

September 19, 2016

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

RECEIVED
SEP 20 2016
Coordinating Commission
for Postsecondary Ed.

Dear Michael:

Enclosed is a copy of the proposal to establish the **Eastern Nebraska Research and Extension Center** to be formed by bringing under one administrative structure a new Metro Extension District and the current *Agricultural Research and Development Center*, *Southeast Research and Extension Center*, and the *Northeast Research and Extension Center* at UNL. The proposal was approved by the Board of Regents at the September 16, 2016 meeting.

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

Sincerely,



Susan M. Fritz
Executive Vice President and Provost

Enclosure

c: Chancellor Ronnie Green
Interim Senior Vice Chancellor Marjorie Kostelnik
Interim Vice President and Interim Vice Chancellor Ronald Yoder
Vice Provost David Jackson

TO: The Board of Regents
Academic Affairs

MEETING DATE: September 16, 2016

SUBJECT: Establishment of the Eastern Nebraska Research and Extension Center (ENREC) to be formed by bringing under one administrative structure a new Metro Extension District and the current *Agricultural Research and Development Center (ARDC)*, *Southeast Research and Extension Center*, and the *Northeast Research and Extension Center* at the University of Nebraska-Lincoln (UNL)

RECOMMENDED ACTION: Approval is requested to establish the *Eastern Nebraska Research and Extension Center (ENREC)* at the current ARDC site near Mead, NE and to eliminate the formal center designations for the *Northeast Research and Extension Center*, *Southeast Research and Extension Center*, and the *Agricultural Research and Development Center* at UNL

PREVIOUS ACTION: March 3, 2006 – President Milliken approved the Multi-Departmental Academic Centers for Research, Teaching, and/or Service consistent with Section 2.11 of the *Bylaws of the Board of Regents* relating to “Other University Activities” as amended January 20, 2006. The UNL Research and Extension Facilities (including the Northeast Research and Extension Center, the Panhandle Research and Extension Center, the Southeast Research and Extension Center, and the West Central Research and Extension Center) were included in this report to the Board of Regents.

October 29, 2004 – The Board approved the name “August N. Christenson Research and Education Building” for the existing Research and Education Building at the UNL/IANR Agricultural Research and Development Center near Mead, Nebraska.

December 4, 1993 – The Board approved the revised Design Development Report for the ARDC Headquarters and Outreach Building.

May 10, 1985 – The Board approved a name change from the University Field Laboratory at Mead to the University of Nebraska Agricultural Research and Development Center.

The Southeast Research and Extension Center and the Northeast Research and Extension Center were established prior to modern records of Board approvals.

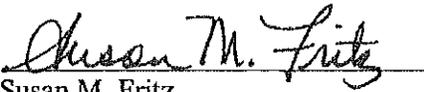
EXPLANATION: In 2014, a task force composed of IANR administrators, external stakeholders, and faculty and staff members was asked to review the use and allocation of our statewide research and extension assets. A key finding was the recommendation to reconfigure IANR’s eastern Nebraska resources to include a more meaningful commitment to the metro areas of Nebraska.

SPONSORS:

Ronald E. Yoder
Interim Vice President, Agriculture and Natural Resources, University of
Nebraska
Interim Vice Chancellor, Institute of Agriculture and Natural Resources,
University of Nebraska-Lincoln

Ronnie Green, Chancellor
University of Nebraska-Lincoln

RECOMMENDED:


Susan M. Fritz
Executive Vice President and Provost

DATE:

August 22, 2016

DESCRIPTIVE INFORMATION:

Institution(s) proposing the center:

- University of Nebraska-Lincoln (UNL) Institute of Agriculture and Natural Resources (IANR)

The name of the programs involved:

- Eastern Nebraska Research and Extension Center
 - Northeast Extension District
 - Southeast Extension District
 - Metropolitan Extension District

Other programs offered in this field by this institution:

- Panhandle Research and Extension Center, Panhandle Extension District
- West Central Research and Extension Center, West Central Extension District

Administrative unit for the center:

- UNL Institute of Agriculture and Natural Resources

Physical location, if applicable:

- Eastern Nebraska Research and Extension Center would be located at the current Agricultural Research Development Center near Mead, NE

Date of Governing Board Approval:

Proposed Implementation Date: Upon CCPE approval

1. Purpose and Goals of the Center:

In 2014, Vice Chancellor Ronnie Green commissioned a task force led by Associate Vice Chancellor Ron Yoder and composed of external stakeholders, and faculty and staff members of the Institute of Agriculture and Natural Resources to review the use and allocation of our statewide research and extension assets. A key finding was that the Panhandle and West Central Research and Extension Centers were well-optimized in terms of their mission relative to the unique characteristics of their geographic regions, while Eastern Nebraska, with the Northeast and Southeast Research and Extension Centers presented tremendous opportunity for greater optimization. The task force recommended a reconfiguration of our eastern Nebraska resources to include a more meaningful commitment to the metro areas of Nebraska.

The IANR Agricultural Research and Development Center (ARDC) continues to build on a long history of impactful research programs ranging across crop, livestock and natural resource sciences, with a unique emphasis on the creation, translation and application of new scientific knowledge. From this strong platform, ARDC presents a significant opportunity for IANR to accelerate the creation and delivery of scientific knowledge of agriculture and natural resource systems in eastern Nebraska. The ARDC landscape, which includes 9,488 acres of crops, pasture and livestock operations, could support a full range of research, teaching and extension activities to address critical and emerging issues for Nebraska. A predominant priority within the development of the new Eastern Nebraska Research and Extension Center is to envision a redefined mission, purpose and operations of the current ARDC into that of a fully optimized, mission integrated, high impact innovation resource for Nebraska.

Three core principles are expected to drive the work of the Eastern Nebraska Research and Extension Center. Leadership should consider these principles in the process of prioritizing programs and projects and when managing fiscal, human and capital resources. In addition, leadership should strive to maximize efficiency and responsible use of taxpayer resources to benefit the people of Nebraska.

- A. Establish an Eastern Nebraska Research and Center focused on innovative strategies, solutions and entrepreneurship that create opportunities for synergistic partnerships.
 - 1. Embedded in this Center will be a fully integrated research and extension entity where all land and resources are focused on the integrated mission and themes.
 - 2. Become a local, national and international model for nimbly addressing new and emerging opportunities and issues that will impact Nebraska and beyond.
 - 3. Leverage resources to fullest extent to meet the mission of IANR and create opportunities for faculty, learners and external stakeholders.
- B. Create a Center where people (faculty, students, learners, stakeholders, decision-makers, etc) can experience and learn from cutting-edge science and practice.
 - 1. Establish and implement a basic, cutting-edge and translational research agenda to inform the teaching mission of the center.
 - a. Engage faculty, stakeholders and industry partners.
 - b. Leverage existing programmatic excellence at the Center (e.g., leverage phenotyping platforms, BQMS, novel animal populations, etc.) to build a unique translational science pipeline that creates a seamless approach to supporting and developing new ideas
 - c. Support small plot, scale up and large-scale translational work
 - 2. Create an integrated research and teaching platform that creates significant learning and practice opportunities.
 - a. Examples of learning platforms:
 - a) Establish a 'model farm' management system that informs economic assessments.
 - b) Develop demonstration projects that show the efficacy of science-based practices.
 - b. Engage a variety of learners:
 - a) Create learning opportunities (STEM, Ag literacy, etc) for the public (rural and urban audiences, youth/4-H)
 - b) Develop experiences that strengthen the knowledge and practice of undergraduate/graduate students.
 - i. For example, a capstone practicum model for longer-term undergrad/grad learning using an integrated subject matter team approach.
 - c) Engage lifelong learners to advance their knowledge, skills and careers.
 - i. For example, create elite management schools (credit or noncredit) to engage private sector partners.
- C. Develop a model in which strategic opportunities and resources are optimized for mission-centric activities and accomplishments.
 - 1. Establish a nimble, opportunistic management model that focuses on opportunity and resource optimization and demonstrates modern management principles.
 - a. Develop a Research and Extension Director (RED) structure that provides necessary leadership for employees, programs and capital resources.

- b. Convene a Managing Board (including departmental representatives) to recommend program direction and resource allocation to the RED.
 - a) Establish a strategic revenue investment program led by the Managing Board that benefits all stakeholders.
 - c. Develop platforms in which faculty members can succeed at a high level.
 - a) For example, strategic allocation of land and other resources to meet the needs of effective interdisciplinary teams.
2. Operations will be managed holistically for profitability/sustainability.
 - a. Sustain focus on teaching and discovery.
 - b. Accommodate research that may impact profitability.
 - c. Address variability in revenue/financial management with scale and integrated commodity marketing and risk management operations.

Mission

The Eastern Nebraska Research and Extension Center will engage in cutting-edge, translational science, leveraging local, regional and global partners, to create innovative solutions and strategic entrepreneurial and educational opportunities within integrated agricultural, natural resource, and community systems.

Strategic Issues (proposed)

To optimize the use of this important resource, we will develop a programmatic focus on a few, high priority issues that promise significant impact for Nebraska and beyond. Four potential strategic issues were identified as examples of possible priorities. In the establishment of this Center, an early process step should be the clarification and prioritization of strategic issues.

- A. Integrated crop and livestock production systems focused on productivity, profitability, diversification and sustainability.
 1. Focus on a systems approach, underpinned by existing and emerging basic platforms (Consortium for Integrated Translational Biology, Computational Sciences Initiative, Carbon Science and Modeling Group, Field/Landscape Phenotyping Team, Stress Biology Group, Plant and Animal Genomics Initiatives, etc).
 2. Include economic assessment, profitability, risk management, and policy issues.
 3. This work should be done to scale to more closely assess system-level questions and solutions.
 4. Opportunity for unique site for development/assessment of technology platforms.
 5. This systems work should inform on-farm research and demonstration initiatives.
 6. Need a strong focus on invasive species/weed resistance.
 7. This is an important opportunity to engage on wildlife interactions, conservation of natural resources and potentially agritourism.

Note: Follow themes through on management practices to demonstrate their efficacy and create an opportunity for large-scale systems analysis.
- B. Mitigating uncontrolled exogenous events (weather, markets, disasters, environmental challenges).
 1. Provide science-based information tested in a large-scale system to encourage agriculture producers and natural resource managers to develop responsive and resilient choices and practices.
 2. Resilient cropping systems should reduce or minimize the impact of exogenous events.
 3. The impact of these events on watershed management, mixed land use strategies and especially impacts on urban centers should be studied and

- modeled.
- 4. Strategies to reduce or mitigate soil and water contamination should be developed.
- 5. Extend this work to all Nebraska's ecozones and beyond.
- C. Themes important to people/communities.
 - 1. Address issues important to people, especially at the urban/rural interface.
 - 2. Ag/food literacy – permeate throughout, engage urban audiences.
 - 3. Local foods, diversified agriculture – beyond Farmers Market scale (research, extension, demonstration).
 - 4. Turf development/management.
 - 5. Water and ecosystem services.
 - 6. Opportunities for undergrad/grad students?
- D. Sustainable crop and livestock systems (training, education and applications).
 - 1. Manage the entire operation for profitability/sustainability.
 - 2. Industry interface for cropping, etc. (important revenue stream).

2. The Program's Place in the Role and Mission of the Institution:

The Institute of Agriculture and Natural Resources is committed to solving problems and creating opportunities for all Nebraskans, especially in the areas of food, fuel, water, communities, landscapes and people. Our research and extension center system is designed to conduct this work in the context of the diverse ecosystems of Nebraska. The proposed Eastern Nebraska Research and Extension Center complements the Panhandle and West Central Research and Extension Centers by focusing on key agriculture and natural resources issues relevant to eastern Nebraska.

3. Organizational Structure and Administration:

Structurally, the proposed Eastern Nebraska Research and Extension Center is similar to the other Centers in that a Research and Extension Director would be the chief administrative officer. This Center also includes all current research operations and employees at the Agricultural Research Development Center. Technical support for farming operations and facilities support includes 23 employees. In addition, 28 departmentally-funded managers and technicians support livestock and cropping operations.

Unlike the other Research and Extension Centers, this unit will include three Extension Districts:

1. Northeast Extension District – includes 30 county Extension programs and Haskell Ag Lab (Concord) currently included in the Northeast Research and Extension Center. This District employs four Research and Extension Specialists, 39 Extension Educators/Assistants supporting the county-based Extension program and 12 staff providing technical and clerical support.
2. Southeast Extension District – includes 19 county Extension programs in the current Southeast Research and Extension Center. This District employs 34 Extension Educators/Assistants supporting the county-based Extension program and one district-level clerical support employee.
3. Metropolitan Extension District – created by moving six counties (Cass, Dodge, Douglas, Lancaster, Sarpy, Washington) representing the most urban areas of Nebraska, out of the Southeast Research and Extension Center. This District employs 29 Extension Educators/Assistants supporting the county-based Extension program.

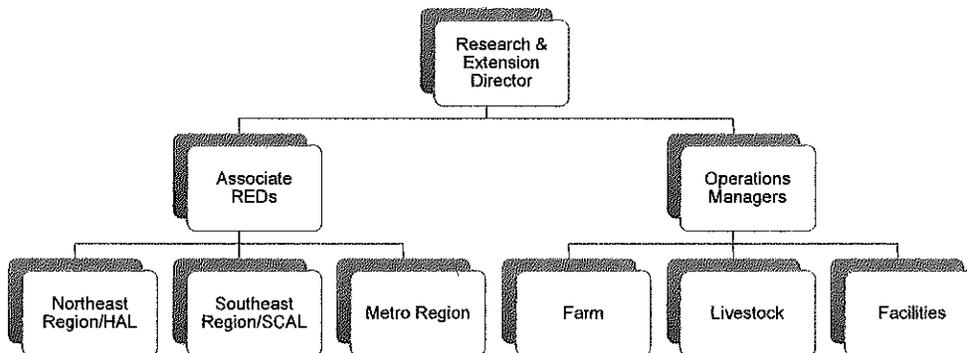


Figure 1. Organizational chart for the Eastern Nebraska Research and Extension Center.

In this transition, the Northeast and Southeast Research and Extension Centers will be replaced with Northeast, Southeast and Metro Extension Districts. Because of the long history and widely held recognition of impact from ARDC in the IANR system and around the state, the ARDC name will be retained as a site-name (but without a separate, formal administrative/employment structure) within the new ENREC.

4. Adequacy of Resources:

Overall Strategy

The new Eastern Nebraska Research and Extension Center will be funded entirely from current budget commitments to the Agricultural Research and Development Center and the Northeast and Southeast Research and Extension Centers. No additional budget resources are required to establish and operate this Center.

Administrative Positions

The number of administrators required to operate under this structure is the same as our current model (see table below).

Location	Position Title	Salary
Current Northeast & Southeast Research & Extension Center Administrative Salaries:		
Northeast Research & Extension Center	Res & Ext Director (RED)*	\$163,444
Northeast Research & Extension Center	Associate RED	\$70,005
Southeast Research & Extension Center	RED	\$162,151
Southeast Research & Extension Center	Associate RED	\$137,207
	Total	\$532,807

Proposed Eastern Nebraska Research and Extension Center Administrative Salaries:

Eastern Nebraska Res & Ext Center	RED	\$160,000
Northeast Extension District	Associate RED	\$120,000
Southeast Extension District	Associate RED	\$120,000
Metropolitan Extension District	Associate RED	\$120,000

Total \$520,000

*Research and Extension Director is the title for the lead administrative role at each Research and Extension Center

Other Space and Facilities

Leasing of space at Northeast Community College in Norfolk for use by the Northeast Research and Extension Center will be discontinued, resulting in an annual savings of \$39,304. The Associate Research and Extension Director for the Northeast District will be housed at the Haskell Agriculture Lab. This savings will cover the requirement of the Metro District for one office in Omaha at an estimated cost of \$10-15K/year. We have approached UNO for office space in the Community Engagement Center.

The Christenson Research and Extension Building at ARDC serves as the main building for the Center. In the years leading up to the ENREC planning, space constraints within the building have become challenging in order accommodate the needs of current ARDC and Southeast District personnel. An expansion and renovation of the building has been drafted which will address current needs, including laboratory accommodations for initial programmatic initiatives within the ENREC plan, as well as flexibility for some additional personnel in the coming years. The estimated cost of this expansion/renovation is approximately \$3-4M and will be covered from available foundation and operating accounts at ARDC.

5. Constituencies Served:

Constituencies served include the current stakeholders in the Northeast and Southeast Research and Extension Centers, as well as broadening our base of stakeholders in the urban population (1.2m Nebraskans reside within 60 miles of the Eastern Nebraska Research and Extension Center).

Although our research is primarily focused on agriculture and natural resources (the largest economic sector in Nebraska), our extension programing engages people interested in the following:

- Beef systems
- Crops and water
- Community environment
- Community vitality
- Food, nutrition and health
- 4-H youth development
- The learning child

Thus, virtually every resident of eastern Nebraska will have interest in some aspect of our research and extension efforts.

We are also making significant commitments to engage underserved and diverse audiences. Our in-school, after-school and summer programs engage underserved and diverse youth in Omaha, Lincoln, Schuyler, Madison, South City, West Point as well as Santee, Winnebago and Omaha people.

6. Economic Impact:

The economic impact of our research and extension centers addresses all sectors of agriculture production in Nebraska. In addition, our extension programs impact communities, businesses, families and youth. Clearly, this Center will create significant impact for all of eastern Nebraska.

An economic impact study conducted by the Battelle Institute in 2007 demonstrated that IANR returned \$15 in economic impact for every state tax dollar invested. With our intended focus on high value, high impact research and extension programs at the Eastern Nebraska Research and Extension Center, we expect a similar return on investment. To accomplish this, we will need to clearly focus on key issues for eastern Nebraska. An external advisory committee will be established to help ensure that focus.

7. Outcomes, Significance and Specific Measures of Success:

We measure our success by the value that our research enterprise generates relative to important issues and opportunities for Nebraska agriculture and natural resources sectors. We are committed to effectively translating research results into extension programs, products and services that effectively engage learners. We expect that program participants will adopt behaviors or practices that benefit themselves, their families, their businesses and their communities (please see <http://extension.unl.edu/impact/> for specific examples).

IANR Departments conduct significant and impactful research at ARDC. In the new context of the Eastern Nebraska Research and Extension Center, stakeholders will have important opportunities to better understand the impacts of this research on their farming and livestock operations.

8. Centrality in Role and Mission of the Institution:

As the land-grant university in Nebraska, the University of Nebraska-Lincoln is expected to generate relevant research-based information and communicate valuable information to Nebraskans in the areas of food, fuel, water, landscapes and people. Our research and extension centers create a very important opportunity to conduct research and extension programming in the context of Nebraska's ecozones as well as in the unique geography of the people of Nebraska. Few states have a system of research and extension that operates as effectively as ours and that creates the value that we provide to Nebraskans. Thus, IANR's research and extension concept is vital in helping UNL achieve its land-grant mission.

9. Collaborations with other Organizations:

The faculties and staff at our research and extension centers develop important collaborations with a variety of commodity groups, state and federal agencies, communities, community organizations and others. These collaborations enhance our effectiveness in program delivery but also enhance our accountability to Nebraskans.

10. Communication and Stakeholder Input:

The plan for the ENREC has emerged from an IANR task force that included Faculty, Staff and Stakeholder/Clientele representatives. Beginning in the summer of 2015 and as the plan has developed, the Deans of NE Extension and ARD have met with personnel at ARDC to provide updates, and along with the Transitional Research and Extension Director for this initiative, Don Adams, have engaged UNL Faculty and Staff with programs and interest in ARDC, NEREC, the SE District and SCAL to provide updates and receive input/feedback. The Deans and Transitional RED have continued focused efforts to inform and engage stakeholders in eastern NE and across the state including through on-campus breakfasts and meetings out in

the state with commodity groups and the SCAL advisory board. The Deans and Transitional RED are routinely engaged in planning and communication on the initiative with an advisory board that includes each of the administrative leaders of the 15 departmental units of IANR/CEHS.

For additional information, please contact:

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Agricultural Research Division
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Chuck Hibberd, Dean and Director
Nebraska Extension
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402-472-2966

TABLE 1: PROJECTED EXPENSES* - NEW ORGANIZATIONAL UNIT
Eastern Nebraska Research & Extension Center

	2017 Year 1		2018 Year 2		2019 Year 3		2020 Year 4		2021 Year 5		Total Cost
	FTE	Cost									
Personnel											
Administrative Staff ¹	4.00	\$520,000	4.00	\$535,600	4.00	\$551,668	4.00	\$568,218	4.00	\$585,265	\$2,760,751
Clinical staff											
Other staff											
Postdoctoral fellow											
Subtotal	4.00	\$520,000	4.00	\$535,600	4.00	\$551,668	4.00	\$568,218	4.00	\$585,265	\$2,760,751
Operating											
General Operating											
Equipment											\$0
New or renovated space		\$15,000		\$15,000		\$15,000		\$15,000		\$15,000	\$75,000
Library/Information Resources											\$0
Other											\$0
Subtotal		\$520,000		\$535,600		\$551,668		\$568,218		\$585,265	\$2,835,751
Total Expenses		\$520,000		\$535,600		\$551,668		\$568,218		\$585,265	\$2,835,751

* Planning for expansion of the August N. Christenson Research and Education Building is underway. Anticipated expenses will be approximately \$3-4 million; funding is available from the NU Foundation and ARDC accounts.

¹Administrative staff includes a Research and Extension Director for the Eastern Nebraska Research and Extension Center plus three Associate Research and Extension Directors to lead the three Extension Districts (Northeast, Southeast, Metropolitan).

TABLE 2: REVENUE SOURCES FOR PROJECTED EXPENSES - NEW ORGANIZATIONAL UNIT
Eastern Nebraska Research and Extension Center

	2017 Year 1	2018 Year 2	2019 Year 3	2020 Year 4	2021 Year 5	Total
Existing Funds						
IANR Salary Budget ¹	\$520,000	\$535,600	\$551,668	\$568,218	\$585,265	\$2,760,751
Savings from discontinued lease	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$75,000
Required New Public Funds						
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	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$535,000	\$550,600	\$566,668	\$583,218	\$600,265	\$2,835,751

¹No additional/new funds will be required.