

**UNIVERSITY OF WYOMING**  
**Excellence in Higher Education Endowment Report**  
**From the Office of the Provost and Vice President for Academic Affairs**  
**1 OCTOBER 2011**  
[Pursuant to W.S. 21-16-1204]

To the Joint Appropriations and Joint Education Interim Committees

**1. Background**

Created in 2006, the Excellence in Higher Education Endowment was funded at \$105 million, the earnings from two-thirds of which, or \$70 million, was designated to the University of Wyoming. Earnings on the state-managed endowment, which are distributed by the state treasurer to the university, allow the university to establish endowed faculty positions (known as Wyoming Excellence Chairs) and to acquire instructional and resource materials, classroom equipment, and other resources necessary to support the work of endowed chairs. Distributions to the university are based on a spending policy of 5% of the average of the market value of the corpus for each of the preceding five (5) fiscal years or the fiscal years up to five for which there was a balance.

The statute imposes some constraints on the uses of the endowment earnings. Not less than 2/3 of the amounts must be used to expand university instruction and research in disciplines related to economic and social challenges facing Wyoming. No fewer than four Wyoming Excellence chairs must be in the College of Education. The remaining endowed faculty members must have established reputations in other areas of distinction as identified in the university academic plan, including business, arts and humanities, mathematics, cultural studies, economics and law.

To jump-start the program while the endowment corpus was filling, and pursuant to Enrolled Act No. 54, Senate, Section 1 (c) (ii), the fifty-eighth Legislature of the State of Wyoming appropriated \$2.8 million in one-time funds, subsequently reduced to \$1.8 million, to be distributed to the University of Wyoming and expended exclusively for the purposes specified in W.S. 21-16-1202 (b). The one-time appropriation allowed the university to begin filling positions in fiscal years 2007 and 2008. Those initial positions were then funded permanently with earnings from the Excellence in Higher Education Endowment.

**2. Summary and history of authorized positions**

Under W.S. 21-16-1204, UW must report annually on faculty positions partially or fully funded through the endowment program, including the name of each faculty member filling a Wyoming Excellence chair, their education and experience, their research and instructional activities, and the benefits of their research and instruction.

The jump-start appropriation became effective July 1, 2006. The Provost developed a planning budget for the allocation of positions to be supported with these funds during the 2007-2008 biennium, while the \$70M endowment account began to fill. Based on the planning budget, three searches were authorized with jump-start funds: two in the College of Education (fulfilling

one-half of the legislative mandate requiring four positions in the College of Education) and one in the College of Arts and Sciences Creative Writing MFA program.

During the second year of the biennium, as more information became available about anticipated payouts to the university from the state-managed endowment account, the Provost's office authorized more searches, in two phases. Seven additional Wyoming Excellence endowed chair positions were authorized during fiscal year (FY) 2008, and five more were authorized in July 2008 for a total of fifteen authorized endowed faculty positions. Four of these 15 positions were to be funded with earnings combined from both the state account and private endowment gifts to the university, allowing for a greater number of search authorizations and establishing a unique private-public partnership in endowing distinguished professorships.

The decision to authorize the fifteen positions was based on a budget for salary, benefits, and other position-related costs consistent with the projected payout estimates provided by the state treasurer's office prior to the financial market declines realized later in FY2009. Subsequent financial market events mandated the need to reevaluate the size of the budget and number of permanent positions that could be supported by the endowment earnings. Given the need for exceptional prudence in filling permanent faculty positions, and consistent with representations to the Joint Appropriations Committee, the university placed a number of the previously authorized searches on hold through FY2010. At the beginning of FY2011, following careful evaluation of the anticipated earnings stream and the accumulated reserves held in the University account, the Provost authorized searches to fill a number of the on-hold positions.

At the time of this report, of the fifteen planned positions:

- Eight have been allocated and filled. These eight include the Eminent Writer in Residence (a permanent visiting position), the Fine Arts Visiting Artist in Residence (a second permanent visiting position), the Ecology chair, the Prion Biology chair, and the four legislatively mandated positions in the College of Education.
- One more position has been allocated, to be filled in FY2012 following a search conducted during FY2011. This newly allocated position is in the Life Sciences area of distinction for a chair in atmosphere-biosphere interactions. An offer is currently outstanding;
- Five positions are supported with Endowment funds for a bridging period of four years (FY2011 - FY2014) to enable UW's colleges and departments to continue to build programs consistent with the legislative mandate. In each case, a plan for funding the position beyond FY2014 has been developed by the respective college dean or program director. These five include: the Spicer Chair in Collaborative Natural Resource Management, and three positions partially supported with private endowment funding in accounting (the Toppan chair), biomedical physiology (the Gardner chair), and law (the Kepler chair); and the Art Museum Master Teacher. All positions are currently filled.
- One chair position, in Community Economic Development, remains on hold pending sufficient payout funds. However, to lay a foundation for a future senior position and

program in this area, temporary funding was allocated for a research scientist in geographic information sciences.

The 15 authorized positions conform to the legislative mandate. Four positions in Education, as prescribed by the legislation, have been created and all are now filled in areas critical to the future of K-12 education: literacy education (2 positions), science education, and mathematics education. The strategy for allocation of the others was to coordinate a set of positions in the life sciences, an institutional area of distinction identified in the University Plan, and to build greater depth in other areas of distinction, including the arts and humanities and professions critical to the state such as business and law. In addition, positions were selected for allocation based on their potential to address economic and social challenges in the state, such as community economic development, livestock and wildlife disease, and managing natural resource conflicts. The allocation strategy is reflected in the following table, and the 15 allocated and planned positions are described in detail below.

Allocation strategy	Number of positions	College/Academic Unit
<b>Education</b>	4	Education
<b>UW Areas of Distinction</b>		
Arts & Humanities	3	Arts & Sciences Art Museum
Life Sciences	4	Arts & Sciences Agriculture Engineering Haub School & Ruckelshaus Institute
Professions Critical to Wyoming	2	Business Law
<b>Other Economic and Social Challenges</b>	2	Agriculture Haub School & Ruckelshaus Institute

### Position descriptions

#### College of Education (four positions authorized; four filled)

Four of the fifteen positions allocated reside in the College of Education with focuses on literacy, science, and mathematics education. The individuals selected for these positions are tasked with developing and leading nationally recognized programs in these fields and are expected to be magnets for attracting the best and brightest junior faculty and students into these critical areas of teaching need in Wyoming. These positions represent the four Wyoming Excellence chairs that must, by law, be in the College of Education.

- Literacy Education.** The College of Education has hired **Dr. Victoria Ridgeway Gillis** as the second chair in literacy education. Dr. Gillis holds a B.S. in Biology from North Georgia College; a M.A.T. in Secondary Science from Emory University; and a Ph.D. in Reading Education from the University of Georgia. She has a distinguished record of

scholarship in the specialties of content area reading and adolescent literacies. She brings a strong record of classroom teaching at the secondary and university levels as well as an extensive background in professional development for in-service teachers. Most recently, Dr. Gillis was a Professor of Reading Education at Clemson University.

- **Literacy Education. Dr. George Kamberelis** earned a B.A in Philosophy and Religion from Bates College, an M.A. in Literature and Religion from the University of Chicago, and an M.S. in Psychology and Ph.D. in Education and Psychology from the University of Michigan. He has been instrumental, along with others, in planning the UW Literacy Research Center and Clinic, which will serve children, families, schools and community-based organizations throughout the state. During the past year, Kamberelis has organized several events for the public, including: *Inside the Ethnographer's Studio*, *Moving the Human Eye and Mind: The Grounding of Cognition in Visual, Musical, and Literary Arts*, and the *2010 Literacy Conference*. He also worked with middle- and secondary-school literacy specialists in the Laramie School District #1 to develop a research-based system for coordinating literacy assessment and instruction. Dr. Kamberelis continues to be actively involved in strengthening the UW doctoral program in literacy education and the literacy endorsement/certification program.
- **Science Education. Dr. Tim Slater** earned a B.S in Physical Science and in Secondary Science Education at Kansas State University, an M.S in Physics at Clemson University, and a Ph.D. in Geological Science Education at the University of South Carolina. He serves on the Wyoming Department of Education's Leadership Steering Committee on WY Content and Performance Standards for Schools, and has presented teaching excellence workshops for K-12 science teachers in Ranchester, Buffalo, Casper, and Riverton. He was successful in procuring a second \$200,000 grant from the Wyoming Department of Education to continue a multi-year science teaching institute for K-12 on the Wind River Reservation on how to use robotics in teaching energy resource science, a project that is in collaboration with the UW School of Energy Resources. Dr. Slater was awarded NASA's prestigious Gold Stars Educator award in FY2011, and is currently serving on a commission on science education research for the National Academy of Sciences and the Board of Directors for the National Science Teachers Association and the American Astronomical Society. His collaborative work with College of Education graduate students has resulted in several published articles in scholarly journals.
- **Mathematics Education. Dr. Larry Hatfield** earned a B.S in Mathematics from the University of Minnesota, an M.A. in Mathematics from Western Michigan University and a Ph.D. in Mathematics from the University of Minnesota. He provides instruction at the advanced graduate level, mentors junior faculty members, provides outreach to in-service teachers, and participates in service activities to strengthen Wyoming mathematics content standards for statewide improvement of curriculum, assessment and teaching. He is developing the Wyoming Academy for Mathematically Promising Students (WYO-AMPS), a structured youth enhancement and mentorship program to increase university study in mathematical sciences fields. As the college's Ph.D. graduate coordinator he has increased the numbers of graduate students in Education. During last year, he directed an international conference for the virtual WY Institute for the Study

and Development of Mathematical Education (WISDOM<sup>e</sup>), and was instrumental in obtaining a federally funded Math Science Partnership grant to support a 3-year professional development and research project to improve K-12 mathematics instruction in Hot Springs County School District #1.

### **Arts and Humanities (3 positions authorized; 3 filled)**

- **Eminent Writer-in-Residence (one permanent visiting position, to be filled each year with one or more visiting writers).** During FY2011 four prominent writers occupied the Eminent Writers-in-Residence position: fiction writer **Rattawut Lapcharoensap**; non-fiction writer **Rebecca Solnit**; and poets **Jan Zwicky** and **Robert Bringham**. They taught workshops, gave public lectures and readings in Laramie, Casper, and Jackson, and visited numerous university classes; served on MFA thesis committees, assisted with student publications, and did intensive one-on-one manuscript consultations with MFA students. A highlight of the EWR program was the creation, under the guidance of Rebecca Solnit, of Gem City Atlas, a collaborative project among UW students and faculty that resulted in a creative set of maps of Laramie and the region. The maps were shown at the UW Art Museum and will be hung at UW Coe Library and at the California Institute of Integrative Studies. *Dog Run Moon*, a short story by **Callan Wink**, one of the MFA students, was featured in the New Yorker magazine. The program funding also supported the continuation of temporary visiting appointments for internationally acclaimed writers **Joy Williams** (fiction) and **Mark Jenkins** (non-fiction) (see reports from prior years). Funds in support of the position supported graduate assistantships and stipends for MFA students, and enhanced student recruiting.
- **Fine Arts Visiting Artist-in-Residence (one permanent visiting position allocated).** The endowed Artist-in-Residence is a rotating position that offers students in the departments of Art, Music, and Theatre and Dance the opportunity to work with professional artists with national and international reputations. In addition, the Wyoming Excellence budget for the position supports short-term visits to campus by artists in a variety of fine arts disciplines in order to lay the foundation for longer-term collaborations. The artists participate in theatrical and musical performances and work directly with fine arts students. Each year the lead fine arts department has the opportunity to fill the primary Artist-in-Residence position, and the two other fine arts departments use a portion of the budgeted funds to recruit and to bring prospective artists in residence to campus for short periods. During FY2011 the Department of Music was the lead department.

Pulitzer Prize winning composer **Jennifer Higdon** was the primary Fine Arts eminent artist. She worked with composition students, ensembles, and chamber groups and participated in several Music department concerts throughout the year. Faculty members recorded some of her music, and she traveled to the Music Educators National Conference Convention in Seattle with the UW Collegiate Chorale. The chorale was the featured concert group at the convention, and the concert consisted entirely of works by Ms. Higdon. In addition, several eminent musicians visited UW for short-term

residencies. These artists performed and worked with students on performance technique, performance practice, and careers in music. Short-term visiting artists included **Stefon Harris** (jazz), **Ellen Rowe** (piano), **Michael Kirkendoll** (composer), **Emily Doolittle** (composer), **Tom Miller** (percussion), **Telling Stories** (chamber music), **Richard Sherman** (flute), **Matthew Schefferman** (brass), **Keith Johnson** (trumpet), **Michael Sundell** (bassoon), **Martin Katz** (collaborative piano), **Jason Lichtenwalter** (oboe), **Steve Turre** (jazz), and **Frank Tracz** (band).

The department of Art brought several artists and art scholars to the university, who gave formal lectures open to students and the public. They also provided student critiques and visited studio and art history classes. Several of these artists were able to have exhibitions in conjunction with their on-campus visits. In addition, several talented artists and professionals were brought to UW by the Department of Theatre and Dance to work with and present master classes to theatre and dance students. Each visitor presented at least one performance that was open to the public, as well. A complete list of these short-term visiting artists, their credentials, and contributions is available.

- **Art Museum Master Teacher (position funded temporarily through fiscal year 2014).** **Heather Bender** earned a B.A. degree in Art and History, with a minor in Education, from Salisbury University and holds a Wyoming State Teacher Certificate. Previously, Bender was the director of Lewis & Clark State College Center for Arts and History in Idaho, and education specialist at the Buffalo Bill Historical Center in Cody, Wyoming. Ms. Bender works with the College of Education to provide art teaching and learning experiences for pre-service art teachers. Art Methods students spend part of their semester working with museum exhibitions to learn how to integrate primary materials into the art education curriculum. Ms. Bender also partners with Education faculty to provide resources for developing art educators, such as Art for Elementary Teachers and Teachers as Practitioners. This programmatic support has been extended to the Laramie County Community College faculty.

#### **Life Sciences (four positions authorized; two filled, two searches authorized)**

- **Ecology.** **Dr. Ingrid Burke** joined UW in 2008 as the first Wyoming Excellence Chair in Ecology, a professor in the departments of Botany and Renewable Resources, and director of the Haub School and Ruckelshaus Institute of Environment and Natural Resources (ENR). Dr. Burke earned a B.S. in Biology from Middlebury College and a Ph.D. in Botany from the University of Wyoming. Over the past year, Burke has focused on increasing the scope and depth of interdisciplinary opportunities for UW students interested in natural resources and environment at UW by partnering with colleges to expand course offerings; ENR enrollment is currently 177 majors and minors. Under her leadership, the ENR program produced several publications for landowners in 2011, including *Commercial Wind Energy Development in Wyoming: a Guide for Landowners*, and *Private Lands Conservation Toolkit*; co-sponsored a forum on Hydraulic Fracturing, offered three training sessions on facilitation negotiation and communication (see also Dr. Smutko's section), and sent 48 Wyoming Conservation Corps students into service on

Wyoming's public lands. Her participation on advisory boards and committees includes: the Governor's Building the Wyoming We Want initiative, the Wyoming Energy Resources Council, the Environmental Protection Agency's Scientific Advisory Board, and co-chair of the National Academy of Sciences committee on the environmental and economic impacts of biofuels. Dr. Burke continues actively to train graduate students in ecology and to publish scholarly research papers.

**Prion biology. Hermann M. Schätzl, M.D.** joined the Departments of Veterinary Science and Molecular Biology in the College of Agriculture and Natural Resources in January 2010. Dr. Schätzl earned an M.D. in Retrovirology from Mac von Pettenkofer Institute for Microbiology and Hygiene in Munich, Germany. Building on his scientific achievements and his international reputation in the prion research community, he is focused on improving UW's national and international recognition for excellence in livestock and wild life diseases. He works on therapeutic and preventive strategies to combat prion diseases, which are infectious and fatal neurodegenerative disorders of man and animals, including CJD in humans, BSE disease in cattle, scrapie in sheep, and chronic wasting disease (CWD) in deer and elk. In FY2011, Dr. Schätzl received two grants from the Alberta Prion Research Institute, Canada (\$300,000), and an Academic Research Enhancement Award grant from NIH (\$357,500), and recruited five research scientists and four graduate students. He also contributed to the successful renewal of the university's Neuroscience COBRE grant. He continued to publish in and serve as reviewer for top scientific journals, such as Science and Proceedings of the National Academy of Sciences, and he served as a member of the Organizing Committee of the International Prion Conference in Austria. He brought Nobel Prize laureate Professor Kurt Wuthrich to UW for a university-wide lecture on prions. He trains graduate students, teaches medical virology within the WWAMI program, and offers a unique class on prion biology for undergraduates.

- **Atmosphere-Biosphere Interaction (position authorized for searching in FY2011).** To reside in the departments of Atmospheric Sciences (Engineering) and Renewable Resources (Agriculture), the faculty member to hold this Wyoming Excellence chair will study the relationships between changes in climate and terrestrial ecosystems, with an emphasis on the complex, semi-arid terrains of Wyoming. The position will have a critical role as well in developing the newly formed research partnership between the University of Wyoming and the National Center for Atmospheric Research (NCAR). Prior to the position being put on hold, jump-start funds were used to purchase an Energy Dispersive X-ray Spectroscopy system, which enables the existing scanning electron microscope to rapidly determine elemental compositions of particles simultaneously with measurements of sizes and shapes of particles. The new system constitutes a major addition to UW's capabilities to meet the needs of researchers, and has been deemed critical to attracting a qualified scientist for this endowed position. As of the writing of this report, an offer is outstanding to Professor **Michael Goulden**, a senior professor and department head at UC Irvine.
- **Biomedical physiology.** The College of Arts & Sciences department of Zoology and Physiology searched for a distinguished biomedical physiologist to train students in

physiology and health sciences, and to conduct innovative research to build the university's distinction in the life sciences. The endowment for this position is partially private, and the professor selected to fill it holds the title "Hank Gardner and Marilyn Fiske Chair of Physiology." An international search was conducted, and the position was offered to **Dr. Amy Navratil**, who has joined the university this fall. Dr. Navratil holds a B.S. in microbiology and a Ph. D. in biomedical science from Colorado State University. She did post-doctoral fellowships in reproductive medicine at the University of California-San Diego and in biomedical science at Cornell University. Her research interests revolve around understanding the cell signaling pathways that are activated in gonadotrope cells of the pituitary gland and how these pathways are involved in controlling fertility in mammals. At UW, Dr. Navratil will teach classes in Human Systems Physiology and in Integrative Physiology. Both are core classes for premed students and are also part of the curriculum for nursing and pharmacy students.

### **Professions Critical to the State (two positions authorized in the Colleges of Business and Law).**

The Excellence in Higher Education endowment afforded UW the opportunity to complete several partially funded, privately endowed chairs, creating unique state-private partnerships in building excellence in areas of distinction at UW. Two such positions are in the Colleges of Business and Law. Both positions are being supported with temporary funding from the Excellence Endowment:

- **Accounting.** The College of Business hired **Dr. Eric N. Johnson**, who begins his UW appointment this fall, as the Clara R. Toppan Professor. Professor Johnson holds a B.A. in accounting from Whittier College, and M.B.A. and Ph.D. degrees from Arizona State University. His research interests include risk factors related to financial fraud, the role of information technology and internal control, and ethics and judgment issues in budgeting and management performance evaluation. He is a past recipient of a KPMG Research Opportunities in Auditing grant in connection with studies of auditor group judgment, and a co-recipient of a Foundation for Applied Research grant from the Institute of Management Accountants for research on accounting service quality. Johnson's research has been published in a number of top academic and professional journals. He is a Certified Public Accountant in the state of Indiana, a Certified Management Accountant, and a Certified Information Systems Auditor. Prior to beginning his academic career, he was employed as an auditor with an international public accounting firm. He previously taught at Indiana University, the University of Toledo, the University of Texas at Arlington, and the University of Wyoming. He is a member of the American Institute of CPA's, the Institute of Management Accountants, the Information Systems Audit and Control Association, and the American Accounting association.
- **Law. (filled temporarily)** The scholar chosen for this position is expected to bring critical expertise in energy or natural resource law to University of Wyoming, and to create and build linkages between the College of Law and the School of Energy Resources.



During the 2008-2009 academic year, **Mr. Dennis Stickley** came to UW on a visiting professorship funded jointly by the Excellence Endowment and College of Law. The financial arrangement has been extended through 2014. Professor Stickley received a B.S. in international agriculture, an M.S. in resource economics and J.D. degree from the University of Wyoming, and a Master of Laws degree in energy law from the University of Utah. He is recognized as an international expert in energy law, and has been listed in the *Guide to the World's Leading Energy and Natural Resources Lawyers*. Professor Stickley is a member of the Extractive Industries Technical Assistance Facility panel of experts of The World Bank. At the College of Law, Professor Stickley taught oil and gas law and international petroleum law. He also made several presentations to UW and international audiences during the year. They included: *The Conundrum of Well Construction and Contamination in Hydraulic Fracturing: Expanding on Industry Best Practice* and *Negotiating & Contamination in Hydraulic Fracturing: Expanding on Industry Best Practice* and *Negotiating & Documenting Petroleum Industry Transactions*. In addition, he directed the Wind Energy Project, which assisted the Wyoming Legislature's Joint Interim Judiciary Committee and Wind Energy Task Force in developing legislation to recognize the property rights of landowners in wind resources, and he participated with the School of Energy Resources and School of Environment and Natural Resources to produce the second edition of *Commercial Wind Energy Development in Wyoming: A Guide for Landowners*.

#### **Other Economic and Social Challenges (two positions planned).**

- **Community economic development (on hold).** The focus of the Wyoming Excellence endowed chair in Community Economic Development, should it be permanently funded, will be on building the relationship between community economic development and the region's natural resource base, particularly in Wyoming, with a goal of assisting communities to manage and plan for growth and change. In addition to the Ph.D. in Agricultural Economics, Economics, or equivalent degree with documented experience in regional economics, community development, and natural resource policy, other desirable qualifications include working experience with GIS and geospatial analysis, the economics of industry location and site analysis, and/or community development implementation processes. The academic home of the endowed chair in Community Development would be the College of Agriculture. During fiscal years 2011 and 2012 the College will receive temporary funds to support a Research Scientist who will develop place-based data and analyses that can lay the ground work to support the development of this area of research and outreach. **Dr. Scott Lieske**, who holds a Ph.D. in Environmental Studies from the University of the Sunshine Coast Sippy Downs in Queensland, Australia, currently holds this temporary appointment.

- **Collaborative natural resource management. Temporarily supported with Wyoming Excellence endowment funding, alternative permanent funding arrangements in place. Dr. Steven Smutko** joined the university faculty in January of 2010 as the Wyoming Excellence and Spicer Distinguished Chair in Environment and Natural Resources, one of the first of its kind in the nation devoted to collaborative decision-making. Smutko is a professor in the Department of Agricultural and Applied Economics, in addition to his role as UW's Spicer Chair, based in the Haub School and Ruckelshaus Institute of Environment and Natural Resources (ENR). Dr. Smutko has a B.S. in Outdoor Recreation from Colorado State University, a Masters in Community and Regional Planning from North Dakota State University, and a Ph.D. in Economics with specialization in resource economics from Auburn University. Beverly Spicer of Rock Springs endowed the ENR program, which led to the establishment of the Spicer Chair. Since his arrival in January, 2010, Dr. Smutko has worked to establish a teaching, research, and outreach program in collaborative decision-making at ENR. He designed and conducted a collaborative decision-making process for the Wyoming Department of Environmental Quality to develop a new regulatory strategy for permitting water discharges from coalbed methane wells in the Powder River basin. In the summer of 2010, Smutko designed and moderated a science panel discussion on the hydrogeology of the Casper aquifer. As part of UW's Conference on Bark Beetle Management in the fall of 2010, he led a number of decision forums for professional resource management on public lands. In the summer of 2011, Dr. Smutko conducted research in preparation for convening a policy dialogue among state, federal, and tribal agency representatives on bison management and brucellosis control in the Yellowstone bison herd to generate meaningful and effective approaches for managing bison in the Greater Yellowstone Area. Dr. Smutko also conducted a summer workshop series in decision making and strategic communication for professionals in natural resource management and environmental policy.

### **3. Fiscal Summary**

The costs associated with each position include salaries commensurate with the market for top academics, employer paid benefits, ongoing budgets to support research and instructional activities, as well as one-time start-up expenses which are especially critical to recruiting distinguished scholars with large established laboratory research programs.

The balance in the Excellence in Higher Education Endowment expenditure account held at the university as of June 30, 2011 is \$5.5 million. Total expenditures for the 2012 fiscal year are currently budgeted at \$3.2 million.

The following tables summarize the uses and expenditures of the budgets for filled positions, and the total estimated initial cost of the program when all 15 allocated positions are filled. Not shown are projected costs as the program continues. Costs are anticipated to increase at the rate of approximately four (4) percent a year, in conjunction with anticipated salary raises and increases in benefit and support costs. Wyoming Excellence chairs will not receive salary raises in years in which salary increases are not available to other UW and state employees. The temporary increase in expenditures for the next few fiscal years attempts to: (a) invest in critical start-up expenses of new and newly hired endowed chairs; (b) provide temporary support for key areas not yet assigned permanent positions; and (c) manage the existing cash balance within a target range.

**Use and Expenditure of Funds  
July 1, 2010 - June 30, 2011**

Balance July 1, 2010	\$5,682,162
Advertising and Recruitment	(\$91,456)
Salaries and Benefits	(\$1,770,258)
Support	(\$460,427)
Equipment/facilities	(\$305,636)
Income (distribution from state and interest)*	\$2,432,933
Balance June 30, 2011	\$5,487,318

\*includes 4<sup>th</sup> quarter 2011 distribution

**Estimated Annual Budgets for Nine Permanently Funded Positions**

FY2012	FY2013	FY2014
\$2,544,000	\$2,552,000	\$2,413,000

**Estimated Annual Budgets for Bridge-funded Positions**

FY2012	FY2013	FY2014
\$1,061,000	\$970,000	\$593,000

**Estimated Annual Expenses for All Fifteen Positions, when filled**

Salaries	Employer Paid Benefits	Support for Research and Instructional Activities	Total Annual Expenses
\$1,797,000	\$629,000	\$745,000	\$3,171,000