



Board of Trustees

Committee on Academic and Student Affairs

Wednesday, September 14, 2022

11:30 a.m. - 1:30 p.m.

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Board of Trustees
Committee on Academic and Student Affairs
Wednesday, March 23, 2022
11:30 AM – 1:30 PM
Maran H. Rochelle Gateway Center, Salon C

AGENDA

1. Consideration and Action: Notice of Intent: Graduate Certificate in Entrepreneurship and Innovation (*Carman/Ahern/Cook*)
2. Consideration and Action: Department Name Changes: (*Carman/Barrett*)
 - a. Department of Chemical and Biomedical Engineering
 - b. Department of Electrical Engineering and Computer Science
 - c. Department of Energy and Petroleum Engineering
3. Information and Discussion: Low-enrollment classes (*Carman*)
4. Information and Discussion: Retention Strategies (*Carman/Moore*)
5. *Executive Session*

AGENDA ITEM TITLE: Notice of Intent, Graduate Certificate in Entrepreneurship and Innovation, Ahern/Cook

SESSION TYPE:

- Work Session
- Information Session
- Other
- [Committee of the Whole – Items for Approval]

APPLIES TO STRATEGIC GOALS:

- Yes (select below):
 - Institutional Excellence
 - Student Success
 - Service to the State
 - Financial Growth and Stability
- No [Regular Business]

Attachments are provided with the narrative.

EXECUTIVE SUMMARY:

The UW College of Business proposes a graduate certificate program in Entrepreneurship and Innovation. Subject to Board approval, the university intends to establish this new certificate program in in FY24. The Graduate Certificate in Entrepreneurship & Innovation will initially be offered as a face-to-face campus program and may eventually include an online option. The 6-credit hour curriculum will serve students and professionals across disciplines with key business insights around innovation, entrepreneurship, and new venture formation. These courses may, eventually, stand alongside discipline-specific courses on innovation throughout campus.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

None.

WHY THIS ITEM IS BEFORE THE BOARD:

University of Wyoming Regulation 2-119 requires that the Board approve all new certificate and degree programs, and lays out the process for that approval. The Academic and Student Affairs committee will report to the Board on recommended action for approval of the new degree program.

ACTION REQUIRED AT THIS BOARD MEETING:

Consideration for approval of the Notice of Intent, Graduate Certificate in Entrepreneurship and Innovation.

PROPOSED MOTION:

“I move to authorize administration to approve the Notice of Intent for the Graduate Certificate in Entrepreneurship and Innovation.”

PRESIDENT’S RECOMMENDATION:

The President recommends approval.

Notice of Intent
Graduate Certificate in Entrepreneurship & Innovation
University of Wyoming College of Business

1. Program Name and Description

The Graduate Certificate in Entrepreneurship & Innovation will initially be offered as a face-to-face campus program and may eventually include an online option. The curriculum will serve students and professionals across disciplines with key business insights around innovation, entrepreneurship, and new venture formation. These courses may, eventually, stand alongside discipline-specific courses on innovation throughout campus.

The only pre-requisites will be a bachelor's degree from an accredited institution with a GPA of 3.0+ or a compelling work history and innovation orientation to offset GPAs down to 2.75. No business background/prerequisites will be assumed in the design of the courses to maximize accessibility and promote the engagement of multi-disciplinary cohorts. Indeed, the core design is to enable the formation of multi-disciplinary teams around innovative ideas and projects.

Admission will be selective and initially capped at 24 students per cohort.

The certificate curriculum will require 9-credit hours:

- A. **6-Credit Core.** Two 3-credit courses on Entrepreneurship & Innovation will form the core of the program:
- ENTR 51XX – New Ventures I: Ideation, Innovation, and Business Models (3crs)
Currently offered as MBAM 5800: Topics in Fall 2022 (taught by Corey Billington). This course will utilize concepts and tools from design thinking to explore innovative products, services, and solutions that must then be validated and iterated for market fit and pair with a suitable business model.
 - ENTR 52XX – New Ventures II: Entrepreneurial Law & Finance (3crs)
New course to be developed for Spring 2024. This course will cover the critical legal and financing aspects of entrepreneurial venture. Legal topics such as entity formation, business structure, compensation, intellectual property, shareholders, operating, vendor, customer, and employment agreements. Financing concepts such as valuation, fundraising, deal structure, types of debt and equity, founder and employee options, etc.
- B. **3-Credit Elective.** One 3-credit approved elective course.
- ENTR 5900 – Entrepreneurial Practicum (3crs)
New independent study course under the ENTR prefix. This course is an entrepreneurial project supervised by a faculty member or program partner.
 - ENTR 53XX – Strategic Management of Technology and Innovation (3crs)
Will be offered under MBAM 5800: Topics this Spring of 2023 (taught by Jeff Covin). Topics may include: (1) technology strategy, (2) product-market pioneering, (3) digital transformation, (4) assessing technological opportunities, and (5) disruptive technologies.

- Other Discipline Specific Innovation Elective (3crs)
As non-business disciplines throughout campus establish specific courses on innovation within their field, these courses will become an approved elective option.
- Other Pre-Approved Elective (3crs)

2. Campus Integration & Strategic Alignment

This certificate is meant to bring enterprising graduate students throughout campus together to leverage their varied backgrounds and talents in driving innovation. The program is purpose-built to support the President’s conceptual pillars of being more digital, entrepreneurial, inclusive and interdisciplinary with natural overlap with key initiatives such as WORTH, CEI, and the School of Computing.

Integration with existing graduate programs:

In consultation with graduate program directors throughout campus, some graduate programs may elect to enter an MOU whereby up to 3-credits can be shared between the certificate and the respective graduate program (3 required ENTR credits would apply toward the graduate degree, and 3 required graduate program credits would satisfy the certificate elective).

3. Market Analysis

The primary audience for this certificate will be existing graduate students at UW. Therefore, market demand will be assessed during the feasibility stage through collaboration with existing graduate program directors and surveying existing students. Market data from the Gray Associates database will also be collected.

We believe that in a fast changing and volatile world, the skillsets of innovation and entrepreneurship are needed universally across sectors and job roles. Borrowing the conceptual definition of innovation from Bill Aulet¹:

$$\text{Innovation} = \text{Invention} \times \text{Commercialization}$$

Invention is occurring continuously throughout the university, and the College of Business wishes to do its part by supporting those ideas with the tools of commercialization. Regardless of whether graduates pursue a startup, or go work in an existing organization, the tools required to bring ideas forward into reality will be in demand.

¹ Edward B. Roberts, “Managing Invention and Innovation,” *Research Technology Management* 31, no. 1 (Jan/Feb 1988), and Bill Aulet, “Disciplined Entrepreneurship: 24 Steps to a Successful Startup,” John Wiley & Sons (2013)

4. Preliminary Budget

Existing Resources:

The credential can be managed by the existing staff in the COB professional graduate program office with the appointment of an existing faculty as program director to oversee assurance of learning and admission decisions.

The courses are expected to be taught by a combination of existing full-time faculty and adjunct lecturers with related professional experience. The following are just some of the faculty that may be possible contributors depending upon availability: Patrick Kreiser (Rile Chair of Entrepreneurship), Jeff Covin (Visiting Professor of Strategic Management and Innovation), Corey Billington (Professor of Practice), Robert Sprague (Professor of Legal Studies in Business).

Program Expenses:

The only new program expenses envisioned at this time include miscellaneous expenses for marketing materials and supplemental pay to cover temporary/adjunct faculty or off-load teaching by existing faculty.

The incremental cost is not expected to exceed \$25,000. At this time we envision utilizing a combination of COB professional graduate program differential tuition, possible collaboration with the new CEI, and donor sponsorships to meet these expenses.

5. Timeline for Implementation

- NOI approval, September 2022
- Feasibility study campus review and BOT approval, Spring 2023
- HLC Filing (if necessary) following BOT approval
- MOUs with graduate degree programs, Summer 2023
- Soft-Launch to existing grad students, Fall 2023
- Program marketing for growth, AY24
- Meet enrollment target of 24 students, Fall 2024

6. Need for New Program

While an undergraduate major in Entrepreneurship is available at the undergraduate level, there is no explicit program focused on leveraging interdisciplinary teams of graduate students through explicit training in entrepreneurship and innovation.

This graduate certificate helps train interested graduate students about commercializing ideas within existing enterprises, or as new ventures. The entrepreneurial spirit and culture that can be expanded with the certificate should support UW's mission to contribute to the economic vitality of Wyoming and create new opportunities for funded research and corporate engagement.

AGENDA ITEM TITLE: Department of Chemical and Biomedical Engineering proposed name change, Carman

SESSION TYPE:

- Work Session
- Information Session
- Other
- [Committee of the Whole – Items for Approval]

APPLIES TO STRATEGIC GOALS:

- Yes (select below):
 - Institutional Excellence
 - Student Success
 - Service to the State
 - Financial Growth and Stability
- No [Regular Business]

Attachments are provided with the narrative.

EXECUTIVE SUMMARY:

The department of Chemical Engineering voted on November 1, 2021 to change their name to Chemical and Biomedical Engineering. The department name change reflects the efforts and activities of the department faculty and the overlap of chemical engineering and biomedical engineering that is inherent nationally. The department has had a biomedical engineering concentration for over 10 years and the faculty recently led the establishment of a biomedical engineering minor. Chemical engineering related departments in the greater region almost all have a bio related name. Those that don't have a biomedical engineering department already in their college. This name change will not affect any other department in the college and university. It will help recruit students to the college overall.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

None.

WHY THIS ITEM IS BEFORE THE BOARD:

A change in department name requires Board of Trustees approval.

ACTION REQUIRED AT THIS BOARD MEETING:

Recommend approval of the proposed name change to the Department of Chemical and Biomedical Engineering.

PROPOSED MOTION:

I move to authorize administration to change the name of the “Department of Chemical Engineering” to the “Department of Chemical and Biomedical Engineering.”

PRESIDENT’S RECOMMENDATION:

The President recommends approval of this name change.

Regional Chemical Engineering Department Names and Biomedical Engineering Affiliations

University	Chemical Engineering Department	Biomedical Engineering
Colorado State University	Chemical & Biological Engineering	major thru college
University of Colorado Boulder	Chemical & Biological Engineering	separate department
Colorado School of Mines	Chemical & Biological Engineering	minor
South Dakota School of Mines	Chemical & Biological Engineering	major thru college
North Dakota State University	Chemical & Biological Engineering	minor + grad program
Montana State University	Chemical & Biological Engineering	major thru college
University of Idaho	Chemical & Biological Engineering	Biological Engineering degree
Utah State University	Biological Engineering	Biological Engineering degree
University of Utah	Chemical Engineering	separate department
Arizona State University	Chemical Engineering	separate department
University of Arizona	Chemical & Environmental Engineering	separate department
University of New Mexico	Chemical & Biological Engineering	graduate degree
New Mexico State University	Chemical & Materials Engineering	minor
University of Nebraska, Lincoln	Chemical & Biomolecular Engineering	graduate degree
University of Oklahoma	Chemical & Biological Engineering	separate department
Oklahoma State University	Chemical Engineering	major option
University of Kansas	Chemical & Petroleum Engineering	Bioengineering program

I did an analysis of the chemical engineering departments in neighboring states and a few further afield. Most departments have changed their names over the last 20 years to contain a biological component, and every university has a formal biomedical or biological engineering program. Most of the biomedical engineering programs are centered in chemical engineering unless there is a separate biomedical engineering department. Many schools run the biomedical engineering majors or minors at the college level as well. I recently attended a regional department heads meeting with about 15 schools represented. Every one had a bio related degree affiliated with them or had a separate biomedical engineering department in their college. One school doubled chemical engineering enrollment through the addition of biological engineering to the department name. In summary, bio related engineering is vital to the growth and stability of chemical engineering departments, even in more energy focused states and schools (SDSM, CSM, OU). The University of Wyoming is currently behind in this regard, yet have active biomedical research and biomedical engineering courses for undergraduates. The department has a concentration that we are proposing to elevate to a formal minor, with no new resources required. The minor is also more inclusive to allow ECE and ME students to pursue biomedical engineering minors as well.

AGENDA ITEM TITLE: Department of Department of Electrical Engineering and Computer Science proposed name change, Carman

SESSION TYPE:

- Work Session
- Information Session
- Other
- [Committee of the Whole – Items for Approval]

APPLIES TO STRATEGIC GOALS:

- Yes (select below):
 - Institutional Excellence
 - Student Success
 - Service to the State
 - Financial Growth and Stability
- No [Regular Business]

Attachments are provided with the narrative.

EXECUTIVE SUMMARY:

UW's reorganization plan included a recommendation to combine the existing departments into single department. A 2-13 committee made recommendations on this combination, including a name change. The name change has been voted upon and approved by both existing departments. All existing undergraduate and graduate degree programs will remain the same, as the degrees offer specialization needed for careers. There are on-going department discussions on how to combine some courses at the undergraduate level. As the name change only changes the administrative structure, and does not impact the degree programs we ask that the name change occur immediately upon approval by the Board of Trustees.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

None.

WHY THIS ITEM IS BEFORE THE BOARD:

A change in department name requires Board of Trustees approval.

ACTION REQUIRED AT THIS BOARD MEETING:

Recommend approval of the proposed name change to the Department of Electrical Engineering and Computer Science.

PROPOSED MOTION:

I move to authorize administration to change the name of the combined departments of electrical engineering and computer science to the Department of Electrical Engineering and Computer Science.

PRESIDENT'S RECOMMENDATION:

The President recommends approval of this name change.

AGENDA ITEM TITLE: Department of Energy and Petroleum Engineering proposed name change, Carman

SESSION TYPE:

- Work Session
- Information Session
- Other
- [Committee of the Whole – Items for Approval]

APPLIES TO STRATEGIC GOALS:

- Yes (select below):
 - Institutional Excellence
 - Student Success
 - Service to the State
 - Financial Growth and Stability
- No [Regular Business]

Attachments are provided with the narrative.

EXECUTIVE SUMMARY:

The Department of Petroleum Engineering at the University of Wyoming has faculty with recognized specialties in multiple aspects of the petroleum and energy industries that qualify the department to teach and conduct research in these areas. It is also believed that the department should position itself to assist the future needs of society by developing a new interdisciplinary “Energy Engineering” program. It is understood that energy is an important resource for Wyoming and the University of Wyoming has multiple academic units which specialize in various aspects of the energy field. Having a petroleum engineering program and an energy engineering program in the same department will help to diminish the volatility associated with either program. The department requests a name change from the “Department of Petroleum Engineering” to the “Department of Energy and Petroleum Engineering.”

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

None.

WHY THIS ITEM IS BEFORE THE BOARD:

A change in department name requires Board of Trustees approval.

ACTION REQUIRED AT THIS BOARD MEETING:

Recommend approval of the proposed name change to the Department of Energy and Petroleum Engineering.

PROPOSED MOTION:

I move to authorize administration to change the name of the “Department of Petroleum Engineering” to the “Department of Energy and Petroleum Engineering.”

PRESIDENT’S RECOMMENDATION:

The President recommends approval of this name change.

DATE: March 11, 2022
TO: Cameron Wright, Dean, College of Engineering and Applied Science
FROM: The Department of Petroleum Engineering
SUBJECT: Departmental Name Change

Dear Dean Wright:

The Department of Petroleum Engineering at the University of Wyoming has faculty with recognized specialties in multiple aspects of the petroleum and energy industries that qualify our department to teach and conduct research in these areas. For some time now the department's faculty has been in discussions concerning the future of the department and how our department can assist the State of Wyoming and the United States in the long anticipated upcoming energy transition. It is recognized within the department that hydrocarbons are still in high demand and will continue to be so for many decades as emerging economies continue to develop. It is our department's desire to continue to assist in meeting the needs of the petroleum industry and the needs of our society. We believe that oil and natural gas will play an important role in achieving the US' goal of net-zero carbon emissions by 2050.

However, it is also believed that our department should position itself to assist the future needs of our society by developing a new interdisciplinary "Energy Engineering" program. It is understood that energy is an important resource for our state and the University of Wyoming has multiple academic units which specialize in various aspects of the energy field. Our department believes that, given our specialties, we can assist in developing an undergraduate "Energy Engineering" program that is unique within the University. Just a few years ago our program was the largest in the College of Engineering and Applied Sciences with over four hundred undergraduates enrolled. Since then, due to a decrease in activity within the petroleum industry, our undergraduate enrollment has trended downward. At the same time interest in alternate energy technologies has trended upwards. Cycles of downturn and upswing in activity has occurred many times in the petroleum industry. This cycle has caused severe issues with energy related educational programs in the past. During this energy transition we believe that downturns in the petroleum industry (and corresponding decreases in undergraduate enrollment) will be offset with increased activity in alternate energy. Having a petroleum engineering program and an energy engineering program in the same department will help to diminish the volatility associated with either program.

As mentioned above the University of Wyoming has multiple units which educate students in various aspects of energy. The School of Energy Resources has developed an excellent program that is primarily focused on the energy resource management and economics, and energy science. The Department of Mechanical Engineering in the College of Engineering and Applied Sciences has a B.S. Energy Systems Engineering program. This program is primarily focused on wind energy and energy system associated with mechanical engineering.

We believe that our new "Energy Engineering" programs would have a number of synergies with these other programs. The new Department of Energy and Petroleum Engineering would focus on specific

engineering aspects of the energy field and would benefit from as well as compliment the management, economic and environmental aspects of the other programs. Given our specialties, our primarily focus would be on engineering aspects of the subsurface, such as the development of geothermal energy and underground energy and carbon storage, as well as the conversion of petroleum resources (i.e., oil and natural gas, accounting for ~70% energy supplies in 2020) into more valuable and low-carbon- emission energy materials, such as H₂. Courses taught by these other units regarding the management of these engineering related activities and their impact on the environment would naturally reinforce the learning objectives of our program. Additional topics in our program would include energy related materials and thermodynamics considerations of energy engineering. Our current PETE program is mainly responsible for disseminating the knowledge of producing oil and natural gas, while a program for training students with advanced hydrocarbon conversion knowledge, especially from engineering perspectives, is lacking. Thus, addition of an Energy Engineering program to the existing PETE program is imperative.

We, therefore, recommend that our department, the “Department of Petroleum Engineering” be allowed to develop an “Energy Engineering” program and change our name to “The Department of Energy and Petroleum Engineering”.

Thank you for your consideration in this matter.

Signed for The Department of Petroleum Engineering

Dr. Dennis Coon, Department Head
Department of Petroleum Engineering
College of Engineering and Applied Sciences
University of Wyoming



UW

School of
Energy Resources

School of Energy Resources

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DATE: March 4, 2022
TO: Cameron Wright, Dean, College of Engineering and Applied Science
FROM: Holly Krutka, PhD, School of Energy Resources, Executive Director
SUBJECT: Petroleum Engineering Departmental Name Change

Dear Dean Wright:

It is my understanding that the committee recommending a departmental name change for the Department of Petroleum Engineering has proposed "Department of Energy and Petroleum Engineering". It is also my understanding that this change has been recommended only after much discussion took place this past summer and early fall. I have been in communication with the committee and they were able to address my questions regarding the proposed departmental name change. I am writing this letter in support of their recommendation.

My understanding is that this name change will accomplish two principal objectives:

- 1) Mitigate enrollment drops observed due to the cyclic nature of the oil and gas industry
- 2) Fully capture the breadth of opportunities for the faculty, staff and students in the department

SER is grateful that the department will continue to provide programs associated with oil and gas production, which remains vital to the economy of Wyoming and a vital role of the department of college. The name change and program growth also aligns well with many topics being taught and researched by SER, including energy aspects as they relate to the subsurface, such as geothermal energy and underground energy storage. Additionally, energy conversion topics, especially those petroleum resources-based energy conversion ones, would also be included. In addition, SER's own academic program, focused on energy resource management and development from a non-engineering perspective, would likely have multiple points of synergy with this expanded department.

For all these reasons, SER supports the name and programmatic changes proposed by the committee. If there is any additional information I can provide, please do not hesitate to contact me.

Holly Krutka

Holly Krutka, PhD,
Executive Director
School of Energy Resources

DATE: March 8, 2022
TO: Cameron Wright, Dean, College of Engineering and Applied Science
FROM: Joseph M. Leimkuhler, Chair, Petroleum Engineering Industry Advisory Board
SUBJECT: Department Name Change

The Petroleum Engineering Industry Advisory Board (IAB) at the University of Wyoming unanimously supports the recommendation to develop an “Energy Engineering” program within the Department of Petroleum Engineering and concurrently change the name to “The Department of Energy and Petroleum Engineering”.

We believe that the addition of a broader "Energy Engineering" program will better serve the needs of the State of Wyoming as well as students. The targeted areas of emphasis; development of geothermal energy, underground energy storage and the conversion of oil and natural gas into a more diverse set of fuels such as H₂, will better position the department during the projected energy transition.

The IAB understands and supports this increase in scope while maintaining the strength of the traditional Petroleum Engineering disciplines. As per the March 2022 Energy Information Agency forecast of domestic energy needs through 2050, not only will hydrocarbons remain in high demand, domestic output of oil and gas is projected to actually **increase** from current levels. Thus, the corresponding needs of the petroleum industry will actually increase over the next 30 years.

As noted in the faculty proposal letter the petroleum industry is subject to cycles of upswings and downturns creating corresponding student enrollment ups and downs. These cycles create conditions of significant over-staffing and under-staffing in the Department. Faculty are too often concerned with reductions during down cycle times - or burn out during the upswing periods in enrollment. Having a petroleum engineering program and an energy engineering program in the same department will help to diminish the volatility associated with either program.

We are also very supportive of the name change to the Department of Energy and Petroleum Engineering, a broader department should have a name that reflects the full scope of the department. In our review sessions with the faculty, they feel the current name, narrowly focused on Petroleum Engineering, handicaps the proper consideration of their proposals for grants and research projects, especially proposals that venture beyond the traditional realm of petroleum engineering.

We believe that the broader scope and department name will not only attract more students but will also mitigate the severe ups and downs in enrollment and increase the successful attraction of research funding from outside the university.

In summary, the IAB unanimously recommend that the “Department of Petroleum Engineering” be allowed to develop an “Energy Engineering” program and change the name to “The Department of Energy and Petroleum Engineering”.

Thank you for your consideration in this matter.



COLLEGE OF
**ENGINEERING &
APPLIED SCIENCE**

PETROLEUM ENGINEERING DEPARTMENT

UNIVERSITY of WYOMING

WORKING FOR WYOMING & THE WORLD

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X

Joseph Leimkuhler
Chair, PETE IAB

X

Rebecca Podio
PETE IAB Member

X

Lannie Fladeland
PETE IAB Member

X

Doug Ramsay
PETE IAB Member

X

Ramona Graves
PETE IAB Member

X

Kyle Schriener
PETE IAB Member

X

Richard Lynch
PETE IAB Member

X

Blake Stark
PETE IAB Member

X

Rose Mizell
PETE IAB Member

X

Doug Swenson
PETE IAB Member

X

Darren Mourre
PETE IAB Member

AGENDA ITEM TITLE: Low-enrollment classes, Carman

SESSION TYPE:

- Work Session
- Information Session
- Other
- [Committee of the Whole – Items for Approval]

APPLIES TO STRATEGIC GOALS:

- Yes (select below):
 - Institutional Excellence
 - Student Success
 - Service to the State
 - Financial Growth and Stability
- No [Regular Business]

Attachments are provided with the narrative.

EXECUTIVE SUMMARY:

Academic Affairs will provide an update on recent reviews and discussions on strategies to create efficiencies and market low-enrolled classes.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

None.

WHY THIS ITEM IS BEFORE THE BOARD:

Information item only

ACTION REQUIRED AT THIS BOARD MEETING:

PROPOSED MOTION:

PRESIDENT’S RECOMMENDATION:

AGENDA ITEM TITLE: Retention Strategies, Carman/Moore

SESSION TYPE:

- Work Session
- Information Session
- Other
- [Committee of the Whole – Items for Approval]

APPLIES TO STRATEGIC GOALS:

- Yes (select below):
 - Institutional Excellence
 - Student Success
 - Service to the State
 - Financial Growth and Stability
- No [Regular Business]

Attachments are provided with the narrative.

EXECUTIVE SUMMARY:

The committee will review recent data on retention and discuss strategies to increase retention rates.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

None.

WHY THIS ITEM IS BEFORE THE BOARD:

Information item only

ACTION REQUIRED AT THIS BOARD MEETING:

PROPOSED MOTION:

PRESIDENT’S RECOMMENDATION: