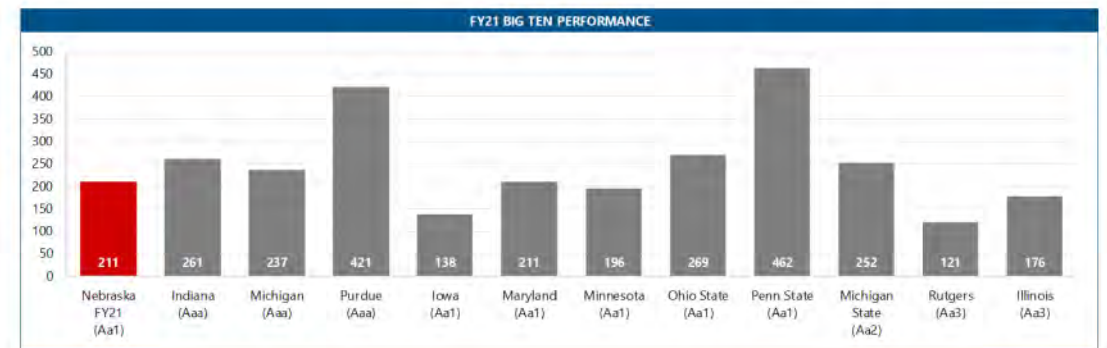
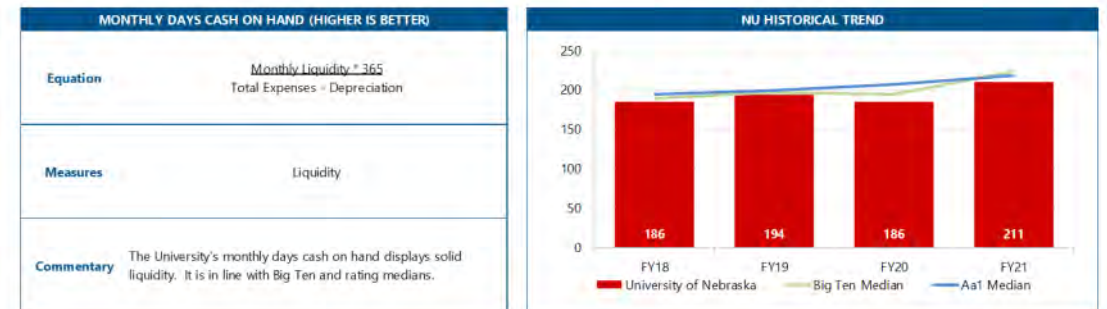
	FY 2024	FY 2025
Total Funding	\$1,028,749,000	\$1,059,856,000
Total Expenses	1,078,139,000	1,139,647,000
New Strategic Investments	-0-	-0-
Net	\$(49,390,000)	\$(79,791,000)



# Cash Reserves

- ❑ NU holds adequate, but not excessive cash
- ❑ Much of our cash is committed
  - Bond collateral
  - Farm operations (seed corn)
- ❑ 34 days of unrestricted cash on hand (\$100 million)
- ❑ Cash provides a runway to manage budget shortfalls, but will not solve our challenge

## Metric Performance: Monthly Days Cash on Hand



Source: Moody's Investors Service

Note: University of Wisconsin not included as they are not rated. Northwestern University not included since they are a private institution. FY22 monthly liquidity data not yet available.



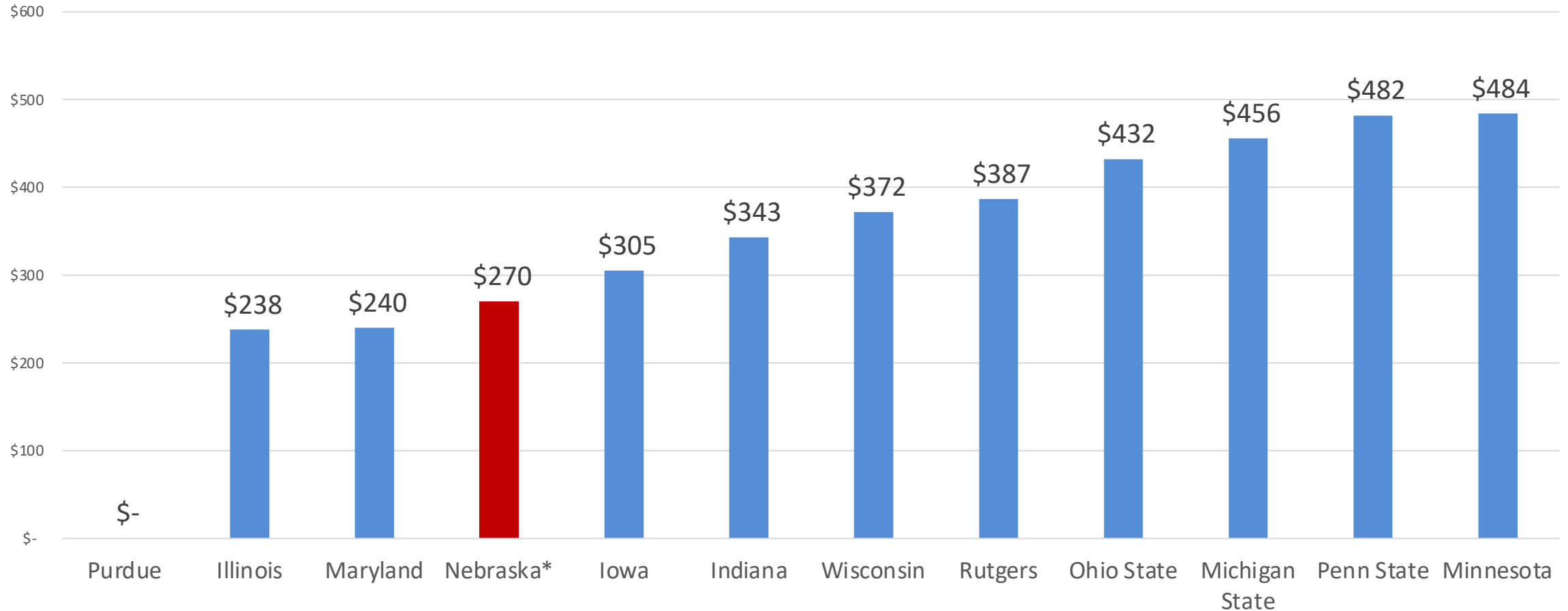
# Tuition Rates



# Estimated Big Ten Tuition Increases

## 2023-24 Academic Year

Projected Assuming 30 Student Credit Hours for Undegrad Resident Students



\*Nebraska assumes a 3.5% rate increase (\$9 per credit hour for UNL resident undergrads). Big 10 peer increases range from 0% to 4%.



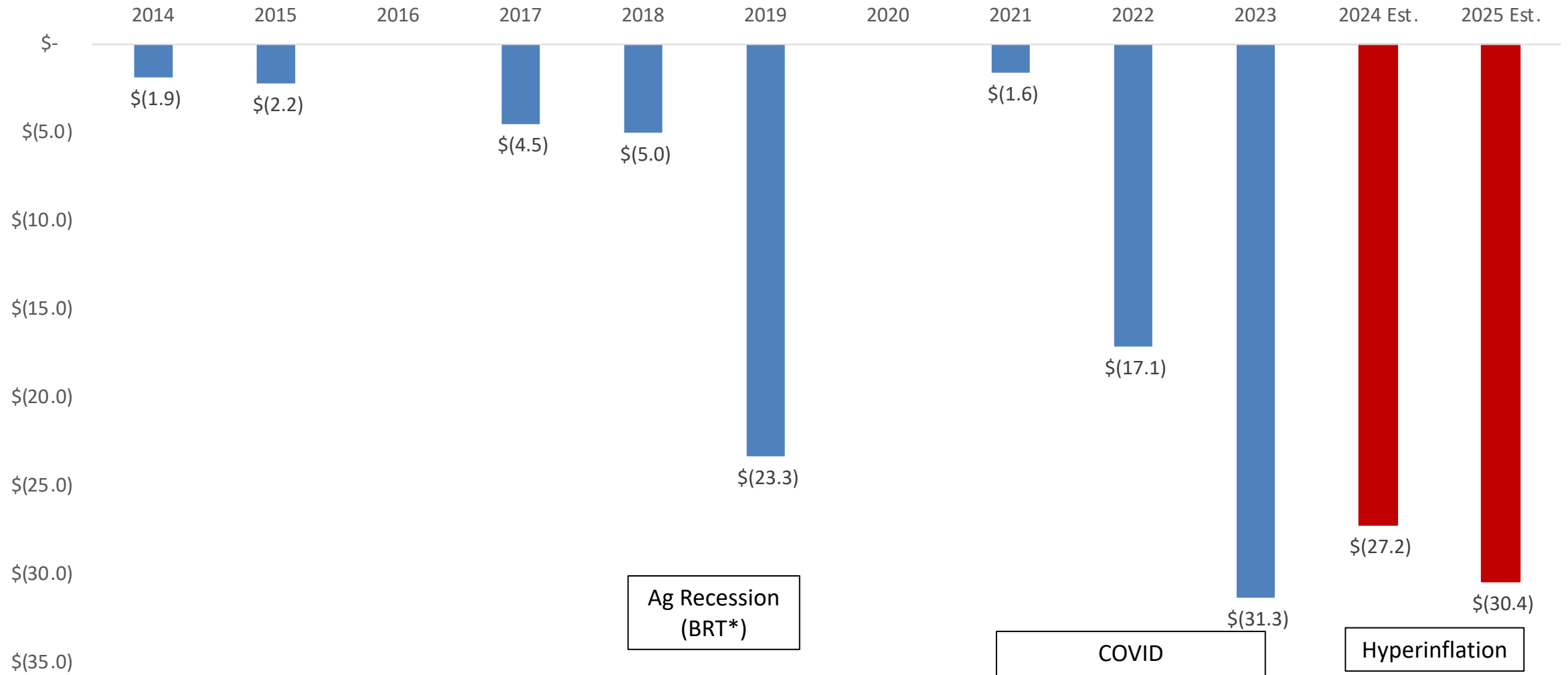
# FY2024 & FY2025 Projections

	FY 2024	FY 2025
Total Funding	\$1,028,749,000	\$1,059,856,000
Total Expenses	1,078,139,000	1,139,647,000
New Strategic Investments	-0-	-0-
Net	\$(49,390,000)	\$(79,791,000)
Cuts in Progress (UNL APC)	10,770,000	10,770,000
Proposed Tuition Rate Increase*	11,423,000	11,423,000
Net Shortfall	\$(27,197,000)	\$(57,598,000)

\*No tuition rate increase assumed for FY 2025 at this time



# Historical Budget Shortfalls



\*BRT refers to Budget Response Teams and the strategy to consolidate back-office functions such as IT, procurement, and facilities to protect academic programs

# Problem Statement #2

## Performance Trends



# University Mission Sets

The University of Nebraska is a major institution of higher education, consisting of four unique campuses, which serves the state, the nation, and the world through three fundamental missions of teaching, research, and service. Teaching, research, and service are all important activities for University faculty, and all three are valued at the University of Nebraska.

1. Teaching
  - a. Undergraduate or first-professional-level students
  - b. Postgraduate and postdoctoral education
2. Research and the continued pursuit of new knowledge in diverse areas of special interest and benefit to Nebraska
3. Opportunities for life-long learning and statewide outreach

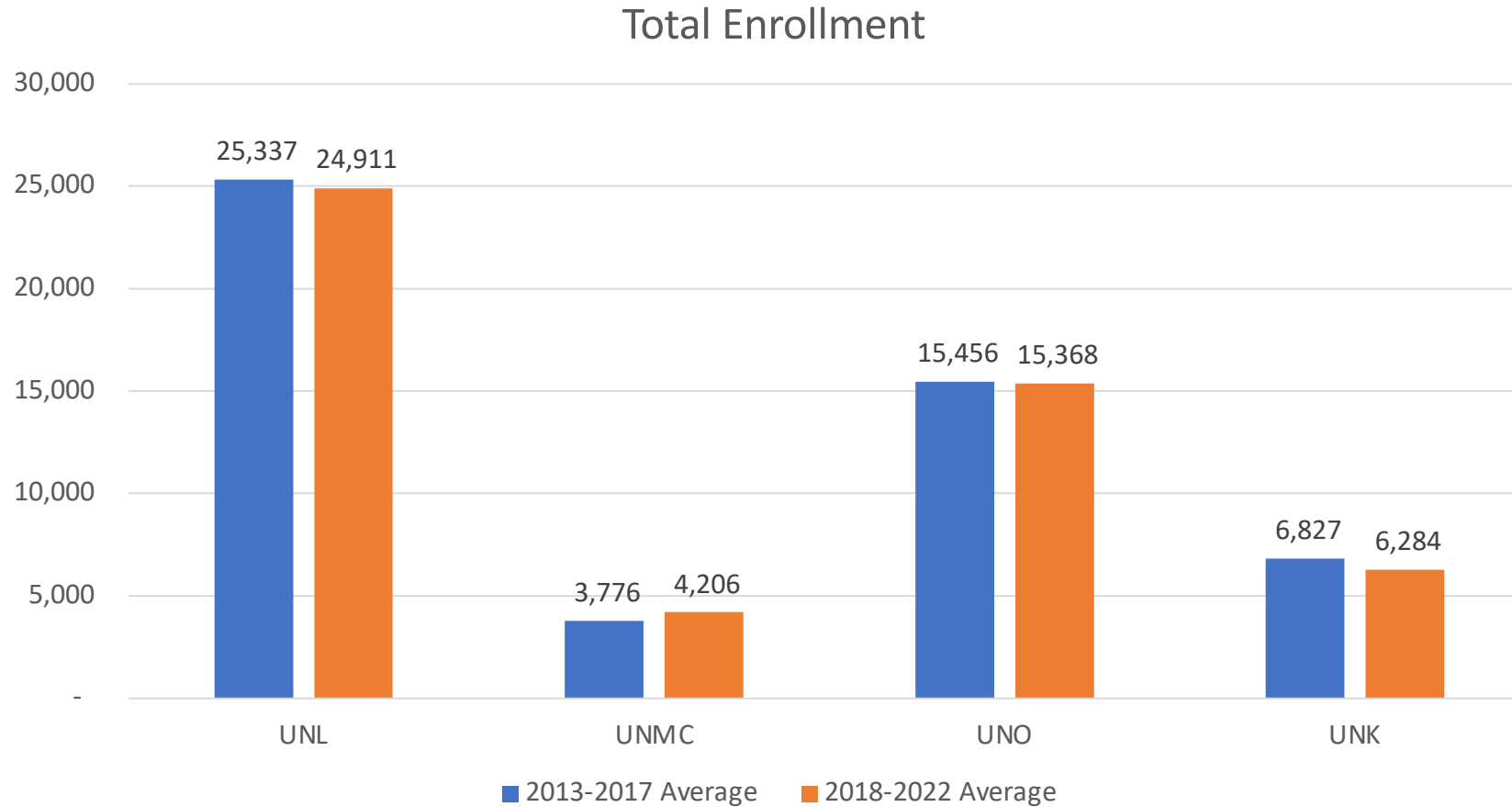
# Enrollment & Student Outcomes



# Headcount Enrollment

<u>UNL</u>	<u>UNMC</u>
<ul style="list-style-type: none"> <li>• Total High: 26,079 (2017)</li> <li>• Total Current: 23,805</li>   <li>• Undergraduate High: 20,954 (2017)</li> <li>• Undergraduate Current: 19,189</li> </ul>	<ul style="list-style-type: none"> <li>• Total High: 4,406 (2022)</li> <li>• Total Current: 4,406</li>   <li>• Undergraduate High: 5,805 (1999)</li> <li>• Undergraduate Current: 4,269</li> </ul>
<u>UNO</u>	<u>UNK</u>
<ul style="list-style-type: none"> <li>• Total High: 15,717 (2017)</li> <li>• Total Current: 15,065</li>   <li>• Undergraduate High: 12,768 (2020)</li> <li>• Undergraduate Current: 12,031</li> </ul>	<ul style="list-style-type: none"> <li>• Total High: 8,374 (1992)</li> <li>• Total Current: 6,041</li>   <li>• Undergraduate High: 5,805 (1999)</li> <li>• Undergraduate Current: 4,269</li> </ul>

# Headcount Enrollment

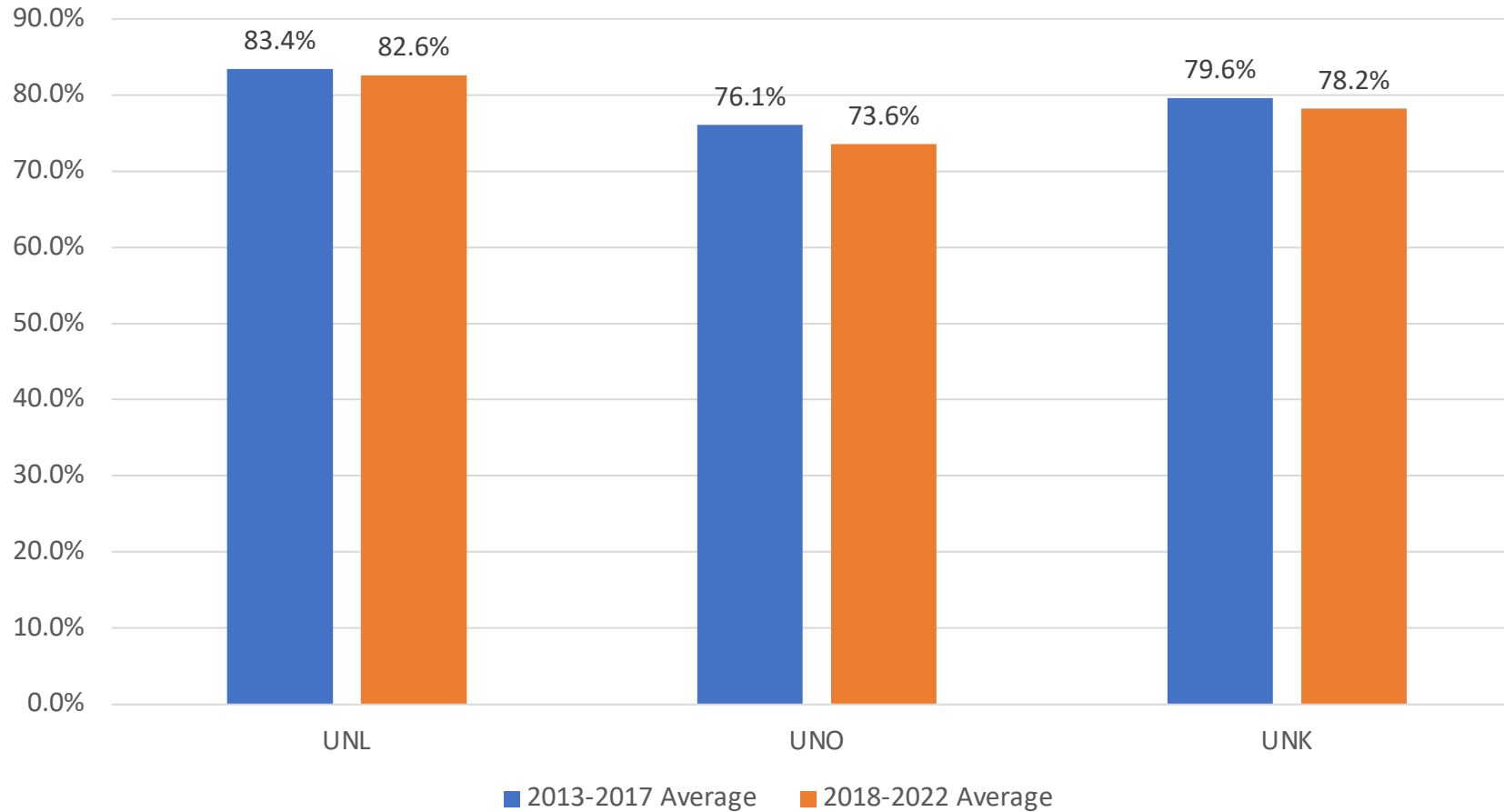


# First-to-Second Year Retention

<p style="text-align: center;"><b><u>UNL</u></b></p> <ul style="list-style-type: none"><li>• High: 85.0% (2020)</li><li>• Current: 81.7%</li></ul>	<p style="text-align: center;"><b><u>UNMC</u></b></p>
<p style="text-align: center;"><b><u>UNO</u></b></p> <ul style="list-style-type: none"><li>• High: 77.9% (2016)</li><li>• Current: 73.7%</li></ul>	<p style="text-align: center;"><b><u>UNK</u></b></p> <ul style="list-style-type: none"><li>• High: 85.0% (2002)</li><li>• Current: 74.3%</li></ul>



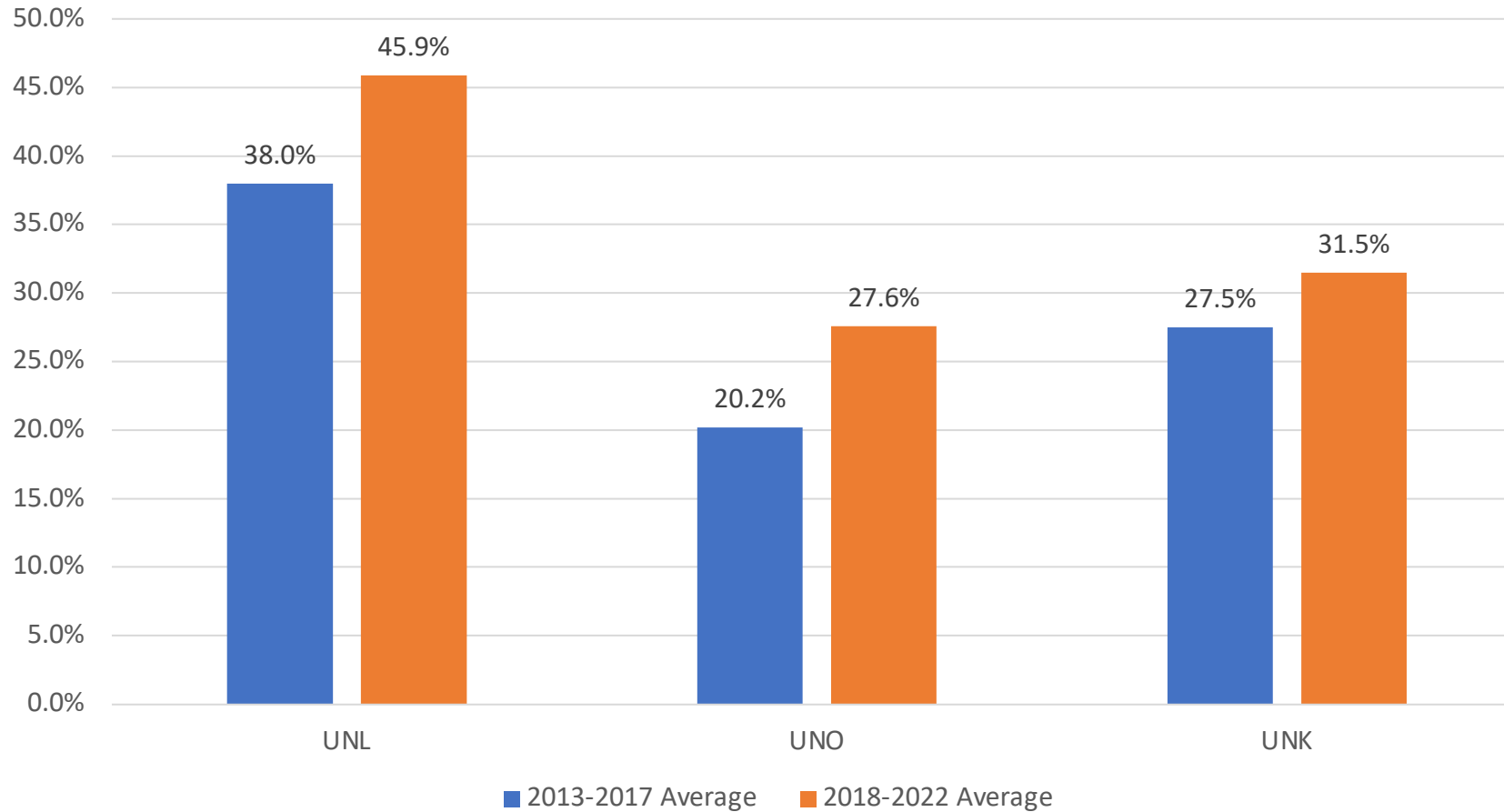
# First-to-Second Year Retention



# Four-Year Graduation Rates

<p style="text-align: center;"><b><u>UNL</u></b></p> <ul style="list-style-type: none"><li>• High: 47.9% (Reported 2022)</li><li>• Current: 47.9%</li></ul>	<p style="text-align: center;"><b><u>UNMC</u></b></p>
<p style="text-align: center;"><b><u>UNO</u></b></p> <ul style="list-style-type: none"><li>• High: 27.8% (Reported 2019)</li><li>• Current: 27.2%</li></ul>	<p style="text-align: center;"><b><u>UNK</u></b></p> <ul style="list-style-type: none"><li>• High: 34.8% (Reported 2021)</li><li>• Current: 33.0%</li></ul>

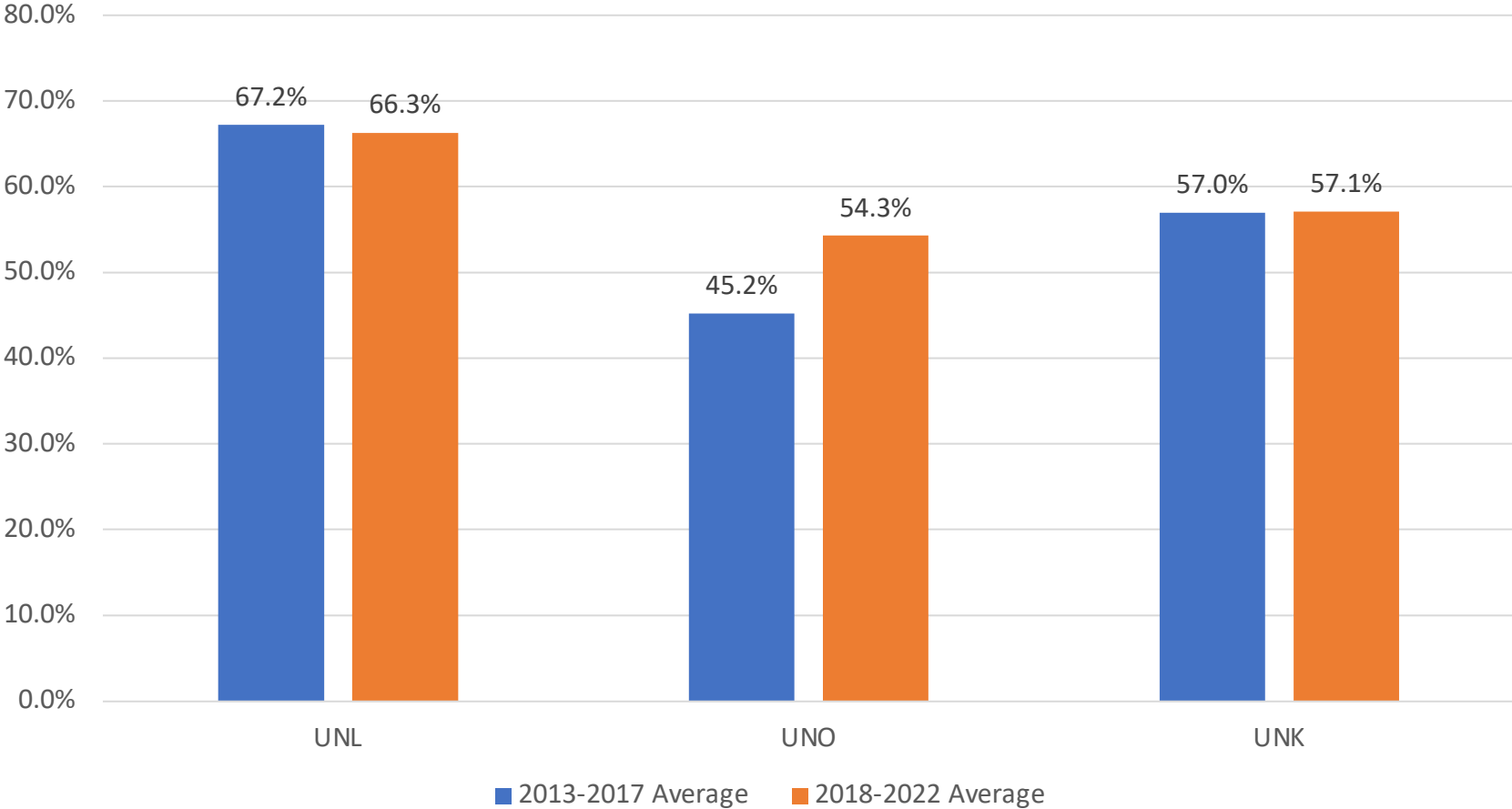
# Four-Year Graduation Rates



# Six-Year Graduation Rates

<p style="text-align: center;"><b><u>UNL</u></b></p> <ul style="list-style-type: none"><li>• High: 68.8% (Reported 2018)</li><li>• Current: 64.8%</li></ul>	<p style="text-align: center;"><b><u>UNMC</u></b></p>
<p style="text-align: center;"><b><u>UNO</u></b></p> <ul style="list-style-type: none"><li>• High: 58.4% (Reported 2021)</li><li>• Current: 58.4%</li></ul>	<p style="text-align: center;"><b><u>UNK</u></b></p> <ul style="list-style-type: none"><li>• High: 61.3% (Reported 2017)</li><li>• Current: 54.1%</li></ul>

# Six-Year Graduation Rates

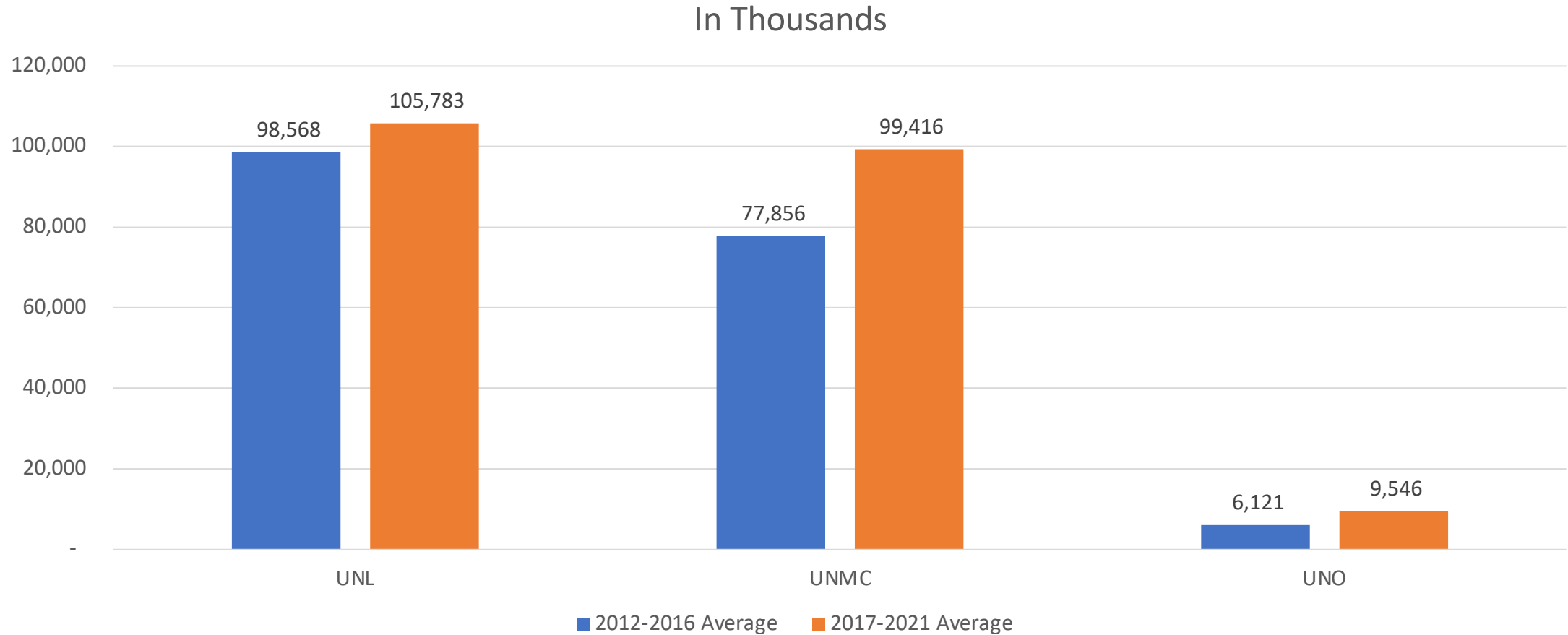


Sources: Common Data Set

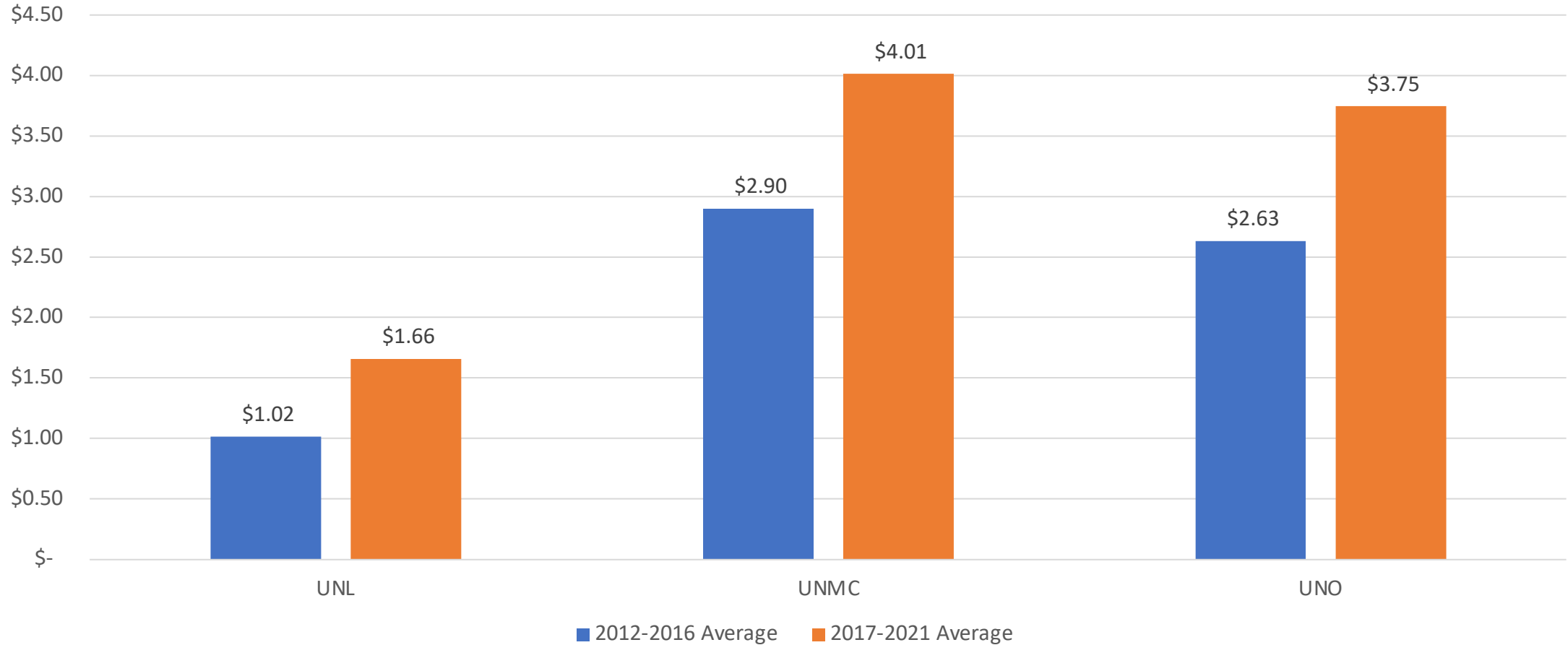
# Research



# Federal Research Expenditures

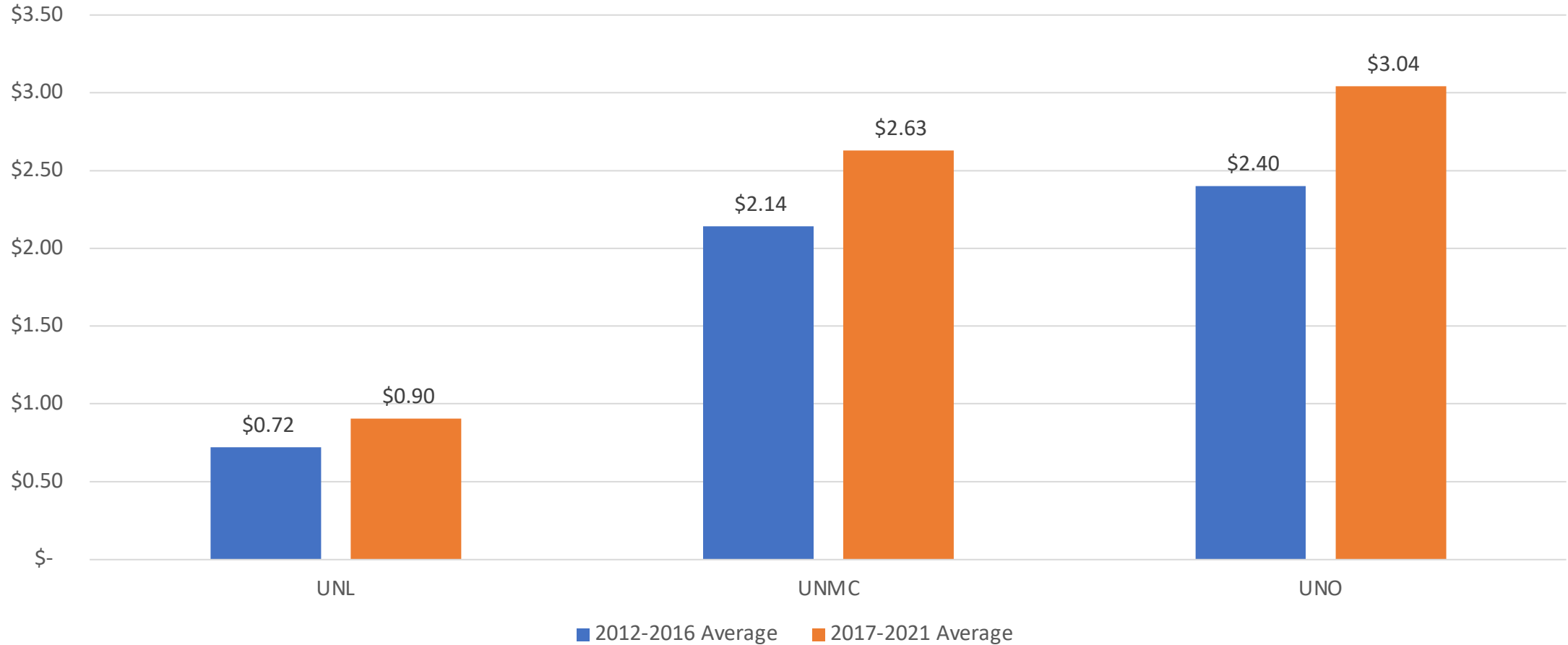


# Extramural Support per Institutional \$





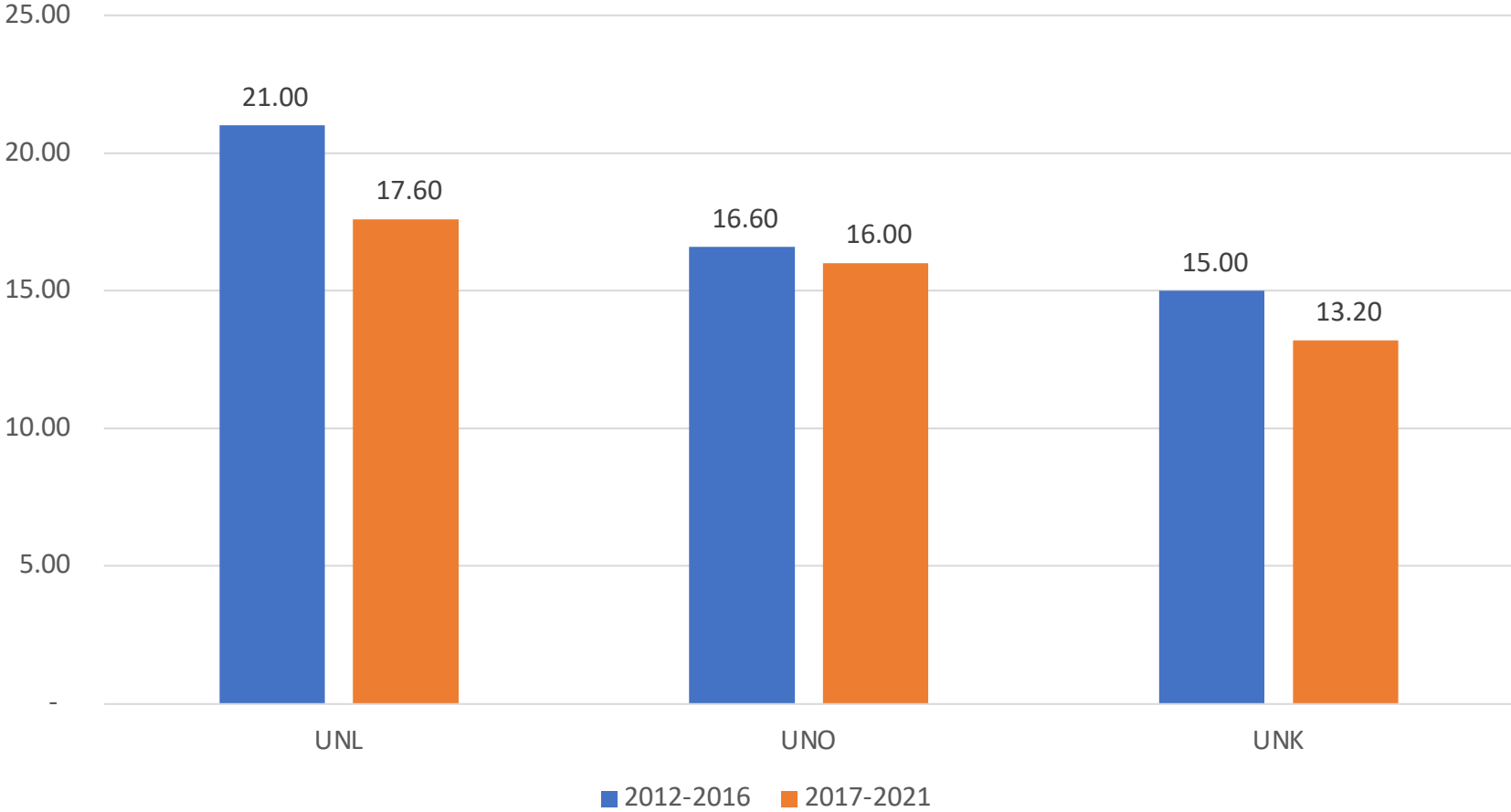
# Federal Support per Institutional \$



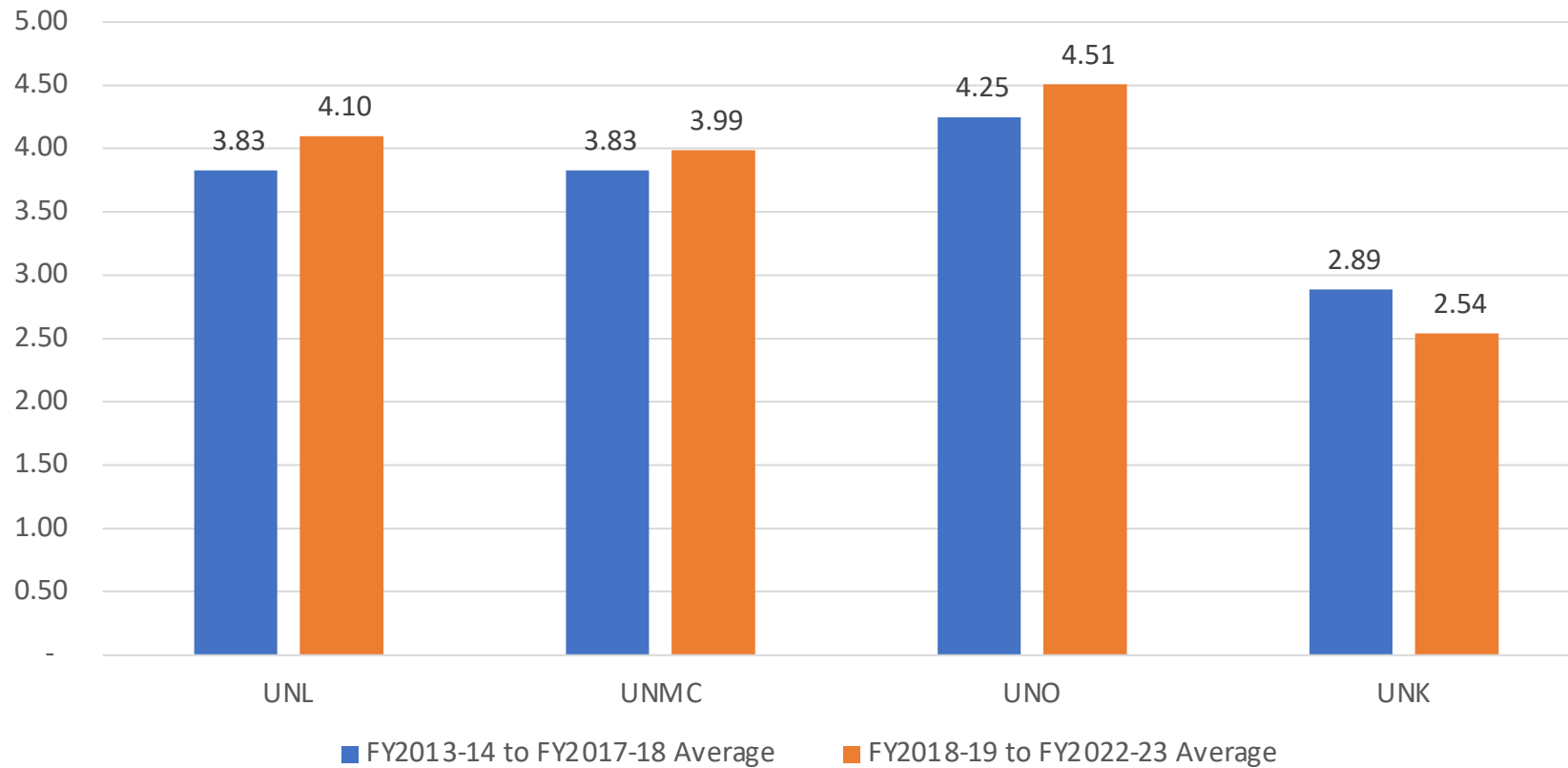
# Operational



# Student to Faculty Ratio



# Revenue Generated per General Fund Dollar



# Key Points



# Key Points

1. NU's long-term budget and operating model is unsustainable
  - Macroeconomic headwinds expected to continue beyond two years
2. External help is not coming
  - Muted state funding growth
  - Demographic challenges: flat to declining high school graduates
3. Continuing to “peanut-butter” budget reductions across the University weakens the entire institution



