

TRUSTEES OF THE UNIVERSITY OF WYOMING
BUDGET COMMITTEE
FY2022 Budget Hearing Schedule
Monday, May 10-Tuesday, May 11, 2021

Monday, May 10, 2021							
Agenda Item	Start	End	Topic	President, Dean or Vice President	Business Officer	Narrative Page	
1	8:00	8:20	UW Consolidated Budget Overview	David Jewell	Alex Kean		
2	8:20	9:10	Office of the President	President Seidel	Mary Ivanoff	1	
3	9:15	10:05	Honors College	Peter Parolin	Cassidy Tolman	2	
5	10:10	11:00	College of Health Sciences	David Jones	Jill Jensen	13	
6	11:05	11:55	Haub School of Environment & Natural Resources	John Koprowski	Kim Messersmith	16	
	12:00	12:20	Lunch				
7	12:20	1:10	Research and Economic Development	Ed Synakowski	Jamison Miller	20	
8	1:15	2:05	College of Education	Leslie Rush	Kimberly Montez	25	
9	2:10	3:00	College of Engineering and Applied Science	Cameron Wright	Megan Barber	30	
10	3:05	3:55	General Counsel	Tara Evans	Fawn Killion	36	
4	4:00	4:50	UW Libraries	Ivan Gaetz	Laurie Mendick	6	
11	4:55	5:30	UW Foundation	Ben Blalock	Troy Casserta	110	

Tuesday, May 11, 2021							
Agenda Item	Start	End	Topic	President, Dean or Vice President	Business Officer	Narrative Page	
12	7:30	8:10	Auxiliaries, Finance, HR and UW Police	Neil Theobald	David Jewell	44	
13	8:15	9:05	College of Business	Rob Godby	Karen Rhodine	51	
14	9:10	10:00	Intercollegiate Athletics	Tom Burman	Rachael Hulet	56	
15	10:05	10:55	College of Law	Klint Alexander	Laurie Kempert	59	
16	11:00	11:50	College of Agriculture and Natural Resources	Barbara Rasco	Maria Jenks	65	
	11:55	12:30	Presentation by SER and working lunch				
17	12:30	1:20	Information Technology	Robert Aylward	Margaux Christensen	83	
18	1:25	2:15	College of Arts & Sciences	Danny Dale	Laurie Sanchez	86	
19	2:20	3:10	Academic Affairs	Anne Alexander	Stephanie Stark	91	
20	3:15	4:05	Student Affairs	Kim Chestnut	Cheyenne Niemi	96	
21	4:10	5:00	Institutional Marketing and Communications	Chad Baldwin	Kass Sprague	106	
22	5:05	5:30	UW Operations	Bill Mai	Darcy Bryant	39	
23	5:30	6:00	UW Casper	Pickett			



Office of the President Division FY22 Budget

The following narrative summary includes organizations that roll up into the Office of the President Division.

FY21 and FY22 Organization and Division Unrestricted Operating Budgets & Variances

Organizations in the Office of the President Division	Org Number	FY2021 Budget	FY2022 Budget	Variance
President's Office	00011	\$2,272,557	\$2,264,318	(\$8,239)
Office of Diversity, Equity, and Inclusion	00012	\$403,790	\$396,059	(\$7,731)
Office of Engagement and Outreach	00014	\$440,239	\$74,956	(\$365,283)
Office of Government Relations	60001	\$456,880	\$753,914	\$297,034
Subtotal		\$3,573,466	\$3,489,247	(\$84,219)

Explanation of Budget Variances & Exception Requests

The variance from FY21 to FY22 is (\$41,943) for the Division which includes the following changes:

- *Office of the President:* (\$8,239)
 - The negative variance is primarily driven by lower fringe rates for staff positions applied for FY22 and moving the funding for a position from the Office of the President to the Board of Trustees organization. Some of this reduction is offset by funding for positions focused on the President's strategic priorities. The Office of the President has also budgeted to use up to \$30,000 from the President's unrestricted operating reserve to fund unexpected opportunities and/or for one-time investments.
- *Office of Diversity, Equity, and Inclusion:* (\$7,731)
 - Negative variance is entirely driven by lower fringe rates for staff positions applied for FY22
- *Office of Engagement and Outreach:* (\$365,283)
 - FY2021/2022 Budget Reduction Plan
- *Office of Government Relations:* \$297,034
 - \$340,000 increase in salary and benefits for additional positions and budget increase to cover the salary for VP of Government Relations position.
 - \$48,000 reduction in services, travel and supplies category to be more aligned with historical actual spending.

Honors College Budget Narrative, FY 22

Prepared by Peter Parolin, dean of the Honors College

For the Board of Trustees Budget Hearing, May 10, 2021

This narrative provides an update on four Honors College priorities discussed at the Trustees Budget Hearing on May 11, 2020. It then lays out the drivers, changes, challenges, and priorities affecting the College's FY 22 budget.

UPDATES FROM MAY 2020:

Fee Structure: This year, Honors proposed a student fee plan of \$60 per year. This is well under what many Honors Colleges charge nationwide. We intended to allocate the fee to support the College's advising structure and help pay for classes taught by non-Honors faculty. We were only partially successful: a fee of \$20 per year was approved, 1/3 of our request. We intend to bring a more persuasive fee proposal to the table in Fall 21.

Admissions: Honors revised the College admissions policy with the goal of recognizing a wider range of student excellence beyond what scores alone reflect. Previously, we admitted students on the basis of *either* a 3.7 high school GPA *or* a 27 on the ACT *or* a 1280 on the SAT. This year we began asking applicants to submit a 500-word essay in response to prompts, ensuring that *all* applicants actively reflect on why they want to join Honors, and that applicants whose numbers are lower than our previous benchmarks will have the chance to make the case for their application. About 15% of the students we have admitted for the Fall 21 class fall below our previous benchmarks. We will carefully track their success in the College, but initially, we see their number as a sign that we have found new high achievers who merit a place in Honors.

Right Sizing the College: This year of COVID-19 has skewed all the data and has made progress toward a predictable equilibrium very difficult. My inclination as dean is that an entering class of 250 first-year students would be ideal given our current resources. However, I am open in the future to growing the class – Honors offers a set of opportunities for ambitious high achievers to have an exceptional UW experience. To my mind, the more widely we can offer these opportunities, the better. For example, we already know we would like all UW students to have an independent research experience; Honors already requires this of our students, so we can play a role in moving the needle on an important institutional goal.

An Honors Major: When Honors became a College, one of the goals was to develop a major. Honors is now researching the viability of a major, which we envision as being fully available online. Such a major would be almost unique in the country. It would give us the opportunity to reach academically excellent students who cannot come to UW but who want an innovative degree program that would expose them to multiple disciplines. It would be in keeping with national trends in the growth of online programs, particularly multidisciplinary programs. It would ideally generate revenue. It would respond to economic imperatives that we graduate students with a big-picture view and the ability to synthesize all parts of complex organizations. Honors is currently holding listening sessions and focus groups on the nature and viability of a major in the college. Standing up an innovative major at this time of budgetary difficulty is challenging. But we hope soon to offer a viable proposal for campus and Trustee consideration.

ON THE FY22 BUDGET

How has the FY2022 budget has been allocated to achieve the vision of the college? What quantifiable objectives is the budget designed to achieve?

The Honors College budget is designed to achieve the vision of an excellent interdisciplinary College that adds value for strong, ambitious students. One of the areas we targeted most strategically in 2020-21 was advising. Helping students make good choices about courses, guiding them to take advantage of the opportunities Honors offers, and supporting them throughout their capstone projects is critical in enabling them to graduate in a timely manner with solid GPAs and excellent UW experiences.

Honors also budgets aggressively to offer a dynamic range of classes from across disciplines. We pay limited replacement teaching costs for faculty on load (typically \$3,750) and for full salary for those on overload or hired from outside UW (typically \$6,000).

The core Honors personnel do essential college tasks beyond their teaching assignments. For example, someone has responsibility for marketing, the website, and newsletters; someone else for scaling up our digital activities; another for leading and developing our core first-year sequence of Colloquium classes. Part-time advisors contribute to student support; and two more faculty have part-time responsibility for overseeing our capstone projects. The College invests in the equipment necessary for our faculty and staff to perform well, whether this be computers, OWLs, or PPE during the pandemic.

On the level of Foundation funds, Honors deploys monies to achieve our strategic goals. For example, John Clay's recent donation of \$1m plus significant expendable funds has allowed us to introduce an innovative new system for incentivizing faculty from outside the college to teach dynamic courses for Honors. Through the creation of the Honors College Clay Fellows, Honors now has a competitive process to name faculty as Clay Fellows for the year in which they teach for Honors. Clay Fellows will receive a \$1,000 stipend, be featured on our website, and enjoy honorary Honors College status for the year. Home colleges approving faculty to teach on load for Honors will receive \$3,750 from the College toward the cost of replacement teaching.

Other Foundation funds, such as the Hank Gardner Excellence fund, are used to provide students with research grants of up to \$3,000 to support their work on capstone projects. This critical support enables Honors students to complete a major independent project as undergraduates. Other Foundation funds support students studying away and/or abroad, which further helps realize our goal of study abroad for all students who want it and exceptional student opportunities both at home and abroad.

The major quantifiable objectives in Honors College budgeting are to graduate our students as expeditiously as possible with the best academic credentials possible. Recruitment and graduation numbers and rates are the most obvious quantifiable measures of success.

On the topic of recruitment, Honors is exploring the viability of stackable scholarships (i.e. dollars on top of the Cowboy Commitment packages) to attract incoming students. We are

committed to working with our colleagues in Scholarships and Financial Aid to determine the most effective scholarship strategy for Honors in relation to the scholarship eco-system at UW. The fact is that many students (and parents) considering Honors expect that we will be able to offer them scholarship incentives beyond their basic financial aid package. Families regularly ask what we can offer. The current scholarship structure does not allow us to supplement financial aid packages for top Honors prospects. Yet we are competing for these students with schools that do stack scholarships. We are interested in investigating whether it would be worth our while, and UW's, to offer stackable scholarships for top academic prospects considering Honors, the way we do for UW's top athletic and musical prospects.

Ultimately, we want the Honors College to be an exciting and exceptional destination, providing students with curricular and co-curricular experiences that enrich their education, expand their perspectives and capacities, and prepare them for creative, meaningful lives. If we can achieve these goals, we can also help UW recruit and retain outstanding students, which in turn helps promote our institution as a known center of undergraduate excellence and innovation.

What is driving changes in the budget?

- **How are the ongoing “President’s budget reductions” imbedded in the FY2022 budget and what objectives can no longer be achieved due to the reductions?**
- **Is the college working toward making degree programs available via distance delivery?**

Changes in the budget are mostly driven by the imperative of budget reductions, which we are implementing as strategically as possible. We have significantly cut investment in hosting costs (this was easy in a year of pandemic; in a post-pandemic world, this category of reduction will hurt because hosting costs are central to the social, community-building aspects of our identity). Honors has reduced the per-course salary we pay to faculty by 7.6%; we have reduced the funds we invest in conference and research travel; and we have reduced the funds available to supplement our teaching ranks. In our High School Institute (HSI) division, we cut costs significantly by reducing the student caps in our HSI cohort from 90 to 74.

Honors will accommodate the tier 3 cut of \$32,528 by shifting a part-time advisor onto Foundation funds for one year (appx. \$30k) and by continuing to reduce costs in the services, travel, and supplies portion of the budget.

In more positive terms, changes in the budget are also driven by our desire to build and sustain a culture of innovative excellence. In 2020-21, we scaled up our capstone advising and general advising capacity; and we invested in personnel to work on digital initiatives as well as marketing and website. We aim next to invest in someone to help us scale up our assessment capabilities.

The Honors College is working toward making degree programs available through distance delivery. Our minor is fully available online and we are currently investigating the possibility of a major that would be designed as an online degree program primarily for distance students, but that could be taken by on-campus students as well. Our intention is that the major would be

revenue-generating. We have been working with the Wiley consulting group on structuring this digital initiative; we've held listening sessions for a variety of Honors constituencies; and we're meeting with important stakeholders around campus to get the best ideas possible.

Overview of the college's research portfolio and where is it headed

The Honors College does not have a typical college research portfolio. Our one tenure-track faculty member is an award-winning fiction writer. Most of our other faculty have instructional professor-like positions with minimal research expectations. Many of our faculty have the expectation of contributing to college structure and operations more than is typically the case at UW – i.e. faculty specifically tasked to work on website, marketing, online efforts, and capstone advising.

That said, most of our faculty actively engage in professional development and many engage in significant scholarship and creative activity. Their scholarship/creative activity varies according to field – articles on literature, tourism, religious studies, and art history; studies in neuroscience and zoology; play productions; editions of poetry. A new instructional professor in Honors was recently awarded a grant from the Provost's Strategic Initiatives Fund to partner with UW Extension to visit selected sites in Wyoming, engage with local stakeholders, and identify projects that students can work on to promote rural futures and resiliency.

Overall, the Honors College represents a significant range of disciplines and our scholarship and creative activity accordingly reflect that range.

UW Libraries Budget Narrative, FY22

The **framework** for our FY22 Budget appears in UW Libraries’ Strategic Visioning Analysis document submitted in February 2021. The **essential features** of the “visioning” document include the recasting of UW Libraries **mission, vision and values**, as well as **priorities and planning** in terms of what the digital, interdisciplinary, inclusive, and entrepreneurial mean for our libraries, these being the **“Four Pillars” of UW’s future**. (As this narrative focuses on the specifics of budget planning within UW Libraries and beyond, the convergences of the plans with the pillars are indicated in red type; key talking points shaded in grey.)

This narrative covers five topics: A. General Overview; B. Managing the Budget Reductions Effectively; C. Using the FY22 Budget Effectively for Development within Library Buildings; D. Using FY22 Budget Effectively to Serve the Wider Campus and All Residents of Wyoming; E. Note on Research Portfolio.

A. General Overview:

We are prepared for FY22 having a total budget reduction of:

\$655,086 (permanent reduction carried over from FY21),
and a \$250,000 one-time *expense* reduction
(equal to the same one-time *expense* reduction of FY21)

For reference, the budget totals of the last 3 years are:

FY20	\$14,525,053	
FY21	\$14,692,326	
FY22	\$14,073,815	(Does not show the \$250,000 expense reduction for FY22; this reduction will come from travel, personnel and collections accounts.)

Line #65 of the spreadsheet actually shows the additional \$250,000 reduction:
\$13,832,450

The \$655,086 reduction achieved primarily through:

Operations (Collections and Operations budget lines, with the bulk coming from Collections)		
	Collections:	\$ 491,250
	Slower work on reno of Coe spaces	\$ 26,722
	Travel, meetings, events	\$ 32,600
	Personnel: Library Assist. Sr. \$41,135 + some PTNB staff	\$ 50,514
	Reducing some digital projects by extending the timeline	\$ 54,000
	Total:	\$ 655,086

The rationale for these FY22 reductions (operations/collections):

For the FINANCIAL CRISIS of FY17 and FY18, reductions came almost entirely from personnel lines, resulting in loss of over 20% of our workforce, from 72 FTE to 56.

This hit the libraries HARD because 100% of our reductions came from 30% of our budget. We had no opportunity to suggest any other approach.

Thankfully, this time we are encouraged to be MORE strategic, and our leadership team unanimously agreed that Operations / Collections budgets could accommodate reductions better than other budget lines.

B. Manage FY22 budget reductions effectively in the interests of UW Students, Faculty and Researchers:

With a targeted reduction of \$491,000 from collections, we follow two principles:

1. Do as little harm as possible in reducing collections budgets:
 - Reduce duplication of materials (no more “convenience” purchasing)
 - Renegotiate contracts with database vendors where possible
 - Eg. Elsevier—reduced by 15% for FY22, zero for FY23, and +2% for FY24
 - Purchase only one format – digital is the first option, if available
 - Reduce “just-in-case” purchases of print books (the most discretionary of our acquisitions), and purchase more upon request, i.e. just in time.
 - Promote Open Access materials
 - Open textbooks, open journals, and fund more Article Processing Charges for authors through negotiating transformative agreements
 - Ramp-up Interlibrary Loan operations adding to our borrowing numbers and expand resource sharing agreements with existing consortial partners as needed.
2. Mitigate “harm” in collection reductions, perceived or real, with our stakeholders to **understand the “harm” and look for solutions.**

UW Libraries team will meet with, as the need may be:

Library Council (our first Line of conversation that has already begun)
Colleges
Deans
Departments
Faculty
Researchers

We aim for **transparency, understanding, and building consensus** with our stakeholders regarding collection reductions as much as possible.

C. Using the FY22 Budget – for Ongoing Development of UW Libraries Spaces + Services

The following are “deliverables” from budget expenditures of the FY22 budget pertaining to developments centered UW Libraries physical spaces + services on the UW Campus.

These include:

1. Student Support (**Digital Pillar**) (**Interdisciplinary Pillar**)
Funding: Operations, Foundation accounts, Student Fees (\$100,000 – \$ 200,000)

For Enriched learning experiences
(Studio Coe, One Button Studio, and Student Innovation Center)
Expanded Student Spaces
(More individual study spaces; reopen small and larger group collaboration spaces)
2. Partnerships with Student Success Units on campus (**Interdisciplinary Pillar**)
(LeaRN, STEP, Writing Center) -- collaborative redesign on Coe Level One
Create UW’s Student Learning Commons – a one stop space for student support
Funding: Operations, Academic Affairs Partners. Largely completed with FY21 (\$150,000) but additional funds from FY22 needed for completing, equipment and programming (\$20,000)
3. Physically open the Digital Scholarship Center, Coe Level Three (**Digital Pillar**)
Purpose: a physical space for digital support (eg. Digital theses prep; digital research and big data access, photogrammetry tech, augmented/virtual reality demo, etc.)
Space reno completed FY21, but equipment and programming needed
Funding: Operations, Foundation accounts, in the range of FY22 - \$50,000
4. Officially open the Pop-up Meeting Space, Coe Level One (**Interdisciplinary Pillar**)
(**Entrepreneurial Pillar**) (**Inclusive Pillar**) (**Digital Pillar**)
Completed FY21, programming and promotion and some equipment needed.
Funding: Operations and Foundation in the range of FY22 - \$50,000
5. Develop existing and create new programmatic collaborations in UW Libraries (**Interdisciplinary Pillar**) (**Entrepreneurial Pillar**)
Honors College (Spaces for Honors College students)
Blockchain and Innovation Center (Spaces to support the center)
Graduate Students (Spaces designated for Grad Student use)
Funding: Operations, Foundation, shared with partners, \$20,000 committed to Honors, other commitments depending on project costs...
6. Improve the quality of UW Libraries’ climate and culture for employees (**Inclusive Pillar**)
Advance the work of the Employee Support Committee
Promote the UW Libraries Diversity Council
Provide training, professional development, and growth opportunities to library staff to keep pace with their constantly shifting job responsibilities (Gwinn-Cole endowment supported of course, since they knew the substantial changes we had coming)
Funding: mostly Foundation accounts, initiatives and costs, TBD

7. Encourage and support the professional development of a new cohort of librarians recently hired to support other UW Student Support Services (**Interdisciplinary Pillar**) (**Inclusive Pillar**)

These positions are designed to expand the mission and vision of UW Libraries:

- Learning and Engagement Librarian
- Instructional Design Librarian
- Data Management Librarian
- Digital Scholarship Librarian
- Student Success Librarian
- Innovative Media and Learning Spaces Librarian
- Discovery and Metadata Librarian
- Academic Excellence Librarian (Honors College)

Funding: Personnel Lines and Foundation endowment (Academic Excellence)

In the range of \$52,000 to \$65,000 per position, + benefits

Shows the new face of libraries, less subject-focused, more focused on student success and learning/research experiences.

D. Using the FY22 Budget – to Serve the wider Campus and all Residents of Wyoming

The following are the “deliverables” from budget expenditures of the FY22 budget pertaining to resources and services beyond the confines of UW Libraries spaces on the campus as we serve the campus more widely and serve all residents of Wyoming. Our budget narrative usually does not emphasize this aspect of the budget, but because all in Wyoming are burdened in this time of the pandemic and budget reductions, I believe it to be a good time to profile the wider scope of our resources and services.

We see this as an important aspect of UW’s “Land Grant Mission” and also key in restructuring our priorities around the “Four Pillars” of UW’s future: the digital, the interdisciplinary, the inclusive and the entrepreneurial.

Thus, UW Libraries broader objectives include the following:

1. Maintain State-Wide Access to databases Approx. \$1.2 million – our largest budget amount in this category (**Digital Pillar**)

More popular rather than scholarly and research resources. (E.g. Ebsco)

By the same token – the State Library purchases approx. \$750,000 in state-wide access which benefits UW too – a terrific partnership.

We are part of a committee that decides and monitors these purchases.

2. Support the UW Research Division and higher-level research through access to Clarivate. (**Interdisciplinary Pillar**) (**Digital Pillar**)

Annually the cost is approximately \$300,000 but

we receive \$180,000 from the Research Division – as “indirect funding” – all of which goes to Clarivate for Web of Science.

Clarivate is a required resource for a) scientific and academic research, b) patent intelligence and compliance standards, c) pharmaceutical and biotech intelligence, and d) trademark, domain and brand protection.

3. Complete the Wyoming Newspaper Digitization Project having been conducted over the last couple years (widely lauded in the Wyoming press earlier in March, 2021). The project preserves primary history of Wyoming and has great public interest **(Digital Pillar)**

The last couple years over \$500,000 expended from our own budgets.
FY20 and FY21 approx. \$200,000 was obtained through federal grant monies
NEH: \$100,000 X 2

In the last month, this digital content has been added to the
Plains to Peaks (WY and CO) digital library, and to
The Digital Public Library of America

4. Support and Expand Institutional Repository services: **(Digital Pillar, Interdisciplinary Pillar)**

Currently we manage

- a. Wyoming State Geological Association (papers)
- b. Eastern Wyoming College Oral Histories
- c. UW Research publications and datasets

Our IR's have excellent capacity for expansion

FY22 and each year typically we budget \$178,000 to support these computing systems:
\$105,000 software support/upgrades
\$ 50,000 data storage (eg. digital samples from the Herbarium)
\$ 18,000 technical support (for Islandora)

5. Maintain and expand Open Access Initiatives: **(Digital Pillar) (Entrepreneurial Pillar) (Interdisciplinary Pillar)**

- a. Open Educational Resources

UW Libraries now budgets \$30,000 /yr to support OA textbook production
Established the Alt-Textbook Grant Program in 2018
Awarded 23 grants to 25 faculty over the past 2 years, more in 2020/21
Covers 11 disciplines from math and sciences to the humanities

By the end of 2019, over \$141,000 has been saved by UW students
1,405 students have benefited.

- b. Open Journal Systems, an "Open Source" (i.e., no fees) IR
For mainly scholarly and professional journals:

Journal of Linear Algebra of International Linear Algebra Society
Bryan Shader, UW Math Dept., Editor-in-Chief
Journal of Working-Class Studies (Working-Class Studies Association)

6. Support and Partner with the American Heritage Center (Interdisciplinary Pillar) (Digital Pillar)
 - a. Provide software licensing and tech support for ArchivIT (\$13K/yr)
 - b. Provide technical support for AHC materials in our online catalog and discovery layer
 - c. Purchase and provide tech support for SpringShare (used for the AHC LibGuides)
 - d. Maintain access to the AHC special collections
7. Support the College of Law Library (Digital Pillar)
 - a. Provide funding and technical support for their online catalog and discovery layer (\$10K/yr)
 - b. Fund and offer tech support for SpringShare (used for Law's LibGuides)
 - c. Fund Prospector Membership (for interlibrary loan and other resources sharing)
 - d. Purchase some legal-oriented online resources (mainly subscriptions)
 - e. Coordinate subscriptions and cancellations, and maintain campus access to College of Law resources
8. Maintain our partnership with the Rocky Mountain Herbarium (Digital Pillar)
 - a. Provide funding, hosting, metadata and technical support for the digital herbarium (\$12K/yr)

(*RMH is one of the top herbaria in the USA, offering over a million specimens for use by researchers.)
9. Maintain a close partnership with the College of Education (Interdisciplinary Pillar) focused mainly on the Learning Resource Center (that supports the experimental school and CoE programs and courses).
 - a. LRC Management, purchase some Curriculum materials (\$16K/yr)
 - b. Conduct "Collection Development" through the purchase of education materials
 - c. Supply one full-time staff member + part-time workers (\$40K/yr)
 - d. Cover digital storage Cost (approx. \$9,000 / yr.)
10. Help maintain the National Parks Service Research Center, Grand Teton National Park (Interdisciplinary Pillar) (Digital Pillar)
 - a. House papers, noted above, in one of our IRs
 - b. Manage and develop the physical collection of research materials
 - c. Supply personnel (a librarian) who visits to the site a few times per year
11. Support development of the Geology Museum (Digital Pillar)

Chad Hutchens (having just completed his sabbatical research project) manages 3-D scanning operations which places him as a leader in this area of academic research and librarianship called “photogrammetry” – see an example at:

<https://www.cni.org/news/videos-digitizing-paleontology-scholarly-communication-orphans>

12. Maintain and promote UW’s new membership in the University Press of Colorado, and Utah – and now Wyoming (**Interdisciplinary Pillar**) (**Inclusive Pillar**)

- a. Membership cost, \$22,000 per year
- b. Fill appointments to the Press’ Board of Trustees, appoint UW faculty advisors
- c. Develop (now underway) of a “U of Wyoming imprint” series
- d. Help the profile and promote UW research and scholarship.

E. Note on UW Libraries Research Portfolio

UW Libraries does not have a strong research portfolio as our librarians are not tenured or tenure-track. However, we do seek and obtain federal research funds for various projects, including the National Endowment for the Humanities, National Network of Libraries of Medicine, Institute of Museum and Library Services.

These include:

- a. \$200,000 to support the Wyoming Historic Newspaper Digitization Project. (We will seek a further \$200,000 in another grant cycle.)
- b. UW Libraries obtains the employment of a full-time Coordinator/Librarian for the National Network of Libraries of Medicine (NNLM) – a grant in the range of \$100,000 per year.
- c. Several UW Librarians work with various PI’s on research projects, including projects of the Herbarium, the Geology Museum, and the State Archives.
- d. Support librarians having sabbatical research and writing projects, most recently including business and history books and research on community-based economic development centered in public libraries in Wyoming and elsewhere.

**Budget Meeting with President Seidel
College of Health Sciences
April 10, 2021**

1. How has the FY2022 budget has been allocated to achieve the vision of the college/subdivision?

College of Health Sciences: The vast majority (70-85%) of the workforce related to health and wellness in the state of Wyoming is made up of UW alumni. Thus, it is essential that the College continue to meet the workforce demands of the state. The FY2022 budget has been developed with the goal of allowing the units in the College to continue to recruit and graduate students in health and wellness, while looking to add programs that may grow opportunities in health professions fields.

WWAMI: The FY2022 budget reductions have caused the WWAMI program to shift its approach to budgeting. First, the FY2022 budget shows that WWAMI must now take full advantage of the interest available from the loan repayment account corpus. There is approximately \$500,000 available for budgeting purposes, and in FY2022, WWAMI will use all of it. Second, with the 3% tuition increase not being covered as part of the state appropriation, the tuition increase will be passed on to the WWAMI students.

WYDENT: With a decrease in state appropriation to WYDENT, the number of available dental school slots will be decreased over the next several years. Five new slots will be covered by the WYDENT loan repayment fund until the students in that cohort graduate.

Family Medicine Residency Program: With the FY2022 budget reductions, the FMRP budget can no longer support the personnel needed to fulfill its mission. An alternative stream of funding will be used to sustain the FMRPs at Casper and Cheyenne for FY2022 while we determine how the FMRP will be structured in FY2023 and onward.

- a. What quantifiable objectives is the budget designed to achieve?

As greater emphasis is placed on alternative streams of funding, the extent of distance funding that has been budgeted will be monitored to determine how these funds will allow for program growth. For instance, the certificate program in Public Health is in its second year; we anticipate substantial growth in this program, with the intent of developing a degree program in Community Public Health in the near

future. Another objective pertains to the College units' ability to use alternative funds to support faculty lines. One unit (Communication Disorders) was successful in this endeavor such that an additional faculty line could be retained by obtained partial funding from a donor. A second unit (Kinesiology & Health) was able to use distance education revenue to partially fund a tenure-stream faculty line.

2. What is driving changes in the budget?

- a. How are the ongoing "President's budget reductions" imbedded in the FY2022 budget and what objectives can no longer be achieved due to the reductions.

College of Health Sciences: The CHS FY2022 budget reductions were enacted through reductions in operations and in personnel. Some reductions included support staff reductions, and some included loss of faculty lines. Most units are now focusing on ways to grow alternative funding streams such as distance education revenue and Foundation funds.

WWAMI: The FY2022 WWAMI budget reductions were largely replaced with alternative streams of funding, allowing the program to continue as it is. Moving forward, as long as the UW continues with WWAMI, the Wyoming medical students will be required to assume the tuition increases imposed by the U of Washington.

WYDENT: The FY2022 WYDENT budget will mark the beginning of a 3-4 year reduction in the number of dental school slots available at the U of Nebraska and Creighton U. Although fewer students will have guaranteed slots at these dental schools, a shift to WICHE--which is a much lower burden on the state--will continue to allow access to over 20 dental schools.

Family Medicine Residency Program: With no operations budget, the only area to meet the FY2022 budget reduction for the FMRP was to eliminate personnel lines that support both the teaching mission of the FMRP as well as the mission of the clinics. The FMRP will need to tap alternative sources of revenue to support these personnel lines for FY2022.

- b. Is the college working toward making degree programs available via distance delivery?

The CHS has several programs that are available via distance, including the RN-BSN program in the School of Nursing, much of the BRAND program in the School of Nursing, and the Master's degree in Health Services Administration. (At one time, the Division of Communication Disorders had one of the best distance graduate programs at the UW. Unfortunately, the loss of faculty lines over time forced the unit to discontinue the distance program in order to focus on its on-campus graduate program.) As mentioned earlier, the Division of Kinesiology & Health has developed a certificate program in Public Health via distance education. Enrollment is surpassing projections; we anticipate substantial growth in this program, with the intent of developing a degree program in Community Public Health in the near future.

3. Overview of the college's research portfolio and where is it headed.

The College of Health Sciences currently receives approximately \$21 million in external funding. The majority of funding comes from various federal agencies; these funding sources support a variety of basic science, clinical, and social science projects across the College. We intend to continue to emphasize both basic science and clinical lines of research, with a specific desire to grow translational ("from bench to bedside") research. Further, it is critical that the College address its most glaring weakness: the paucity of interdisciplinary research and clinical instruction.



Helga Otto Haub School
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Natural Resources

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4 May 2021

Board of Trustees
University of Wyoming
Laramie, WY 82072

Dear Trustees,

The Haub School of Environment & Natural Resources continued our mission to “*advance the understanding and resolution of complex environment and natural resources challenges. We work to achieve our vision through our innovative, experience-based education of undergraduate and graduate students, research and scholarship on critical natural resource questions, and support for collaborative, stakeholder-driven solutions*” that exemplifies the tripartite commitment of a land-grant university to serve the state through teaching, applied research and outreach.

Our interdisciplinarity and collaborative practices are evidenced in our degree programs. Bachelor degrees in Environmental Systems Science and Environment & Natural Resource provide strong interdisciplinary experiences in biological & physical science and the social sciences that connect our students to land and resource management. Our BS in Outdoor Recreation & Tourism Management links the Haub School directly to the #2 economic driver in Wyoming and enable our students to serve this important sector. Minors in Outdoor Leadership, Sustainability, and Collaborative Practice provide innovative value added to our students. A dual Juris Doctorate/Master of Arts in Environment & Natural Resources further demonstrates our commitment to broad perspective and partnership.

Students find our majors attractive and our undergraduate majors have doubled in the last 5 years and even in the challenging year of the pandemic, we are only down a handful of undergraduate students (about 2%) with strong interest from incoming students. Our graduate numbers declined during the pandemic like most universities but a strong incoming class will replenish these numbers. A strong interest in the environment and natural resources was fostered during the pandemic and in Wyoming these are so closely linked to economic prosperity. The Haub School is well positioned to provide talented graduates, interdisciplinary applied research and collaborative solutions that serve Wyoming.

How has the FY2022 budget has been allocated to achieve the vision of the Haub School?

Our reduced budget limits options and therefore we have reallocated funds primarily to support continued growth in our undergraduate majors in environment & natural resources and outdoor recreation & tourism management. Our current budget must be driven by increased growth in student majors, course enrollments and on-line offerings. Given the popularity and importance of the environment, natural resources and outdoor recreation/tourism in Wyoming, we believe that our degrees and course offerings are timing and critical. Our key objectives are:

- Enhance growth through **new programs**:
 - Changes in course frequency, class sizes, and teaching assignments permit staffing of new degree/certificate programs
 - Initiate new degrees/certificate programs in:
 - MS in Environment, Natural Resources & Society (in person w/potential online and 3+2 options; self and external grant funded)
 - On-line BS in Outdoor Recreation & Tourism Management
 - On-line Certificate in Outdoor Guiding
- Increase **accessibility via on-line** courses that will also facilitate growth:
 - Our FY22 budget incorporates the availability of funds to continue course conversions through hire of an Instructional Designer and reassignment of some faculty/staff to course design.
 - Developed a tuition sharing model between School and Instructor to encourage our faculty to offer more and larger online courses in the J Term and Summer with 70% of tuition revenue returned by UW to the Haub School for reinvestment.
 - Continue towards fully on-line programs (BS, Outdoor Recreation & Tourism Management; Certificate, Outdoor Guiding) to generate Haub School revenue.
- Increase annual grant dollars by 1.5X and double indirect cost return in the next 5 year
 - Retain our outstanding recent hires that demonstrate immense promise in generation of indirect cost return through external grants to support cutting edge applied research.
 - Maintain appropriate balance between teaching and research for junior faculty so that their research programs can mature to maximize external grants, indirect cost return and impactful research for our state.

How are the ongoing “President’s budget reductions” imbedded in the FY2022 budget and what School objectives can no longer be achieved due to the reductions.

- The ongoing budget reductions (7%, \$101,658) are imbedded in our **Unrestricted Operating** account; achieving this reduction did not require reorganization in our School.
- In order to meet this reduction **we removed funding for Temporary Lecturers** from our Unrestricted Operating account. In order to meet our teaching needs we have added some Temporary Lecturer funding to our Foundation accounts for FY22 and will offer once course less frequently.
- We also **removed our funding to subsidize our students in international field courses** and increased course fees that were approved in Fall 2020. We are working with the UW Foundation to obtain scholarships to support students.

- **Loss of funding from the University for support for graduate teaching assistants** makes the recovery of our graduate numbers challenging as we have less discretionary funding to offset losses. We have worked to engage donors and faculty have redoubled their efforts to include graduate student support in their grant proposals.
- We are working to offset some of our budget reduction by focusing on courses that are offered during the J-Term and summer semesters. We have a partnership with Teton Science schools for J-Term and Summer courses, and we have been working to expand our international course experiences which will sometimes occur over the summer term.
- As previously mentioned, despite budget reductions we are strategically investing to achieve an on-line BS in Outdoor Recreation & Tourism Management and a new Certificate in Outdoor Guiding.

Overview of the Haub School's research portfolio: driving excellence

Applied, collaborative and interdisciplinary research is the trademark of the Haub School of Environment & Natural Resources. Our research is broad but designed to have impact from world renowned efforts on wildlife migration and habitat restoration to impacts of tourism, energy transition policy and collaborative solutions of complex problems to conservation economics, food security and private lands management. These efforts have resulted in more than 120 peer-reviewed publications since 2015 with more than half of these publications from the last 2.5 years as the research programs of our junior faculty accelerate.

- From 2015-2020, faculty at the Haub School have brought in \$13,742,495 in grant dollars, a total of 274 grants awarded
- Grant dollars have more than tripled since 2015 with more than \$2.2 million in 2021.
- We have >\$340,000 encumbered in Foundation accounts to support faculty members and their research **in addition to** Foundation accounts specific to endowed professorships such as the MacMillan Private Lands Management and Knobloch Endowments.
- As of 12/31/20, the balance of Foundation gifts for research was \$1,158,772 with and additional \$850,000 in pledges. Given our primarily junior faculty (only 2 with tenure), we anticipate our research portfolio will continue to grow.

If your college is requesting the Board of Trustees submit an exception budget request to the Governor for the FY2023-FY2024 biennium please provide a narrative explanation of the request and an estimated budget ask. Please identify if the request is for ongoing funding, a one-time need, or matching funds.

A developing opportunity exists to extend the land-grant mission of UW to Wyoming. Outdoor Recreation/Tourism/Hospitality is the #2 economic driver of the Wyoming economy and likely must play a greater role in the future economic development of the state. The Haub School of Environment and Natural Resources in partnership with the College of Business has developed a proposal for a WORTH (Wyoming Outdoor Recreation, Tourism and Hospitality) Center to maximize the efficacy of current expertise at the UW in our Outdoor Recreation & Tourism Management BS degree as well as a new minor in Hospitality. We seek to leverage the rapid growth in student interest (80 majors in 5 years) and the critical nature of these industries to the state of Wyoming. The WORTH Center would provide services to entrepreneurial residents and stakeholders, degrees and continuing education for students and professionals, a trained work

force of interns and graduates, and applied research on the sustainable development of these industries.

We anticipate that the WORTH Center would attract partners the associated industries, state and federal agencies and philanthropists. We summarize the 3 key components here:

SCOPE OF THE WORTH CENTER: Key components would include:



**PROFESSIONAL
DEVELOPMENT**

This center would offer new distance learning options which may include an online major, tourism certificate, trainings for working professionals, short courses, and webinars. These would capitalize on the growth we have experienced in the ORTM program.



**OUTREACH &
EXTENSION**

Provide services such as market analyses, business planning, technology development, investment planning, entrepreneurship training, contract consulting, and business incubation.



**APPLIED
RESEARCH**

Faculty in the Haub School of Environment and Natural Resources, College of Business, and College of Agriculture and Natural Resources would work through the center to engage with industry and agencies on relevant, applied research programs.

We model our proposed center after two more narrowly focused outdoor tourism institutes in Utah and Montana and anticipate that such a Center, which includes hospitality expertise, would require 4 new faculty hires across outdoor recreation, tourism and hospitality, 1-2 extension-type specialists to connect within the state, 1 economic analyst, 1 support staff, 2 graduate research assistants and a modest operating budget to warrant establishment of an annual budget of approximately \$1 million and an additional one-time investment of \$200K for years 1-3 for faculty start-up packages. We will partner with industry, government, and donors to continue to build capacity; external grant and service contract dollars will generate revenue and expand student internship opportunities. While this remains a rapidly developing opportunity, we wished to share this opportunity with the Board of Trustees after working with our advisory board and key stakeholders in the state.

The Haub School of Environment & Natural Resources remains uniquely positioned to work across Wyoming, the West and the World on some of the most complex problems that face our wild and working lands and the people that depend on them. Thank you for your time and consideration; please do not hesitate to contact me if you have any questions.

Respectfully submitted,

John L. Koprowski, Dean and Wyoming Excellence Chair
Haub School of Environment & Natural Resources
University of Wyoming

Narrative Accompanying the FY 2022 Budget Submission
Division of Research and Economic Development

E.J. Synakowski, Vice President for Research and Economic Development (ORED)
Jamison Miller, Director, Business Operations, ORED

Introduction - As stated in its strategic plan, “Breakthroughs in Research 2018-2022”, the **Vision** of ORED includes efficiently administering “research programs in areas of statewide, national, and global importance, enabling translation of impactful research ideas to the marketplace. ORED will promote research partnerships where demanded in strategically important areas across disciplines, between educational institutions, and with industry.” Moreover, its **Mission** includes supporting “the campus and statewide research and economic development enterprise through excellence in research administrative practices and outreach. This includes effective management of interfaces between faculty, sponsors, and the community. It also includes strong performance in activities aimed at stimulating partnerships across disciplines, with government sponsors, between research institutions, and with industry.” This budget is designed to support this vision and mission through critical new investments that are aligned with UW’s strategic vision that, while details are still emerging regarding this plan, is certain to contain an emphasis on strategic partnerships and initiatives, economic development, and interdisciplinary research referenced in the vision and mission.

Towards the highest level of research impact – Research universities drive economic transformation. The choices made in this budget are steps made with the intention of maximizing UW’s research intensity in areas of strategic interest to the state, including its economic interests. Enabling this to happen requires (a) research administration excellence, to make it as simple as possible for faculty to apply for state and federal grant opportunities, and to ensure compliance with state and federal regulations to protect both the researcher and the institution; (b) identification of strategic priorities that are aligned with federal, state, and corporate interests that define the cutting edges of research domains, to guide difficult choices and to inform where investments need to be made, (c) the development of strategically chosen research initiatives that capture UW’s strengths, stimulate growth in areas of desired strength; and (d) the creation of new, vibrant partnerships that can enable UW’s resources to work synergistically with those of other institutions including Wyoming’s community colleges, regional and national universities, companies, and the UW Foundation. Investments made and partnerships forged that are aligned with UW’s and Wyoming’s strategic interests will enable UW’s faculty and students to be engaged in today’s most pressing challenges, ensuring that they are performing research at the cutting edges of their domains of interest.

A nationally recognized figure of merit in characterizing the research intensity of a university resides in the Carnegie Classification of Institutions for Higher Education. Within all universities that grant doctoral degrees there are three classifications that reflect the level of research activity:

- R1: Doctoral Universities – Very high research activity
- R2: Doctoral Universities – High research activity
- D/PU: Doctoral/Professional Universities

Acronym	Unit
ORED	Office of Research & Economic Development
ARCC	Research Computing Center
NPS	UW National Park Service
TTO/RPC	Technology Transfer Office and Research Product Center
SBDC	Small Business Development Center
MW	Manufacturing Works
BI	Biodiversity – Berry Center
SI	Science Initiative
INBRE	IDEA Network for Biomedical Research Excellence
EPSCoR	Established Program to Stimulate Competitive Research
COBRE	center of biomedical research excellence program

Table 1: Terms used in this narrative

The University of Wyoming is classified as an R2 Doctoral University. It is in the keen interest of both UW and the state of Wyoming that it achieve R1 standing. Choices made in this budget, and analysis completed in the last several months of what kind of support ORED needs to offer to campus regarding research administration, reflect an effort to lay the foundation for a push to R1.

Why strive for R1, and how does this budget proposal support achieving this status? One component of the answer is that R1 status will be an attractor to prospective faculty who will settle

for nothing but the best as a place to invest one’s life energies. R1 status conveys to the nation that a university is committed to excellence in research and scholarship across a wide range of disciplines. Many of the most productive and impactful researchers in the nation will only consider dedicating their careers to an R1 institution in part because it is a clear and accepted indicator of an institutional commitment to excellence in research administration. But the pursuit of R1 status yields much more than a sought-after brand – progress on the path to R1 standing translates to a deepening and broadening of research activity of high impact, excellence in research administration, and deepened opportunity to lever research and education synergistically to the benefit of students. R1 status is only achieved if there are high rates per faculty member of research expenditures, itself a strong indicator of external grant capture and thus excellence as judged nationally by those who are part of the research communities that are supported by leading agencies such as the U.S. Department of Energy, the National Science Foundation, and the National Institutes of Health. All of these are leading sponsors of research performed on this campus and nationally. Given national forces and UW strengths, leading opportunities for growth reside in the Department of Energy as well as in the National Science Foundation, but the possibilities are much broader than this and include interdisciplinary research excellence in STEM fields as well as the arts and humanities. Growth in corporate sponsorship of research also represents a substantial strategic opportunity. R1 research universities also have hard-won reputations nationally for being go-to institutions when it comes to confronting the great societal challenges of the day, as well as discipline-specific problems that urgently demand solutions. This reputation is won, in part, through successful partnership building with other universities, national labs, companies, and foundations.

Sponsor	Type	Percent Total Award Amount	Amount
Department of Health & Human Services	Federal Pass-through	21%	\$ 18,514,546
Department of Agriculture	Federal Pass-through	13%	\$ 11,282,456
National Science Foundation	Federal Pass-through	12%	\$ 10,604,176
Department of Education	Federal Pass-through	11%	\$ 9,617,442
Wyoming Governmental Entities	Non Federal	11%	\$ 9,612,791
Department of Transportation	Federal Pass-through	8%	\$ 7,136,018
Other Non-Federal	Non Federal	7%	\$ 6,222,174
Department of Energy	Federal Pass-through	6%	\$ 5,361,975
Department of Interior	Federal Pass-through	5%	\$ 4,782,114

Table 2: Awards by sponsor, FY 2019

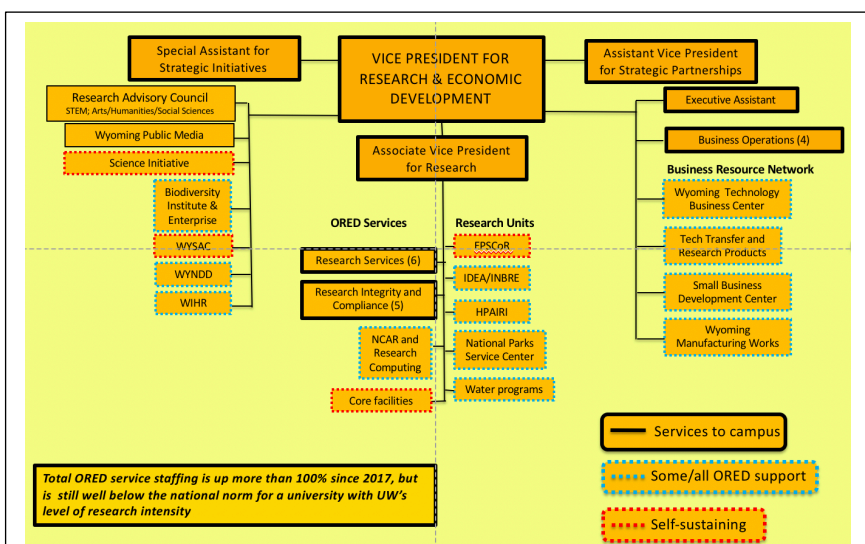
Specific aspects of this budget proposal - A drive to R1 status translates to several key actions proposed here:

1. *Maintain research administration services* - Regarding research administration services, no cuts are proposed, despite the budget challenges that UW faces as a whole. Critical services, while performing well given their staffing levels, are at barely adequate levels, creating vulnerabilities for the research enterprise. Reducing compliance, pre-proposal, and business operations services would deal a severe blow to UW.
2. *Reduce the budgets of units supported by ORED* - Reductions are made totaling \$850,000 in some of the units supported by ORED that are not part of the research administration enterprise, including a reduction in travel and a change in conference hosting plans for IMPACT307. No staff positions are impacted. The largest reduction is in the ARCC budget and is driven by the proposal to pay for the one-time computer upgrades from reserves. Relief is afforded for IMPACT307 through their successfully acquiring a federal grant from the Economic Development Agency that will support the Wyoming Innovation Network.
3. *Invest in an electronic research administration system*- A one-time investment is proposed to purchase an electronic research administration (eRA) system at a cost of \$450,000. Proposed is that resources be drawn from reserves. This draw-down reduces the demand that is already placed on ORED’s fund balance, accrued from indirect cost recovery from past years. Going forward, it will require increased indirect cost recovery to support the eRA system. The system will improve the experience of faculty submitting proposals, leading to greater proposal submission rates, increased grant capture, and thus increased indirect cost recovery.
4. *Invest in a new eRA system coordinator* – This hire is required to begin and steward the implementation of the proposed eRA system. This will be supported by indirect cost recovery and a draw-down on fund balance. Going forward, it will require increased indirect cost recovery to support this post. It is anticipated that this will be achieved through heightened research intensity made possible with improved research administration practices with this investment that are attractive to faculty, increasing grant proposal generation.

5. *Invest in a one-time replacement and upgrades to research computing nodes* – These are stewarded by the Advanced Research Computing Center on campus. The cost of these replacements is \$250,000. As for the electronic research administration system, it is proposed that the resources be drawn from reserves.
6. *Invest in a new Assistant Vice President for Strategic Partnerships position* - Steve Farkas, assistant dean in the College of Business, has been serving in this capacity for the last several months and has asserted statewide leadership in developing partnerships that are at the core of the Wyoming Innovation Network. His work promises to pay for itself through increased grant capture and corporate engagement, stimulating economic activity enabled by WIN and other means. It will require increased indirect cost recovery to support this post. It is anticipated that this will be achieved through heightened research intensity made possible with this and other investments. The cost burden is shared with the College of Business.
7. *Invest in a new Special Assistant for Strategic Initiatives position* - Gabrielle Allen, professor in the Mathematics and Statistics Department and adjunct professor in Physics and Astronomy, has been serving in this role for the last several months. Her work also promises to pay dividends in grant capture and heightened research intensity in areas of high strategic interest to UW and Wyoming. Going forward, it will require increased indirect cost recovery to support this post. It is anticipated that this will be achieved through heightened research intensity made possible with this investment. The cost burden of this position is shared with Academic Affairs.
8. *Invest in a new Conflict of Interest (CoI) Coordinator* – This position is required to protect the institution. Of particular interest is strengthening UW’s capacity to identify and manage foreign threats to the research enterprise. Managing CoI is a federal requirement. Specific threats to the nation’s research infrastructure were identified prior to the previous presidential administration, and the imperative to protect universities and thus the nation has only increased. Universities nationally have been urged by federal agencies to invest resources to identify conflicts of research interests that may pose intentional or inadvertent threats to campuses. It will require increased indirect cost recovery to continue to support this post.
9. *Invest in a building manager for the Science Initiative building* - This is proposed as part of an emergent concept to form a team to manage the STEM buildings on the Northwest edge of campus. These include the SI Building, Enzi STEM, the Engineering Education and Research Building, the Energy Innovation Center, and the Berry Biodiversity Conservation Center. ORED and College of Engineering and Applied Sciences leadership have initiated discussions with the director of the School of Energy Resources and the dean of the College of Arts and Sciences to create a cost-effective model for technical facilities management. Emphasis for FY 2022 would be towards the SI Building, which is scheduled to open for research business in February 2022. Going forward, it will require increased indirect cost recovery to support this post. The anticipated

high research intensity in the Science Initiative Building itself is a likely source for this.

Budget background and details - ORED is a complex organization, with its units receiving funding from many sources that include the state block grant, federal or state grant dollars, and indirect cost recovery. Research Services and Research Integrity and Compliance offices each have 5 FTE, which brings UW just into the realm of viability. Also, Business Operations has recently grown its capacity. In these offices, our service capacity has grown by well over 100% since 2017, but the number of staff is low by national



Organizational charge of ORED, highlighting the different functions and nature of the funding used to support each unit

standards for a university with our level of research expenditure and is certainly very low compared to R1 institutions nationwide. Outlined in light dashed color are units that receive at least some of their funding from ORED-managed resources. Outlined in darker dashed color are units that are largely self-sustaining, by virtue of receiving external funding. Shown in Table 3 is the FTE count for ORED and the units that are part of the organization described above. Variances compared to last year include two staff that are under the header of “strategic planning,” Gabrielle Allen (special assistant for strategic initiatives) and Steve Farkas (assistant VP for strategic partnerships). The other variances are the proposed new positions beyond the strategic leadership positions and are for the eRA coordinator, the SI Building manager, and the CoI coordinator.

FTE count for the research administration component of ORED, with the variances noted.

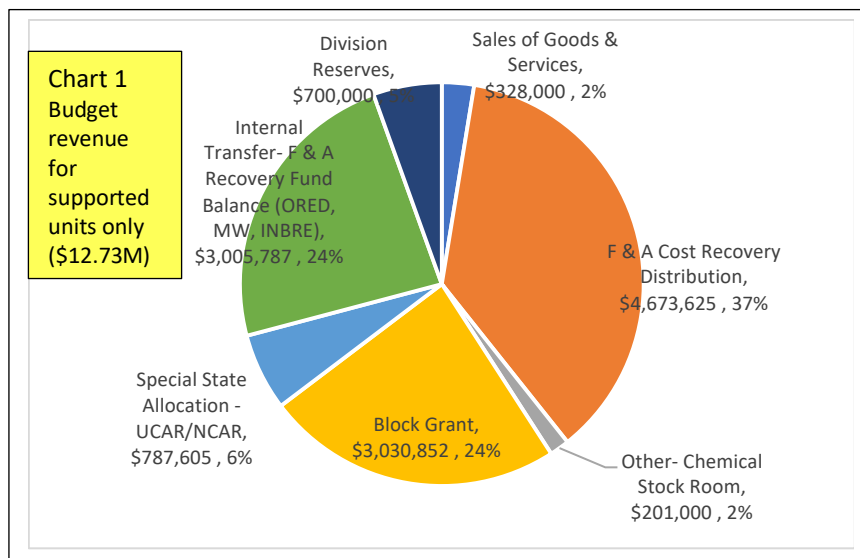
Unit	Full-time Employees
VP Office - Main Office	4
Strategic Planning (variance)	2
Research Services	6
Research Integrity & Compliance	5
Business Operations	4
Proposed New Positions (variance)	3
Other - HPAIRI, EPSCOR, COBRE, IIE	7
Total	31

Table 3

The ORED research portfolio – In addition to research pre-proposal, compliance, and business operations services, ORED is host to several research programs as a result of institutional grants. Their participants span departments and colleges and include the National Science Foundation (NSF) EPSCoR Track 1 program funded at \$20M over five years, the recently renewed National Institutes for Health (NIH) INBRE program funded at about \$17.5M for five years, and the NIH funded COBRE program. The total research expenditures by units that report to ORED was about \$18M in the last fiscal year.

The ORED FY 2022 budget proposal details - A wide range of revenue sources supports the Division’s units, as shown in Chart 1. The variances in the proposed budgeted revenue for FY 2022 as compared to FY 2021 are as follows:

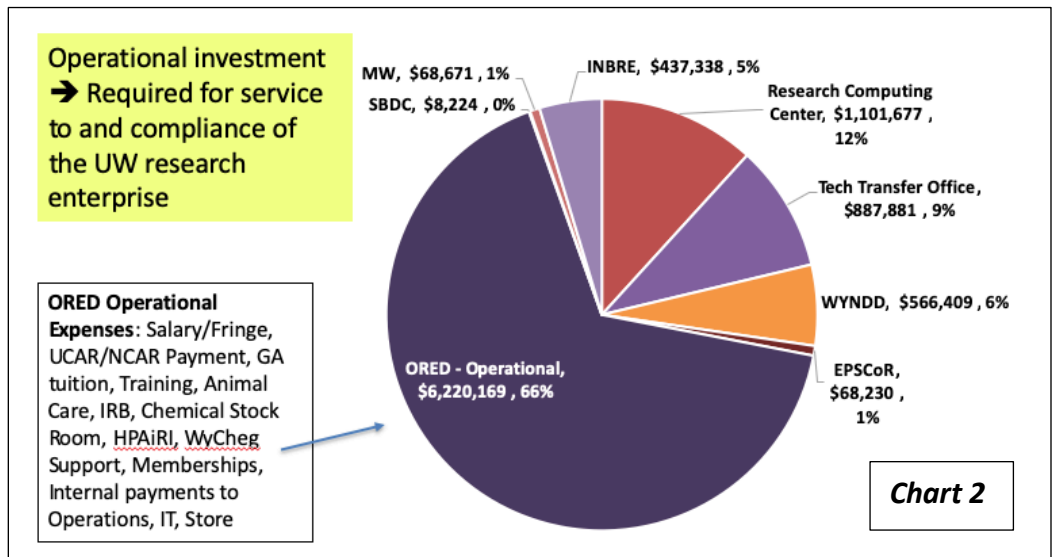
- F&A Recovery has been budgeted based on the first 2 quarters of FY21 actual distributions and is forecast to be reduced compared to FY 2021
- the State allocation for NCAR is now in our budget
- there is less projected revenue from Tech Transfer/RPC, and
- reserves will be used to purchase a new eRA system and a one-time purchase for the Research Computing Center.



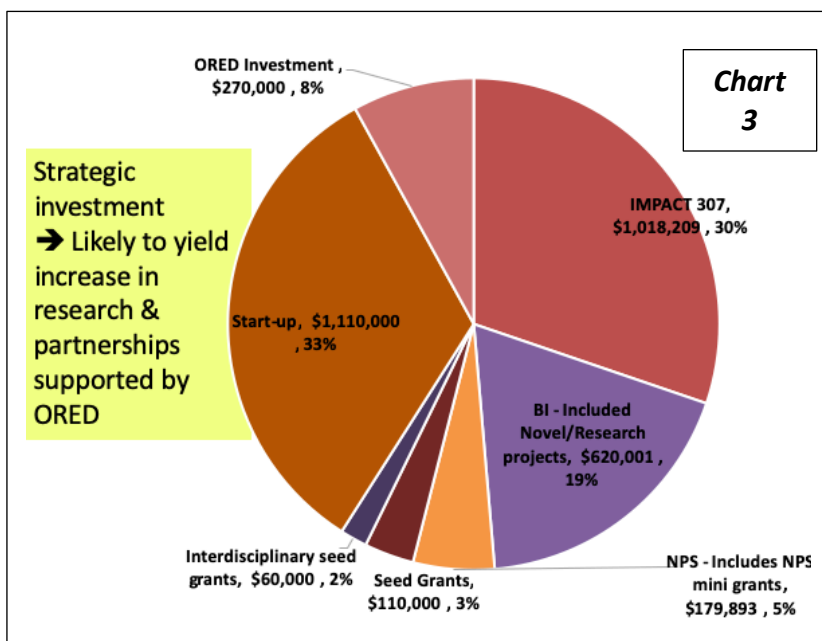
The block grant request for ORED remains unchanged, per the direction of the president. Importantly, there is a significant gap between the sum of all sources of new income and the revenue required to support this budget. This gap is closed by a transfer from the fund balance that has accrued due to recent releases of past indirect cost recovery distributions. In the future, this gap should be greatly reduced if the modification of Regulation 9-2 that is soon to be proposed to the Board of Trustees is approved and, importantly, if investments to invigorate the research enterprise are made and begin to be successful. This is discussed later in this narrative.

Chart 2 represents the operational expenditures of the division. These funds are required for services to and compliance of the UW research enterprise. This includes all of the operational units of ORED, ARCC, TT), and a significant component of WYNDD resource needs.

Significant variances in the budget are driven by the new positions described previously, NCAR payment, King Air debt payment, and eRA system purchase. Finally, Chart 3 represents the Strategic Investment Expenses of the Division. These investments are likely to yield an increase in research and partnerships



supported by ORED. Variances compared to the FY 21 budget include the reductions in IMPACT 307, Biodiversity Institute, and seed grants. Increases include funds for faculty startup and the two new positions of an AVP for strategic partnership and special assistant for strategic initiatives.



Closing the Revenue Gap – An intensive effort was carried out in the last few months to assess Regulation 9-2 to simplify the distribution model of indirect costs that are recovered (F&A) in externally sponsored grants. A new distribution has been prepared and, if approved by the BoT, should yield enough additional income to ORED to substantially close the spending gap that is shown in Chart 1. This will enable the strategic investments to gain traction and increase indirect cost recovery revenue. An essential part of this exercise was identifying a prioritized set of personnel and other investment needs of ORED that are required to support research administration in a sustained way for a future R1 University of Wyoming.

Assuming the additional income referenced above from F&A, investments will be made and actions taken that have the promise of increasing UW research expenditures and thus providing further income to ORED. Such investments are likely to include attractive startup packages to recruit grant-savvy faculty whose research interests are aligned with UW's strategic interests; entities such as the Biodiversity Institute (BI) continuing to cultivate a donor base (the BI has secured over \$400k in donations in the last 18 months, yielding \$70k of spendable revenue as of this writing); securing of federal and state grants by units supported by ORED (IMPACT307 securing of a three year, \$3M grant from the EDA is an example); and seed grant programs that help create the foundation for applying to federal and state programs of strategic interest will continue to be issued.

University of Wyoming College of Education and Trustees Education Initiative
FY 22 Budget Narrative

This document is designed to accompany the presentation to the UW Board of Trustees (BoT) made by the Interim Dean of the College of Education (CoE), Dr. Leslie S. Rush, regarding CoE and Trustees Education Initiative (TEI) FY 22 budgets. It includes the following:

- contextual information and strategic priorities for both the CoE and the TEI;
- an overview of the CoE budget for FY 22 and the impact of budget reductions;
- an overview of the TEI budget for FY 22 and the outlook for future fundraising; and
- information about the current and future needs of both TEI and CoE.

I. Contextual Information for the College of Education and Trustees Education Initiative

College of Education Vision and Mission

Vision: We will make a positive and lasting educational impact on families, schools, and communities... locally, regionally, nationally and internationally. This vision informs our teaching, research, and service as a research-based college. In fall of 2020, CoE administrators developed three strategic priorities and provided these to President Seidel, in a document outlining how existing programs support these strategic priorities, and how the strategic priorities align with the four pillars: *digital, entrepreneurial, interdisciplinary, and inclusive*. The three strategic priorities highlight the CoE’s responsibility to

- Make a strong pedagogical impact on CoE students and on Wyoming educators;
- Create and disseminates educational knowledge to UW students and Wyoming educators and make a national and international impact on educational research, teaching, and service; and
- Serve the state of Wyoming through vital partnerships with and for critical stakeholders.

The College of Education has two units: School of Teacher Education (STE); and School of Counseling, Leadership, Advocacy, and Design (CLAD). Faculty, staff, and graduate assistant full-time equivalencies (FTE) for both schools are provided in Table 1.

Table 1. Faculty, Staff, Graduate Assistant FTE in STE and CLAD, FY 21

Category	CLAD FTE	STE FTE	TOTAL CoE
Lecturers (all ranks)	1.5	11.5	13
Tenure-track (all ranks)	17	27	44
Staff	2	3	5
Graduate Assistants	4.75	13.7	18.45
Temporary	6.5	4	10.5
Other	0	6.5	6.5

The School of Teacher Education offers BA, BAS, BS, MA, EdD, PhD, and graduate certificate programs. Table 2 presents enrollment and degree data for STE from 2016-2020.

Table 2. School of Teacher Education Enrollment/Degree Data 2016/2017 – 2019/2020

	2016/2017	2017/2018	2018/2019	2019/2020
Undergraduate Program Enrollments/Degrees	642/180	730/184	657/166	629/180
Masters Programs Enrollments/Degrees	76/23	67/31	43/21	40/20
Doctoral Programs Enrollments/Degrees	66/11	56/11	59/7	56/8
Certificate Programs Enrollments/Degrees	51/25	60/42	46/32	45/29
TOTAL	835/239	913/268	805/226	770/237

The School of CLAD offers BA, MA, MS, EdD, PhD, and graduate certificate programs. Table 3 presents enrollment and degree data for CLAD from 2016-2020.

Table 3. School of Counseling, Leadership, Advocacy, and Design Enrollment/Degree Data 2016/2017 – 2019/2020

	2016/2017	2017/2018	2018/2019	2019/2020
Undergraduate and Licensure Program Enrollments/Degrees	na	na	na	7/na
Masters Programs Enrollments/Degrees	197/64	182/62	181/64	179/64
Doctoral Programs Enrollments/Degrees	112/13	110/18	94/22	91/11
Certificate Programs Enrollments/Degrees	50/19	70/30	66/31	85/35
TOTAL	359/96	362/110	341/117	362/110

Both schools have invested heavily, over many years, in the development of distance-modality programs. Most graduate programs, in both schools, are offered by distance. Two new undergraduate programs are distance offerings (the BA in Elementary Education/Special Education and the BAS in Career and Technical Education Teacher Education).

Undergraduate fall-to-fall retention data and 4-year graduation rate data show that the CoE is significantly outperforming the rest of the university. Table 4 provides data relating to retention. Table 5 provides data relating to 4-year graduation rates. Both data sets were taken from UW's Brown and Gold Report.

Table 4. CoE and UW Fall-to-Fall Retention Data, 2016-2019

Semester Entering	UW Percent Retained	College of Education Percent Retained	Difference
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Fall 2016	78.1%	83.3%	+5.2
Fall 2017	78.0%	91%	+13
Fall 2018	75.7%	88.2%	+12.5
Fall 2019	79.4%	85.9%	+6.5

Table 5. CoE and UW 4-Year Graduation Rate

Semester Entering	UW Percent Graduated in 4 Years	College of Education Percent Graduated in Four Years	Difference
Fall 2010	26.5%	35.7%	+9.2
Fall 2011	25.8%	43.0%	+17.2
Fall 2012	26.9%	31.0%	+4.1
Fall 2013	31.1%	47.5%	+16.4
Fall 2014	32.9%	56.3%	+23.4

Research productivity in both STE and CLAD is strong, as can be seen in Table 6 below. Programs such as the Academic Writing Fellows have provided significant support to faculty in increasing productivity. Additional support for grant production would further increase potential grant income.

Table 6. Research productivity in STE and CLAD, 2015-2020.

Productivity Category	CLAD	STE	Total
Published refereed articles and book chapters	95	371	466
Published edited and authored books	0	35	35
Grants awarded as PI or Co-PI	17	82	99
Grant dollars awarded	\$330,530	\$14,245,261	\$14,575,791
Other presentations or reviews with outside reviewers	284	568	852

The Trustees Education Initiative (TEI) has been active since 2015, engaging in work to support and improve programs in the College of Education. A limited summary of implementation for both E4 and the TEI innovations includes the following:

- E1 Exploration: TEI strengthened the pipeline into CoE undergraduate programs through the Teacher Cadet curriculum, in partnership with Wyoming community colleges and high schools. A new cohort will be integrating TC curriculum into their classrooms, beginning with a 3-day certification training for all new TC teachers in June 2021.

- E2 Experiential Learning: TEI supported the build of over 20 online courses in the BA/BS programs, with help from distance education consultants like Hughes & Cassens and Wiley Educational Services.
- E3 Embedded Practice: TEI supported the expansion of student teaching placements from 9 Wyoming school districts to 30 through the development of online support modules for mentor teachers.
- E4: Entry into the Profession: The TEI team, in collaboration with the Wyoming School/University Partnership, is collecting information to determine what onboarding programming is being provided to early-career teachers by Wyoming's school districts. These data will be instrumental in next year's TEI Entry into the Profession induction programming, supporting successful programming already in place across the state, and creating new programming where districts have indicated that more is needed.
- E5 Endurance: TEI's Endurance professional development (PD) hub is off to an ambitious start, with online training being developed to help teachers hone their skills in distance course design and delivery. TEI is also partnering with a number of other K12-supporting entities to provide cutting edge professional learning and resources over this coming summer and into next academic year. To date, these Endurance PD opportunities support the following content areas: social studies, science education, career & technical education (CTE), family & consumer sciences, and business education.
- Two of the TEI Innovations, Mursion and Ethical Educator, are embedded in undergraduate program coursework, providing additional opportunities for practice, and information about foundational ethics principles for educators. The Common Indicators System (CIS) provides concrete metrics for teacher education/licensure programs, allowing the college to compare completer and student data with that of other programs across the nation. The Wyoming Early Childhood Outreach Network (WYECON) has partnered with Wyoming state agencies and other organizations to form the [Wyoming Early Childhood Professional Learning Collaborative](#) (WECPLC).

II. Overview of the CoE budget for FY 22 and the Impact of the Recent Budget Reductions

CoE total budget for FY 22 Unrestricted Operating represents a 10% reduction from the FY 21 budget.

- Faculty lines lost in the FY 21/22 reductions: 4, with an anticipated loss of 20 courses, or 60 credit hours, as well as accompanying research productivity.
- Staff lines lost in the FY 21/22 reductions: 1

Because of the deep cuts to FY 21 and 22 budgets, the CoE is experiencing the following impacts:

- An increased reliance on adjunct faculty to deliver required curriculum for all programs;
- An extreme shortage in the highly enrolled Educational Leadership graduate programs, where we have one full-time faculty member currently and are using significant amounts of adjunct instruction;

- The loss of one staff line means that the College of Education has no one to serve as a recruiter for CoE undergraduate and graduate programs;
- Risk for staffing in our proposed new Early Childhood program, which is under development between the College of Education and the College of Agriculture and Natural Resources.

III. Overview of the TEI Budget for FY 22 and the Outlook for Future Fundraising

The TEI total budget for FY 22 is just over \$1 million, including salary/fringe and support. This amount represents a significant reduction from the FY 21 budget, accomplished under Ray Reutzel’s leadership in Spring of 2020. TEI is currently funded through the Daniels Fund gift, two separate UW Board of Trustees Special Projects Reserve Account disbursements, and Governor’s Emergency Education Relief (GEER) funding through Wyoming Governor Mark Gordon’s office. It is very gratifying to know that members of the UW Board of Trustees and the office of the Wyoming Governor are supportive of the Trustees Education Initiative and have invested in the amazing work underway in the College of Education and throughout the state of Wyoming. I and the TEI staff have found that there is also an extremely high level of support for TEI, from legislators, school district personnel, university personnel, and others.

IV. Information about the Current and Future Budgetary Needs of TEI and CoE

CoE Budget Shortfalls: The college is facing unsustainable shortages in highly enrolled Educational Leadership graduate programs and potential staffing problems in the Early Childhood bachelors degree under development.

Program Fees: Shortages during FY 21 in program fees due to COVID have endangered promised funding for students and have raised significant questions about the application of both program fees and advising fees for our undergraduate programs and for other students who receive advising through the Teacher Preparation and Advising Office. More transparency is needed to provide a clear understanding of how fees are assessed and where fee money goes.

TEI Budget: The TEI budget should be embedded in the CoE budget in future to ensure that TEI has sufficient funding to bridge any gaps that may emerge as we reach the end of the Daniels Fund gift. To that end, the UW Foundation is assisting the pursuit of funding for TEI through two closely-aligned endeavors. First, we are reaching out to private foundations that support the work of education and teacher education to seek a match with their funding priorities. Second, we are asking the Daniels Fund to assist in making introductions to private foundations with which they have worked in the past. It will be critical for the incoming John P. “Jack” Ellbogen Dean, Dr. Scott Thomas, to embed both support and salary funding in the College of Education’s budgets.

Ellbogen Deanship and other foundation accounts: The strong support of donors to the CoE represents significant opportunities for student and faculty support, but these funds will not remedy the staffing shortages currently being experienced in the College of Education.

CEAS FY2022 Board of Trustees Budget Review

May 10, 2021

Executive Summary

- Gains made toward Tier 1 status are in jeopardy
- Insufficient faculty numbers have negatively impacted the educational experience of our students as well as their career preparation
- Despite heavy teaching loads, faculty remain engaged with students, with research grants, and with new start-up companies
- Morale for faculty and staff needs to recover

Narrative

The College of Engineering and Applied Science's (CEAS) instructional, research creation, and outreach enterprise is primarily funded by Unrestricted Operating and Tier 1 (Designated) funds. The Unrestricted Operating budget for CEAS is 98.7% salaries and benefits. Our main mission is to educate our students who earn undergraduate and graduate degrees, to conduct research to advance our fields of study and benefit the state and country, to engage in service to the state and our professions, and to stimulate economic development for the betterment of the state. CEAS lost eight faculty position in the FY2022 Step 2 reduction process.

Prior to the 2016 cuts, CEAS had sufficient faculty such that essentially all required undergraduate courses were taught each semester, and students could choose from an array of elective courses. Now, most required courses can only be offered once per year which often results in a longer time to degree, reduced student morale, and lowered instructor proficiency. The number of elective courses offered has dropped precipitously, resulting in less choice, reduced student morale, more narrow preparation in the major, and large class sizes in the few remaining elective courses. Losing faculty positions has also resulted in fewer student credit hours being taught by our faculty, and has greatly increased the use of temporary lecturers, which provides a significantly lower-quality learning environment for our students. All this, combined with a pandemic, has hurt the morale of faculty and staff across the college.

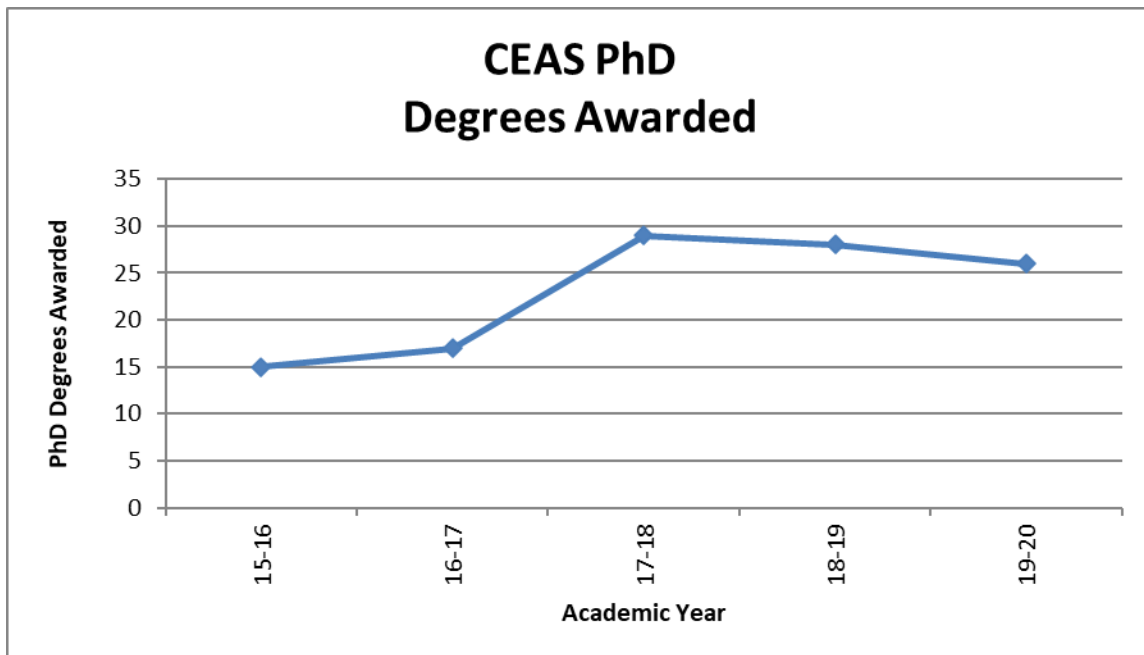
The Wyoming Legislature has made a significant investment in the College of Engineering and Applied Science with the Tier 1 initiative and \$1 million in blockchain and digital innovation matching funds. It is our desire, along with the university and state, to attain Tier 1 status. The Tier 1 Initiative was started in the 2014-2015 biennium. Since that time CEAS has significantly expanded our undergraduate scholarship awards, graduate student and research support, as well as student services. From the Tier 1 budget, CEAS has added eleven faculty members (six in Petroleum Engineering), and thirteen staff members to support faculty, students, and outreach. With the recent cuts, CEAS is barely able to hold on to progress made, and is unlikely to be able to progress further toward the Tier 1 goal given these constraints.

Budget summary from FY2021 to FY2022

Fund Source	FY2021	Step 2 reduction	Step 3 reduction	Reduced total FY2021	FY2022	
Unrestricted Operating	\$15,636,211	\$1,355,543	-0-	\$14,280,668	\$14,479,029	98.7% is salary and benefits; increased faculty fringe rate
Designated Operating	\$5,569,623	\$476,903	-0-	\$5,092,720	\$5,268,531	Includes Tier 1 (reduced in Step 2), ATSC research flight ops, T2 certs, Indirect Cost Return

Designated Operating funds include Tier 1, Atmospheric Science research operations, Technology Transfer certifications, and Indirect Cost Return. With the reductions to our Tier 1 funding, we are not able to recruit and support nearly as many new PhD students, or sponsor new research initiatives. The majority of the PhD students that we are able to support are primarily in one department, in the laboratory of one faculty member. The impressive gains in PhD production and research recognition obtained through seven years of targeted legislative investment (in the Tier 1 Engineering Initiative), are in danger of being lost. Note: the legislative footnote that survived all the way until the final conference compromise indicated the legislature is very aware of this. Ref: Digest SF0001.docx (wyoleg.gov), page 6, footnote 10.

College Ratios	Engineering & Applied Sciences			
	2005	2010	2015	2020
Undergraduates	1,091	1,290	1,760	1,430
Graduate Students	177	262	278	236
Faculty FTE	70.75	80.25	74.00	71.60
APL FTE	7.50	8.50	7.50	7.00
Student:Faculty/APL ratio	16.2	17.5	25.0	21.2
Credit Hours	21,854.0	24,075.0	29,689.5	30,628.5
Credits:Faculty/APL ratio	279.3	271.3	364.3	389.7



In the fall of 2021, CEAS will have our accreditation evaluation visit from ABET for all engineering programs and the computer science program. Since the previous accreditation visit, CEAS has experienced two major budget reductions (in 2016 and the current one) and associated losses in faculty. This significant negative trend may result in poor ABET findings leading to shortcomings in multiple criteria areas.

We have shifted much of our travel and other operating expenses to Foundation accounts where appropriate, and where the donor criteria of the funds allow. We anticipate that for FY2022 that many activities such as travel to conferences will still be reduced, at least for the fall semester, but will begin to ramp up in the second half of the fiscal

year. The fundraising priorities for the college include increasing support for graduate assistants, Construction Management, Process Control, Blockchain activities, renewable energy, and chaired professorships.

CEAS has had a fully online certificate program in Land Survey for nearly two decades. We have also started the process of creating and offering an online BS in Computer Engineering and an MS Plan B in Mechanical Engineering all fully online. Other programs are being considered.

CEAS Accomplishments for Fiscal Year 2021 include:

- Successfully moved to hyflex instruction
- Produced the third annual Wyo Hackathon (blockchain, cryptocurrency, digital banking, etc.) in a virtual environment with 4,300 attendees from 97 countries. Added LawCon with over 300 attorneys in its first year.
- 9H Energy \$10M donation over 20 year life of solar energy project, with internships, professorships, and research collaboration in the works – a facet in the WIN program.
- Additional gifts/awards are in development from IOG (formerly IOHK, now incorporated in WY)
- Collaborative effort that launched the UW Center for Blockchain and Digital Innovation
- Continued faster than predicted growth of the Construction Management degree program.

The research enterprise for CEAS continues to be strong with anticipated growth. Currently we have 209 active research grants with an original award amount of \$77,565,036 and current available balances of \$25,971,267.

Research Expenditures							
by Fiscal Year							
	2020	2019	2018	2017	2016	2015	6 yr avg
ATSC	8,178,963	4,170,319	3,713,000	4,133,243	6,324,749	5,886,611	4,629,556
CHE	547,996	971,959	614,746	814,980	2,192,419	2,413,957	1,079,438
CAE	3,218,002	2,835,372	3,419,370	3,112,961	2,481,286	1,742,095	2,401,299
COSC	500,000	208,905	346,631	267,757	448,610	194,689	280,943
ECE	467,120	1,235,708	254,842	244,026	250,395	307,154	394,179
ME	1,585,606	1,593,087	1,407,621	2,216,652	2,797,260	1,260,509	1,551,534
PETE	923,114	1,216,914	4,999,704	4,154,773	4,502,316	-	2,256,690
COIFPM	5,011,186	not included	-	-	-	-	835,199
Dean's Office	-	-	-	991	47,377	-	6,911
Total	20,431,987	12,232,264	14,755,914	14,945,383	19,044,412	11,805,015	13,435,747

Upcoming Research Funding (as of April 9, 2021)

This table summarizes a subset of submitted and upcoming research funding in CEAS. (Not all faculty responded)

PIs	Funding Agency	Project	Budget	Status
S. Aryana, P. Tahmasebi, D.S. Aidhy, T.A. Schoborg, L. Vietti	NSF	MRI: Acquisition of Multiphysics High-Resolution X-Ray Micro Tomography Equipment and Imaging for Multi-disciplinary, Collaborative, and Integrative Research and Education.	\$1,675,719	Undergoing review

PIs	Funding Agency	Project	Budget	Status
S. Aryana, F. Furtada	NSF	Unstable Multiphase Flow in Permeable Media	\$373,183	Undergoing review
S. Aryana, S. Carpenter, K. Coddington, J. Brant, P. Tahmasebi	NSF	Planning Grant: Center for an Integrated and Effective Energy Transition (IE2T)	\$99,961	Undergoing review
M. Borowczak	NSA	Gen Cyber	\$175,000	Undergoing review
J. Caldwell, M. Borowczak	IO-Global (formerly IOHK)	Wyoming Advanced Block Chain Laboratory	\$500,000	Plus State and UW match. Expected to be renewed in January 2022.
B. Geerts	Proposal 1	Atmospheric Sciences	\$500,000	Undergoing review
B. Geerts	Proposal 2	Atmospheric Sciences	\$500,000	Undergoing review
J. Holles, J. Zhou	Carbon Engineering Initiative	Catalyst Development for Dry Reforming of Methane	\$300,000/yr	Ongoing and expected to be renewed in June 2021
K. Ksaibati	WyDOT	Evaluation of the WYDOT Research Center and Research Programs	\$60,328	Starts January 1, 2022
K. Ksaibati	WyDOT	Wyoming Rural Road Safety Program	\$200,000	Starts October 1, 2021
K. Ksaibati	WyDOT	Traffic Estimator II Non-Federal	\$11,326	Starts July 1, 2021
K. Ksaibati	FHWA	University Transportation Center	\$284,586	Starts July 1, 2021
K. Ksaibati	FHWA	Local Technical Assistance Program 2021	\$50,000	Starts October 1, 2021
K. Ksaibati	FHWA	Wyoming Technology Transfer 2021	\$250,000	Starts October 1, 2021
K. Ksaibati	FHWA	Wyoming Workforce Development	\$300,000	Starts July 1, 2021
K. Ksaibati	FHWA	Graduate Students	\$45,213	Starts July 1, 2021
K. Ksaibati	Wyoming State Legislature	A Monitoring Program for Wyoming County Paved Roads	\$150,000	Starts July 1, 2021
J. Naughton	DOE Wind Energy Technology Office	Sandia Rotor Wake Project	\$130,000 \$160,000	May 2021 Ext Requested Oct 2021 Ext Requested

PIs	Funding Agency	Project	Budget	Status
J. Oakey	NSF	Phase I STTR proposal: "Allogeneic Stem Cell Delivery for Efficacy-Enhanced Equine Biotherapeutics"	\$256,000	Providing pre-award information, expected to start July 1, 2021
S. Muknahallipatna	NSF	NRT-AI: Graduate Program in Explainable and Interpretable AI for Trustworthiness	\$3,000,000	Undergoing review
K. Ng	FHWA: Mountain Plains Consortium	Development of LRFD Recommendations of Driven Piles on Intermediate Geomaterials	\$45,646	Approved
K. Ng	American Chemical Society	Coupled Effect of Pressure, Temperature and CO ₂ -induced Swelling on Hydraulic and Mechanical Behaviors of Shale	\$110,000	Approved

CEAS is also pursuing more opportunities in the arena of blockchain, cryptocurrency, digital banking, etc., in which Wyoming has a clear advantage due to its legislative environment. We also are actively pursuing drone-related research, advanced materials and carbon engineering, power systems grid stability, artificial intelligence and advanced computing, and many other areas.

Currently Active Start-Up Companies (Faculty and Students) (as of April 9, 2021)

This table summarizes a subset of the currently active start-up companies that have been developed by CEAS faculty and (in one case) students. (Not all faculty responded)

Company	Founded	UW Lead Personnel	Activities
Piri Technologies, LLC	2017	Mohammad Piri (PETE)	Specializes in providing the very best laboratory analysis and imaging for Oil & Gas projects, Health & Life sciences applications, and materials characterization. Also provide laboratory equipment fabrication and training and consulting services.
Evoseer, LLC	2020	Erica Belmont (ME)	To commercialize battery technology that developed from our research, currently pursuing SBIR funding
EREBUS LABS & CONSULTING LLC	2014	Michael Borowczak (COSC)	Focusing on proof of concept exploration of system vulnerabilities, specifically surrounding the exfiltration of information from otherwise noisy sources
Codeus Tech LLC	2017	Cody Fagley (COSC graduate, 2017)	Supplies software tools to develop secure embedded systems for use in Industrial IoT and critical infrastructure applications. Flagship product "Xita" enables creators of all skill levels to participate in high-assurance IoT development and dramatically reduces current software development lifecycle lengths.
Impressio Inc.	2017	Carl Frick (ME)	12-person start-up focused on padding for helmets & orthopedic devices using energy-absorbing liquid crystalline elastomers developed from basic research. Impressio has raised over \$1.8M in non-equity grant support since Feb. 2018, including NFL 1st & Future Pitch Competition , NFL Helmet Challenge, DOD-CCDC,

Company	Founded	UW Lead Personnel	Activities
			NSF-SBIR, NIH-SBIR, and over \$300k in non-grant co-development agreements.
Advanced Nanomaterials LLC	2020	Patrick Johnson (CHE)	Developing diagnostic assays and nanoparticles for biological applications.
Scientific Simulations LLC	2006	Dimitri Mavriplis (ME)	High-end computational solutions to complex aerospace problems4 employees (former UW students/pdocs)
Wyoming Instrumentation Development, LLC (WInD)	2004	Jonathan Naughton (ME)	Started as a consulting company providing instrumentation services for aerodynamic testing. Clients are usually the federal government (NASA, Air Force, Department of Energy). More recently, WInD has participated in SBIR work as a partner and as a lead. Recent Phase 1 SBIR award from the Air Force was matched with \$77k of funding from the State's Endow program.
Resono Pressure Systems, INC	2016	Jonathan Naughton (ME)	Resono specializes in the measurement of unsteady pressure. Specialty is using very robust pressure measurement systems to capture the time-dependent system through the combination of a characterization system (hardware) and an estimation process (software). Resono currently employs 7 people (2 full time, 4 part time, and an intern). Initial commercial product launch is scheduled for early 2022.
CellDrop Biosciences	2016	John Oakey (CHE)	Key products: a) stem cell encapsulants for equine orthopedic therapy and b) hydrogel-based lateral flow immunoassays for point of care molecular diagnostics. CellDrop has licensed a broad IP portfolio from the Oakey lab and in the future will probably become multiple companies focused around each focused product area.
McGinley Innovations	2013	Suresh Muknahallipatna (ECE)	In collaboration with Dr. McGinley in Casper, an Augmented Reality (AR) based Real-Time Imaging Display device for Surgery was developed, and received a FDA approval. McGinley Innovations has commercialized the product and has sold about 20 units to various hospitals like Mayo, Cleveland clinics to mention a few.
Commercialization Ongoing	2021	Suresh Muknahallipatna (ECE) Khaled Ksaibati (CAE)	A WYDOT research grant in collaboration with Dr. Ksaibati has resulted in the development of <i>Autonomous No Passing Zone detection device</i> , Commercialization of the device is in progress. Currently, through a separate research grant, WYDOT is purchasing five units.
JET Consulting, LLC		Jennifer Tanner Eisenhauer (CAE)	Small civil and architectural engineering consulting firm.
EnWyo, LLC (EnWyo)	2011	Michael Urynowicz (CAE)	University of Wyoming (UW) technology holding company with exclusive rights to commercialize technologies patented through the Center for Biogenic Natural Gas (CBNG).To date, three (3) separate patents granted to UW through research performed at the Center.
Cowboy Clean Fuels (CCF)	2020	Michael Urynowicz (CAE)	Commercializing UW patent, Biomass-Enhanced Natural Gas from Coal. Cowboy Renewable Natural Gas (RNG) is a revolutionary next generation renewable energy technology platform that transforms CBM into renewable natural gas (RNG), a low carbon fuel (LCF). Cowboy RNG™ uses food grade carbohydrates such as sugar beet molasses to lower the carbon intensity of the biogas produced in coal seams.



FY2022 Budget Presentation Narrative
DIVISION OF GENERAL COUNSEL
5-4-21

1. How the FY2022 budget has been allocated to achieve the vision of the college/subdivision

a. Vision/Mission

The Division of General Counsel coordinates and supervises legal and risk services for the University of Wyoming by providing timely legal guidance, addressing existing and potential legal problems, reducing exposure to legal risk, and assisting University units with effectively and efficiently achieving their objectives. The University is the client, but we provide legal advice to the Board of Trustees, the President, University Officers, deans and heads of academic units, department heads, or other designated representatives of the University. We represent those employees acting within the scope of their duties, but cannot provide personal legal advice to any individual. The Division of General Counsel includes the Office of General Counsel, the Office of Risk Management and the Equal Opportunity Report and Response Unit (EORR).

The Office of General Counsel provides legal advice in a wide variety of practice areas, including:

- Communications with the State of Wyoming Attorney General's Office
- Contracts and agreements
- Copyright and trademark
- Discrimination and harassment
- Employment law
- Ethics and conflict of interest
- Intellectual property
- Litigation, subpoenas, and government investigations
- Management of UW Regulations, Presidential Directives, and Standard Administrative Policies and Procedures
- Policy development and interpretation
- Public records and open meetings
- Regulatory compliance
- Student education records requests
- Wyoming Public Records Act requests

Risk Management responsibilities include:

- Enterprise risk management
- Certificates of insurance
- Insurance, self-insurance, and claims
- International travel registration
- Minors on campus policies and procedures
- Special event risk management
- Student health insurance
- University authorized drivers and vehicle policies

Equal Opportunity Report and Response Unit responsibilities include:

- Managing complaints and reports of discrimination and harassment and violence in the workplace
- Developing and administering employee training programs to address matters of diversity, sexual harassment prevention, and other forms of discrimination
- Serving as Title IX Coordinator

b. Quantifiable objectives the budget is designed to achieve

All three of the Division's offices (General Counsel, Risk Management, and EORR) are service units for the University. One objective of the Office of General Counsel's budget is to provide resources to defend the University against law suits and various administrative hearings, including the Equal Employment Opportunity Commission (EEOC), the Office for Civil Rights (OCR), workers' compensation, and unemployment matters. Additionally, the budget allows the Division to provide proactive advice related to legal matters, risk reduction, regulatory compliance, and business processes and policies, including UW travel requirements and best practices, the contract process, trademarks, export controls, privacy interests under HIPAA and FERPA, risk related to planning University events, protecting University personnel and property through insurance and claims, the Americans with Disabilities Act (ADA), the Wyoming Public Records Act, and higher education employment law.

For EORR, the budget allows the University to respond to discrimination and harassment reports (234 total cases were reported in 2020, of which 121 were Title IX cases). Additionally, through the Title IX Coordinator, EORR continues to oversee the NO MORE committee, which is a public awareness and engagement campaign focused on ending domestic violence and sexual assault, and partners with the Dean of Students Office to implement Green Dot, which is a nationally recognized bystander intervention program that focuses on building the skills needed for individuals to take action when they see instances of power-based personal violence.

For Risk Management, the budget is designed to provide a comprehensive insurance strategy, including coverage for general liability, property, fine arts, cargo, athletic injury, foreign liability, out-of-state workers compensation, legal ability, crime (including extortion, kidnap and ransom), aviation, travel, summer/sports camps, student healthcare internship programs, cyber liability and social engineering. Through the Chief Risk Officer, the University is implementing an enterprise risk management (ERM) program, which is a more comprehensive approach to identifying and managing the University's institutional risks. By addressing the University's risks proactively, we are better able to steward our resources, maintain the academic core, and continue the momentum toward achieving the University's strategic objectives and priorities.

2. Changes to the budget

The FY21 budget reduction totaled \$183,151, which was allocated \$159,181 for claims (Risk Management), \$18,700 for professional services (General Counsel) and \$5,270 for training (EORR). The additional \$5,964 reduction for FY22 will most likely be absorbed in the claims budget as well. These reductions will not necessarily cause substantial issues for the Division and the University, but will continue to further deplete the claims budget, which may have to be augmented by the Legal Reserve if the University has a high claims year. The Division of General Counsel did not undergo a reorganization to achieve its budget reductions.

One challenge that Risk Management is facing is an insurance renewal market with significant increases in premiums particularly in the areas of liability, cyber and property coupled with a

reduction in providers for the higher education sector. To account for this increase and to not create a variance in the Division's overall budget, we are proposing a strategy that involves the following: (1) adjusting the insurance portfolio within the institution's risk tolerance to partially offset expected premium rate increases and achieve some savings to help meet budget goals; (2) increasing self-retention and deductible levels in select areas and adjusting limits in others where reasonable to do so while maintaining core protection; and (3) considering alternative avenues to maintain protection of assets but achieve efficiencies or savings where and if possible. The most notable proposed change is to the University's property insurance. To save \$300K annually in premiums, we are proposing to increase our self-insured retention from \$250K to \$2.5M and reduce our coverage limit from \$1.5B to \$500M.

3. N/A
4. The Division of General Counsel is not requesting an exception budget request for the FY2023-2024 biennium.

FY22 Budget Narrative

UW Operations

Department Overview

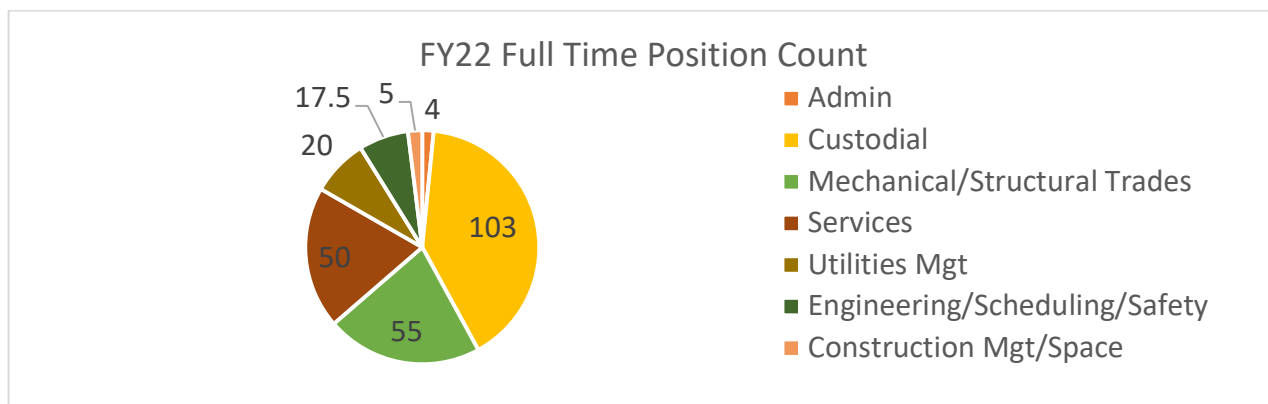
Mission – UW Operations is committed to providing students, staff, faculty, and visitors with a clean, attractive, safe, and functional environment, which supports the University of Wyoming’s mission of teaching, research and public service.

Values –

- *Honesty* – We will be honest in our interactions with all groups as we perform the duties and responsibilities of UW Operations required by our role in the organization.
- *Integrity* – We will conduct ourselves with honor and dignity in all aspects of our work.
- *Respect* – We will respect co-workers, customers, vendors and regulating authorities.
- *Stewardship* – We will provide our services for a fair value and always account for the interests of our stakeholders.
- *Service* – We will provide reliable, friendly, and consistent customer service.
- *Professionalism* – We will be professional in the performance of our duties by being courteous, presenting a positive image, and conducting ourselves in a manner that reflects well on the organization.

Organizational Structure

The department of UW Operations is in the Division of Administration and Finance. The leadership of the department is led by an Associate Vice President and three Deputy Directors. There are twenty-four budgeted organizations within the department for a total net operating budget of \$23,509,593, of which \$9,821,291 is utilities. The FY22 budget includes funding for 254.5 FTE positions. The average salary of UW Operations full-time staff is \$40,395. UW Operations has talented, innovative and skilled staff to execute our mission. It should also be noted that the UW Operations staff, like many on campus, are extremely adaptable and flexible as evidenced during the pandemic.



Objectives of the FY22 Budget – How does the budget achieve strategic initiatives?

- 1) Maintain functionality, comfort, safety and efficiency of the campus physical environment.

The FY22 budget is structured to provide each organization within the department a means to manage the revenues and expenses of their area as they prioritize the operations and maintenance of campus. Most organizational budgets have an element of interdepartmental revenue or chargebacks to campus departments and outside entities for non-maintenance activities or for auxiliary customers such as RLDS. Managers work with UW Operations leadership to manage priorities as they are challenged daily to make decisions like “patch/repair and replace” or “upgrade systems” to maintain the standards of the campus environment while working within the constraints of their budget.

- UW Operations will continue to stretch the dollar in the budget to maintain campus, however, there will be continued trade-offs as seen in FY20-21 and some operational maintenance will not be accomplished with the further reduced FY22 budget.
 - a) The capital equipment needs of the department will not be met with the FY22 budget. There are capital needs, such as fleet vehicles and equipment, which are needed but will be delayed until budgets can be replenished or other avenues for capital purchases are made available.
 - b) There are no new positions budgeted in FY22, rather two positions were lost in this budget cycle (Deputy Director, Facilities Management and Deputy Director, Facilities Construction Management). With the retirement of the current AVP, John Davis, there is a critical need to regain the Deputy Director, Facilities Management position. The duties of which have been taken on by AVP Davis since April 2018, when the previous Deputy Director resigned. The Deputy Director, Facilities Construction Management duties are being handled through a reorganization within the department by the other Deputy Directors.
 - c) There will be two new major buildings that will come on line in FY22 (Science Initiative and West Campus Satellite Energy Plant), plus the addition of the Fleet Rental Services building, the Bus Maintenance facility and the recently purchased Harney Street building that are or will be occupied by the end of FY21. The added square footage will put additional strains on existing resources, personnel and utility/maintenance budget dollars. Appropriately, UW Operations will be submitting requests for positions to be considered in the budget exceptions process.

- 2) Continue to manage utility consumption and provide lowest cost energy sources for UW in a sustainable manner.

UW Operations is responsible for utility costs for campus and off campus properties, excluding Real Estate managed properties. The department bills utility costs as pass-thru or metered charges for auxiliary departments and some outside entities, such as residents at the farm and Greek life properties. Engineers in our Utilities division strive to manage utility consumption on campus through networking building controls, soliciting (where possible) the best utility rates for campus, prioritizing maintenance and repairs for energy efficiency, and ensuring new buildings are constructed with utility efficiency optimization while meeting the functional needs of the occupants.

- As mentioned in 1 c) above, new buildings coming on line in FY22 will impact the utility budget. This, added to the \$1M reduction to the FY22 budget, will present a challenge for UW Operations. It is critical to remember that the utility budget may need to be restored in FY23.

3) Improve operational efficiencies.

UW Operations will continue efforts to improve operational efficiencies and related initiatives with the FY22 budget. The department will utilize technology and all available resources they currently possess to streamline business processes, to improve and standardize preventive maintenance programs throughout the department, to decrease work order backlog and to improve facilities data used to complete work safely and efficiently.

- UW Operations will continue to perform maintenance and repairs of facilities within the FY22 budget. Improvements to operational efficiencies through technology, such as the work order system and mobile devices, will continue to be identified and implemented as resources allow.

4) Increase customer value and satisfaction.

UW Operations is dedicated to providing customer value and satisfaction in all aspects of the operation. Given the multiple budget reductions implemented over the last few years that have included lost positions throughout the department, UW Operations has been able to respond within one day of the targeted *response time in days* for routine priority work requests on average. In recent budgets UW Operations has been reallocated custodial positions as part of the Custodial Strategic Improvement Plan to get us closer to our targeted cleaning standards, APPA level 3. Reaching this level of cleaning is a priority, however, this past year the custodial efforts were shifted to COVID-19 “sanitization” and “disinfection” efforts.

- There are no positions, custodial or other, added to the FY22 budget. UW Operations will continue to implement the Custodial Strategic Improvement Plan where funds allow, however, equipment needs will not be met with the FY22 budget. The custodial trainer will have the 360 inspection program fully implemented by FY22 and will use that tool to identify strengths and areas needing improvement to maintain APPA level 3 cleaning. UW Operations will continue to monitor response times, callbacks and backlogs while emphasizing communication with customers and consistent delivery of services throughout the department.

UW Operations strives to complete projects on time and within budgets, from small renovations to large capital construction. The engineers and project managers often manage multiple projects of varying levels and with competing priorities. UW budget reductions implemented since 2018 have impacted the number of smaller department funded project requests that UW Operations receives as departments are having to manage their priorities within tightened budgets. This trend is expected to continue in FY22.

- UW Operations will continue to manage all projects to meet the needs of the customers, while working within the established budgets and timelines. The department has and will continue to manage Major Maintenance and Capital Construction funded projects that are in progress or on the horizon for FY22.

- 5) Prioritize and show progress with identified safety initiatives.

UW Operations emphasizes safety throughout the department as well as manages the occupational, chemical and hazardous material safety activities of campus through our Safety Office. The FY22 budget will support the annual required departmental safety trainings and licenses, as well as the hazardous waste disposal efforts of campus. The Safety Office will continue to complete job hazard analyses and improve the campus chemical inventory management process as the budget allows.

- The FY22 budget will not allow the Safety Office to complete all safety initiatives, however, the office will prioritize the list of outstanding job hazard analyses and complete as many as possible. Efforts to improve the chemical inventory and associated compliance have in large part been completed, strategies for continued monitoring and tracking will continue in FY22.

Unrestricted Operating (FC_105_FS_000001) – Variances

Revenue

- Tuition & Education Fees: Reduction in student recycling fees (due to lower anticipated enrollment)
- Sales of Goods & Services: Adjusted budget for billable pass-thru utility cost to outside entities to better reflect actuals.

Expenses

- Salaries, Wages & Benefits: Adjusted to meet FY22 budget reduction – loss of (2) positions (Deputy Director, Facilities Management and Deputy Director, Facilities Construction Management), including overall reduction in fringe for FY22.
- Services, Travel & Supplies: Adjusted to meet FY22 budget reduction – reduced services, travel, office supplies, non-capital equipment, etc.
- Utilities, Repair & Maintenance, and Rentals: Adjusted to meet FY22 budget reduction – reduced utilities (\$1M) and repairs/maintenance expenses.
- Interest, Claims, Other Expense, Subcontracts, Depreciation & Amortization: Adjusted to meet FY22 budget reduction – reduced training/professional development and other miscellaneous expenses.

Transfers

- Internal Allocations & Sales: Reflects anticipated internal transfer net revenue/expenses.
- Debt Service Grouping: Adjusted for FY22 increased amount on ESCo payment (\$3,449,743.94 remains to be paid with final payment due 12/1/2027, 2.83% interest).
- Transfers To/From Operations Grouping: Adjusted for anticipated capital equipment purchases, annual Pepsi transfer (not included in FY21 budget).

Designated Operating (FC_B20) – Variances

Expenses

- Services, Travel & Supplies: Adjusted expenses to 76001 account below.
- Internal Allocations & Sales: Anticipated expenses of \$100,000 for FY22 off campus facilities maintenance.

Restricted Expendable Operating (FC_B30) – Variances

Revenue

- Gifts: Adjusted to match anticipated expenses.

Expenses

- Salaries, Wages & Benefits: Adjusted due to change in fringe.
- Services, Travel & Supplies: Adjusted for Tree & Bench program plaques.

Transfers

- Internal Allocations & Sales: Adjusted for anticipated maintenance & repair expenses funded with bond maintenance accounts (RMMC, STEM, Law Library, and Tree & Bench Program).

FY 23 Budget Exception Requests

Staff Salary Wages & Benefits

- (1) Deputy Director, Facilities Management - ongoing funding, \$149,900 (includes fringe at current 49.9% rate)

Currently the AVP has 13 direct reports with seven of them representing all departments within Facilities Management. In order to attract qualified candidates for the AVP position after Davis retires, we are requesting the return of the funding needed to fill this position. Facilities Management is the heart of the maintenance wing of UW Operations covering Electrical, Plumbing, Controls, Preventive Maintenance, Key/Lock, Grounds and Structural.

- (3) Custodians – ongoing funding, \$103,449 (includes fringe at current 49.9% rate)

Positions are needed for the Science Initiative building which will be occupied starting in January 2022.

- Market salary analysis, including on-call pay analysis – ongoing funding, \$ unknown

UW Operations would like to work with UW Human Resources to complete a market evaluation of salaries of the department's positions. We continue to lose talented staff to other State agencies or higher education institutions in the region paying higher salaries for similar position duties. An updated salary matrix for positions, and associated funding, is needed to retain and recruit top talent to the department as well as address the salaries of current staff.

Operating Expenses

- Utilities – ongoing funding, \$1,000,000

Restore funding reduced in FY21 & FY22 budget reductions for campus utility expenses.

- Capital Equipment – one-time funding, \$320,000

UW Operations has capital equipment needs to address in the department. (1) 70ft Bucket Truck (\$175,000) to replace 21 year old existing Snorkel aerial lift; (1) Mid-size Dump Truck (\$65,000) to replace UW207, 1989 Chevrolet dual wheel flatbed truck; (1) 3/4 Ton extended cab 4WD Truck with tool box (\$50,000) to replace UW155, 2008 3/4 Ton Ford regular cab pickup; (1) 1/2 Ton mid-size pickup (\$30,000) to replace UW331, 2000 Ford Ranger.



**TRUSTEES OF THE UNIVERSITY OF WYOMING
BUDGET COMMITTEE
FY2022 Budget Hearing Schedule
Monday, May 10-Tuesday, May 11, 2021**

FY2022 BUDGET | Division of Finance and Administration

The Division of Finance and Administration provides the financial and administrative infrastructure needed for the University of Wyoming to fulfill its core mission of teaching, research, and service. The division provides competent, responsive direct and advisory services to the entire university. These services are marked by accountability to the institution, resourcefulness, and stewardship of all university assets.

The Division has five subdivisions in the FY2022 budget:

1. AVP of Fiscal Administration (Page 89)
2. Human Resources (Page 97)
3. Auxiliary Services (Page 101)
4. University Police (Page 105)
5. University Operations (Page 109) Presented Separately as Agenda Item 11.

Core Principles

The core principles of the Division include the following:

1. ***Build human capital***
 - a. Recruit (and retain) the best employees.
 - b. Develop leaders for UW and the higher education community as a whole. It is OK to lose people we have developed to great opportunities.
 - c. Train the next generation of higher education leaders. We are a school; it is fundamental to our mission that we do this.
2. ***Expect the best from our employees***
 - a. It is an honor and privilege to serve at the state's only four-year university. We expect every team member to hold that as a core belief. In addition, we expect everyone to contribute to supporting the entire team.
 - b. Our jobs are not for everyone. We treat people who leave our teams with dignity and professionalism.
3. ***Relentlessly increase efficiency***
 - a. We are passionate about this.



- b. We are willing to question everything that we do in order to make it better.

4. *Plan for the future*

- a. We will set in place sustainable, replicable, and efficient models, processes and systems for our successors.
- b. We will work in support of a long-term operational and financial plan that supports the strategic aims of the University

FY2022 BUDGET | AUXILIARY SERVICES SUBDIVISION (Page 101 to 103)

The Auxiliary Services Subdivision is comprised of the following six offices in the FY2022 budget:

- Jacoby Golf Course
- Transportation/Parking/Fleet services
- Real Estate
- University Store
- Housing, Dining, Vending, and Catering
- Shared Business Services (Future Development)

Explaining the Revenue Numbers in Auxiliary Services

The overall unrestricted operating revenue is a \$1.8 million increase over FY21 (See page 101 Line 48). Details of this include:

1. Increases in Real Estate, Bookstore, and Bison Run (see details in Budget Reduction section, as an increase in revenue was part of the budget reduction plan).
2. However, in the key areas of revenue generation (Housing and Dining), revenue is down given decreased enrollment projections. Thus, units have correspondingly reduced their Sales of Goods and Services (housing contracts, meal plans, parking permits purchased).
 - a. Additionally, revenue projection numbers are based on 90% occupancy. Options to make up the difference are more upper class rentals and fewer waivers granted for incoming students.
 - b. Expenses will be reduced to maintain the bottom line if revenues fall below projections.
3. It's important to note that some "revenue" is budgeted as internal allocations for FY22. Dining (33011) has \$500K of revenue generation in line 58 for when UW units hire and pay UW catering for events. However, in this same line, they have almost \$500K of budgeted expense to pay UW operations for maintenance work done and IT for telecom/computer charges. Thus, some of the revenue does not stand out because the revenue is netted against expenses.

What makes up Other Operating Revenue (Line 40) and Non-Operating Revenues (Line 45)?

Other Operating Revenue includes items like AV equipment and linens for catering, as well as table rentals in Washakie. The Non-Operating Revenues was an error in budgeting in FY21.

Expenses (lines 50-54)

What positions were eliminated, which results in the salary savings? (Line 50)

Positions that were not filled include an assistant manager for catering, four catering chefs, an office associate, and reducing part time employment. Most of these vacancies were not filled due to reduced needs due to COVID-19. There is also a variance due to moving transportation plane employees to designated operating and moving some employees to the division of financial affairs (Aux Directors Office org.) in the reorganization.



How did the division find \$1 million in services, travel, and supplies expense reductions? (Line 51)

As enrollment is anticipated to be down, units also reduced their sales of goods and services expenses (e.g. the purchase of food for students to then eat in Washakie). Thus, this number is reflective of projections based on enrollment.

Transfer Accounts (Lines 58-62)

Why is there a large increase in variance in the transfer accounts for FY22? Specifically, in Internal Allocations and Sales (Line 58)

In FY21, Fleet services grossly overestimated internal revenue at \$3.4 million. For FY22, they budgeted \$1.5 million, resulting in a net difference of almost \$2 million in revenue. This original \$3.4 million in revenue budget appears in cell Line 58 Column D when rolled up with other units. Without this \$2 million in additional revenue, the overall total expenditures in the form of transfers increased as it did not have this revenue to negate the expenses.

Budget Reduction & Statement of Activities Net Result (Line 65)

How did Aux meet the [Division of Finance and Administration Budget Reduction Plan](#) (pg. 57)?

Increased Revenue goal of (\$400K)

- The unit has met its \$400K in increased revenue target. The primary drivers of this increase are projected revenues in real estate and bookstore and the acquisition of bison run.
 - o \$500K of increased revenue in Real Estate (tenants in new facility).
 - o \$450K in revenue in bookstore (increased digital content orders for students).
 - o Acquiring Bison Run increased UW's revenue by \$1.8 million (net increase is \$720K after servicing debt).

Budget Reductions (\$490K)

- Overall, this reduction was made by reducing employment costs (including fringe) by a total \$984K for the roll up (line 50) over the FY21 budget. This was primarily made by not filling vacancies in areas impacted by COVID (e.g. catering).
 - o Positions that were not filled include an assistant manager for catering, increase in spending to cover transition between AUX/SA, four catering chefs, an office associate, and reducing part time employment. There is also a variance due to moving transportation plane employees to designated operating.
- Additionally, overall operating expense reductions total 2.5 million (line 55) over the FY21 budget.
 - o The majority of this reduction was in housing and dining.

Has the Division meet its statement of activities net result goal?

The Division of Finance and Administration has made its Statement of Activities Net Result goal.

Non-Unrestricted Operating Funds (all non-105 Fund Classes) (lines 66-185 on roll up tab)

What foundation accounts exist with Aux?

The Auxiliaries have no foundation accounts. However, in FY21, the Wyoming Conservation Corps received a one-time give of \$55,000 from the Devon Foundation, which is noted under the restricted expendable fund class (lines 69-89 on the roll up tab)

What research/federal funds exist within Aux?

Auxiliaries receives federal funds to support its transportation activities/bus service. Further, activity related to the Wyoming Conversation Corps is shown, though this grant will transition over to the Haub School of Environment and Natural Resources.



FY2022 BUDGET | FINANCIAL AFFAIRS SUBDIVISION

The Financial Affairs subdivision provides the financial and administrative infrastructure needed for the University of Wyoming to fulfill its core mission of teaching, research, and service. The division provides competent, responsive direct and advisory services to the entire university. These services are marked by accountability to the institution, resourcefulness, and stewardship of all university assets.

What We Have Done

1. Built Pipeline for Recruitment of New Talent
2. Continued to expand the Finance and Administration Support Team (FAST)
3. Stabilized Leadership in the Office of Sponsored Programs
4. Further Refinement of Operating Budget Development & Process
5. Relationships with the State Treasurer’s and Auditor’s Office
6. Annual Audit New Findings (FY2018 – 9; FY2019 – 3; FY2020??)
7. Partnered with Student Affairs on a Student Success Tool Implementation
8. Prepared all necessary documentation for financing for Housing and Dining Projects
9. Established a formal process for budgeting new faculty start-ups
10. Finalizing “The Business of UW” Training and Documentation
11. Initiated budget forecast modeling in cloud analytical tools
12. Initiated Capital Planning policy and procedures

What Do We Need to Prioritize Next?

1. Further Development and Training of Financial Affairs Team
2. Expand Financial Management Reporting for End Users
3. Fiscal Year-End Close Timeline
4. Enhance Financial Wellness Program for Students (And Faculty & Staff)

What are driving changes in the budget?

Overall, the unrestricted operating budget for Financial Affairs has been reduced by \$344,735. (See Page 93 Line 65)

Organizations in the Subdivision	Org Number	FY2021 Budget	FY2022 Budget	Variance
Financial Affairs	22001	\$792,266	\$731,334	(\$60,932)
Copier Services	24003	(\$54,514)	(\$93,275)	(\$38,761)
Scholarships and Financial Aid	10103	\$1,674,898	\$1,554,389	(\$120,509)
Budget Office	21001	\$759,550	\$947,528	\$187,978
Office of Institutional Analysis	21002	\$565,787	\$548,614	(\$17,173)
Systems & Institutional Effectiveness	21003	\$1,093,138	\$1,084,102	(\$9,036)
Financial Affairs Support Team	22101	\$189,243	\$383,765	\$194,522
Accounting Office	22102	\$964,391	\$1,136,873	\$172,482



Student Financial Services	22111	\$687,429	\$103,405	(\$584,024)
Investment & Tax Office	22112	\$4,350	\$5,000	\$650
Procurement Services	22301	\$393,850	\$331,918	(\$61,932)
Office of Sponsored Programs	70004	\$895,499	\$887,499	(\$8,000)
Total Subdivision of AVP Financial Affairs		\$7,965,887	\$7,621,152	(\$344,735)

The primary driver of this reduction is lower fringe rates for staff positions applied for FY22. Other drivers to organizations include;

- The main driver to the Financial Affairs variance was the elimination of position #4266. However, this was mostly offset by consolidating the travel and office supplies budgets from all organizations in the subdivision into the Financial Affairs organization.
- Copier Services’ main variance drivers were reductions in service and rental equipment expenses, and lower cost of goods sold.
- The variance in Scholarships and Financial Aid was due in large part to position reductions. This variance was slightly offset by the new purchase of computer software - “Softdocs.”
- The Budget Office’s variance was created by taking oversight of three positions from Student Financial Services. This was offset slightly by the reduction of operational expenses and moving travel and office supplies to Financial Affairs.
- The Financial Affairs Support Team’s variance was driven by three positions being added to fund class 105. This \$210,523 salaries and benefit variance was offset by the anticipated generation of billing other organizations on campus for FAST services and budget savings in other organizations in the subdivision.
- The increased variance in the Accounting Office was driven by the reorganization of position #1722 from Student Financial Services and providing a net increase to position #0186 – Financial Reporting Analyst Senior to assist with the successful recruitment for the position.
- The Student Financial Services reduced variance was driven in large part by the reorganization of four positions (mentioned in the Budget Office variance).
- Procurement Services variances include a reduction in software and licensing, salary savings from new hires, moving travel and office supplies to Financial Affairs, and reducing variance expenses and allocations to better align with actual expenditures from previous years.

FY2022 BUDGET | HUMAN RESOURCES SUBDIVISION

HR Mission

With a sense of warmth, friendliness, pride and UW spirit, we provide innovative and customer-focused HR services to the UW community. We strive to attract and retain an inclusive and diverse population that inspires excellence in our people, thus enabling the University to serve the State of Wyoming.

HR Vision

We are creative and collaborative problem solvers. We embrace continuous improvement and are never satisfied with the status quo. Our customers are our highest priority. We are responsive and easy to do business with.



No significant budget variances for FY2022. The budget reduction of \$20,659 found on Page 97 Line 65 is directly related to lower fringe rates for staff positions applied for FY22.

FY2022 BUDGET | UNIVERSITY POLICE SUBDIVISION

The University of Wyoming Police Department is dedicated to providing quality law enforcement services to our community. Our mission is to protect life and property; preserve the peace; prevent crime; and enforce all laws, ordinances, and university regulations in a fair and impartial manner. We respect the rights of all people and are committed to being responsive to the needs of our community.

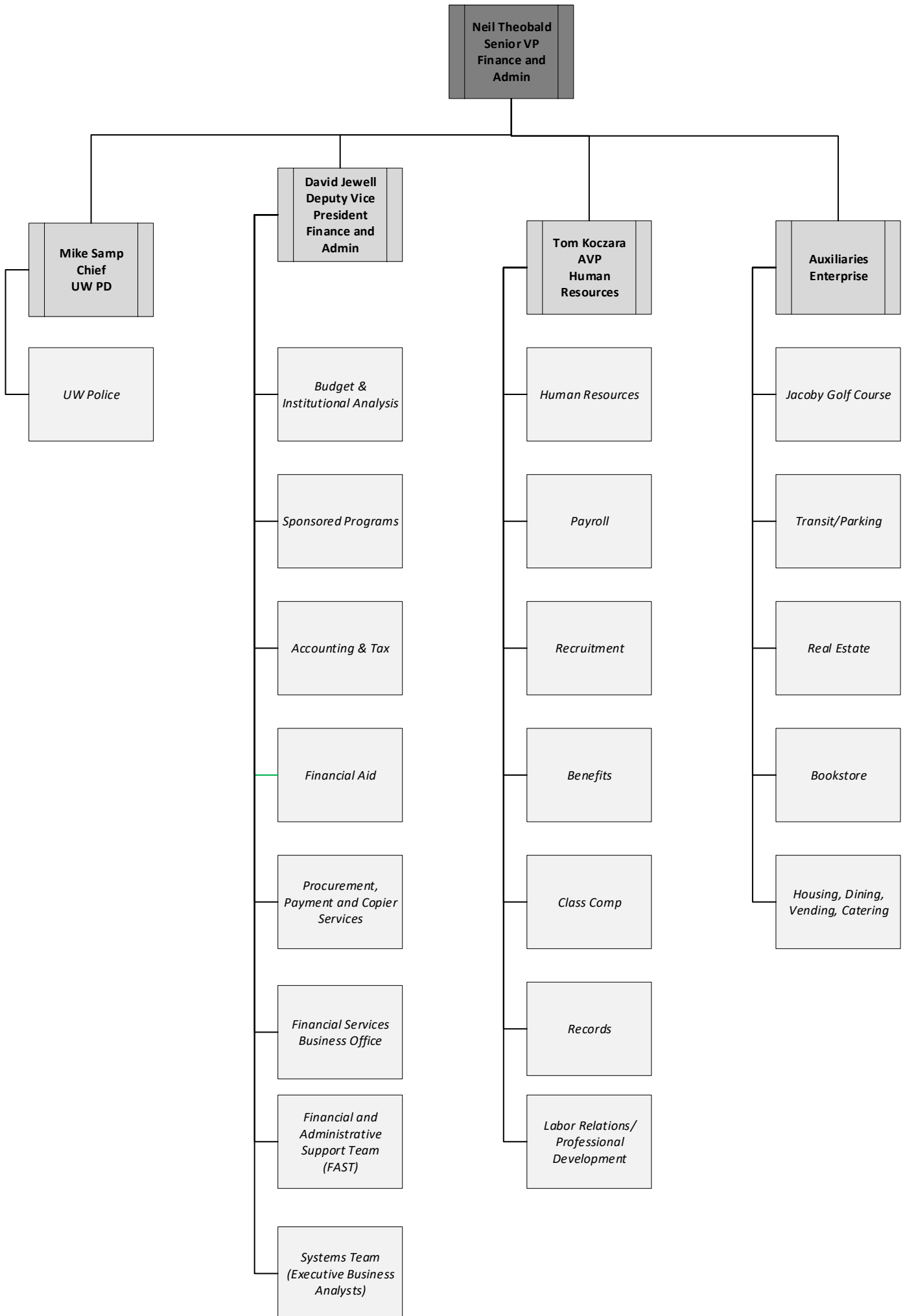
The University of Wyoming Police Department (UWPD) is the principal law enforcement agency serving the University of Wyoming. The UWPD operates 24 hours a day, 365 days a year and is responsible for law enforcement, public safety, building security, and traffic control within the university. Nested within these traditional law enforcement functions are numerous non-enforcement activities, which include; fingerprinting*, VIN inspections*, lights-out surveys, money escorts, pick-up and storage of lost and found items, as well as other services that benefit the community.

The University of Wyoming Police Department works with a variety of departments on campus and within the Laramie community to prepare for a variety of emergencies. More information can be found at the [University of Wyoming Emergency and Response Guide](#). You can also download and view the [University of Wyoming Emergency Response Plan](#).

No significant budget variances for FY2022. The budget increase of \$108,392 found on Page 105 Line 65 is a combination of completing the funding for market compensation and step program for certified staff that was initiated last year and a decrease in the associated fringe benefit rates.



Division of Finance and Administration



To: The Budget Office
Re: College of Business FY22 Budget Narrative
Date: May 4, 2021

The ongoing budget reductions have created difficult realities for the University of Wyoming -- and every college and division has their own version of that story to tell. The larger story of the College of Business, while encompassing those challenges, is also one of forwarding looking strategic planning, which has allowed us to both proactively chart our course forward as a college, and to respond nimbly to present and future challenges.

To understand recent strategic decisions in the face of current budgetary challenges, understanding the execution of strategic actions already underway is necessary. Prior to current budget reductions, the College of Business had launched a new strategic plan in 2019, and efforts were underway to transform the COB to be more streamlined, more efficient, and more prepared to face the state's uncertain financial future. The strategic plan focused on five key areas:

- A highly valued student experience,
- Qualitative and quantitative growth of online instruction,
- Advancing the quality research,
- Increased outreach and engagement throughout the state of Wyoming, and
- An expansion of international connections and opportunities.

To achieve these goals and to resource these initiatives, the COB embarked on an effort to realize efficiencies. This included:

- Internal curriculum reviews - streamlining program requirements and prerequisites and elimination of duplicative or unnecessary course sections,
- Rethinking staffing assignments and organizational charts, and reviews of college procedures.

To achieve the student experience goal immediately, external development efforts focused on the new Peter M. and Paula Green Johnson Student Success Center (GJSSC), where all college enrollment, advising, and career services activities are now housed. Just completed, the GJSSC provides a model for integrating "cradle-to grave" student services that can be emulated campus-wide. Other strategic initiatives begun before recent budget cuts included

- A three-year contract with EAB to help develop and expand graduate online programs thus creating a new and sustainable source of college revenue.
- Hiring an in-house program instructional designer to support online expansion in the College.
- Launching a new online undergraduate degree program (Accounting) and moving two graduate programs online (Masters of Accounting and Masters of Finance).
- Development of new workload policy and promotion and tenure guidelines, as well as award and recognition programs to incentivize and cultivate even higher quality research in the College.
- Development of a new corporate partnership program to cultivate and support additional engagement, development efforts and experiential learning opportunities.

- The development of three new centers of strategic focus, the Center for Business and Economic Analysis (CBEA), and the College's Center for Blockchain and Digital Innovation and the College's Sales Center.

Finally, critical to the strategic plan and the College of Business is a reputation for high quality scholarship. To this end, in early 2021, the College of Business was successfully reaccredited by the AACSB (the Association to Advance Collegiate Schools of Business), a distinction only 5% of the world's business schools have achieved.

The following addresses the specific questions we were asked to prepare for the upcoming budget hearings with Trustees:

1. How has the FY2022 budget been allocated to achieve the vision of the college/subdivision?
 - a. What quantifiable objectives is the budget designed to achieve?

When you ask how the FY22 budget positions us to achieve the vision of the college, the simple answer is: by continuing to build on the successes we started realizing in 2019 and striving to maintain the execution of our strategic plan. Our budget is designed to fund the personnel to staff the Green Johnson Student Success Center, as well as the Center's support budget to ensure that student experience continues to grow stronger. Through this, we plan to see a higher percentage of our students utilizing our Career Services office. The overall plan is to enrich the student experience and improve student retention and graduation rates, while strengthening our graduate placement numbers -- and students' futures. We plan to see our enrollment management office recruit more students into our undergraduate programs, and to see our Online & Professional Graduate Programs personnel continue to do the same for our graduate programs. Additionally, the FY22 budget continues to fund research awards to faculty mentoring to continue to build a stronger culture of research. It also funds the online development personnel who will continue to increase the quality and quantity of our online course offerings through setting standards and then working with faculty to achieve them. These efforts in online instruction will not only help us deliver business education to place-bound students across the state and beyond, they will also create new revenue streams to create greater financial resilience in the College, better preparing it to face future budgetary shocks.

2. What is driving changes in the budget?
 - a. How are the ongoing "President's budget reductions" imbedded in the FY2022 budget and what college/subdivision objectives can no longer be achieved due to the reductions.
 - b. Did your college/subdivision undergo a reorganization to achieve budget reductions?
 - c. Is the college working toward making entire degree programs available via distance delivery?

The FY22 budget reflects a cut of over \$1 million and 10% to the College's previous budget. At this time we have made every effort to protect the newly launched strategic initiatives, but the impact of these cuts will affect student experience as the reductions have included:

- The loss of five tenured/tenure track faculty positions by attrition (not replaced)
- One faculty position by budgetary reduction
- 1 staff position by attrition and two by budgetary reduction
- A \$100,000 reduction to our temporary lecturer budget

- A \$55,000 cut from our operations budget.
- The elimination of five minors, suspension of an MBA concentration in energy, and replacement of the online Business Administration degree with an online degree that matches onsite curriculum.

The result of these cuts was a significant reduction in college teaching capacity, with approximately 45-50 fewer teaching sections in the College. This has reduced our capacity to serve students in other disciplines as well as our own students. Immediate costs of the attrition experienced by the college are temporary inability to fully offer certain college minors and a significant emphasis and continuation of online teaching (even in a post-pandemic environment) in certain areas to access economies of scale in instruction. The consequence of this online effort will be primarily felt by our economics programs, where many resident students may not experience face to face classes in those majors until their senior level classes. Attrition has also hit the Accounting and Finance program very hard where four faculty in a small department were lost. We will have to replace at least 1 to 2 of these faculty in the near to medium term to maintain those programs and accreditation. More would be necessary to maintain research productivity. We plan on internally reviewing our course curricula again across the college to determine if a reorganization in minors and major programs is warranted (this would be outside the official Academic Affairs review), and to determine if additional capacity can be created with existing resources to overcome the current challenges noted above, or whether under current budgetary circumstances a reduction in admitted student capacity (an intentional reduction in students admitted and taught in service courses) may be required to maintain our strategic planning objectives and accreditation.

Even with those reductions in place, however, the college continues to move forward with our strategic plan by continuing to streamline our programs to better utilize the capacity we still have, and by emphasizing online programming. No college reorganization was necessary due to previous strategic planning efforts (while, a college-wide reorg was not necessary, we are currently undergoing an official UW HR reorg to redistribute job duties from all the staff positions we lost). Furthermore, the previously embarked-upon effort to develop and deliver online degree programs has created some major wins in 2020 and 2021. These have come from the remarkable growth of our online MBA, online Masters of Accounting, and online Masters of Finance degrees. Specifically, the efforts previously made to develop online programs at the graduate level and increase enrollments have achieved much greater success than anticipated. FY21 realized revenues outpaced projected revenues by 30% (\$728,000), driven by online revenues that were 55% above FY21 projection. MBA revenues were also 4.4% greater than projected. For FY22, we expect continued growth based on current enrollment numbers and trends, and are conservatively projecting a 10% increase in overall revenues over FY21 levels. The growth of those programs not only provide increased revenues to the college (which we've used this year to shift some of our salaries onto FC105 funds), they also serve to strengthen our outreach to the state as well as to protect and improve our student experience. In this, our FY22 budget is not so much a memorial to what can no longer be achieved, but a testament to what we are able to achieve by thinking strategically in the midst of difficult times.

3. Overview of the college's research portfolio and where is it headed.

The college continues its strong research culture, especially in Resource and Environmental Economics where the department is still ranked among the best programs of its type in the world. Additionally, while attrition has taken its toll on some of its brightest and best research prospects, the Management and Marketing Department also has had good success in seeing its faculty publish in top research journals. Attrition in Accounting and Finance, however, has created a setback with respect to some of its most productive researchers in the past year. Overall, the College's research capacity continues to be good. New capacity is also continuing to be developed in applied research in the new Center for Business and Economic Analysis (CBEA), which was launched in 2019. Entrepreneurship and Ethics programs continue to promote strong applied research efforts also, with good success in academic journal publication, as well as in providing experiential learning and applied projects. These include the recently concluded and successful SparkTank effort as part of our ethics program, which raised over \$50,000 to support four non-profit/NGO organizations in Wyoming. Focus in the College has also turned to external support, where possible, including federally-funded grants and private foundation support, though this has traditionally been very difficult to attract in disciplines outside economics.

Additionally, in a larger context across campus and across the state, the College of Business continues to move forward on plans in the hospitality and tourism arena via strategic partnerships with the Haub School, and we can continue providing opportunity and personnel in the areas of data analytics, information science, and decision making. We continue to provide programs that benefit the State of Wyoming, as well as President Seidel's four pillars, such as Entrepreneurship (which we've opened to campus), and in Leadership, Sales, and Ethics. As well, the aforementioned CBEA serves private and public organizations across the state as an essential partner to business and economic development, while the College of Business is providing logistical and personnel support to the brand new interdisciplinary Center for Blockchain and Digital Innovation.

4. If your college is requesting the Board of Trustees submit an exception budget request to the Governor for the FY2023-FY2024 biennium, please provide a narrative explanation of the request and an estimated budget ask.

The College is not formally requesting a budget exception request to the Governor at this time, but we do wish to ensure the Board is aware in broad terms that we are working with the Haub School, and potentially with the Department of Family and Consumer Science, to expand the hospitality program to include workforce development and education. That plan will require additional faculty, and an official proposal is currently being drafted for future submission. It is anticipated that a first draft of a proposal that could access expected federal infrastructure and ARP funding will be ready by the end of June 2021. This is potentially a major funding opportunity for UW, the Haub School and the College of Business.

As we move forward into FY22, we are confident that even in the midst of the current challenges the state faces, the ongoing pandemic, not to mention internal leadership change, that our budget-planning will allow the College of Business to continue to progress towards its strategic goals. This is thanks to past leadership that launched us on our current trajectory, leaving us better prepared to face the current budgetary climate. Recent cuts have not been easy, but we are still confident we can take advantage of the

many new opportunities change creates -- to our benefit and our students', to UW's, and to the benefit of the State and its citizens.

Department of Intercollegiate Athletics

University of Wyoming Board of Trustees Budget Hearings

May 11, 2021

Intercollegiate Athletics vision and budget allocation

- The mission of the University of Wyoming Department of Intercollegiate Athletics is to provide an environment in which student-athletes complete their undergraduate education and achieve athletics success at the highest possible level. As Wyoming's only four-year University, we are committed to offering a first-class competitive athletics program at the NCAA Division I level that promotes the values of the state and assists in carrying out the overall University of Wyoming mission.
- Three important strategic plan goals that we measure each year are:
 1. Inspire students to pursue a productive, engaged and fulfilling life and prepare them to succeed in a sustainable global economy
 2. Improve and enhance the health and well-being of our communities and environments through outreach programs and in collaboration with our constituents and partners
 3. Assure the long-term strength and stability of the university by preserving, caring and developing human, intellectual, financial, structural and marketing resources
 - UW Athletics supports the University mission in many facets, but nothing is as important as Athletics' ability to generate exposure and brand awareness, which directly leads to enrollment, development, licensing, and legislative support
- The FY2022 budget has been thoughtfully allocated to work towards these goals.
 1. \$60k allocated for salary of the Director of Student Athlete Well Being
 2. \$215k allocated for fueling station/student-athlete nutrition
 3. \$650k allocated for summer school
 4. \$71k allocated for part-time tutors
 5. \$450k allocated for current, senior scholarship student athletes returning next year as permitted per the NCAA (due to COVID)
 6. \$6.2M allocated for student athlete tuition, fees, and cost of attendance

Intercollegiate Athletics budget changes and challenges

- The ongoing “President’s budget reductions” along with self-generated revenue reductions have made allocating resources difficult.
 - University block grant funding cut of \$471k
 - Anticipated Student Fee reduction of \$270k
 - Anticipated ticket sales reduction of \$272k
 - Anticipated sponsorship reduction of \$427k
 - Anticipated Mountain West conference reduction of \$196k
- In order to absorb these revenue cuts tough decisions were made regarding various athletic expenditures
 - Reduced sport operating budgets (e.g., team travel, recruiting, equipment) by 2.5% to be allocated based on the respective coach’s analysis
 - Additional operating cuts of \$200k
 - Eliminated facility projects budget of \$390k
 - Decreased payroll expenses of \$740k through position eliminations and department-wide permanent salary reductions
 - Salaries \$36,000 - \$99,000 permanent 2.5% reduction effective 1/1/21
 - Salaries \$100k + permanent 5% reduction effective 1/1/21
 - 10 open positions will not be filled until at least FY23
 - This included two senior administration positions which will not be refilled. Their duties will be reallocated to others in the department with some compensation provided. The net savings is \$288k.
 - Reduced summer school funding of \$100k
- Some revenue decreases were offset through revenue increases
 - Increased Foundation funding partially through 1-time donations of \$450k
 - Increased Game Guarantee revenue by \$885k
- The impact of these cuts on our ability to achieve the mission of Intercollegiate Athletics is significant.
 - The financial model of D1 athletics in the Mountain West Conference is extremely costly and revenues are not keeping pace with expenses, which has been exacerbated by the COVID-19 pandemic. This indicates our need to develop additional revenue sources.
 - Athletics has had healthy Foundation accounts in past years, but the previous \$1M budget cut, coupled with current cuts and revenue losses due to COVID-19 has caused us to use a large portion of those funds. Annually the amount of

income earned on permanent funds is substantial, but will not keep pace with increased expenses. Much of the current year planned Foundation spending is of 1-time funding with no permanent funds for earning.

MEMORANDUM

DATE: April 8, 2021
TO: UW Board of Trustees
FROM: Dean Klint Alexander
RE: College of Law Annual Budget Submission to the Board of Trustees

The following Memorandum is hereby submitted by the UW College of Law for consideration and review by the UW Board of Trustees in preparation for the Board's May 2021 Budget Hearings.

I. Summary of College of Law's Accomplishments in FY21

In FY 2021, despite the COVID-19 pandemic and shut-down of in-person activities on campus, the College of Law (COL) made progress in several areas, including general fundraising, national rankings, bar passage rate, applications, and statewide engagement.

- (1) Fundraising and the Simpson Project: The private fundraising effort to support the construction of a new clinic facility addition at the College of Law - The Alan K. Simpson Center for Legal Service – continued to progress in terms of donations, pledges, and verbal commitments to support the new Center. In addition, efforts by the legislature to authorize a state match for the Simpson building project also made progress. HB0121, the state capital construction bill, passed both chambers in April 2021 in the form approved by the conference committee. It includes a \$6 million appropriation to UW for projects selected by the Trustees, to be matched 1-1 from “any other source.”
- (2) National Rankings: It has been a top priority to raise the profile of the College of Law through marketing, improved rankings, and positive exposure in major newspapers and journals. The College jumped 14 spots to #119 in the *U.S. News & World Report* Best Law Schools ranking. The College also was recognized by *U.S. News* and other sources, including *National Jurist* and *Pre-Law Magazine*, for its strong Legal Writing and clinic programs, and solid job placement numbers, especially in regard to judicial clerkship appointments.
- (3) Bar Passage Rate: In FY21, the College of Law's total bar passage rate for first-time exam takers increased on the previous year to 76.8% overall. The bar passage rates for Wyoming and Colorado were 75.6% and 83%, respectively. The College's ultimate bar passage rate (which measures bar passage within two years of graduation) was 92%.
- (4) Law School Applications: Applications during the FY21 cycle have increased 16 percent at UW and 18 percent nationwide, indicating the strong possibility of increased enrollment for FY22.

- (5) Statewide Engagement: Four College of Law professors testified or worked with the Wyoming State Legislature and other state agencies in FY21 on a variety of legal and policy subject matters, including:

- Professor George Mocsary (testified) Block Chain Legislation
- Professor Mike Duff (testified) Workers' Compensation Legislation
- Professor Lauren McClane (testified) Capital Punishment Legislation
- Professor Melissa Alexander Wyoming Dept. of Health Medical
Ethics Committee's COVID
Taskforce

II. Areas Where the College of Law Maintained/Held Steady in FY21

In FY 2021, the College of Law (COL) held steady in several areas, including student enrollment, graduation rate, job placement rate, and faculty retention.

- (1) Student Enrollment: Student enrollment was unchanged in FY21 at approximately 220 students studying for the JD degree.
- (2) Graduation Rate: The graduation rate for the Class of 2021 is expected remain consistent with previous years at approximately 95 percent.
- (3) Job Placement Rate: The job placement rate for law students within nine months of graduation is expected to remain steady, though slightly lower than previous years, despite the COVID economy.
- (4) Faculty Retention: The College of Law did not lose any additional full-time faculty in FY21. The total full-time faculty head count remains at 18 (In 2015, the full-time faculty head count was 24)

III. Areas Where the College of Law Lost Ground in FY21

In FY 2021, the College of Law (COL) lost ground in some areas due to budget cuts, including reductions in staff and Law Library support.

- (1) Budget Reduction: In the fall of 2020, the College of Law's block grant allocation was reduced \$368,000 (10 percent). The block grant portion makes up about 40 percent of the College's overall budget. **The College eliminated one full-time faculty line, one staff position, and reduced the Law Library's books and supplies budget to accommodate the budget cut.**
- (2) Reduction in Staff Support: The College of Law eliminated one staff position in the Dean's Office due to budget cuts. **See Appendix A** for Comparator breakdown of UW College of law faculty and staff numbers compared to regional peer institutions.

- (3) Reduction in Law Library Support: The Law Library's budget for books, periodicals, and legal materials was reduced approximately \$50,000 due to budget cuts in the fall. The Law Library is located within the College of Law and is a public library.

IV. Fiscal update on FY21 year to date

Due to the COVID-19 situation, the College of Law will come in under budget for FY21 as result of reduced faculty and staff travel and the cancellation of many events hosted by the College of Law, including the Centennial Anniversary gala event, the Annual Honors Banquet, the Rural Law Conference, the Spence Historic Trial, Law Week, and other events.

V. FY22 high level internal budget adjustments and exception requests.

The College of Law has not presented any budget adjustments or exception requests at this time.

VI. Distance Delivery

The ABA rules governing law schools cap the number of online courses a student may take towards the JD degree to 30 credit hours. Students require 90 credit hours to graduate.

VII. Overview of the College of Law's Research Portfolio

As with all law schools, the College of Law's faculty research portfolio is broad, covering a wide variety of legal areas. In addition to books, law review articles, amicus briefs and other works of scholarship, the law faculty produce scholarship in multiple areas of law, including the 17 subject areas of the Bar Exam plus multiple other subject areas. The College of Law is nationally and regionally recognized in the areas of Energy & Natural Resources Law, Environmental Law, Legal Writing & Advocacy, Trial Practice, Clinical & Experiential Learning, Workers' Compensation Law, Tax Law, Gift & Estate Planning Law, Administrative Law, Education Law, Native American Law, and Public Land Use Law. New focus areas include Health Law, Intellectual Property Law, Business & Entrepreneurship Law, Technology Law, Immigration Law, International Business Transactions, Trade Law, and Health Law.

VIII. Two year outlook of faculty/financial/funding issues the Administration and Board should be aware of.

During the next two years, the Administration and Board of Trustees should be aware of three major issues impacting the College of Law's success.

- (1) Low Number of Full-Time Faculty Members: Since 2015, the number of full-time faculty members at the College of Law has been reduced from 24 to 18 professors due to budget cuts. **See Appendix A** for comparison with peer/competitor regional institutions. As Appendix A shows, the UW College of Law is far below its peers in terms of the number of law faculty and

staff employed (including the number of adjunct faculty), which is going to be noticed during the ABA site visit in 2022-2023. The American Bar Association (ABA) has scheduled the College of Law's Accreditation site-visit for 2022-23 and will likely flag the 25% reduction in full-time faculty and inadequate staff as a major accreditation concern.

(2) Continuing Standardized Increases in Tuition & Fees: In FY22, the College of Law, along with the rest of the University, is preparing for a **6 percent** increase in tuition and fees for resident and nonresident students and applicants. This increase will put the College of Law resident and nonresident tuition and fees at \$17,119 and \$34,238, respectively. The standardization of these annual tuition increases by the Board of Trustees impacts the College of Law more than any other academic unit because the College of Law's tuition is already three times as high as the University's undergraduate resident rate and twice as high as the University's nonresident undergraduate rate. The nonresident rate, in particular, is also approaching and, in some cases exceeding, the rates of our major competitors, who are ranked higher than UW, as well.

(3) Lack of Scholarship and Financial Aid Support to Recruit Students: The importance of adequate scholarship funding to recruit law students is critical to the College's ability to remain competitive vis-à-vis peer institutions. We are losing law school applicants (particularly qualified Wyoming residents) to CU-Boulder, Utah, Montana, Gonzaga, Nebraska, and the University of Denver, among other institutions, each year because UW cannot offer as much in scholarship aid for recruitment purposes. The College of Law consistently utilizes all of its available funds from Foundation accounts designated for scholarship purposes, which constitutes approximately 15 percent of its total scholarship obligations. In addition, the College of Law utilizes an additional \$1.5 million (85%) in tuition revenue for scholarships.

(4) The Simpson Project and the Critical Need for New Clinic Space: The need for adequate clinic facility space in the main building remains a critical issue for the College of Law. The College of Law has made a specific funding request to be included in the UW budget request for the next biennium legislative session in this regard.

The College of Law is in the middle of a major private fundraising effort to support the construction of a new clinic facility addition – the Alan K. Simpson Center for Legal Service - to support its clinical and experiential learning program. Currently, the College has raised approximately \$5 million in gifts, pledges and verbal commitments for the Simpson Center project.

During FY20, the College requested a \$12 million state match from the Legislature, which was included in the state cap-con bill. The request received a letter of support from the Governor and was approved by the House of Representatives, but failed to gain approval in the Senate.

Having come close to obtaining Legislative approval in 2020, efforts are underway by the University and specific members of the Legislature to make another push for state matching funds in support of the Simpson project in FY21.

The Alan K. Simpson Center for Legal Service will transform the College of Law by providing future generations of students with the clinical and experiential learning facility they deserve to have a quality legal education. Moreover, the College of Law's accrediting body – the

American Bar Association – noted in 2013 that the current Annex facility housing the law clinics is inadequate and needs to be addressed by the next scheduled ABA site visit in 2022. Furthermore, the cost and inefficiency of the College of Law having to operate in two separate facilities (on and off campus) should be addressed. The proposed renovation and expansion of the main law facility would centralize the College’s legal clinics and provide students, professors, and the community access to legal resources within the College’s main building. This move would also bring faculty and students together and reduce the maintenance costs associated with operating two separate buildings in Laramie.

At present, law students representing indigent clients contribute more than \$3.5 million in free legal services annually to the State of Wyoming. A state investment of \$12 million in matching funds is necessary to complete the project and further the long-term success of the College. Moreover, the return on investment by the State in funding this project is assured as millions of dollars of free legal services provided annually by law students to Wyoming citizens will exceed the State’s allocation of resources for this project in just a few years.

The Simpson Center also would be a defining legacy celebrating the life and career of Al Simpson. A 1958 graduate of the College of Law and a 20-year veteran of the U.S. Senate, Senator Simpson has been known as one of the most influential American leaders in recent political history. His commitment to law and public service would inspire future generations of UW law graduates in their careers. Thus, the new Center will be appropriately named in his honor.

Accordingly, the College of Law respectfully requests the Board of Trustees to include in the UW budget request to the Legislature during the February 2022 session a funding request of approximately \$12 million in matching funds to support the Simpson Center project at the College of Law.

APPENDIX A

	<u>Wyoming</u>	<u>CU-Boulder</u>	<u>Nebraska</u>	<u>Utah</u>	<u>Denver</u>
FT Faculty	18	65	33	36	68
Associate Dean	1	3	2	3	3
Assistant Dean	1	7	4	2	5
FT Staff (non-library)	8	77	16	46	47
- Career Placement	1	7	2	3	8
- Admissions	1	6	3	3	4
FT Library Staff	6	12	6	9	9
Adjunct Professors	9	150	28	124	99

**OVERVIEW OF THE COLLEGE OF AGRICULTURE & NATURAL RESOURCES
FOR
TRUSTEES OF THE UNIVERSITY OF WYOMING
BUDGET COMMITTEE
FY2022 Budget Hearing
Tuesday, May 11, 2021**

Executive Summary

The FY2022 proposed budget for the College of Agriculture and Natural Resources (CoANR) meets the \$1.18 million annual on-going Step-2 budget reduction goal and reflects the additional \$498K budget reduction allocated to the College from the University.

The CoANR undertook an exercise to evaluate all expenditures, revenues, resources, programs, and services. The goal was to identify and prioritize budget reduction opportunities while also preserving and enhancing the CoANR's academic priorities and essential outreach services to the state, which are core to the land grant mission and align with President Seidel's 4 Pillars and the College's strategic plan. This document describes the key budget drivers and addresses other key information requested.

Strategic Priorities for CoANR

The MISSION of the College of Agriculture and Natural Resources is to improve the quality of life for people in Wyoming and the global community through implementing the land-grant model of teaching, research, and extension. Our theme is "Growing Knowledge, People and Communities" serving as the leader in education and scholarship cultivating Wyoming's agriculture, natural resources, and the vitality and health of rural communities.

Our VISION is to serve people by utilizing the land grant principles of learning, engagement, and discovery. We fully support building a 21st century land grant university true to its Wyoming roots.

The VALUES of our faculty and staff are to provide a balanced integration of the land-grant model principles through teaching and lifelong learning, Extension and engagement, and research and creative discovery; serving people and the State of Wyoming with integrity, objectivity, and accountability. We focus on Innovation and Distinction. We lead Community Engagement and Strategic Partnerships. Our College strives to be a Transformational Driver of Economic Growth.

How has the FY2022 budget been allocated to achieve the VISION of the College?

The accuracy of departmental budget histories for CoANR is questionable in consideration of personnel dynamics, inconsistent financial practices, impacts of the pandemic, and limitations of previous accounting systems. Over the last year, we conducted a systematic reconstruction of the College budget and a comprehensive overhaul of our accounting and financial management processes in cooperation with the UW Financial and Administrative Support Team (FAST).

In FY2021, we implemented the much refined and more accurate accounting and financial management protocols that resulted from this effort. Our enhanced financial management capacity has enabled us to strategically allocate funds at the departmental level to meet the FY2022 budget goals. While all departments were asked to contribute, some departments experienced larger budget reductions than others, depending upon their ability to increase other funding sources, flexibility to trim costs while also meeting their mission and serving their constituents, and their ability to contribute to the strategic priorities of the CoANR.

We are developing a budget forecast model so that the College can be more strategic in terms of both near and long term financial planning. We have also initiated a long term capital and major maintenance plan. The future capital and major maintenance needs, particularly at the Research and Extension Centers and the Wyoming State Veterinary Lab (WVSL), are significant and are outlined in an R&E Infrastructure report prepared this spring (copy attached). As part of this report starting on page 12, a description of a major maintenance request is provided.

What quantifiable objectives is the budget designed to achieve?

The FY2022 budget of \$24.4 million was designed to achieve the \$1.18 million annual on-going Step-2 reduction while also preserving and enhancing the CoANR's academic priorities and essential outreach services to the state, which are core to the land grant mission and align with President Seidel's 4 Pillars and the College's strategic plan. Tuition and Program Fee revenues were modeled off of fall 2019 and the WVSL increased fees for services by 10%.

Since salaries, wages and benefits comprise 88% of the College's total Unrestricted Operating costs, we focused our initial efforts to reduce the budget in that area. All vacant positions were considered for elimination. Vacant positions which were not eliminated are mission critical, revenue positive, and/or central to the future sustainability of our College. In addition, we evaluated the funding for each position to ensure that grants and other funding sources were being effectively utilized. One of our most significant levers to sustaining the budget reductions is to implement a voluntary separation or retirement program, with the ability to backfill a subset of positions in target areas that align closely with University and College goals. This approach is the only mechanism we identified to access "salary resources" in the absence of financial exigency or decimating the ranks of critical staff and non-tenured faculty. Since such a program

is not designed nor approved yet, such positions are still included in the FY2022 budget but could represent future opportunity.

The highest category of non-labor unrestricted expenses is Services, Travel and Supplies. The proposed cuts reflect our commitment to reducing travel, increased digital delivery of educational/professional development programs, and our continued efforts to identify efficiencies in this expense category.

What is driving changes in the budget? How are the ongoing “President’s budget reductions” embedded in the FY2022 budget and what objectives can no longer be achieved due to the reduction?

We have worked very hard to manage the Step-2 ongoing budget reductions, including increasing revenue (such as Vet Lab fees), holding open and not backfilling certain positions, taking strategic cuts to department non-labor expenses and increasing revenue generation. In total, we strategically reduced department non-labor budgets by 9%, with some departments achieving a larger reduction and others less. While all departments were asked to contribute, some departments experienced larger budget reductions than others, depending upon their ability to increase other funding sources, flexibility to trim costs while also meeting their mission and serving their constituents, and their ability to contribute to the strategic priorities of the CoANR. Travel and professional services were among the categories of spend realizing the largest cuts.

CoANR is requesting a one-time utilization of reserves of \$600K to cover the unusually high volume of faculty start-up costs. Last year, the CoANR requested and was granted a \$3 million increase in operating budget, mostly related to salaries, allowing the College to hire faculty, rebuilding from the drastic cuts of a few years ago. In order to be competitive with attracting the requisite talent, start-up packages are necessary to provide the financial support for these individuals to build a successful research and teaching program. This resulted in higher than normal levels of start-up expenses over the years FY2021 – FY2023 from Federal Capacity (research) dollars, Foundation support and other funding sources have been utilized before requesting URO and Reserves.

The \$498K budget allocation to CoANR from the University that is incremental to the President’s Step-2 reductions will also require a one-time utilization of reserves.

Reductions in the Unrestricted Operating Funds (URO) to the CoANR jeopardizes our ability to meet obligations with federal capacity funding. With reduced URO, it becomes substantially more difficult to meet the 1:1 matching requirements that are a condition for obtaining this federal funding. On average, CoANR receives \$4.5 million annually in federal funding, all of which must be matched with non-Federal, non-restricted funds (i.e. State; URO) and are subject to the same restrictions as the capacity grants themselves. (Refer to page 11 for an overview of teaching, teaching assignments and use of capacity dollars (matching requirements)

CoANR has a significant volume of deferred maintenance and capital projects, especially at the Research and Extension Centers. The budget reductions are inhibiting the ability to keep up with the necessary investments to maintain safe, reliable operations that meet the needs of the community, the mission of CoANR, the desire of the university to support greater community engagement and support economic innovation hubs and the Governor’s WIN initiative.

The annual ongoing budget reductions are also limiting the ability of CoANR to invest in and advance in new strategic areas essential to the economic and welfare of the State. Therefore, the College of Agriculture and Natural Resources is submitting a FY23-FY24 budget exception request for ongoing funding for academic and extension faculty positions (7) that align with university and College strategic goals in research competitiveness, nutrition, computational biology and the technologies of the “farm/ranch of the future” along with a request for one-time funding for instrumentation that provides added capacity for investigators in the Science Initiative and across campus for studying living cells.

Did your College undergo a reorganization to achieve budget reductions?

While the College did not undergo a reorganization of personnel, we did make internal program consolidations.

Is the College working toward making degree programs available via distance delivery?

CoANR currently has a number of programs available via distance delivery and is developing on-line delivery for more Bachelor degrees and microcredentials. However, if the distance education revenue model is changed, this will substantially reduce and potentially eliminate our ability to offer current, let alone any new distance programming. One proposal that has been promoted would reduce CoANR revenues by 90-95%. We are hopeful that any new revenue sharing model will be favorable to units that are stepping up to provide distance learning to all categories of students and that control of these revenues will be maintained at the College and department level. This proposed model would make it next to impossible to implement any programmatic changes to move to distance platforms for anything less than a full-blown degree due to loss of resources that would have made implementation possible.

Program fee revenue increases would be small and would do little or nothing to offset revenue losses from on-line tuition and fees. Use of program fees is restricted and would not cover certain expenses needed to launch distance programs. This decrease in online offerings will then decrease distance education tuition revenue, decreasing income into UW, Academic Affairs, and the colleges. This tuition will not be recouped in campus courses. Instead, especially if online students have fewer course options and more limited course availability, we will lose those

students to other online programs, as our competitors in the distance education space are global, not just regional.

Some examples of current distance programs offered by the CoANR include:

Family and Consumer Science - FCS currently offers one fully online BS degree and one fully online MS degree. FCS online courses support multiple degrees, including the online Bachelor of Applied Science curriculum, and serve over 450 students per semester.

UW Extension - Many of our Extension programs in entrepreneurship, consumer finance, food safety and food processing, nutrition and agricultural production (plant genetics, animal husbandry, animal health) were offered by distance in 2020 and this will continue into the future, even as more programs come back to face-to-face delivery. Programming for youth and adult education were provided using novel social media approaches, radio and TV reaching both traditional and non-traditional audiences. UW Extension program is nationally recognized as being of high quality and programming attracts individuals from across the country.

Animal Science – Animal Science currently offers distance courses in collaboration with community colleges (AS 1009). A new offering in meat quality is jointly offered with Extension.

Plant Sciences – Plant Sciences created online course shells for 8 courses this past year. These courses are either newly available online, or greatly improved by this opportunity. Additionally, last year, we began offering our full research-based M.S. program to non-traditional students based outside of Laramie. We increased our online and hybrid course delivery, and leveraged our depth and state-wide reputation in the area of weed science to accomplish this.

Below is a full list **of the current and prospective distance programs offered in the CoANR:**

- **Agribusiness** with 4 options: Agribusiness, Farm and Ranch Management, and Livestock Business Management plus a dual degree option with the Haub School of Environment and Natural Resources.

- ♣ Distance offerings in Agribusiness would include contributions to microcredentials and certificates and contributions to courses in the new joint degree: Ranch Management and Agricultural Leadership.

- **Animal Science** – The ANVS degree is in coordination with the Veterinary Science Department and offers one major (Animal and Veterinary Science) and 8 study options (Production, Pre-Veterinary Medicine, Business, Communications, Range Livestock, Meat Science & Food Technology, Animal Biology and Equine). In addition, Animal Science offers an emphasis area in the Agriculture Education and Agriculture Business.

- ♣ Animal Science currently offers distance courses in collaboration with community colleges (AS 1009).

- ♣ A new offering in meat quality is offered jointly with Extension.

- **Ecosystems Science and Management** offers the largest accredited program from the Society for Range Management in the United States. The BS in Rangeland Ecology & Watershed Management integrates rangeland ecology and watershed management, soil science, and entomology. Six minors are available with this degree (Rangeland Ecology and Watershed Management, Forest Resources, Insect Biology, Reclamation and Restoration Ecology, Soil Science). Dual degrees are also offered with Environment and Natural Resources and in collaboration with Agricultural Education and Earth System Science degrees.

- ♣ ESM would contribute on-line and hybrid courses in the degree, certificates and professional development program in Ranch Management and Agricultural Leadership

- ♣ ESM faculty have proposed on-line offerings to meet national needs in soil science and soil chemistry, an emerging field in environmental monitoring and

- ♣ ESM faculty provide the science behind environment credits and soil and plant based carbon capture systems, professional development and for-credit courses in this area.

- **Family and Consumer Science (FCS)** currently offers one fully online BS degree and one fully online MS degree. FCS online courses support multiple degrees, including the online Bachelor of Applied Science curriculum, and serve over 450 students per semester.

- ♣ In addition, FCS and Early Childhood Education are proposing a joint degree in Early Childhood Education ages birth through 8. The Board of Trustees supported the Notice of Intent, and the Feasibility Study will be submitted soon. If approved, this program will allow students to take classes online or on campus, will become accredited through the National Association for the Education of Young Children (NAEYC), and will lead to PTSB licensure for teaching grades K-3 and an endorsement for ages birth-5. This degree will require an initial investment of three faculty lines into Early Childhood Education and incorporation of the ECEC lead teacher salaries into the UW budget. However, preliminary budgets suggest with modest student enrollment predictions, the program will result in a net surplus four years after implementation.

- ♣ Additionally FCS faculty are exploring the following:

- Developing online short courses that would provide coursework hours required for Certified Master Kitchen and Bath Designer certification.

- An online certificate in Design, Merchandising and Textiles

- An online certification in Nutrition Science

- An online certificate or credential in Family Sciences

- ♣ FCSC 1141 Principles of Nutrition is required for multiple majors on campus, fills to capacity of 50 every semester and summer, almost all enrollment is from campus based students. The course is offered on line to improve access and degree completion rates, but reduced funding would mean that one section per year could be offered, if at all.

- ♣ FCSC 3110 Personal Finance – taken by students across campus as a relevant upper division course outside of their major; this fills to 50 capacity in two sections every semester and one section in summer.

- ♣ FCSC 3220 Multicultural Influences on Children and Families – taken by students across campus, including elementary education majors; high enrollments and offered every semester and summer. This course is taught by an NB lecturer; it would have to be reduced to once a year by a faculty member and enrollment will need to be capped, if the proposed distance revenue model were adopted. A similar situation occurs with other courses such as Intimate Relationships, Family Relations, Adolescence, etc. that are all taught by NB lecturers and have large campus student enrollments.

- **Molecular Biology** offers a BS degree in Molecular Biology with options in: Biotech for students interested in research or a career in industry, Microbiology or pre-professional for those interested in health care professions. If the distance revenue model were to change, we would be unable to deliver bottleneck courses that undergraduate and graduate/professional students need – for example MOLB 3610 *Principles of Biochemistry* and MOLB 3000 *Introduction to Molecular Biology*. UW students take both MOLB 3000 and 3610 in the summer to get back on track with their course sequence. MOLB 3000 is taken in the summer by incoming Community College transfer students so they can finish within two years (articulation) in the microbiology curriculum. Scores of pharmacy students take MOLB3610 in the summer – this course is part of a sequence to achieve their PharmD degree in the prescribed time. Offering MOLB 3610 in the summer is also important for other majors and MOLB majors.

- The BS in **Microbiology** is an inter-departmental major involving the collaborative teaching, advising, and research expertise of over 20 faculty microbiologists from the Colleges of Agriculture, Arts and Sciences, and Health Sciences.

- **Plant Sciences** is committed to increasing the availability of our programming to stakeholders across the state. In addition to our extension programs that consistently reach all 23 counties and beyond, we have the following achievements and plans for our academic programs:

- ♣ Our department took advantage of UW’s contract with Ease Learning to create online course shells for 8 of our courses. These courses are either newly available online, or greatly improved by this opportunity.

- ♣ Last year, we began offering our full research-based M.S. program to non-traditional students based outside of Laramie. We increased our online and hybrid course delivery,

and leveraged our depth and state-wide reputation in the area of weed science to accomplish this. Two students are currently enrolled, both are employees of county weed & pest districts. However, we have paused additional enrollments, and the feasibility of this program is currently in jeopardy due to budget cuts. Our weed science faculty position in Powell was lost in the recent budget cuts, and another weed science faculty is currently serving as Head (and the faculty line was not back-filled). Our efforts here are paused until we can re-build the necessary teaching and research advising capacity.

♣ Part of the goal of our recent curriculum proposal (changing Agroecology to Plant Production & Protection) is to allow for increased collaboration with community colleges. We currently have plans to allow students at Sheridan College to complete the 2-year Associates degree followed by 4-year B.S. degree in our department without coming to Laramie. We plan to extend this program in collaboration with other community college partners once fully implemented at Sheridan. Our biggest hurdle here is availability of necessary coursework from outside of our own department. To maximize efficiency and minimize redundancy, we have historically relied on other departments (Botany, ESM, LIFE program) for several important courses. Because of this, we have no control as to whether those courses will be offered in a format available to students outside of Laramie. We are currently exploring options to work around these issues.

• **Veterinary Science** contributes to 2 interdepartmental BS programs: Animal and Veterinary Sciences and Microbiology.

Provide an overview of the College's research portfolio and describe where it is headed.

The CoANR is a research-intensive College within the only doctoral/research-extensive institution in the State and is committed to research and creative discovery in agriculture, natural resource science, human sciences, and biomedical research. In 2020, CoANR had 734 active grants totaling \$90M. Our faculty include nationally and internationally 6 recognized scholars in agricultural, agribusiness and regional economic analysis, biomedical, and environmental science.

Our research VISION is to lead an impactful research enterprise that is entrepreneurial and stimulates profitability and diversification of the agricultural economy, the betterment of the environment, and society. Our current faculty in Molecular Biology, as examples, have launched 4 start-up companies; and plant science faculty provide technical assistance and conduct field trials important for success of sustainable and profitable agricultural production across the Mountain West.

Our research MISSION is to support fundamental and applied research on important global challenges in agricultural, natural resources, and biomedicine meeting the current and future needs of Wyoming, the region, the nation, and the world. The CoANR research enterprise is inherently interdisciplinary - we collaborate across colleges within the University, primarily, Arts & Sciences, Engineering, Haub School, Health Sciences, and the Biodiversity Institute. We provide leadership for both INBRE with co-director Dr. David Fay and EPSCoR programs. CoANR faculty were leaders in the NSF EPSCoR Track I RII proposal (Miller) for the Wyoming Center for Environmental Hydrology and Geophysics (WyCEHG) and the Track-1 RII Microbial Ecology (van Diepen).

Many of our researchers are experts in data science and we have faculty in the bioinformatics core. Our research extends across the state through our 4 Research and Extension Centers in west Laramie, Sheridan, Powell and Lingle providing regional and national leadership in high altitude agriculture and impact of environmental stress on plant and animal agriculture, impact and control of invasive plant species, ecosystems science focusing on water and soil resources, animal physiology and precision agriculture.

The CoANR along with Business and Engineering lead the Blockchain Center of Excellence with research on application of blockchain technology to animal husbandry and environmental monitoring including carbon removal. Our faculty support doctoral students in the Program in Ecology and MCLS programs. The CoANR faculty will be integral to the success of the Science Initiative and cellular biology research to be conducted in the SI Building.

Provide an Update on the Ranch Management and Agricultural Leadership Program

Across the West, ranch management and agricultural leadership requires training and expertise beyond rangeland and livestock management. This program builds on the College's demonstrated strength in ranch and rangeland management and high-altitude agriculture to provide education of the next generation of public and private sector professionals involved in the complex environment of private/public land management. This program is completely aligned with President Seidel's vision to create a best in class 21st century land grant university true to its Wyoming roots. This interdisciplinary program will include BS and post-bac programs, certificates and professional development. We have been conducting listening sessions across the state with various stakeholder communities over the past 4 months as part of a strategic needs assessment, and from this, will be designing programming starting later this spring. Two programs that will be launched this summer and fall will be a ranch camp and a seminar series. For degree programs, our intention is to coordinate activities and offerings with community colleges to leverage resources.

Ranching is at the heart of Wyoming and is undergoing significant changes due to inter-generational transfer, changes in the regulatory landscape and shifts in regional national and international markets in agricultural and energy resources. These changes pose broad challenges and opportunities to Wyoming ranchers and land managers. The ranch economic sector is growing in diversity and has been evolving dramatically in recent years with emerging reliance on recreation, business diversification and development of specialty markets.

In 2020, CoANR secured a gift to launch this program from Farm Credit Services of America for \$1.5M, matched by the State to \$3.0M. Foundation dollars from other sources will provide operational support for this program.

CoANR received a CPM position for the Director search in FY22 for the program at the associate/full professor level. The Director position is central to establish and grow the interdisciplinary degree, certificate and professional development programs in Ranch Management and Agricultural Leadership that will provide for student success, entrepreneurial engagement and relevant applied research in this area.

Provide an Overview of Teaching, Teaching Assignments, and Use of Capacity Dollars (Matching Requirements)

Faculty job duties in CoANR are defined by **Job Descriptions**. A unique situation in the College is the impact of federal capacity grant dollars (Hatch¹ and Smith-Lever²) that support salary and benefits of faculty. There are federal stipulations associated with these dollars affecting faculty level of effort in teaching. These funds are forfeited if they are not used in accordance with federal law. Because of the limitations on the use of these capacity dollars, it may appear to those who are not familiar with the land grant system that CoANR has much more teaching capacity (FTEs) than the college actually does.

There are strict requirements for the use of these capacity dollars:

- 1) Capacity dollars need to be matched 1:1 with non-federal (state, URO) funds – both salary and benefits must be matched,
- 2) The restrictions associated with capacity dollars also apply to the state dollar match,
- 3) Capacity dollars effectively control faculty % effort, therefore faculty who have a percentage of salary on capacity dollars will have limited or no classroom teaching appointment. For example, **none** of our 62 UW Extension AP faculty can have teaching appointments. Many other faculty have less than a “full” teaching load dependent upon the % of their effort paid for by Hatch (research) or Smith-Level (extension) dollars.

Each faculty appointment is unique. We have faculty who have 100% teaching appointments (no capacity funds as part of their compensation). We also have faculty who are funded in part on capacity dollars having: teaching/research, research/extension, or research/extension/teaching splits in their appointment. Funding for faculty providing use of capacity and state dollars in shown in Table 1.

Table 1. Salary and Benefit Dollars for Faculty and Academic Professionals

	FTEs	Salary and Fringe Benefits Funded by:	
		State Block*	Capacity Funds and Other Sources
Faculty	84	84%	16%
Academic Professionals – Faculty	52	62%	38%
Academic Professionals – UW Extension	62	76%	24%
Total	198	78%	22%
*Includes 1:1 cost share requirement (URO match to federal capacity grant dollars)			

¹ The Hatch Act of 1887 provides for a grant to support continuing agricultural research at 1862 Land-grant institutions and State agricultural experiment stations. Funds appropriated under this section *shall be used to conduct* original and other research bearing directly on and contributing to the establishment and maintenance of a permanent and effective agricultural industry of the United States, including research in broad aspects of agriculture, development and improvement of rural life and maximizing the contribution by agriculture to consumer welfare.

² The Smith-Lever Act Capacity Grant is to conduct agricultural extension work at 1862 land grant institutions.

Provide Details behind the Major Maintenance Request

Infrastructure to support agricultural research has deteriorated across the United States in the past 30 years, and in many cases, centers are in a deplorable state. The University of Wyoming is currently not competitive for grants and contracts because of the conditions of our current facilities. Lack of housing makes it difficult to fully utilize the centers, as does a lack of modern equipment and the ability for on-site sample preparation and analysis. Lack of necessary personnel limits capacity to make full use of these uniquely situated resources across the state. A unique feature of the Experiment Stations is the amount of land involved and leases that will need to be addressed soon. In addition, costs to upgrade networks at each of the R&E centers is attached at the end of this report.

I have asked the colleagues listed above to provide a description of and approximate costs for infrastructure improvements using a phased approach:

- 1) Phase 1 -core maintenance needs to maintain functionality,
- 2) Phase 2- what is necessary to bring the facilities up to modern standards for agricultural science research, and
- 3) Phase 3 – what would be necessary to make each Research and Extension a premier facility in an area of excellence relevant to Wyoming.

This major maintenance request includes only Phase 1 requests - those needs to maintain functionality. With the specific request broken out into physical infrastructure (\$8,632,000), and second into IT infrastructure (\$1,860,510).

Phase 1 - Core maintenance needs to maintain functionality at R&E Centers:

For Laramie R&E Center:

Commodity Shed w mixer to replace the feed mill: The current feed mill is not truly functional and is a tremendous safety hazard and has limited utility. We have recent estimates range from \$3-5 million dollars for complete renovation of the facility. However, a cost analysis considering facility need, utilization, and cost of having specialty diets produced at local feed mills would not support the investment of a complete renovation. Our recommendation is to remove the existing facility (some parts are salvageable, including truck scale) and build a commodity shed that has smaller storage capacity, mixer/grinder capabilities. *Estimated costs: \$1,000,000.*

Housing: The current housing situation at LREC is dire. The large farmhouse, located by the shop, is currently being remodeled. There are two employee houses at the beef unit that are in equally bad shape. It may be cheaper to remove those houses and replace them with modular housing. On-site housing is critical to be able to ensure the welfare of the hundreds of animals on site. *Estimated cost: \$500,000.*

Hansen Parking Lot: The parking lot to the Hansen Arena has severe drainage issues that have never been addressed. Current estimates are to redesign drainage and resurface (road base, not pavement). *Estimated cost: \$850,000.*

Biohazard material destruction at the UWBF/WSVL: There is a large incinerator capable of incinerating >2000 lbs. of animal tissue at one time. Annual maintenance and service costs are covered every year through the unrestricted operating budget assigned to the Department of Veterinary Sciences and UW operations. However, there are additional costs that come every 7-10 years. One such cost is the replacement of the refractory lining of the incinerator. Autoclaves serving the UWBF/WSVL are used heavily and will need replacing at a similar interval.

Estimated cost: \$200,000 (every 7-10 years).

For Sustainable Agriculture R&E Center (SAREC):

Infrastructure Improvements: Improvements for SAREC include removing and replacing grain bin, since current bins are damaged and unusable (\$45,000), replacing the irrigation system engine, currently 15 yrs. old and past its useful life (\$8,000), replacement of outdated tractor with current model that include GPS and precision agricultural capabilities allowing us to conduct state of the art agronomic research (\$180,000). Replace out of date equipment: 20+ year old combine with a used (JDS550) one (\$180,000), 12 row planter (\$415,000), and ATV-4 (\$9,000). Add portable cattle working facilities for Rodgers Research Site at Laramie Peak (\$25,000). Fix existing perimeter fence at Rodgers research site, fence was damaged by 2012 Arapahoe fire, with continued damage from blow-over/fallen trees (\$12,000); complete existing geo-dome passive solar greenhouse (\$8,000). *Estimated cost: \$482,000.*

For Sheridan R&E Center:

Buildings: Building needs range from update and expansion of lab and office facilities to repairs from deferred maintenance to maintenance of several 100+ year old historic buildings still in use at the Wyarno Farm Unit of ShREC. Additionally, we have been using a 70-year-old small house for temporary housing for students and visiting faculty. This facility barely meets our needs and may soon be considered unsafe because of foundation issues. Our offices and lab facilities at Wyarno (used daily) need to be renovated to make them more useful and current. Specific building-related items include: Renovation of office and warehouse at Wyarno, congregate residence at Wyarno into one suitable for 8-10 people, new key-card entry at Watt Building, historic building repair at Wyarno, expansion of office space at Watt Building or Wyarno, laboratory renovations. *Estimated cost: \$1,500,000.*

Non-building infrastructure: Our non-building infrastructure needs relate directly to our expanding portfolio of research activities. Our deepening relationship with Sheridan College partners promises to increase opportunity for joint plant-animal-soil interaction research – which also ties directly to our forage science focus and the IMAGINE initiative. Specific items in this category include: animal handling facilities, water infrastructure, shifting a center-pivot irrigation system from diesel fuel to electrical power, and fence repair. *Estimated cost: \$250,000.*

Research Equipment: We are very grateful for the ability to replace some of our very old research equipment in recent years, much of our ‘fleet’ is still nearing (or past) obsolescence. Specific items include: research forage harvester, enhanced instrumentation for fields, lab, and

greenhouse, a stock trailer for moving animals, and improved videoconferencing technologies to improve ability to collaborate with partners across the country. ***Estimated cost: \$750,000.***

For Powell R&E Center (PREC):

New Lab: Tear down current lab (the building just east of the PREC residence, half mile from PREC headquarters) and replace with new structure. The current “lab” is located in the south-central part of PREC (we will call it lab A) and it has about 1000 sq. ft. but it is/was basically a house with about five different rooms and very tight openings and it is only good for storing and weighing samples. It does have running water but no functional bathroom. For other lab space (lab B), we currently have only a 250 sq. ft. work room (climate controlled) and a 250 sq. ft. storage area (not climate controlled). “Lab” B is located just 200 feet north of our main office building. This lab area B has a sink but no washroom. We also share a 600 sq. ft. work room (lab C) with Seed Certification in the Foundation Seed building (half mile east of PREC headquarters and near lab A). This shared lab area C is used to store samples and clean seed. This shared facility lab C has no running water. We envision replacing these three disconnected “labs” with a completely new “lab” that contains a wet lab area, a dry lab, restrooms, an office with computer capability, and an open area with a garage door where large items can be unloaded. Total square feet, ~2000. This new lab would be built where lab A is currently located. ***Estimated cost: \$2,000,000.***

New Greenhouse: Tear down and replace current greenhouse with a new greenhouse complex and headhouse. PREC currently utilizes a 600 sq. ft. greenhouse which has extremely limited capability. The greenhouse is only adequate to increase progeny lines and to keep plants alive during the winter but otherwise, it has little additional value. To conduct research, we need a new ~1,200 sq. ft. greenhouse with 800 sq. ft. headhouse (total facility area of 2000 sq. ft.) with modern heating and cooling devices as well as quality lighting. Constructing this new greenhouse will be critical to recruiting faculty in plant science fields, irrigation management, crop physiology, all important area to agriculture in the Big Horn Basin to PREC. ***Estimated cost: \$1,100,000.***

Total Cost Phase 1 All Centers: \$8,632,000

Ag R&E Network Upgrades - A Rough Estimate of Costs to Upgrade IT

Costs for each center and the greenhouse complex in Laramie on 30th St are outlined below.

The upcoming new Starlink satellite service may be helpful for some of these locations. It provides 300 Mbps and costs \$99 a month with a \$500 equipment purchase. It should be available before the end of 2021. There are a couple of other satellite providers now available at substantially lower speeds.

UW IT has reached out to the State to discuss upgrading the current Wyoming Unified Network (WUN) connections from 1Gig to 10Gig, where we would leverage the WUN to get sites better connectivity. IT also reached out to the State to see if they are aware of any last mile connectivity options for sites like SAREC and possibly Sheridan and are waiting for a response.

Most of these costs while presented as one-time expenditures, will need ongoing replacement of gear and that should be factored into annual budgeting. If fiber is leased there will also be recurring costs.

Laramie R&E Center – Approximate cost \$306,345.50

The Laramie stock farm is connected to campus via a point to point radio capable of 750Mb service. Buildings on site are connected via dedicated point to point radios with 1 GB capacity.

Upgrade Options

1. Upgrade network capacity to 10Gb (Approximately \$304,750)
 - The best approach is for UW to construct a fiber optic circuit from the Wyoming State Vet Lab site to the R&E center at a cost of approximately \$89,000/mile for a total cost of approximately \$250,000.
 - Circuit path would be along Rocky Mountain Power poles inside the Laramie city limits moving to buried (trenched/bored) fiber from the at the north edge of the property.
 - Power poles require a small lease cost per year for maintenance.
 - The R&E site network is currently distributed by a shared radio network. If speeds higher than 1 GB is required additional fiber will need to be installed on site.
 - The installation of such cable has been scheduled in the past but was put on hold after Physical Plant became concerned about a lack of detail on the buried utilities at the site. Approximate cost \$50,000.
 - The upgrade would require a new router for the Laramie R&E center at a cost of approximately \$4,500.
 - The upgrade would require 10 GB optics for both ends of the connection Approximate cost \$250.
2. Upgrade connectivity in existing structures
 - Additional wireless access points can be installed for approximately \$795.50
 - Additional buildings can be connected via wireless point to point radios for approximately \$800.

Greenhouse (East Laramie, 30th St) - \$15,318.50

The Greenhouse is connected to the campus network directly via fiber owned by UW.

Upgrade Options

1. Upgrade network capacity to 10Gb (Approximately \$9,750 plus the cost of a new wiring closet)
 - The upgrade would require a new router for the Laramie R&E center at a cost of approximately \$4,500.
 - The upgrade would require 10 GB optics for both ends of the connection approximate cost \$250.

- The closet in this building has a water flooding problem so we would want to construct a new closet somewhere that we could be sure was dry. Rough estimate \$5,000.
2. Wireless expansion (Approximately \$5,568.50)
- The existing wireless coverage in the space is poor.
 - 7 additional APs at a cost of \$795.50 each will cover the building including the greenhouse.

SAREC (Lingle) – Approximate cost \$1,430,750

SAREC is currently connected via a terrestrial radio link with speeds up to 40Mb. While discussing technology needs for the R&E centers we discovered that the lack of cell coverage in Lingle was viewed as a possible life safety issue because visitors to the facility may not be able to reach help if there were an accident. Matt Kelly on our staff reached out to Verizon to see if there were any options available for coverage in the area. They confirmed that the coverage in the area was poor at best, and there are no plans to increase coverage in the near future. They confirmed that a vehicle mounted cell repeater could be used to increase coverage in the area immediately surrounding vehicles in the field. This information was passed back to the Ag staff and is included in the estimate.

IT is investigating the use of the State Microwave link for Lingle and will report back as we get more information. This is not in the proposal as this doesn't get Lingle to the 10 GB connectivity that is being asked for but could provide better speeds than they currently have.

Upgrade options

1. Upgrade network capacity to 10Gb (approximately \$1,428,750)
 - The upgrade to 10 GB relies on the approval of the state to connect to the WUN at 10 GB.
 - The upgrade would require purchasing a fiber optic connection from the SAREC R&E center to the Eastern Wyoming community college campus at a cost of approximately \$89,000/mile. The cost to build out this fiber path is approximately \$1,424,000.
 - It may be possible to locate closer fiber to reduce the cost.
 - The upgrade would require a new router for the SAREC R&E center at a cost of approximately \$4,500.
 - The upgrade would require 10Gb optics for both ends of the connection
Approximate cost \$250
2. Upgrade Cell coverage (approximate cost \$1,000 per vehicle)
 - Vehicle mounted cell boosters could be purchased and installed for approximately \$1,000 for each vehicle

Sheridan R&E Center – Watt facility \$15,145.50/Wyarno cost unknown at this time

The Watt Building is on the Sheridan college campus and is connected to the WUN at 1G. The building is equipped with gigabit wired networking and UW provided wireless network connectivity.

Upgrade Options

1. Upgrade network capacity to 10Gb (Approximate cost \$9,250)
 - The upgrade to 10 GB relies on the approval of the state to connect to the WUN at 10 GB.
 - The upgrade would require a router replacement at the Watt Building. Approximate cost for 2 EX 4300 to replace existing cisco 3850s is \$9,000.
 - The upgrade would require 10 GB optics for both ends of the connection. Approximate cost \$250.
2. Upgrade wireless in the Watt building (Approximate cost \$5,100).
 - There are currently 12 802.11n APs installed in the Watt Building. These should be replaced with 802.11ax APs for increased wireless performance. The cost per AP for replacement is \$425 per AP.
3. Increase Wireless coverage in the Watt Greenhouse (Approximate cost \$795.50).
 - Currently there is no wireless coverage in the greenhouse. One additional AP should cover the space at a cost of \$795.50.

Wyarno Building

The Wyarno facility currently does not have any UW provided connectivity. UW IT has reached out to Range Telecom for the Sheridan Wyarno site. Range Telecom has listed on their site that it is possible to lease/purchase dark fiber, but it needs to be determined whether this is a viable option.

Upgrade Options

1. Network upgrade (Price Unknown – Will have to explore further.)
 - Range telephone has fiber in the area and offers long term leases for dark fiber. This fiber could potentially connect the Wyarno facility to the Sheridan College campus.
2. Network connectivity to other buildings on the property (Approximately \$800 for each building).

Powell R&E Center – Approximate cost \$96,950.00

The Powell R&E center is located approximately 1 mile from the Northwest Community College and is currently connected via a 10Mb metro ethernet circuit that terminates in Laramie.

Upgrade Options

1. Upgrade network capacity to 10 GB (Approximate cost \$93,750.00).
 - The upgrade to 10 GB relies on the approval of the state to connect to the WUN at 10 GB.
 - The upgrade would require purchasing a fiber optic connection from the Powell R&E center to the Northwest community college campus at a cost of approximately \$89,000/mile.
 - The upgrade would require permission from Northwest community college to bury fiber on the campus.
 - The upgrade would require permission and available resources to connect to the state of Wyoming WUN node.
 - The upgrade would require a new router for the Powell R&E center at a cost of approximately \$4,500.
 - The upgrade would require 10 GB optics for both ends of the connection
Approximate cost \$250.
2. Upgrade connectivity to existing buildings (Approximate cost \$3200)
 - Several outbuildings could be connected via point to point wireless links to provide internet service at a cost of \$800/building.

Note: The Laramie UW campus is currently connected to the Wyoming Unified Network at 1 GB. If any R&E sites are connected to the WUN at 10 GB the connection will need to be upgraded to a minimum of 10 GB in Laramie, but a 20 GB connection is recommended for redundancy and capacity. The cost of the upgrade is approximately \$500.00.

UW Information Technology FY 2022 Budget Narrative – Board of Trustees

UW Information Technology Organization (IT): Technology and its use in higher education continues on an exponentially accelerating path. Each day, technology becomes more embedded into the university's mission, educational delivery, research and general operations. It is doing so in some astounding ways. The pandemic has been a good illustration. Technology was the keystone tool in the university's ability to rapidly deliver all online classes and allow remote work from home. Technology will continue to play a primary and critical role in UW's future success.

IT is a customer-centric support organization. Our primary focus is customer service and support for faculty, staff, students, departments and others. We strive to well-understand and appreciate our customers' needs and their goals. Our philosophy is that our success lies in our customers' successes. Our strength is in our employees. IT employees take great pride in the service and support we provide. We also strive to build trust and to build a culture of customer service, collaboration, teamwork and partnership. We attempt to anticipate the ever-changing needs of the university. We are committed to exploring best practices, emerging technologies and implementing cost-effective solutions.

IT Budget: Because of the nature of our business – hardware and software - IT is more capital intensive than most UW departments. Hardware, software and all technology are perishable goods. All of IT's hardware infrastructure has to be replaced in one manner or the other every 3 to 10 years. All software has to be replaced or upgraded frequently.

Information Technology's net budget reduction from FY21 to FY22 is \$1,252,394 (Line 18 in the summary table below). The primary component of that amount is IT's share of UW's initial FY21 budget reduction allocation \$1,163,200 (\$663,200 from Salaries and Benefits and \$500,000 from increased revenue). Throughout the reductions, our objective has been not to eliminate our services or our support. That said, we continually reevaluate and rebalance our services and our support levels.

IT's budget is comprised of two fund sources: Unrestricted Funds and Designated Funds.

FY22 IT Unrestricted Budget Summary		
	Natural Accounts	FY22 Budget
1	External Funding	\$ (198,000)
2	Internal Budget Reduction Allocation	\$ (37,878)
3	Total Revenue	\$ (235,878)
4		
5	Salaries, Wages, Benefits	\$ 10,475,621
6	Services, Travel, and Supplies	\$ 4,378,240
7	Util, Repair & Maint	\$ 1,512,053
8	Other Exp, & Subcontracts	\$ 2,276,901
9	Total Exp Before Transfers	\$ 18,642,815
10		
11	Internal Allocation & Sales	\$ (3,849,700)
12	Provisions for Replacement	\$ 250,000
13	Transfer To/From Operations	\$ (413,099)
14	Total Funding Transfer	\$ (4,012,799)
15		
16	FY22 Statement of Activities of Net Result (65, F)	\$ 14,394,138
17	FY21 Statement of Activities of Net Result (65, D)	\$ 15,646,531
18	Reduction FY21 & FY22 (65, G)	\$ (1,252,393)

IT's Unrestricted Budget receives revenue in two areas: 1) External entities (Line 1), which includes sales of products and services from the WyoOne ID office, and the sale of telecommunication services to auxiliaries and other non-UW entities on-campus, and, 2) Departmental revenue, the majority of IT's revenue (Line 11), which is received from internal UW transfers (primarily the sale of our telecommunication services to departments).

Even though IT is capital intensive, the bulk of Information Technology's expenditures is still for salaries, wages and benefits (56%, Line 5). Information Technology has 105 full-time benefitted positions as well as many part-time student workers (mostly student computing lab assistants). Unfortunately, IT has quite a bit of employee turnover as many of our employees are drawn to higher paying opportunities outside the university. IT contends with having several vacant positions each fiscal year. Due to those vacant positions and the time it takes to refill them we always have unspent funds in our Salaries and Benefits Budget. We are using those unspent funds as a major offset to our budget reduction (\$663,200).

IT's capital expenditures include various software applications, academic and classroom technology support, computing, networking, security and telecommunications and other infrastructure (Lines 6-8).

IT's year-to-year expenditures are cyclical with highs and lows caused by varying life-cycle replacements, different contract lengths and various annual one-time expenditures. IT hopes to somewhat level out the peaks and valleys of our expenditure flow. IT is hoping to better budget for future expansion and upgrades of equipment by transferring a limited amount of funds to a capital replacement fund (Line 12, \$250,000).

We have budgeted in some flexibility from our Unrestricted Operating Reserve account with the understanding that these funds (Line 13, \$413,099) would only be expended if our reserve account balance increases. If the balance doesn't increase after the close of FY21 then we won't expend the funds and the transfer won't occur. (If made available, the funds will be used for the expansion/modernization of some elements of our infrastructure, e.g. 5G and WiFi 6, computing and storage.)

In previous years, IT has been cautious in our budgeting of internal revenue. However, even with past budget reductions, our revenue has been consistently higher than budgeted. This is being monitored closely for FY21 and is on-track. At any time if our revenue flows are not meeting targets then we have safety valves in vacant positions, eliminating transfers and/or reducing expenditures.

IT has one Designated Fund that supports all UW's student computer labs. Each year, \$429,506, is funded from tuition revenues to support the student computer labs. The expenditures in this fund cover the cost of items to support academic computing across campus. Examples of items funded are desktop computers, laptops, printers, toner, paper, software, and other technology directly used by students.

Budget Narrative
College of Arts & Sciences
04 May 2021

Introduction

The College of Arts & Sciences has an annual (unrestricted) budget just north of \$40M. These funds are 100% allocated to salaries and benefits. A&S has no operations budget that is funded by the state block grant.

A&S operations are entirely self-funded through revenues generated from Distance Ed and Summer Session course offerings. Out of the ~\$7M generated from Distance Ed/Summer Session revenues, \$2.7M goes directly to departments and is used to fund temporary faculty who teach those courses and additional GA lines above and beyond what is allocated by the Office of Graduate Education. Another \$1.4M from Distance Ed/Summer Session revenues is “socialized” and returned to departments via a formula that depends on the number of faculty, majors, and student credit hours produced. Another \$0.7M goes to the Provost’s tax. The remainder of Distance/Summer revenue is used for Dean’s Strategic Initiatives, Dean’s Office operations and emergency contingencies, departmental exception requests, faculty retentions, and supplemental teaching/research/outreach support.

A&S also generates significant revenues (~\$1M/yr) through Program Fees. In addition to supporting traditional course-based needs such as laboratory materials, these funds go toward supporting student computer labs, the math/stats tutoring center, and advising needs.

How has the FY2022 budget been allocated to achieve the vision of the college/subdivision? What quantifiable objectives is the budget designed to achieve?

A&S’s unrestricted budget from the state block grant is dedicated to UW’s core mission of instruction. A&S is responsible for ~150,000 student credit hours each year, representing roughly 50% of the UW total (see the Appendix). In terms of the strategic use of our Foundation and self-generated operational funding, A&S annually allocates around \$0.5M toward the “Dean’s Strategic Initiatives” stemming from our 2017-2022 Strategic Plan. The funds are used to catalyze new faculty research and creative activity, support our current students, and recruit new students to UW. The initiatives we support are:

- Interdisciplinary research seed grants
- Diversity initiatives
- Graduate Scholar awards
- Inreach activities
- Symposia speakers
- Faculty travel awards

Nearly half of the Dean’s Strategic Initiative funding goes toward spurring new interdisciplinary research. The seed grant competition requires A&S faculty to collaborate with faculty from outside

their department, and thus the research ideas generated are frequently new and transformative. The annual seed grant competition typically results in a dozen major grant submissions to extramural funding agencies such as the National Science Foundation, NASA, the National Institutes of Health, the Department of Energy, the Department of Defense, and the National Endowment for the Humanities. In addition, these interdisciplinary collaborations yield numerous publications, graduate student dissertations and theses, conference presentations, and artistic performances and exhibitions.

A&S is the only college without full 4-year professional advising (though A&S students pay the Advising Fee all 4 years!); A&S majors are currently only receiving professional advising during the freshman and sophomore (and transfer) years. We are strategically using a portion of our Program Fee revenues to increase our advising center staffing; by Fall 2021, our team of professionals should be able to accommodate full 4-year advising for approximately half of our majors.

What is driving changes in the budget? How are the ongoing “President’s budget reductions” imbedded in the FY2022 budget and what objectives can no longer be achieved due to the reductions.

Budget reductions are mainly driving changes in the budget. In response to the Fall 2020 budget reductions, we eliminated 15 faculty lines through attrition and three staff positions (accounting associates and accounting associate seniors). Since these 18 positions didn’t fully cover the \$2.4M budget cut for A&S, we are also surrendering a portion of our revenues from Distance Ed to meet the obligation. We are particularly feeling the pinch of reduced faculty, a phenomenon that goes back several years (see Figure 1). We are incapable of shoring up—let alone expanding—many of our programs that are in dire need of faculty lines. In response, A&S departments are responding via a mixture of fewer course offerings, larger class sizes, more courses taught by graduate students and adjunct faculty, and overloads by certain faculty (i.e., APs/FTRCs). Finally, a constrained UW budget has clearly impacted our ability to retain top faculty who receive competitive offers elsewhere.

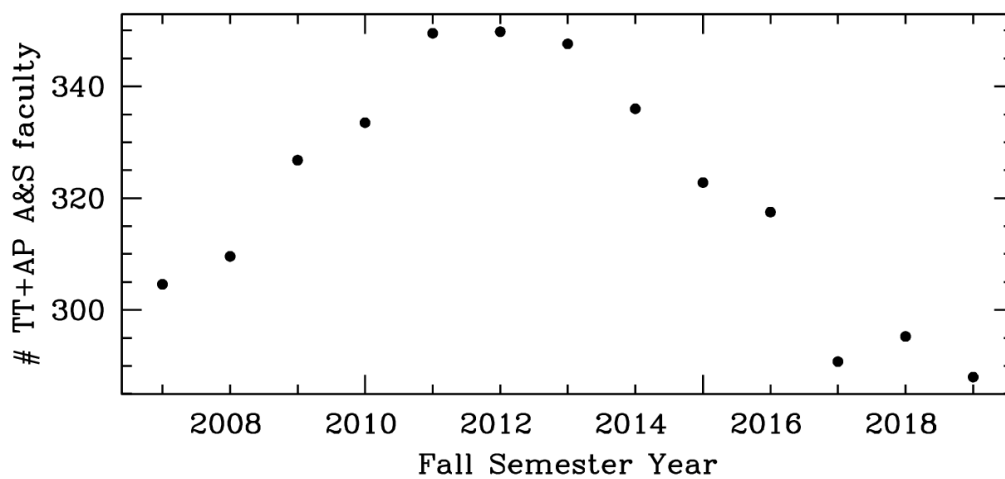


Figure 1. A&S faculty numbers over time

Did your college/subdivision undergo a reorganization to achieve budget reductions?

No. However, A&S has recently moved to a ‘shared staffing center’ model to more efficiently utilize our resources. Previously, each department had their own accountant or two, their own office associates and office associates senior, etc. Now, the majority of the grant accounting has shifted to the Dean’s Office, and nine teams of office personnel support 20 A&S academic departments. This leaner model has been shown to work well; our main challenge is staff retention, especially for the business managers that lead each shared staffing center. The ‘churn’ we see in personnel seeking higher-paying positions elsewhere on campus is a challenge to our staffing stability and morale.

Is the college working toward making entire degree programs available via distance delivery?

Yes. The MPA program can be taken entirely online. In addition, the Psychology BS and Criminal Justice BA are ‘completion’ degree programs, which essentially means community college students can take their jr/sr courses through Distance Ed.

We are happy to report that we are ready to launch an online degree in Sociology. The faculty in Sociology are working closely with our community college (CC) partners, such as letting CC students take our online courses and in return allowing UW students take CC online courses. Win-win. In addition, Criminal Justice is working to offer by Fall 2022 three specific 1000-level courses online, so that their degree could be done completely via Distance Ed. Some CCs are mildly concerned about losing students to UW, so Criminal Justice is proceeding cautiously and continuing to work with the CCs on relevant issues. Moreover, the Department of Modern & Classical Languages has been working over the past two years to offer their degree programs through Distance Ed; a full transition to Distance Ed represents a multi-year effort

We are projecting a significant increase in Distance Ed revenue for FY22 (see Figure 2). This increase is mostly due to an increase in new Distance Ed offerings—new online courses and an increase of online sections of existing courses. A much smaller fraction of the projected FY22 Distance Ed revenue is due to the shifting of face-to-face campus courses to an online format.

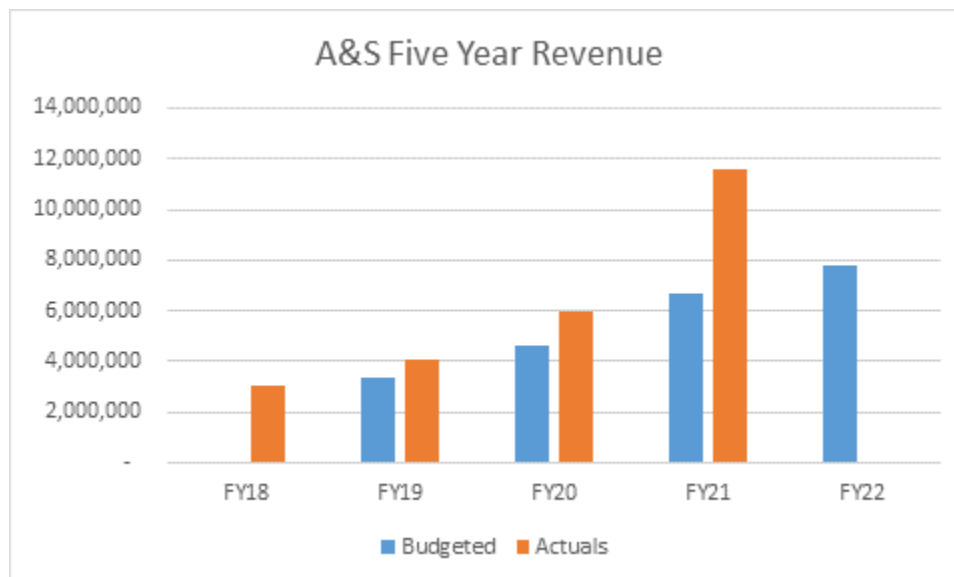


Figure 2.
Distance Ed
trends

Overview of the college's research portfolio and where it is headed

	<u>Master's degrees</u>	<u>PhD degrees</u>
FY15	147	38
FY16	125	41
FY17	135	45
FY18	146	29
FY19	130	32

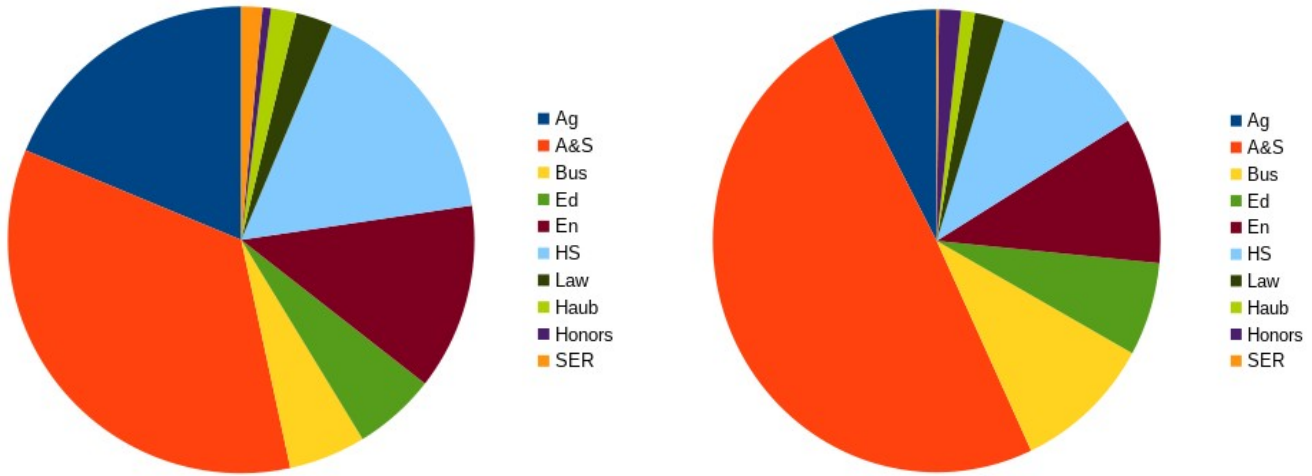
Each year A&S faculty bring in ~\$20M in new grant dollars. In addition, A&S is heavily involved in several major research initiatives: the Science Initiative, the AMK Ranch/Crossing Divides Initiative, the Grand Challenges Initiative, the WY Center on Aging, the WY Institute for Humanities Research, EPSCoR, INBRE, etc. The Science Initiative Building is helping us attract top scholars to UW, and its shared research instrumentation and greenhouses (and hopefully vivarium!) will be world-class. The WY Research Scholars program has grown to 61 students this year, enabling a large cross section of the UW student body to be engaged in research and enhance UW's status as an institution that pays much more than lip service to providing a broad and meaningful undergraduate experience. A&S faculty are keenly anticipating taking advantage of the upgrades at the AMK Ranch, and our creative activity will be fundamentally enhanced by the generous gift of the Neltje Foundation. Our natural history / biodiversity community is coming together in new ways to help UW become a key player in the digitization and delivery of biological data for the state, nation, and world.

If your college is requesting the Board of Trustees submit an exception budget request to the Governor for the FY2023-FY2024 biennium please provide a narrative explanation of the request and an estimated budget ask. Please identify if the request is for ongoing funding, a one-time need, or matching funds.

We request ongoing funding (\$46,440) for the third and final phase of the expansion of the Psychology Clinic. The Psychology Clinic has typically offered mental health care services for 150 students, staff, faculty, and community members each year. But the demand is much larger than this, and the wait list for services is long. The third and final phase of the expansion involves funding for an additional GA and one month of summer pay for a faculty advisor.

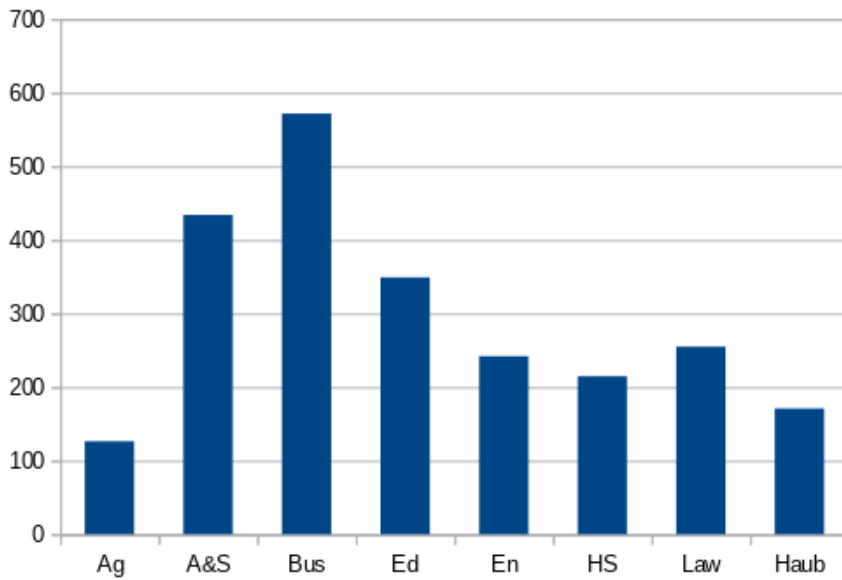
Appendix

Faculty distribution and student credit hours delivered by college.



Left: Fractional distribution of TT+Fixed-Term faculty in Fall 2019.

Right: Fractional distribution of SCH delivered in 2018-2019.



SCHs delivered per faculty in 2018-2019



OVERVIEW OF THE DIVISION OF ACADEMIC AFFAIRS
BOARD OF TRUSTEES FY22 BUDGET HEARING
May 11, 2021

VISION

The Division of Academic Affairs will successfully and inclusively promote excellence in instruction, learning, research, scholarship, creative activity, outreach, extension, and engagement in support of the University’s aim to bring Wyoming and Western intelligence, energy, resolve and innovation to the economic and social challenges of today and to create a thriving, diverse, equitable and sustainable world for tomorrow. The FY2022 budget has been allocated so that each of our organizations can provide the services and support to our students, faculty, and staff. 75% of our subdivision’s unrestricted budget is Salaries, Wages, and Benefits so much of our funding is for human capital to help serve our vision.

ORGANIZATION

The Division of Academic Affairs meets its responsibilities with a central office that provides services related to undergraduate and graduate education, faculty personnel, enrollment management, and global engagement, as well as budget and finance guidance for 11 colleges and schools, including the libraries. This document focuses on the budget and responsibilities for the Provost’s Office subdivision (colleges and schools are separate). The table below and the organization chart at the end of this document provide a guide to these relationships and responsibilities.

<i>As of March 30, 2021</i>	<i>Division of Academic Affairs</i>	<i>Provost’s Subdivision</i>
Number of Faculty Members	1,035 (1,019 full-time, 16 part-time benefited)	42 (all full-time, benefited)
Number of Full Time Staff	778 (767 full-time, 11 part-time benefited)	187 (185 full-time, 2 part-time, benefited)
Number of Part-Time Non-Benefited Staff	2,013 (904 students)	343 (27 students)
Unrestricted Operating Budget	\$157,237,597	\$22,208,614
Overall Budget	\$164,634,988	\$27,872,924

KEY ACTIVITIES AND ACCOMPLISHMENTS FOR FY 21

- Ongoing, well-coordinated data-informed retention efforts through ACES, Academic Advising Centers, LeaRN, SEO, Colleges and Student Affairs.
- Established UW Answers – team-based response and support system for incoming students.
- Reimagined and reinvented recruitment events in the virtual space, maintaining connections with prospective students and realizing increased application numbers (up 9% to date) and confirmations (up 189 students y-o-y to date)
- Reduced cost of the annual Articulation Summit by hosting a virtual event bringing costs from \$8k to ~\$200.
- Stood up Pre-Transfer Credit Evaluations (PreTCE) serving prospective transfers and created a Transfer Credit Petition form to serve students who believe their transfer credit should be

reassessed.

- Revised 2+2 agreements and constructed a nimbler and broader serving universal MOU for articulations.
- Pivoted global engagement operations online, developing new online systems for international student recruiting, events and logistical support, advising, virtual student exchange, international research development and community engagement.
- Launched two initiatives to increase access to and diversity of Education Abroad programs focusing on first generation students and promoting pathways for study abroad within a diversity of majors.
- Made successful pre-retention offers to 14 high-achieving faculty through use of small one-time “restart up” packages, better leveraging Foundation accounts, and better utilizing Wyoming Excellence funding.
- Supported ten transdisciplinary projects from 39 faculty and staff and several external Wyoming collaborators with funding from the Provost’s Strategic Tax that around the themes of accelerating rural futures and resilience and digital, data, and computational acceleration in Wyoming and the region.
- Implemented a multi-layered survey process to gather better information about graduate student challenges and successes and better address graduate student needs and improve graduate outcomes.
- Improved efficacy of graduate assistantship resources by implementing a new GA eligibility and costing check system, in cooperation with HR and IT. By mid-spring semester 2021, 100% of graduate assistants had met eligibility criteria or had been granted exceptions.
- Created and launched more than 30 digital marketing campaigns for both colleges and individual programs since July 2020. Harnessed Cares Act funding to create a large marketing campaign that focused on graduate education to encourage those effected by COVID to enroll in certificate and graduate programs. Graduate enrollments were up in FY21 and are trending positive for FY22.

STRATEGIC PRIORITIES FOR FY 22

- Online, Digital, and Distance education support and expansion
 - Disentangle the expenses of UW-Casper, ECTL, and other relic units of the Outreach School so that distance fees support digital, distance, and online education.
 - Fund and Co-lead President’s Website Improvement and Management Committee charged with modernizing UWYO.EDU. College websites are the #1 information source for students, parents and other stakeholders. The University website is our most important marketing asset and needs to be rebuilt and optimized for enrollment and recruiting.
 - Market research to establish portfolio of online programs that will meet the needs or Wyoming’s workforce, differentiate us in the market, and drive revenue enhancement.
 - Launch and complete a search to hire a permanent AVP for the Office of Distance & Continuing Education. If possible, we plan to preserve a minimum of \$1M in online/distance reserves for strategic deployment and transition funds for the new AVP.
 - Leverage FY 21 investments in talent and technology to continue expansion of online program offerings, certificates, and professional and executive education by at least 5%.
- Sustaining enrollment and the enrollment funnel and leverage continued momentum towards improved retention and graduation rates for all students
 - Expand investment in Cowboy Coaches in collaboration with Student Affairs, and institute first year intensive programs and harness together student success efforts.
 - Continue to iterate and improve advising model.
 - Continually developing enrollment management efforts.
 - By FY23, increase overall fall-to-fall first-time student retention rate from 79.4% to 81% or greater, overall four-year graduation rate from 33% to 35%, and overall, six-year graduation rate from 59% to 60% or greater.
- Focus on faculty retention, leadership, and development
 - Using Millgate funds and other resources, build our own faculty into the institution's future

academic leaders, and retain our most outstanding faculty.

- Growth in capacity to make data-informed decisions

OVERVIEW FY 22 BUDGET FOR PROVOST'S SUBDIVISION

From a budgetary perspective, the Provost's subdivision is comprised of thirty individual organizations, all with the mission to support the Division of Academic Affairs. The subdivision's unrestricted operating budget of \$22,208,614 accounts for 80% of the total budget. The remaining funding comes from Designated Operating, which includes various student fees such as the Online Delivery Fee, Application Fee, and the Student Success Fee and Restricted Funding from about 100 Foundation accounts. The FY2022 Budget reflects the strategic priorities by ensuring funding for the Online Delivery Fee carryover balance, utilizing the Enrollment Management Fee accounts to support Commencement expenses, Application expenses and other costs that have been reduced in the Unrestricted Budget. The Subdivision is reviewing Foundation and Restricted accounts such as the Marvin Millgate UW Endowment Fund, the Wyoming Excellence Endowment, and the Provosts Strategic Tax to promote faculty retention, leadership and development. The FY2022 reflects the necessary software purchases to ensure our subdivision is making data-informed decisions. Additional changes in FY2022 include:

- The UW Art Museum was moved back under the Provost's Subdivision from the President's Subdivision.
- Provost's Strategic Initiative Funds and Expenses were moved to the Provost's Designated Account replacing many transfers between the Provost org, colleges, and the President's Designated Account
- Distance Education Fee budgeted to use towards draft plan for Office of Digital, Distance, and Online Education
- Scholarships and Financial Aid's budget was moved to the Office of Financial Affairs

IMPLEMENTATIONS AND IMPACTS OF BUDGET REDUCTIONS

Our subdivision implemented the ongoing Step 2 Budget Reductions by reducing staff positions and improving job efficiencies. We also tasked most of our organizations to reduce their FY21 budget by 10%. The directors reviewed their expenses and made reductions based on the goals and strategic visions of their department. These reductions to our units unrestricted budgets have the following impacts:

- Limited ability to fund requests for stipends and temporary teaching needs for colleges and throughout the Academic Affairs Division
- Reduction in support for first-generation and at-risk students
- Reduction in funding for Graduate Assistantships
- Less professional development support for staff and faculty
- Decreased ability to pursue strategic partnership development
- Decreased ability to recruit and support Army and Air Force ROTC students
- Reduction in faculty development stipends used to incentivize program participation in Ellbogen Summer Faculty Institute Offerings
- Reduced International recruiting
- Limited ability to create new faculty-directed Education Abroad programs
- Reduced LeaRN's STEP tutoring and mentor stipends
- Recruitment and enrollment for new students will rely on fee revenue to help support costs

UW-Casper

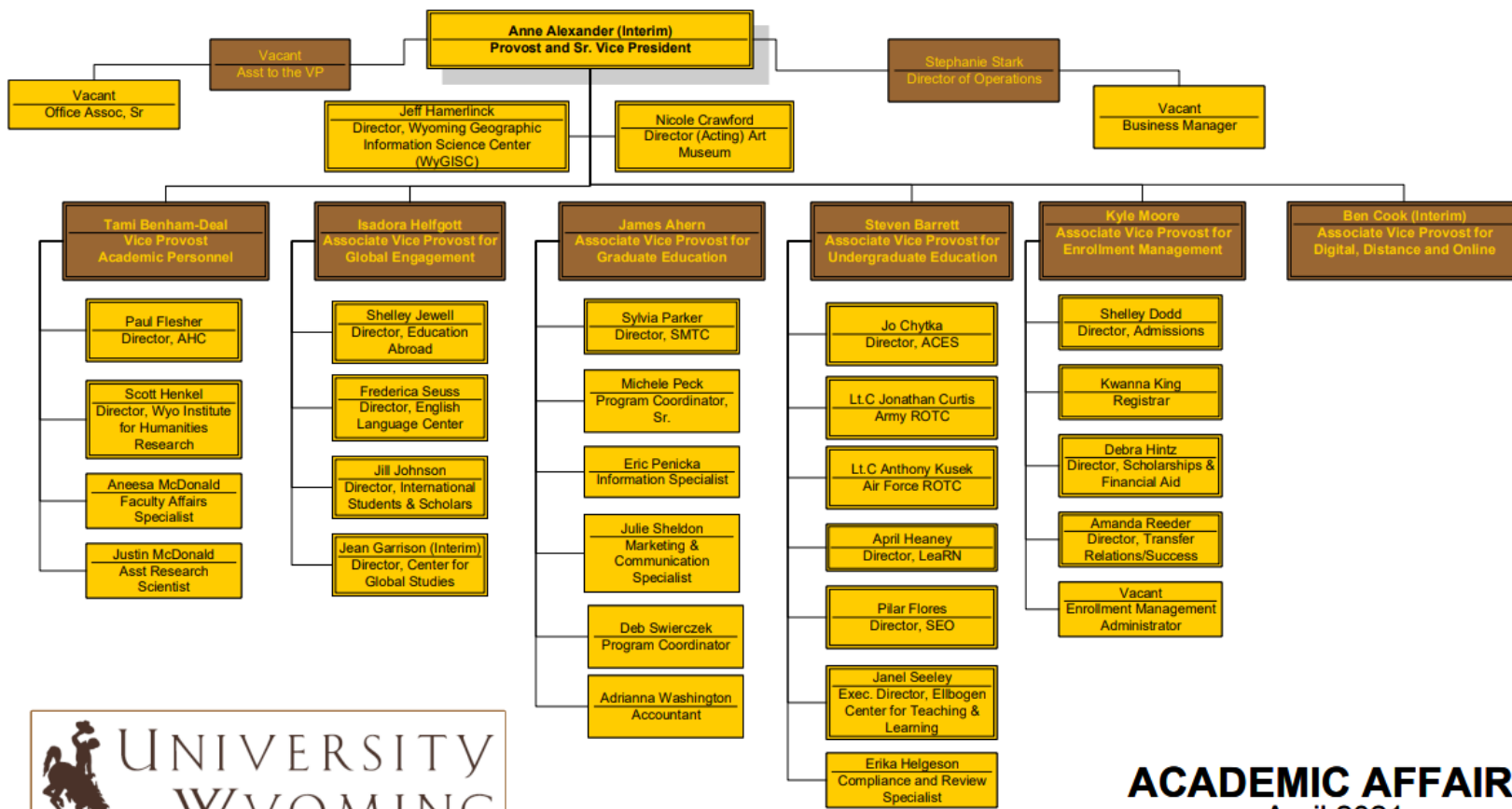
- Due to Step 2 Budget Reductions, UW-Casper has made changes in order to preserve those elements central to its mission. With this level of reductions, we were able to retain all current faculty and staff, and retain most student services with minimal impact to students. Unfortunately, UW-Casper is eliminating a graduate assistantship that had been in place for the Social Work

program. We also made additional reductions to the travel budget. We are reconfiguring our office processes in a way that should reduce office supplies, allowing us to make cuts to that budget line. We are reducing the rate at which we replace computer and electronic equipment, including in our classrooms, as well as reducing marketing expenditures. Such cuts involve some additional risk, such as equipment failure or more challenges in student recruitment, but we judge those to be manageable. Finally, in order to help the Medical Laboratory Sciences (MLSK) program remain fully staffed, the UWC budget is absorbing some costs from that budget.

The Provost's Subdivision Step 3 reduction will be recognized by any vacancies first and then by reduction in Service, Travel and Supplies. In the past two fiscal years (FY19 and FY20), the Provosts Subdivision has averaged about \$500,000 in Staff vacancy salaries due to turnover.

RESEARCH PORTFOLIO

For FY22, our Grant Projects for the American Heritage Center, English Language Center, Center of Global Studies, Science & Math Teaching Center, Student Educational Opportunity, University Art Museum and Wyoming Geographic Information Science Center have an approximate funding of \$9,467,983. We encourage all our units and departments to seek external funding and grant opportunities for the next fiscal year to reduce reliance on state funding.

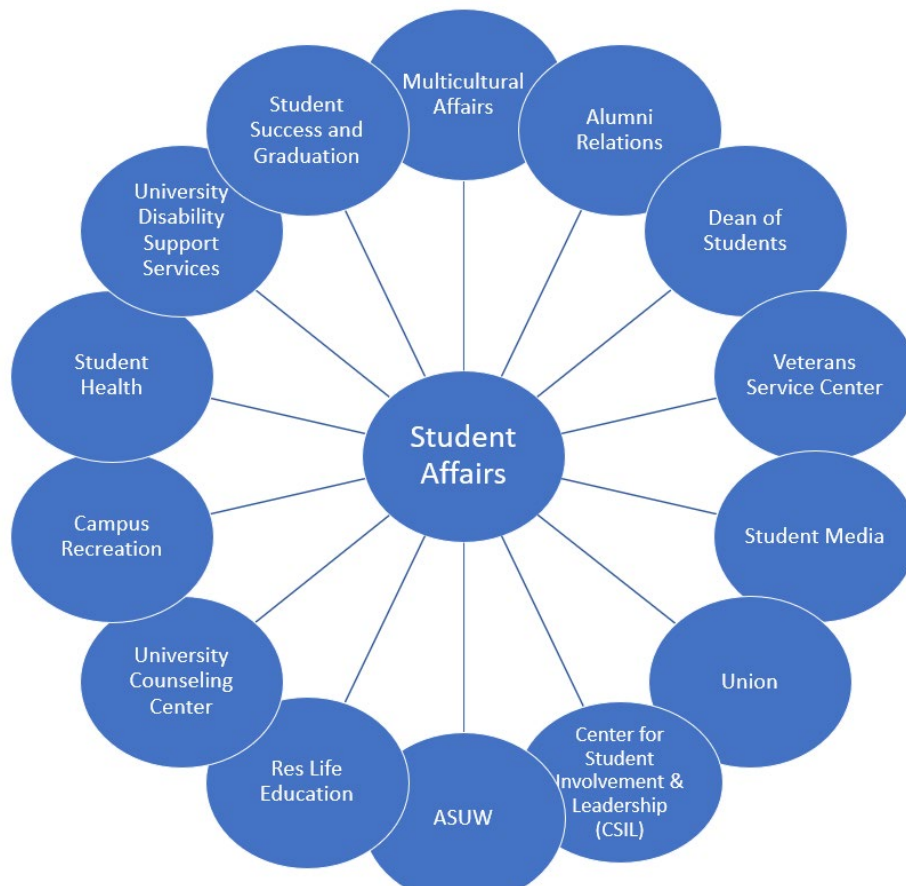


ACADEMIC AFFAIRS
April 2021

Board of Trustees FY 2022 Budget Hearing Narrative Division of Student Affairs

How has the FY2022 budget has been allocated to achieve the vision of the division?

Our mission within Student Affairs is to *promote student success through engagement and holistic wellness, provide excellent student-centered services, and advance the student success agenda of the University of Wyoming.* Our daily work is rooted in values of authenticity, innovation, optimism, and determination. We have built an outstanding team of dedicated, knowledgeable, and highly trained professionals positioned across campus who maintain a student-centered philosophy and developmental focus. Student Affairs is comprised of the following organizations:



In line with the University's strategic plan, our goals center on inclusivity, engagement, excellence, and learning in guiding us to strengthen the scope of the success-oriented programs, services, and resources we offer our students.

While the below narrative outlines our strategic goals, a critical goal that directly impacts UW's financial status is *Advance University of Wyoming's ability to retain and graduate students*.

Over the last year, the division has launched a strategic initiative focused on increasing student retention via our Student Success and Graduation unit. *A focus on retention of students is critical for the university*. A college education is more than just a rite of passage. It opens many doors. According the Bureau of Labor, college graduates see 57 percent more job opportunities than non-graduates, and it is estimated that in 2020, two-thirds of all jobs require postsecondary education. Further, the University faces complex financial environments in the coming years. *Students who continue their education through matriculation provide a stable revenue source, and retaining students is more cost effective* than recruitment of net new students.

For example, for FY22, a full-time, resident student provides \$6,890 in tuition and fees to the University and an out-of-state student provides \$20,648. If, through student affairs retention efforts, 75 more in-state students are retained between their junior and senior years and 25 more out-of-state students are retained between their junior and senior years, over \$1 million is generated in additional revenue per year.

We are excited to be on the forefront of pioneering new ways to improve student retention, as that benefits both our students as well as providing a more stable funding source for UW as an institution. We have recently undertaken critical initiatives such as Cowboy Coaching, which is a peer mentoring program where 500 first-year students are provided support via weekly contact from a coach, and all first-year students receive regular outreach and support materials. We are also partnering with APLU to create a metrics dashboard to easily review key performance indicators for us to measure our success. We have also been able to purchase AdmitHub, which will enhance our recruitment efforts.

Given the recent reorganization of Student Affairs where housing and dining units were consolidated into the division of auxiliary services, the student affairs budget has undergone a significant change. Given the timing of this reorganization and the loss of the revenue generated by housing and dining, student affairs revenue generation does not fully cover its expenses, though allotments to UW's overall bottom line have been made accordingly in housing and dining budgets. Additionally, this reorganization was announced after the fee book had been approved by the Board; thus, fee adjustments at that time were not appropriate. However, Student Affairs is currently conducting an analysis of student fees and will evaluate these assessments in terms of providing the highest quality programming and services to students on campus.

Below provides a high-level summary of both Student Affairs all funds revenue and expenses, as well as Student Affairs unrestricted operating funds.

Unrestricted Operating Overview

Total Revenue	(7,449,401)
Total Expenses	11,137,371
Statement of Activities Net Result	3,687,970

All Funds Overview

Total Revenue	(9,506,126)
Total Expenses	12,529,697
Statement of Activities Net Result	3,673,193

The primary difference between the unrestricted operating dollars and the all-funds overview is a result of one main factor, the ASUW Designated Student Fees (Fund Class 200): The student fee that supports ASUW in Student Affairs designated operating account is carefully monitored to ensure that all revenue generated by that specific student fee stays directly with students via ASUW. Student affairs also receives foundation funding (fund class 300) as well as external funding (Fund Class 400) that supports our Green Dot (sexual assault, relationship violence, and stalking prevention program) and LifeSaver program (suicide prevention).

As noted above, the primary driver of revenue in unrestricted operating for the division is the Consolidated Student Fee. In the coming year, Student Affairs will work to review the consolidated student fee, while working collaboratively with academic affairs/distance education to holistically discuss our fee structure and the programs they support.

A summary of fee revenue within Student Affairs is noted below.

Fees	Organization Funded	Organization Where Revenue is Budgeted	Fee book reference
Consolidated Student Services Fee	All organizations in Student Affairs.	Vice President of Student Affairs, Unrestricted Operating	pg. 10, 12/13
ASUW	ASUW	ASUW, Designated Operating	pg. 10
Student Media	Student Media	Student Media, Designated Operating	pg. 10
Student Success (\$2.50 of total fee)	Student Success	Student Success, Unrestricted Operating	pg. 10
Recreation*	Campus Rec	Campus Rec, Unrestricted Operating	pg. 42
Union/CSIL*	Union/CSIL	CSIL, Unrestricted Operating	pg.59

*Note that the there are additional fees for the recreation and Union. These fees consist of campus employees that pay to use Half Acre if they choose, and external organizations who rent the Union

for events. Both have associated fees that directly support their units and the division. Student Health also charges for a variety of tests/care that comes at an additional cost to students.

The experience a student has at UW resulting from the support and engagement provided through Student Affairs is greater than the sum of its parts. While each department has an annual budget and related outcomes, there is a collective value created on campus through Student Affairs that extends beyond quantifiable objectives. Student Affairs leads the way in creating a healthy and safe campus, reducing the negative impact on other students when a peer has been in crisis and providing a strong sense of belonging for students when they feel seen and cared for by staff. Below provides a detailed overview our critical programs to campus that funding supports. We have tied each of our programs to our core mission and qualifiable objectives:

1. *Provide integrated wellness services to address physical and behavioral health.*

Health and wellness services are provided at the department level via University Counseling Center, Student Health Services, Welfare Coordinators, Campus Recreation and the Wellness Center, Sexual Violence Prevention and Support, and Disability Support Services. Each of those departments track student utilization, student needs assessment, and student satisfaction. Some key metrics from the 2019-2020 academic year include:

- The Counseling Center's six clinicians served 958 unique students, and 2,696 students attended individual & group appointments. National recommendation (IACS) ration is 1 clinician to 1,500. Based on this ratio UW is short 2 staff members. With two additional staff, we anticipate another 320 students would be provided with care that directly impacts their optimal wellness and ability to achieve academic success.
- 350 students utilized services in Disability Support Services and 1400 exams were proctored.
- 7,065 unique students were seen in Student Health Services.

Qualitative assessments show that students feel cared for via these support services which helps inform their decision to stay at UW. Students are able to enjoy all of these critical services under the cost of their consolidated student fee of only \$440 per semester.

2. *Educate students, encourage personal accountability for their choices and actions, refer students to appropriate resource on and off-campus.*

Achievement of this objective is predominantly facilitated through Student Conduct, Welfare Coordinators and Residence Life. Students agree to and are held accountable to the Code of Conduct and the Housing Contract. Ties are also made to departmental expectations and professional ethics within the colleges. Additionally, there are extensive education efforts to introduce students to UW via our values of community, integrity, respect, responsibility, and social consciousness. Some key metrics from the 2019-2020 academic year include:

- In the 2019-2020 academic year, there were a total of 736 UWYO Cares Reports, and 66 Behavioral Health Services admissions. Each Care report is attended to by the Welfare Coordinators and Cares Team members. This is a critical service in helping to retain students and provide necessary support as they complete their degree program.
- In the 2019 - 2020, there were a total of 128 student conduct reports, 9 student conduct hearings and 2 trespass directives. Conduct officers use the meetings held with students to reflect on personal responsibility and discuss how decisions reflect personal values and align with our campus “*We Are UW*” standards.

3. *Engage students in leadership opportunities.*

As a key aspect of success we are dedicated to providing leadership opportunities throughout the Division of Student Affairs in collaboration with various campus departments. Specifically designed programs are available through the Center for Student Involvement and Leadership (CSIL), ASUW, Multicultural Affairs, the Veteran Services Center, Service Leadership and Community Engagement (SLCE), Student Media, and Fraternity and Sorority Life (FSL). CSIL units have also collaborated with the College of Business to develop the Leadership minor and the ACES team around the co-curricular transcript. Unique leadership programs are also offered through Club Sports, the Wellness Center, Student Success and Graduation and the Dean of Students Office. Some key metrics from the 2019-2020 academic year include:

- Half Acre Gym serves 10,000+ patrons per week and supports 20 Club Sport teams which aid in a students’ sense of belonging and connection to UW.
- In a 2014 National Survey conducted by NIRSA, it was reported that 68% of students said Campus Recreation facilities influenced their college selection and 74% reported that Campus Recreation facilities influenced their decision to continue attending their chosen institution.
- During the 2019-2020 academic year, students completed 5,744.5 hours of community service with CSIL departments. The estimated economic impact of these hours is \$62,157. In addition to these hours, there was \$136,000 in charitable giving from FSL chapters.

The overall unrestricted operating expenditures of these units total \$4.6 million.

4. *Engage students in diversity education and social justice activities.*

Student diversity education and social justice work is integrated throughout the Division of Student Affairs, and across many campus departments. Specifically designed engagement is made available through the Center for Student Involvement and Leadership (CSIL) through Multicultural Affairs, Native American Education, Research, and Cultural Center (NAERCC), Veteran Services Center, SLCE, Student Media, and FSL. Student Affairs also leads university-wide programming efforts under the annual Martin Luther King Jr Days of Dialogue (MLKDOD).

- In 2020-21, the Multicultural Affairs & University Counseling Center teams held weekly circles to create a space for underrepresented students:
 - 25-40 students attend the weekly Students of Color Circle
 - ~15 students attend the LGBTQIA+ Circle.
- The Multicultural Affairs Speaker Series launched with an average of 120 people per event and included collaborations with multiple partners within CSIL. Also, the Native American Education, Research, and Cultural Center (NAERCC) team hosted the Native American Heritage Month Speaker Series with a full week of events with 40 or more attendees per session.
- The Martin Luther King Jr. Days of Dialogue (MLKDOD) collaborated to with campus stakeholders to host various virtual events with a total of more than 550 people in attendance over the week.
- The Multicultural Affairs team advises identity-based student organizations to support weekly meetings, selected projects and planning campus-wide events.

5. *Provide educational, social, and entertaining programs and events.*

Students are most familiar with such programming be facilitated via CSIL program areas, including those noted above, support for Student Organizations and Union Events collaborations. These areas provide a wide variety of opportunities that range from small group gatherings to campus-wide events, some of which are in-person and many that were modified in the last year to facilitate virtual participation. In fall 2020, amid the pandemic, CSIL hosted over 125 events, with the virtual involvement fest attracting more than 500 students to learn about student organizations.

Research shows that engaged students have higher retention rates and report a more positive student experience. Both are critical for the University of Wyoming as we aim to increase enrollment. Satisfied graduates help us share the value of the University to potential students.

6. *Foster opportunities for students to provide feedback to the University and participate in shared governance.*

Associated Students of the University of Wyoming is well-connected within the Division of Students Affairs and across campus. Student senators represent every college each major student community (i.e., Student Athlete Advisory Committee, Fraternity & Sorority Life, etc.) and various ex-officio positions. Their structure and operations model provides for weekly dialogue about campus operations and student needs. ASUW leadership sits on the Board of Trustees, has weekly meetings with the VPSA and Dean of Students, and assigns student representation on a wide variety of campus working groups. ASUW regularly conducts student surveys and assessments on pressing campus matters.

- In AY 2020- 2021 ASUW collaborated to pass 46 pieces of legislation. ASUW also funded \$100,000 in special projects around campus, \$270,500 worth of various facilities projects and refurbishments. Additionally, ASUW provided \$85,000 to current UW students and future cowboys in scholarships.

- Notable projects or collaborations included: starting a YouFund for an endowment for a scholarship for DACA recipients and international students, supporting the creation of the UW Food Share Pantry through funds, volunteer hours and planning efforts, lobbying the state legislature, and successfully partnering with City Council to secure permanent seats for ASUW on various working groups and committees.

ASUW and all of its programming is fully funded by student fees.

7. *Provide alumni and parents opportunities to be active in the UW Community.*

The newly created Student Success and Graduation team has made parent/family contact a top priority in the first year and beyond. This work has helped position parents and families as better-informed support resources for their current student. This allows for more transparency and thoughtful engagement. A monthly newsletter is emailed to approximately 20,000 parents and families.

The University of Wyoming Alumni Association continues to have strong levels of active alumni across the world and works to be adaptive in finding new ways to connect with and engage alumni. We are encouraged by Alumni participation in mentoring and the development of our Know 5 program. We plan to advance a mentoring program among all Alumni who are interested in building relationships with our sophomore class. This will allow for open discussions surrounding early career exploration, understanding how to navigate higher education, and provides an additional sounding board for current students. The Alumni Association is funded in entity 11.

8. *Expand the integrated, authentic, and student-centered living and learning communities (LLC).*

This model activates the residential spaces on campus as communities of place, inquiry, and growth. The Division of Student Affairs Residence Life team collaborates with Academic Affairs' LeaRN program to develop Freshman Interest Groups (FIGS) centered on shared coursework, Living Learning Communities (LLCS) which connects students around shared interests, and residence education programming to connect students across communities. There are currently 17 FIGS at UW.

Moving forward, we plan to pilot the integration of the Grand Challenges within the communities and collaborate on building a Scholars in Residence program for the new residence halls.

9. *Physically and programmatically provide safe, inclusive, and supportive spaces for all students.*

Our Wyoming Union is home to the array of leadership and involvement programs under CSIL. The public spaces are curated to be open, welcome community connection, and offer exposure to resources and information. The resource centers have recently been renovated

to create authentic spaces and meet the unique support needs of our underrepresented student populations.

Creating a One-Stop hub for incoming students, current students, and alumni will allow for easy information access and eliminate students being passed off to other departments. In order to reduce barriers to student success we plan to further integrate peer-to-peer mentoring (Cowboy Coaching), components of advising, financial literacy, UWYO Fit, Orientation and other high impact practices. We want students to have easy access to information all in one place to bolster retention and create pathways to timely graduation.

A comprehensive wellness center will also reduce redundancy and create more efficiency for Student Affairs. We would like to co-locate our SHS, DSS, and UCC to foster a supportive and welcoming environment that is available to all students to be truly seen and deepen their sense of belonging. When students are actively attending to their mind and body they can thrive academically. We would also like to eventually bring collaborations with the PSYC Clinic and advance the learning lab.

What are driving changes in the budget?

Given the reorganization with Auxiliary Services, the step two budget reductions were covered by housing and dining services. However, given uncertain enrollment numbers for fall 2021, Student Affairs has reduced expenditures whenever possible while trying to retain as many staff positions as possible. This approach is dually informed. First, the division is tightly staffed with little if any positions that are not covering the work of one plus positions. As such, losing a staff member in any one area often impacts the outcomes of multiple areas of responsibility and negatively impacts students.

Secondly, department input showed a preference to significantly reduce professional development, travel, and select programs compared to reducing staff. The division has terminated 5 graduate assistants, modified numerous positions for salary savings, left select vacant positions unfilled, reduced programming dollars, and limited travel and professional development in areas that are not license based. The loss of the GAs means modification to service hours within the centers, fewer night and weekend opportunities, as well as additional responsibilities for the full-time staff which ultimately means a reduction in programming and support hours for students. Student Affairs will try to avoid impact to students as much as possible.

The impact of additional cuts would result in the reduction to service hours in Half Acre, the Union and Student Health, reduced clinical staff in Student Health, reduced staff across all other units in part-time or fulltime positions, and program termination.

It has also been offered that the shortfall this year in revenue and fees will be taken from our current division reserve account. Full details are noted below. Greatly reducing the reserve account is of notable concern because major maintenance does not consistently cover repairs and replacements in the Union and Half Acre and with very limited reserves there is potential for an inability to cover annual and emergency repairs.

	Actuals as of 3/31	Forecast April - June	Total (Actual + Forecast)	FY21 Budget	Variance
Revenue	\$ (15,978,152)	\$ (2,088,007)	\$ (18,066,159)	\$ (29,279,599)	\$ 11,213,440
Expenses	\$ 12,700,037	\$ 4,635,130	\$ 17,055,167	\$ 28,061,250	\$ (11,006,083)
Total	\$ (3,278,115)	\$ 2,547,123	\$ (1,010,992)	\$ (1,218,349)	\$ 207,357
Student Affairs Orgs					
	Actuals as of 3/31	Forecast April - June	Total (Actual + Forecast)	FY21 Budget	Variance
Revenue	\$ (5,603,491)	\$ (756,487)	\$ (6,359,978)	\$ (9,559,265)	\$ 3,199,288
Expenses	\$ 6,889,036	\$ 2,855,237	\$ 9,744,273	\$ 12,341,842	\$ (2,597,570)
Total	\$ 1,285,545	\$ 2,098,750	\$ 3,384,295	\$ 2,782,577	\$ 601,718
All Orgs					
	Actuals as of 3/31	Forecast April - June	Total (Actual + Forecast)	FY21 Budget	Variance
Revenue	\$ (21,581,643)	\$ (2,844,494)	\$ (24,426,137)	\$ (38,838,864)	\$ 14,412,727
Expenses	\$ 19,589,073	\$ 7,490,367	\$ 26,799,440	\$ 40,403,092	\$ (13,603,653)
Total	\$ (1,992,570)	\$ 4,645,873	\$ 2,373,303	\$ 1,564,229	\$ 809,074

As a result of the division restructuring with Housing and Dining moving to Finance and Administration, and Residence Life being retained in Student Affairs, the division has been guided to identify a new funding source for Residence Life and the current annual cost of 1.3 million will only be covered in full for FY 22 through funds transferred from Housing. As mentioned above, Student Affairs is currently working to identify a fee structure charged to students in housing that would cover this cost which was previously included as part of their housing expense. The team is exploring all possible options but consciousness of the impact to students.

The Division of Student Affairs will be working in conjunction with the tuition and fee assessing units as we welcome a new tuition modeling plan. Student Affairs is positioned to help inform and partner as those become more of a reality.

If additional revenue is unable to be generated, the ability to fully launch new necessary programs has been limited. For example, the Cowboy Coaching program has extensive potential and was successfully launched but at a smaller scale than intended given the reduction in funding for part-time staff.

How is the unit working towards making program delivery available for distance/remote students?

All services provided via Student Affairs have been made available remotely with the exception of physical utilization of the Half Acre Gym. The Campus Recreation team does offer fitness courses virtually to provide in-home fitness opportunities. This ability to tailor service and engagement virtually ensures that the student co-curricular experience is available to all UW students no matter where they are completing their academic program.

A current challenge with the student fee structure relates to how fees are charged to students based on whether they are completing courses on campus or via distance education. The Consolidated Student Fee has historically and is currently being assessed for only those who have an on-campus course. This is no longer appropriate as students taking courses in any format can access all Student Affairs departments.

Overview of the divisions externally sponsored funding

Externally funded research within Student Affairs has predominantly focused on wellness and health education efforts. The Wellness team has received various national grants, most notable the Lifesavers grant, to further work in addressing mental health needs and suicide prevention. The Dean of Students Office has received a state funded grant for research the initial implementation of the Green Dot programming and consent programming within our first-year students. Student Success and Graduation recently received an APLU grant to access data for transforming student success. Student Affairs has received other grants in the last five years and departments across the division continually evaluate and pursue granting opportunities locally, in the State of Wyoming and nationally.

UNIVERSITY OF WYOMING

Institutional Marketing and Communications

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May 3, 2021

Dear Trustees Biennial Budget Committee:

As the primary communications and marketing organization of the University of Wyoming, Institutional Marketing and Communications enhances and protects UW's reputation; advances and strengthens the university's brand; works with the Office of Admissions to recruit students; encourages community engagement; and reinforces UW's relevance in the lives of key target audiences, including current and prospective students, Wyoming residents, alumni, donors, friends, faculty and staff.

During the past year amid the pandemic, our unit has repeatedly been called upon to step up and address new and pressing needs, including communicating UW's COVID-19 response to the UW community and state; working to retain current students and maintain a sense of community and morale through videos, social media and other platforms; promoting responsible behavior and compliance through the "Cowboys Can" campaign; and promoting vaccination through the "Better Days Are Here" campaign. We marketed CARES Act-funded financial assistance programs with extremely fast turnaround, and we even produced virtual commencement in spring and fall 2020 when called upon by Student Affairs.

Student Recruitment

At the same time, we have carried on our core responsibility of working with the Office of Admissions and the Office of Graduate Education to recruit students through targeted, highly effective digital marketing campaigns using dollars allocated for that purpose by the Board of Trustees; as well as through production of high-quality print and digital materials to help move prospective students through the Admissions pipeline. Those efforts have produced strong results, including:

- Execution of 38 digital advertising campaigns for undergraduate and transfer recruitment, resulting in 291,000 clicks to the UW website; a 30 percent increase in traffic to the Admissions visit page over the previous year; a 63 percent increase in traffic to the Admissions application page; a 7 percent increase in overall applications (+464); a 14 percent increase in nonresident applications (+567); a 16 percent increase in overall admissions (+789); a 23 percent increase in nonresident admissions (+760); and a 2 percent increase in resident admissions (+29).

- Execution of 26 digital advertising campaigns for graduate programs, resulting in increased graduate enrollment.

Related to this, our social media team produced a total of 3,600 posts, comments and messages on Facebook and Instagram, an increase of 189 percent from the previous year; 285 organic Facebook posts; and 2,510 organic Instagram posts and stories. This resulted in 6,522 total comments and messages received from followers, up 44 percent.

Student Retention

Because of the pandemic, our unit was called upon to play an unprecedented role in student retention. We managed to do this without taking away from our student recruitment work. These retention efforts included building a Student Success and Graduation website for Student Affairs; videos for Cowboy Coaches, a new peer mentoring program for first-year students; a monthly newsletter to students and parents; monthly department resource videos for faculty to develop student-faculty relationships; a “Pivotal Moments” campaign to highlight students and alumni who persevered through tough times; and incorporation of the AdmitHub texting platform to increase use of technology in connect with and providing timely support to students.

We all know that student retention has been a problem spot during the pandemic, as we lost hundreds of students from the fall to spring semesters as a result of less-than-optimal experiences due to remote instruction and restrictions impacting student life. This seriously affected overall enrollment, as was the case at universities across the country. Without our team’s efforts, this impact would have been even more severe.

PR and other efforts

Our team’s public relations efforts amped up as well, including distribution of 6,000 “Better Days Are Ahead” yard signs across the state; continuation of “The World Needs More Cowboys” events and high school visits at numerous communities; media releases telling UW’s story of innovation and service related to COVID-19; and production of UWyo Magazine, the university’s flagship publication, along with magazines for multiple academic colleges.

Other numbers from the past year:

- Over 1,700 webpage edits and publishes to admissions, new degree program pages and student success websites.
- Currently engaged with 63 graduate programs to rebuild webpages.
- Responded to 6,358 requests for help from website authors, a 74 percent increase from the year before.
- Produced over 90 videos ranging in length from a minute to an hour, with a primary focus on student recruitment and retention.

- Designed over 350 print and digital pieces for all advertising campaigns, as well as units across campus.

Institutional Marketing and Communications was able to increase its level of production so dramatically in large measure because of the addition of five entry-level positions funded with CARES Act dollars starting in the fall semester. These positions – a retention marketing specialist, a social media coordinator, a digital content coordinator, a videographer and a website designer/developer – are essential for us to meet the increasing demand for services from Admissions, Student Affairs and growth in student enrollment and retention.

Budget Priorities

Our unit's FY2022 budget has been allocated to primarily pursue the objectives of increasing student recruitment and retention to help the university recover from the enrollment decline caused by the pandemic. We will undertake another robust advertising campaign, working with Admissions to identify key target markets and effective messages. Our goal is to again increase inquiries, applications, admissions and confirmations – specific numbers will be identified in collaboration with Admissions.

As part of that effort, we will work with a third party to produce a new “anthem” recruitment video for the university, to succeed the highly successful, inaugural “The World Needs More Cowboys” video that has served us so well for over two years. We had set aside \$200,000 for this project in the past year but were unable to proceed due to the pandemic; production is now scheduled to start in late summer/early fall.

We feel strongly that “The World Needs More Cowboys” as the university's overall campaign will continue resonate with prospective students and our constituents. The new anthem video will help move us to a next stage of the campaign tied closely to President Seidel's vision.

Budget Reduction

Our unit absorbed a \$50,000 budget reduction in the past year. We met this reduction by halting a \$100,000 print ad spend with Wyoming newspapers for our in-state “The World Needs More Cowboys – and So Does Wyoming” alumni-focused campaign, instead spending less than \$50,000 on digital advertising to promote the campaign's alumni videos on online news sites. This decision was made in order to prioritize digital advertising for more direct student recruitment, even as we carried forth with the in-state “The World Needs More Cowboys – and So Does Wyoming” campaign and events.

Reorganization

Following the departure of Director of Enrollment Marketing Jenny Petty for a vice president job at the University of Montana, we reorganized with a focus on student recruitment and retention. Michelle Eberle moved to the role of Director of Brand Marketing, and three other current employees assumed additional supervisory duties.

Website

Another major project just getting underway is a major revamping of the university's website. This involves a new Website Improvement and Management Committee appointed by President Seidel, with members from our unit and others from across campus. Using funding from Academic Affairs, we will soon issue an RFP for a third party to help us:

- Assess UW's overall web presence.
- Explore separation of marketing and non-marketing functions of the UW website through creation of an Intranet platform.
- Develop a plan to reduce the number of pages under the www.uwyo.edu domain.
- Redesign UW's public-facing web presence.
- Provide insight on the optimal structure to maintain UW's public-facing web presence, including the idea of having more centralized web marketing positions.
- Develop a website governance policy for the university.
- Identify the cost for ongoing maintenance and management of UW's web presence.

As a high-performing website is an essential piece of infrastructure for the university, it is our hope that this project may qualify for any one-time funding that might become available from federal stimulus and infrastructure programs.

Much Work to Do

Our team has shouldered a dramatically increased burden as a result of the pandemic, and team members have performed with distinction. We also recognize that a continued high and enhanced level of performance in the marketing and communications realm will be essential for UW to recover and grow its student recruitment and retention, as well as in building and rebuilding trust with all of our constituencies.

We're committed to doing our part and confident that we have all of the ingredients to help the university recover, grow and prosper.

Sincerely,

Chad Baldwin

Associate Vice President for Marketing and Communications

University of Wyoming Foundation

The total variance from the beginning of FY21 to FY22 for the Institutional Advancement & UW Foundation Division will be \$512,297. This reduction includes a reduction in the operating budget (\$96,681), a temporary reduction that will not be included in FY23 (\$1,116), and a suspension of the Marian H. Rochelle Gateway Center FF&E reserve fund contribution from the university (\$414,500). The reduction in operating funds will be covered by UW Foundation funds. Additionally, the UW Foundation will continue to contribute its portion of the Marian H. Rochelle Gateway Center reserve fund contribution \$325,800.