



April 12, 2021

Dr. Michael Baumgartner
Executive Director
Coordinating Commission for
Postsecondary Education
140 N. 8th Street, Suite 300
Lincoln, NE 68509

Dear Michael:

Enclosed is a copy of the proposal to establish the Samuel Bak Academic Learning Center to be administered by the Office of Academic Affairs at UNO. The proposal was approved by the Board of Regents at the April 9, 2021 meeting.

Please do not hesitate to contact me if you have any questions.

Sincerely,

A handwritten signature in blue ink that reads "Susan M. Fritz".

Susan M. Fritz, PhD
Executive Vice President and Provost

Enclosure

c: Chancellor Jeffrey Gold
Senior Vice Chancellor Sacha Kopp
Vice Provost David Jackson

TO: The Board of Regents Addendum XI-A-9

Academic Affairs Committee

MEETING DATE: April 9, 2021

SUBJECT: Establishment of the Samuel Bak Academic Learning Center to be administered by the Office of Academic Affairs at the University of Nebraska at Omaha

RECOMMENDED ACTION: Approval to establish the Samuel Bak Academic Learning Center to be administered by the Office of Academic Affairs at the University of Nebraska at Omaha (UNO)

PREVIOUS ACTION: October 5, 2017 – The Board approved the acceptance of a gift and the creation of the Leonard and Shirley Goldstein Center for Human Rights in the College of Arts and Sciences at UNO.

EXPLANATION: The proposed Samuel Bak Academic Learning Center will serve to expand UNO's multidisciplinary scholarship, academic curricula, community engagement, and educational activities dedicated to human rights, genocide studies, the Holocaust, and artistic work. The proposed center will build upon existing programs such as the Sam and Frances Fried Holocaust and Genocide Academy, the Leonard and Shirley Goldstein Center for Human Rights, the Natan and Hannah Schwalb Center for Israel and Jewish Studies, and the future Ted Kooser Center for Health Humanities. The Samuel Bak Museum, housed within the Academic Learning Center, will be home to over 500 of Samuel Bak's works of art. The official establishment of the Center is critical to accepting the initial artwork gift (valued at \$18 million) and will provide an appropriate organizational entity for fundraising.

To facilitate campus-wide academic collaborations and community partnerships, the Center needs its own organizational structure and identity. While existing collaborating Centers and their Directors as well as faculty in the academic departments and schools will retain their current affiliations, the Samuel Bak Academic Learning Center will function as an umbrella structure that coordinates, aligns, and supports their collective efforts. Additionally, the Samuel Bak Academic Learning Center will allow for the physical co-location of the primary center partners and, likely, innovative in-residence opportunities for faculty scholars throughout the world.

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

PROGRAM COST: \$150,000 for Year 1; \$1,928,424 over five years

SOURCE OF FUNDS: First year funding allocated from the UNO Office of Academic Affairs; subsequent years' revenue depends on fundraising, grants, and new tuition revenue.

SPONSORS:

Sacha E. Kopp
Senior Vice Chancellor for Academic Affairs

Jeffrey P. Gold, Chancellor
University of Nebraska at Omaha

RECOMMENDED:

/s/ Susan M. Fritz
Executive Vice President and Provost

DATE:

March 5, 2021



February 22, 2021

Ted Carter, President
University of Nebraska
3835 Holdrege Street
Lincoln, NE 68583
president@nebraska.edu

Dear President Carter:

The University of Nebraska at Omaha requests the creation of a BS in Pharmaceutical Sciences and the Samuel Bak Academic Learning Center.

The proposed BS in Pharmaceutical Sciences will be offered by the UNO College of Arts and Sciences, with some coursework delivered in collaboration with the UNMC College of Pharmacy. The BS in Pharmaceutical Sciences is responsive to efforts to increase graduates in high-skilled and high-paying jobs. There are two major pathways for graduates of the proposed BS in Pharmaceutical Sciences. One career pathway includes the pipeline for postgraduate education and prepares students for patient care. The other career pathway prepares graduates for entry-level H3 jobs in the pharmaceutical and medical industry.

The proposed Samuel Bak Academic Learning Center will serve as a campus collaboration hub for scholarship, academic curricula, community engagement, and educational activities dedicated to human rights, genocide studies, the Holocaust, and artistic work. The Samuel Bak Museum, housed within the Academic Learning Center, will be home to over 500 of Samuel Bak's works of art.

I fully support these proposals and request your support as well.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Jeffrey P. Gold'.

Jeffrey P. Gold, M.D.
Chancellor

JPG/kd

cc: Susan Fritz, Ph.D., Executive Vice President and Provost
Sacha Kopp, Ph.D., Senior Vice Chancellor, Academic Affairs
Deborah Smith-Howell, Ph.D., Associate Vice Chancellor of Academic Affairs and Dean of Graduate Studies

Samuel Bak Academic Learning Center

Descriptive Information

- Name of institution proposing the Center: The University of Nebraska at Omaha
- Name of the programs involved include but not limited to: College of Arts and Sciences (History, Philosophy, Religious Studies); College of Communication, Fine Arts and Media (Music, Arts); College of Education, Health, and Human Sciences (Teacher Education); Sam and Frances Fried Academy for Holocaust and Genocide Education; Leonard and Shirley Goldstein Center for Human Rights.
- Other programs offered in this field by this institution: Holocaust and Genocide Studies, Human Rights Studies, and Medical Humanities.
- Administrative unit for the Center or Institute: UNO Academic Affairs
- Physical location, if applicable: Arts and Sciences Hall (temporary location for administrative office)
- Proposed date (term/year) the center or institute will be initiated: Fall 2022.

1. Purpose and Context for the Center or Institute

The mission of the Samuel Bak Academic Learning Center is to inspire students, faculty, alumni, and administrators, as well as the citizens of Nebraska and the greater Midwest region to engage in meaningful discussions about visual testimony, art and social justice, memory, the upstander/bystander paradigm, symbolism, making history come alive, moral philosophy, and the notion that one form of art can stimulate other creative acts such as literature, theater, and music. The proposed Samuel Bak Academic Learning Center will serve as a campus collaboration hub for scholarship, academic curricula, community engagement and educational activities dedicated to human rights, genocide studies, the Holocaust, and artistic work. The Samuel Bak Museum, housed within the Academic Learning Center, will be home to over 500 of Samuel Bak's works of art.

Using the art and life of world-renowned artist and Holocaust survivor Samuel Bak, the academic learning center will awaken the community to the richness and diversity of the human experience and invite curiosity and collaborative learning through active engagement with ideas, incubating new curricular, fostering community discourse, as well as artwork and exhibitions. Programming tailored to foster formative connections between the art of Samuel Bak and students of all ages will be central.

Samuel Bak's personal and professional story provides important context for understanding the mission and potential of the Samuel Bak Academic Learning Center. Bak was born in 1933 in Vilna, Poland, at a crucial moment in modern history. From 1940 to 1944, Vilna was under Soviet and then German occupation. Bak's artistic talent was first recognized during an exhibition of his work in the Ghetto of Vilna when he was nine years old. While he and his

mother survived, his father and four grandparents all perished at the hands of the Nazis. At the end of World War II, Bak fled with his mother and ended up at the Landsberg Displaced Persons Camp, where he enrolled in painting lessons at the Blocherer School in Munich. In 1948, they immigrated to the newly-established state of Israel where he studied at the Bezalel Art School in Jerusalem and completed his mandatory service in the Israeli army. In 1956, Bak went to Paris to continue his education at the École des Beaux Arts. While in Paris, he received a grant from the America-Israel Cultural Foundation to pursue his artistic studies. In 1959, he moved to Rome where his first exhibition of abstract paintings was met with considerable success.

Since 1959, Bak has had numerous exhibitions in major museums, galleries, and universities throughout Europe, Israel, and the United States including retrospectives at Yad Vashem Museum in Jerusalem, and the South African Jewish Museum in Cape Town, Africa and Canada. Bak has lived and worked in Tel Aviv, Paris, Rome, New York, and Lausanne. In 1993, he settled in Massachusetts and became an American citizen. Bak has been the subject of numerous articles, scholarly works, and books; most notably, a 400-page monograph entitled *Between Worlds*. In 2001, he published his touching memoir, *Painted in Words*, which has been translated into several languages. He has been the subject of two documentary films and was the recipient of the 2002 German Herkomer Cultural Prize. He has received honorary doctorates from the University of New Hampshire, Seton Hill University and the Massachusetts College of Art and Design.

The art of Samuel Bak explores profound questions about human nature. It calls our attention to the injustices and inequalities in our society. And while his work alerts us to the darkness of human nature, Bak also encourages us to work for a better world. Through his canvas he weaves together personal and cultural history, the past and present, to form a narrative of shattered, fragmented worlds. And while these worlds can never be made whole again, his work creates some semblance of what has been lost. Lastly, while Bak's art traverses dark and difficult subject matter, it is also very much about beauty, joy, and hope. The hauntingly beautiful, profoundly moving art of Samuel Bak inspires us all to be hopeful that we can make sense of the complex world we share.

At UNO, the Samuel Bak Academic Learning Center will be a unique collaborative organization facilitating synergies across colleges, academic programs, K-12 schools, community partners, and other higher education institutions. For example, the Bak Academic Learning Center will further partnerships among the UNO Colleges of Arts and Sciences, Education, Health and Human Sciences, and Communication, Fine Arts and Media, as well as between the campuses of UNO, UNL and UNMC. It will create lasting partnerships between the Nebraska Arts Council, Joslyn Art Museum, Houston Holocaust Museum, and the Samuel Bak Museum in Vilna, among others. The Samuel Bak Museum, housed within the Bak Academic Learning Center, will host exhibits by Bak as well as other artists and create traveling exhibits from its own collection.

The Samuel Bak Academic Learning Center builds on and expands existing scholarship and teaching at UNO focused on the holocaust, genocide, and human rights. UNO's Sam and

Frances Fried Holocaust and Genocide Academy along with the Leonard and Shirley Goldstein Center for Human Rights, the Natan and Hannah Schwalb Center for Israel and Jewish Studies and the future Ted Kooser Center for Health Humanities have all worked together on programs relating to the work of Samuel Bak and will continue to collaborate on future programming. For example, in September 2019, an exhibition held at the University of Nebraska at Omaha, “WITNESS: The Art of Samuel Bak,” initiated and sponsored by the Sam and Frances Fried Holocaust and Genocide Academy and co-sponsored with the Natan and Hannah Schwalb Center for Israel and Jewish Studies, featured a fruitful partnership between the College of Arts and Sciences; College of Education, Health, and Human Sciences; and College of Communication, Fine Arts, and Media. These three colleges collaborated on pedagogical resource materials, including lesson plans, and instructional strategies for thousands of middle and high school student visitors. In total, the exhibition welcomed 4,500 visitors, including more than 2,000 middle and high school students. In addition, the Fried Academy and the Leonard and Shirley Goldstein Center for Human Rights sponsored an “Arts and Human Rights” symposium in honor of the work of Samuel Bak, featuring scholars and speakers from around the world. The extensive collaboration of faculty from three colleges, two existing centers, the UNO Service Learning Academy, and the Weitz Community Engagement Center in creating this enormously successful exhibit, community events, service learning courses, and public lectures illustrates the potential of the Samuel Bak Academic Learning Center to bring together diverse disciplines, scholars from across the world, students of all ages, and the public to address profound questions about human nature.

In December 2019, UNO hosted the second biannual meeting of the National Higher Education Consortium of Directors of Centers in Holocaust, Genocide, and Human Rights Studies. UNO’s role as host of the conference is a key indicator of UNO’s role, through the Fried Academy and the Goldstein Center for Human Rights, as a national and international leader in Holocaust, Genocide, and Human Rights studies. With the creation of the Samuel Bak Academic Learning Center, we expect to continue the momentum at UNO to host and spearhead scholarship in these important areas.

A permanent Bak Museum, housed within the Academic Learning Center, would allow for expanded programming and collaboration with UNO-related programs including Holocaust and Genocide Studies, Human Rights Studies, and Medical Humanities as well as multiple academic departments and their professional colleagues throughout the world.

The Bak Academic Learning Center will also support new partnerships. For example, UNL’s Sommerhauser Symposium on Holocaust Education, under the auspices of the Harris Center for Judaic Studies, is a natural partner to further discussions on the Holocaust and human rights. Likewise, UNL’s Forsythe Family Program on Human Rights and Humanitarian Affairs includes both faculty and students who can engage with subjects such as social justice found in the work of Samuel Bak. Furthermore, the University of Nebraska Press publishes a “Contemporary Holocaust Studies” series that focuses on current issues connected to the historical study of the Holocaust, such as antisemitism, racism, political extremism, and ethno-nationalism. The

Samuel Bak Academic Learning Center will offer resources to enhance such conversations.

2. Need and Demand for the Organizational Unit

The Samuel Bak Academic Learning Center will be a multidisciplinary, one-of-a-kind entity that fosters academic scholarship, community engagement, and curricular opportunities in human rights. In order to facilitate the campus-wide academic collaborations as well as community partnerships, the Academic Learning Center needs its own organizational structure and identity. While the existing Centers and their Directors, as well as faculty in the academic departments and schools will retain their current affiliations, the Bak Academic Learning Center will function as an umbrella structure that coordinates, aligns, and supports the collective efforts. The Bak Academic Learning Center, with its corresponding museum, provides the conceptual and physical space for synergistic programming, scholarship, and community engagement that would be difficult, if not impossible, without the Center. Additionally, the Samuel Bak Academic Learning Center will allow for the physical co-location of the primary center partners and, likely innovative in-residence opportunities not only for UNO faculty but scholars throughout the state, region, nation, and world.

The Samuel Bak Academic Learning Center will help teachers and students make important connections between history and the moral choices they confront in their own lives. Its innovative programs will offer a framework and a vocabulary for analyzing the meaning and responsibility of citizenship and the tools to recognize bigotry and indifference in their own worlds. This organizational unit shall help spearhead considerations of human rights in diverse curricula as art, curatorial studies, performing arts, and teacher education programs.

The Samuel Bak Museum, housed within the Academic Learning Center, will provide a central and collaborative venue to explore Bak's work on the Holocaust along with other examples of hate, collective violence, and genocide to help educators teach history and ethics. Through the museum, programs across UNO, the University of Nebraska, and the community will help students learn to combat prejudice with compassion, indifference with participation, myth, and misinformation with knowledge.

As a collaboration hub housing a museum, the organization and operations necessitate a structure that is fundamentally different than a traditional department, school, or college. This Academic Learning Center will support multiple colleges, established centers at UNO as well as other units beyond UNO. This project is multidisciplinary, engaging professionals with practical, pragmatic experience and expertise, such as museum personnel, as well as academics with content expertise in areas such as Holocaust and Genocide Studies, Human Rights, Art History, etc.

The official establishment of the Samuel Bak Academic Learning Center, and its accompanying Museum, are critical in accepting the initial gift of artwork as well as to provide an appropriate organizational entity for fundraising from local, national, and international philanthropic individuals and organizations as well as potential governmental agencies.

3. Adequacy of Resources

Initial funding, through an internal UNO prioritization process, has been approved to recruit an executive director for the center. The executive director is the only new position necessary at the founding of the center. The executive director position is funded by UNO Academic Affairs as a university priority. The position has been approved and a search is in progress. The executive director will work closely with the existing center directors, deans, and their faculty to establish the center as well as seek additional financial resources for its on-going development. The director will eventually be supported by appropriate staff to facilitate curation, exhibitions, educational, and community engagement activities. The director will also work closely with the directors and faculty of affiliated existing faculty research centers on our campus, such as the Fried Academy, Schwalb Center, Goldstein Center, College of Arts & Sciences, College of Communication, Fine Arts, and Media, and College of Education, Health, and Human Sciences. Existing resources are sufficient to establish the Center and begin its work.

The museum, to be housed within the Center, will be established with an initial gift of 512 paintings donated by Samuel Bak to the University of Nebraska at Omaha. The current value of the donating paintings is over \$18 million. UNO is exploring multiple options both on and off-campus for the permanent physical location of the Academic Learning Center. The university has engaged a leading architectural firm to develop initial plans that include gallery space, academic offices and teaching space, and curation spaces, consistent with best standards and practices of the American Alliance of Museums.

Below are the staff that will be hired as the Samuel Bak Academic Learning Center are fully implemented and as funding is secured.

- Executive Director - Oversees community engagement, academic program development and coordination, fundraising, and other related duties (up to \$150,000)
 - Funding is allocated, the position has been approved, and a national search is in progress.
- Curator of Collections - Organizes collection-based and non-collection-based exhibitions (\$100,000)
- Public Historian - Develop and implements education and public programs (\$70,000)
- Communications Specialist - Create and edit content about exhibitions and programs (\$60,000)
- Administrative Assistant (\$50,000)

In addition, the Academic Learning Center will have an operating expense of up to \$200,000 when fully developed. With existing resources and the executive director, sufficient resources exist to establish the Academic Learning Center.

4. Organizational Structure and Administration

As indicated earlier, the Bak Academic Learning Center will be a unique, collaborative unit with a corresponding distinct organizational structure and administration. The center will report to the

Senior Vice Chancellor for Academic Affairs. The Executive Director will be a direct report to the Senior Vice Chancellor. As they are hired when needed, the center's museum managerial/professional staff will report to the Executive Director. Existing UNO centers, academic departments and schools will maintain their current organizational, administrative, and reporting structures. The Senior Vice Chancellor for Academic Affairs, Executive Director, Center Directors, and lead Deans will be the UNO leadership team for the Bak Academic Learning Center. A national advisory board will provide input for the direction of the museum.

The Bak Academic Learning Center will be under the direction of the Executive Director. Museum and facilities support will be provided by dedicated professional staff, hired incrementally as needed, including the Curator of Collections, Public Historian, and Communications Specialist. Academic programming will be led by the directors of existing UNO Centers including the Sam and Frances Fried Holocaust and Genocide Academy (Dr. Mark Celinscak), Leonard and Shirley Goldstein for Human Rights (Dr. Curtis Hutt), and the Natan and Hannah Schwalb Center for Israel and Jewish Studies (Dr. Jeanette Gabriel) and faculty from Teacher Education (Dr. Connie Schaffer) and Art History (Dr. Amy Morris). Additional faculty from the three colleges and the Criss Library will also provide programming.

The following UNO departments and units are part of the collaborative that will constitute the Academic Learning Center:

- Departments of History, Religious Studies, Teacher Education, Political Science, Music, Philosophy, English, and the School of the Arts.
- Other key units include: Sam and Frances Fried Holocaust and Genocide Academy, Leonard and Shirley Goldstein for Human Rights, Natan and Hannah Schwalb Center for Israel and Jewish Studies, Criss Library, proposed Ted Kooser Center for Health Humanities
- Faculty from throughout UNO and the University of Nebraska may affiliate with the Academic Learning Center. Additional academic departments, schools, and centers are also likely to participate in the collaborative programming and initiatives generated through the Bak Academic Learning Center.

5. Partnerships

The primary partnership will be between the University of Nebraska at Omaha and Pucker Gallery in collaboration with artist Samuel Bak. Additionally, partnerships in Omaha, Nebraska and around the world will also be explored. Moving forward, representatives of the Samuel Bak Academic Learning Center will engage in collaborative partnerships with both business and community organizations. Discussions and some programmatic work related to the art of Samuel Bak will be explored between representatives of UNO and the following organizations:

- Nebraska State Council for the Social Studies
- Nebraska Art Teachers Association
- Nebraska Arts Council
- Jewish Federation of Omaha
- Joslyn Art Museum
- Bemis Center for Contemporary Arts

- The KANEKO
- The Union For Contemporary Art
- Humanities Nebraska
- Omaha Public Library
- The Omaha Conservatory of Music
- Omaha Performing Arts
- Institute for Holocaust Education
- American Alliance of Museums
- Ford Conservation Center
- Sheldon Museum of Art
- Samuel Bak Museum, Vilna
- Samuel Bak Gallery, Houston Holocaust Museum

6. Constituencies to be Served

The Samuel Bak Academic Learning Center at the University of Nebraska at Omaha (UNO) will be the only major collection of work by renowned artist and Holocaust survivor Samuel Bak housed on a university campus in the world. It will strive to become a destination spot for the exchange of ideas between students, faculty, alumni, and administrators, as well as guests from the Midwest and around the country. With the gift of over 500 original Bak works, this generous donation by the artist will alter the landscape of the university. The museum will build on the success of the university's 2019 exhibition titled, WITNESS: The Art of Samuel Bak, which welcomed 4,500 visitors, including more than 2,000 middle and high school students over its three-month run.

7. Anticipated Outcomes, Significance, and Specific Measures of Success

There are many metrics that will be developed to measure the success of the Samuel Bak Academic Learning Center, including the following:

- Impact of research/creativity: measured by numbers of publications, performances, conference presentations, citations; and
- Impact of outreach: measured by numbers of community outreach events and activities, audience tracking, collaborative organizations; and
- Assessing financial stability: number and amount of grants, gifts, endowments, revenue from programming; and
- Impact of education: measured by the success of majors/minors in affiliated programs (such as majors in history, philosophy, religious studies, and minors in holocaust and genocide studies, human rights, and ethics) including completion, long-term tracking of employment post-graduate, student-led research/creative activity, student-led community outreach and service learning, alumni success stories, and learning-outcomes assessments.

As a Board of Regents approved center, the Bak Academic Learning Center will undergo the standard Board of Regents review process for Centers and Institutes.

8. Centrality to Role and Mission of the Institution

The Bak Academic Learning Center reflects the Mission, Vision and Values of the University of Nebraska at Omaha.

As a Metropolitan University of distinction and both a Carnegie Doctoral Research institution and a Carnegie Engaged University, the University of Nebraska at Omaha (UNO) transforms and improves the quality of life locally, nationally, and globally.

All of UNO's Values are relevant to this Center: Excellence, Engagement, Inclusion, Discovery, Integrity, and Maverick Spirit but the key values are Discovery, Engagement, and Integrity.

Discovery

"Education is an important element in the struggle for human rights," Omaha-born Malcolm X once argued, "It is the means to help our children and our people rediscover their identity and thereby increase their self-respect. Education is our passport to the future, for tomorrow belongs only to the people who prepare for it today." Recent studies demonstrate the positive outcomes of Holocaust education. Students who study the Holocaust are more empathetic, tolerant, and engaged. Those who learn about the Holocaust and its impact better recognize the dangers of discrimination and the importance of being an upstander, as well as the need to work against intolerant behavior in others.

Integrity

Today we live in a world seized by global upheaval...packed with apprehensions, worries, and most dire hardships," Bak observed in May 2020 upon receiving his honorary Doctorate in Humane Letters at the University of Nebraska at Omaha. He added that what is needed today is "more justice, more democracy, more equality, and more humanism." Indeed, his art explores profound questions about human nature. It calls our attention to the injustices and inequalities in our society.

Engagement

The art of Samuel Bak engenders necessary questions. How do we remember that which has been destroyed? How do we affirm life while at the same time remembering those who have passed? What might justice look like after genocide? And how do we bear witness to the painful reality of suffering and survival? Indeed, Bak's paintings bear testimony to the trauma of surviving. While his work is informed by his personal experiences, it also speaks to universal issues of life, loss, and responsibility. It is these and other themes that students and community members connect and engage.

9. Consistency with the University of Nebraska Five-Year Strategy

The Bak Academic Learning Center embodies the University of Nebraska's mission to transform lives and communities in Nebraska and around the world. The Center will advance the university's commitment to culture, diversity, and inclusion. Its mission is to be "a place where diverse backgrounds and ideas are welcomed and celebrated, where robust dialogue is encouraged." Partnerships, across the UNO campus, across the University of Nebraska, and with

local, regional, national, and international organizations will be a defining feature of the Center. The Center will advance the University's vision to be a destination of choice for students, to be a world leader in addressing 21st century challenges, and a premier partner.

10. Potential for the Center or Institute to Contribute to Society and Economic Development

As a vibrant hub for inquiry, guests of the Samuel Bak Academic Learning Center will engage in meaningful discussions about the Holocaust, visual testimony and memory, human rights, art, and social justice, as well as the upstander and bystander paradigm, among other topics. The museum will explore the richness and complexity of the human experience and invite curiosity and collaborative learning through active engagement with ideas, artworks, and exhibitions. Academic programming will be tailored to foster formative connections between the art of Samuel Bak and students of all ages. In addition, direct experiential opportunities will be offered to UNO students and faculty to participate in integral aspects of museum and archiving practices.

The Academic Learning Center will be a destination for scholars and the public from across Nebraska, the nation and world as well as students of all ages.

11. Consistency with the Comprehensive Statewide Plan for Postsecondary Education

The proposed center is responsive to the Comprehensive Statewide Plan for Postsecondary Education. In particular:

- The state benefits when Nebraska institutions focus resources on unique areas of excellence in which they can bring major benefits to the state and to students.
- Postsecondary education institutions will maintain their distinctive role as providers of cultural and artistic opportunities to students and their communities through study, research, and programming (Chapter 3).
- Teacher preparation: Develop more integrated approaches to the preparation of teachers in both the Colleges of Education and Arts and Sciences.

TABLE 1: PROJECTED EXPENSES
UNO Samuel Bak Academic Learning Center

	(FY2023) Year 1		(FY2024) Year 2		(FY2025) Year 3		(FY2026) Year 4		(FY2027) Year 5		Total
	FTE	Cost	FTE	Cost	FTE	Cost	FTE	Cost	FTE	Cost	Cost
Personnel											
Faculty											\$0
Non-teaching staff: Professional ¹	1.00	\$150,000	1.00	\$154,500	2.00	\$219,135	4.00	\$395,709	4.00	\$407,580	\$1,326,924
Graduate Assistants											\$0
Non-teaching support staff ²							1.00	\$50,000	1.00	\$51,500	\$101,500
Subtotal	1.00	\$150,000	1.00	\$154,500	2.00	\$219,135	5.00	\$445,709	5.00	\$459,080	\$1,428,424
Operating											
Operating Budget ³				\$50,000		\$100,000		\$150,000		\$200,000	\$500,000
Equipment											\$0
New or renovated space											\$0
Library/Information Resources											\$0
Other											\$0
Subtotal		\$0		\$50,000		\$100,000		\$150,000		\$200,000	\$500,000
Total Expenses		\$150,000		\$204,500		\$319,135		\$595,709		\$659,080	\$1,928,424

¹ Expense includes the salary of the executive director (1 FTE at 150,000 USD) starting in year 1. The source of funding is the Office of Academic Affairs. This also includes the salaries for the Communications Specialist (1 FTE at 60,000 USD) in Year 3 and Public Historian (1 FTE at 70,000 USD) starting in year 4. In addition, this includes an annual \$100,000 for the curator of the collections (1 FTE) starting in year 4. Funding is contingent on need, fundraising, and grant support.

² Expense includes the salary of an administrative assistant (1 FTE at 50,000 USD) starting in year 4. Funding is contingent on need, fundraising, and grant support.

³ Expense includes an operating budget. Funding is contingent on need, fundraising, and grant support.

TABLE 2: PROJECTED REVENUES
UNO Samuel Bak Academic Learning Center

	(FY2020-21) Year 1	(FY2021-22) Year 2	(FY2022-23) Year 3	(FY2023-24) Year 4	(FY2024-25) Year 5	Total
	Existing Funds ¹	\$150,000				
Required New Public Funds						\$0
Tuition and Fees						\$0
Other Funding ²		\$204,500	\$319,135	\$595,709	\$659,080	\$1,778,424
Total Revenue	\$150,000	\$204,500	\$319,135	\$595,709	\$659,080	\$1,928,424

¹ First year funding will be allocated from the Office of Academic Affairs as part of the strategic planning process, recognizing the Bak Academic Learning Center as a strategic priority for UNO.

² Revenue depends on fundraising, grants, and new tuition revenue.