Endowment and Facilities Report
2010
ABOUT THE FOUNDATION
The UW Foundation, established in 1962, is appointed by the University Board of Trustees to raise, receive, and manage private gifts to maximize support for the University of Wyoming. It is an independent, nonprofit corporation with a Board of Directors. Through private gifts, the university is able to enhance UW programs and projects to meet future needs.

VISION
The University of Wyoming Foundation aspires to be a premier strategic partner with the University of Wyoming in achieving its desire to become the nation’s finest land-grant university.

MISSION
The University of Wyoming Foundation enhances excellence and distinction at the University of Wyoming by securing private resources, delivering superior stewardship, and creating enduring relationships with all who share our pride in Wyoming’s university.

CORE VALUES
The University of Wyoming Foundation aspires to set the highest performance standards in the following areas, which we consider essential to the successful achievement of our mission and attainment of our vision.

• Accountability: Faithfully steward the resources entrusted to us while maintaining transparency in all aspects of our management of these resources.
• Integrity: Demand the highest standards of professional conduct, acting at all times with truthfulness and integrity and adherence to the Donor Bill of Rights.
• Quality: Exceed expectations with exceptional service based on timeliness, accuracy, and responsiveness.
• Trust: Nurture high-trust relationships by listening carefully and communicating clearly.

Photos courtesy of UW Photo Service. Photo of Mike and Jane Sullivan courtesy of Victor Patterson.
A MESSAGE TO OUR DONORS

The University of Wyoming is incredibly fortunate to enjoy such broad support from its donors, friends, and alumni, and we wanted to express our deepest gratitude for your kind generosity and enthusiastic support. The significant assistance you have offered in 2010 makes all the difference to UW’s students and the faculty, staff, and programs that support them, and it’s these gifts that propel the university to new heights of excellence.

The reason that endowments are so vital is because they provide steady and predictable income over and above the baseline of support from the Wyoming Legislature. They allow the university to budget from one year to the next with funds that they can count on, and they support students with important scholarships funds. Major gifts for facilities are also vital in order for the university to keep pace in this ever-changing world. Because of these gifts, our state-of-the-art facilities and technological infrastructure allow us to compete with the top universities in the nation in terms of research and educational quality.

Private giving totaled $31.8 million last fiscal year from more than 21,000 corporate, foundation, and individual donors. As a direct result of this remarkable private support, the university also received $4.9 million from the State of Wyoming through its facilities and endowment matching program. There are 1,178 total endowments that support students directly or indirectly—through scholarships, fellowships, professorships, and discretionary, excellence, and program funds. Some of the gift highlights include Peabody Energy (for clean coal technology), Bill Campbell (an estate gift for UW Athletics), Altamea Van Sant (an estate gift to the College of Education), the Honorable Cliff Hansen (for the College of Agriculture and Natural Resources through his estate), and Irene Barkhurst (an estate gift for scholarships).

Thanks to this generosity, the campus is being transformed. This past year, the new College of Business was dedicated, the Robert and Carol Berry Biodiversity Conservation Center opened for business, and the UW Visual Arts Center broke ground. Not only that, but the recently constructed William N. Brimmer Legal Education Center, Cheney International Center, William Robertson Coe Library Renovation and Addition, Environment and Natural Resources Bim Kendall House, and Wildcatter Stadium Club and Suites at War Memorial Stadium are being put to good use.

The UW Foundation is experiencing another successful year in raising private support for UW while also strengthening the university through prudent investment and financial management. Our success is your success—this public/private partnership helps ensure that Wyoming’s university keeps striving to be one of the best.

Your individual fund reports are enclosed. If you have questions regarding the attached financial information, please contact Mary Ann Garman, UW Foundation Chief Financial Officer at (307) 766-3939 or e-mail to mag@uwyo.edu, or Ben Blalock, UW Foundation President/CEO at (307) 766-3948 or e-mail to bblalock@uwyo.edu.
During the fall convocation, President Tom Buchanan praised the exceptional work of the University of Wyoming faculty, the extraordinary support of UW staff, and the high quality student body. “Quite simply,” he said, “it’s never been better.” Indeed, the university continues its greatest era, for which UW owes its alumni and friends a huge debt of gratitude. You have established unprecedented numbers of endowments that support scholarships and professorships, programs and facilities.

Thanks also belongs to Wyoming’s Governor and State Legislature, whose support of Wyoming’s university is the envy of other states. Thanks to the enthusiastic support of all of you, we are able to build on this strong groundwork of excellence to continue to help launch the successful lives of future generations and to shape the world of tomorrow.

Endowments are the tools that allow donors to help today’s and tomorrow’s students achieve their educational goals, sending them down the road to a successful life.

Not only that: everyone relies on budgets to be able to balance the amount of money coming in against expenses, and endowments are one of the tools that allows the University of Wyoming to budget effectively. That’s because endowments provide a firm foundation of assets that are held in perpetuity, the interest of which creates a steady stream of funding for those purposes chosen by the donor. It is this reliability that then allows the university to create its financial plan for the coming year.

Every year, in accordance with its payout policy, the UW Foundation distributes millions of dollars to the university for expenditures such as student assistance, faculty support, facilities, library acquisitions, academic program support, and building/equipment purchases and maintenance. Payouts are weighted 60% by the previous year’s payout adjusted for inflation and 40% by a 3.75% payout of the current market value of each endowment fund as of December 31 of the previous year. This policy resulted from a careful review of models used by Yale, Stanford, and other major higher education institutions and is designed to smooth year-to-year variations in payout so that the colleges and units within the university are able to budget more accurately with a predictable and reliable source of funding.

When a donor creates an endowed fund, the gift buys shares—much like mutual funds—in the endowment pool. Adding these funds to the endowment pool broadens investment possibilities much more than if each endowment were invested individually. Accounting is done separately for each fund, however, and income is distributed after an initial one-year waiting period and is based upon the number of shares owned in the pool. Endowment distributions may be made from current income, accumulated income, realized appreciation, and principal to the extent necessary to meet the distribution requirements of the payout policy. Earnings above the amount of distributions are added to the corpus, which enables the principal to continue to grow and provides a hedge against inflation.

There are now 1,178 University of Wyoming endowments, and the pooled fund had grown to $292.5 million as of December 31, 2010. This is an increase of $38 million since December 31, 2009.
## Portfolio Review

### Total Fund Performance

<table>
<thead>
<tr>
<th></th>
<th>Latest Quarter</th>
<th>Latest Two Quarters</th>
<th>One Year</th>
<th>Three Years</th>
<th>Five Years</th>
<th>Seven Years</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Fund</strong></td>
<td>4.18</td>
<td>12.83</td>
<td>12.17</td>
<td>-0.95</td>
<td>3.93</td>
<td>5.59</td>
</tr>
<tr>
<td>S&amp;P</td>
<td>10.76</td>
<td>23.26</td>
<td>15.06</td>
<td>-2.86</td>
<td>2.29</td>
<td>3.85</td>
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<tr>
<td>Barclays US Aggregate</td>
<td>-1.30</td>
<td>1.15</td>
<td>6.54</td>
<td>5.91</td>
<td>5.80</td>
<td>5.10</td>
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<tr>
<td>Policy Index(1)</td>
<td>5.05</td>
<td>11.79</td>
<td>6.84</td>
<td>-2.90</td>
<td>2.05</td>
<td>3.62</td>
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</tbody>
</table>

(1) 50% S&P 500, 25% Barclays US Aggregate, 10% Russell 2000, 15% EAFE

### Asset Allocation

AS OF DECEMBER 31, 2010

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Asset Class</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Large Cap Equity</td>
<td>$32,425,984</td>
</tr>
<tr>
<td>11.1%</td>
<td>Small Cap Equity</td>
<td>$18,919,594</td>
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<tr>
<td>6.5%</td>
<td>International Equity</td>
<td>$34,488,237</td>
</tr>
<tr>
<td>11.8%</td>
<td>Fixed Income</td>
<td>$23,832,688</td>
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<tr>
<td>8.1%</td>
<td>Absolute Return</td>
<td>$54,616,045</td>
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<tr>
<td>18.7%</td>
<td>Hedged Equity</td>
<td>$40,766,238</td>
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<td>13.9%</td>
<td>Private Equity</td>
<td>$51,788,935</td>
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<tr>
<td>17.7%</td>
<td>Real Assets</td>
<td>$27,911,539</td>
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<tr>
<td>9.5%</td>
<td>Cash</td>
<td>$7,109,358</td>
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<tr>
<td>2.4%</td>
<td>Liquidating Funds</td>
<td>$649,146</td>
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<tr>
<td>0.2%</td>
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</table>

### Total Fund Growth in Millions

<table>
<thead>
<tr>
<th></th>
<th>12/31/07</th>
<th>12/31/08</th>
<th>12/31/09</th>
<th>12/31/10</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Fund</strong></td>
<td><strong>$290.6</strong></td>
<td><strong>$204.7</strong></td>
<td><strong>$254.9</strong></td>
<td><strong>$292.5</strong></td>
</tr>
<tr>
<td>Total Equity</td>
<td>$1370</td>
<td>$76.8</td>
<td>$99.1</td>
<td>$85.8</td>
</tr>
<tr>
<td>Total Alternative Investments</td>
<td>$1179</td>
<td>$104.5</td>
<td>$121.2</td>
<td>$175.7</td>
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<tr>
<td>Total Fixed Income</td>
<td>$35.6</td>
<td>$23.5</td>
<td>$34.6</td>
<td>$30.9</td>
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</tbody>
</table>
One of the primary missions of the University of Wyoming Foundation is to exercise superior stewardship of the gifts entrusted to the university. The UW Foundation Board of Directors—in consultation with its professional investment advisor Monticello Associates of Denver, Colorado—works diligently to proactively manage the foundation’s portfolio. Staff and board members combine diverse areas of expertise to bring a wealth of financial experience to the management of the foundation’s investments.

The assets managed by the foundation have grown significantly over the years and have allowed donors to support an expanding number of students, faculty, facilities, and academic programs—even at times when other universities have had to cut back. Funds invested by the foundation include cash, reserve balances, charitable remainder unitrusts and gift annuities, outright gifts, and endowments. The foundation attempts to achieve a balance between current requirements and future needs—to provide a stable and growing income stream to the University of Wyoming while preserving the purchasing power of the endowment assets.

The board continues to proactively manage the assets to balance stability with rate of return, and the foundation portfolio is fully diversified. The UW Foundation uses a sophisticated asset allocation, which has resulted in more secure foundation holdings that are not unduly influenced by the highs and lows of the equity and bond markets or changes in the political climate. The risk, return, and correlation characteristics of the alternative asset classes provide greater portfolio diversification and stability because of their low correlations to the traditional fixed income and equity asset classes. Now more than ever, well-balanced asset allocations have been shown to consistently perform better over time under varying market conditions, rather than being heavily invested in one or two asset classes or trying to time the market.

Currently, the pooled, permanent funds are invested across a broad range of asset classes in 55 funds among 43 different managers. With the input of Monticello, the board hires investment managers whose portfolios fit within the foundation’s investment strategy of long-term growth and minimizing risk versus reward. Target allocations and investment managers are reviewed at least quarterly to ensure objectives are being met, and assets are rebalanced to keep them in line with the target ranges for each asset class.

The pool of endowed funds as of December 31, 2010, totaled $292.5 million. The bottom line, however, only tells part of the story, and the services that the UW Foundation provides go far beyond the numbers on a page. We help people and facilitate and manage gifts at all stages in the process. We actively steward donors’ contributions before they become endowments—including pledges, short-term investments, and real estate—we make sure endowments are directed according to donors’ wishes, and we provide a wide variety of services, things like estate planning and reconnecting the alumni and friends of Wyoming with their university.

Our university’s endowment—which directly contributes to student success and the faculty, programs, and facilities that support them—stands as a testament to the dedication and generosity of the alumni and friends of Wyoming’s university. We have you to thank for supporting tomorrow’s citizens and leaders and helping to continue UW’s greatest era.

INVESTMENT PERFORMANCE
Although we often take them for granted, facilities directly affect student performance. For example, state-of-the-art facilities help attract and retain students, professors, and researchers of the highest caliber, and the availability of classrooms affects class sizes, which in turn affects teacher to student ratios. The technological infrastructure makes or breaks teaching and research in fields such as engineering and the sciences. Comfort—in the form of thermal control, lighting, air quality, cleanliness, furnishings, and more—affects the ability of students to focus and learn. Simple aesthetics can have a huge impact on the mindset of those who live, work, and learn on campus.

The University of Wyoming is so fortunate to have the full support of the Wyoming Governor and State Legislature, and most campus facilities were constructed using public funds. It began in 1886, when the territorial legislature appropriated $50,000 to establish the university. Construction on the first building, Old Main, began in September of that year. Since that time, Wyoming has stood behind its university, and UW’s premier facilities are a testament to that partnership.

Not all facilities, however, are created from public funds. The first was Coe Library, which was built in 1954 for a sum of $750,000 contributed by financier and philanthropist William Robertson Coe. More recent examples include the Robert and Carol Berry Biodiversity Conservation Center—which brings together the university’s botany and zoology collections, the Wyoming Natural Diversity Database, and the Nucleic Acid Exploration Facility. The Berry Center was funded by Robert and Carol Berry, who are passionate about natural history and ornithology. The Wildcatter Stadium Club and Suites and the Rochelle Athletic Center—which features a state-of-the-art weight room, sports medicine center, locker room, and academic center—were built with private funding. The Cheney International Center brings together all of UW’s international offices and was funded by Vice President Dick and Lynne Cheney.

Donors contribute to the creation of facilities in other ways too. One way is through naming rights. Naming a classroom or other space provides support for the construction of a facility or for excellence funds, which are among the most highly valued and strategically useful private investments. Examples of recently named spaces include the Jonah Bank Atrium named by Jonah Bank and the McMurry Foundation in the College of Business and the B. Oliver Walter Group Study Room in Coe Library named by Douglas Reeves.

Public/private partnerships have also had a huge impact on campus usability and aesthetics. They have contributed to the upgrade of Prexy’s Pasture, including the Cheney and Simpson plazas. They created Warburton Plaza near the Indoor Practice Facility and other campus beautification projects, not to mention the artificial turf on Jonah Field.

These are but a few examples of privately funded projects, which play a vital role in facilities planning. There will always be a need for special individuals to take a leadership role in forming the campus of tomorrow. Wyoming’s university has so much to be thankful for, not least of all the enthusiastic support of these public/private partnerships.
Thanks to the Wyoming State Legislature and robust public/private partnerships, campus is truly being transformed, with new buildings rising and old buildings being renovated. The total comes to 18 new and/or renovated facilities in just the past three years. Perhaps the numbers say it best.

- Information Technology Center (new, 2009)
- Information Library and Learning Center at Coe Library (new/renovated, 2009)
- Cheney International Center (renovated, 2009)
- William N. Brimmer Legal Education Center (new/renovated, 2009)
- Indoor Practice Facility (new, 2009)
- Police Facility (renovated, 2009)
- SAREC (Sustainable Ag. Research Center) Community Center & Wet Lab (new, 2009)
- College of Business (new/renovated, 2010)
- Wildcatter Stadium Club and Suites and War Memorial Stadium (new/renovated, 2010)
- Environment and Natural Resources Bim Kendall House (renovated, 2010)
- Encana Integrated Simulation Data Center (renovated, 2010)
- Sullivan Family Student Center, College of Education (renovated, 2010)
- Biosafety Level 3 Laboratory for the Wyoming State Veterinary Laboratory (renovated, 2010)
- Robert and Carol Berry Biodiversity Conservation Center (new, 2011)
- Visual Arts Center (new, 2011)
- Indoor Tennis Facility (new, 2011)
- Downey Hall Renovation (renovated, 2011)
- Powell Seed Cleaning Lab (new, 2011)
- National Center for Atmospheric Research Supercomputing Center (in partnership, new, 2012)*

* UW is consulting on the NCAR-Wyoming Supercomputing Center (cost is $20,000,000.00 and the square footage is 170,982).

**UW FACILITIES BY THE NUMBERS**

<table>
<thead>
<tr>
<th>NEW FACILITIES:</th>
<th>RENOVATED FACILITIES:</th>
</tr>
</thead>
<tbody>
<tr>
<td>SQUARE FEET:</td>
<td>SQUARE FEET:</td>
</tr>
<tr>
<td>INVESTMENT:</td>
<td>INVESTMENT:</td>
</tr>
<tr>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>330,082</td>
<td>129,253</td>
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<tr>
<td>$104,335,236</td>
<td>$31,507,941</td>
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</table>

<table>
<thead>
<tr>
<th>PARTIALLY NEW/RENOVATED FACILITIES:</th>
<th>FACILITIES INVESTMENT 2009 – 12:</th>
</tr>
</thead>
<tbody>
<tr>
<td>SQUARE FEET:</td>
<td>APPROPRIATION FUNDING</td>
</tr>
<tr>
<td>INVESTMENT:</td>
<td>$197,666,563</td>
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<tr>
<td>5</td>
<td>PRIVATE FUNDING</td>
</tr>
<tr>
<td>444,077</td>
<td>$69,969,759</td>
</tr>
<tr>
<td>$143,798,598</td>
<td>THE REMAINDER FROM ADDITIONAL FUNDING</td>
</tr>
</tbody>
</table>

Source: UW Facilities Planning
Imagine being able to hire the absolute experts in the field to teach our young people—authorities who’ve worked in industry for decades and who have the practical skill set to guide a project from idea to development to realizing a profit.

That's the idea behind the Ultra Petroleum Visiting Chair of Energy, the first of its kind at UW in the sciences and engineering.

“The goal of the fund is to temporarily bring in people, often from industry, with areas of expertise that we don’t have but need for future development of UW’s energy program,” says Mark Northam, Director of the School of Energy Resources.

The chair supports a prominent scholar or expert from academics, industry, or government, and while engaged with UW, the chair is encouraged to develop research partnerships with UW faculty in energy-related disciplines. The chair is assigned not to a college but to the School of Energy Resources, which allows the flexibility to support faculty from across campus—say, the College of Engineering and Applied Science one year and the College of Business the next, wherever the need is the greatest.

“Sponsoring the Ultra Petroleum Visiting Chair of Energy Endowment was undoubtedly a natural fit for us, as a best-in-class natural gas producer operating in the Green River Basin,” says Michael D. Watford, Chairman, President, and Chief Executive Officer of Ultra Petroleum Corp. “We view the University of Wyoming as a vanguard in energy education and respect their leadership. Together, we envision the endowment drawing energy expertise to the university, which is dedicated to fostering the development of future energy leaders, and we are proud to partner with them.”

— MIKE WATFORD, CHAIRMAN, CEO, AND PRESIDENT, ULTRA PETROLEUM CORP.

The chair has recently been funded and there are many possibilities.

First, UW hopes to hire individuals from industry with specific expertise to enhance specific areas within the college. For instance, a drilling simulation lab in the new Energy Resources Center facility will become operational in the fall of 2012. There will be the need for someone to assist UW to develop the curriculum and programs surrounding the lab. This need could be fulfilled by the visiting chair position.

Second, the Energy Resource Science capstone course (ERS 4900) takes students through simulated asset assessment and development curriculum. The students are presented with sets of data. They must evaluate the data and decide which assets to develop. They must go through the process of development including environmental impact statements, financing, scheduling, and field design. So, another possibility to fill this chair is someone from industry with deep expertise in business and asset development to teach this vital capstone course.

The chair should be filled in 2012, or possibly as early as fall of 2011.

That's what makes this such an important gift. It's flexible and can be shifted from one year to the next. It brings onto the UW faculty experts from the energy industry to teach the next generation of engineers, geologists, and chemists. Finally, it promotes collaboration both within the university and also throughout Wyoming and beyond—to the betterment of us all.

The School of Energy Resources was created in 2006 to enhance the university's energy-related education, research, and outreach. SER showcases the many energy research projects at UW and bridges academics and industry.
SUPPORTING THE CREATIVITY OF UW PLAYWRIGHTS

Theater—and playwriting in particular—is one of the little-known areas of excellence at the University of Wyoming.

Indeed, UW’s students of playwriting regularly win awards, most recently two Kennedy Center American College Theater Festival National Student Playwriting awards, two Mark Twain Comedy Playwriting prizes, and two David Mark Cohen National Playwriting awards, among many others for theater and playwriting.

This area of excellence is thanks in part to the support of education expert Douglas Reeves and his son, Brooks. One day in 2008, UW Theater and Dance Professor William Missouri Downs ran into Brooks in a Cheyenne department store. They began talking, and that discussion led to Brooks’s father making a donation to the UW Department of Theater and Dance, which was doubled by the state matching program.

“We are so lucky to have this endowment,” says Professor Downs. “It allows our students to see their work performed and rub shoulders with the best playwrights in the business.”

Downs is an award-winning writer and heads the Department of Theater and Dance’s playwriting efforts. He has written or adapted more than twenty plays, which have been the subject of over 100 productions from New York to Singapore to Africa. In Hollywood, he wrote for sitcoms such as My Two Dads and The Fresh Prince of Bel-Air. He is co-author of three books, including a textbook on playwriting called The Art of Theater: Then and Now, which is in its second edition.

“The University of Wyoming has been a formative influence on my life not only as an undergraduate in the early ’70s but throughout my career,” says Douglas. “In my contributions to the UW Foundation, I wanted to support causes that will foster the creativity, service, and scholarship of our faculty, students, and university leadership. Their extraordinary innovation and work ethic make me very proud to be an alumnus of this great institution.”

Douglas is an expert in leadership and education and is founder of The Leadership and Learning Center. He has worked with education, business, nonprofit, and government organizations throughout the world and has authored more than 20 books and many articles on leadership and organizational effectiveness.

Brooks is an actor and playwright based out of Cheyenne. In his latest role, he plays the Wild Card in the 2010-11 Open State Theatre & Company production of The Complete Works of William Shakespeare (Abridged), and his play The City That Cried Wolf premiered at the New York Fringe Festival then ran at the 59E59 Theatre in Manhattan, New York. He also writes plays for the Cheyenne Little Theatre Players.

The Douglas B. Reeves Endowment for Playwriting supports young playwrights and the writing and performance of original dramatic works. The funds may be used for visiting playwrights, travel for students and faculty, playwriting awards, play festivals, engagement of actors, and production costs, among other things.

It has already provided travel, registration, and production support for eight playwriting students to attend the Denver Center for Performing Arts New Play Festival. There, the students attended productions and readings of new plays by internationally known playwrights, they participated in writing workshops, and they lunched with the theater professionals. The endowment also funded the UW Festival of New Student Written Plays, held in February 2011. For the festival, over 350 people were treated to eight original UW plays.

Douglas’s gifts have been felt across campus, and this endowment is just one of many. He has also generously supported scholarships, Libraries, College of Education, music and music composition, Opera in a Gym, and the debate team.

“I wanted to support causes that will foster the creativity, service, and scholarship of our faculty, students, and university leadership. Their extraordinary innovation and work ethic make me very proud to be an alumnus of this great institution.”

— DOUGLAS REEVES
The University of Wyoming is the collaborative effort of so many—the president and the state legislature, donors and alumni, faculty and students. It has been and continues to be built upon the relationships of its many contributors.

A prime example is the new Sullivan Family Student Center within the College of Education. The college needed a place where students could gather, and an opportunity presented itself to further enhance the Education Annex, which had been remodeled in recent years to accommodate technologically enhanced classrooms.

Micky and Jeanne Klein of Austin, Texas, stepped up in support of the idea, and their gift—doubled by the Legislature’s state matching program—enabled the creation of the center. The Kleins wanted to name the center in honor of their good friends, Mike and Jane Sullivan, who have contributed so much to Wyoming and its university. The award-winning New York architectural firm Lewis.Tsurumaki. Lewis Architects was contracted to design the space, and it was constructed in 2010 by the Wyoming contractor Elk Ridge Builders & Design of Laramie.

“We are proud to have the Sullivan Family Center reflect that legacy and to have the center contribute to the quality of the educational experience at the university,” says U.S. Ambassador and Wyoming Governor Mike Sullivan. “Jane and I are grateful to Mickey and Jeanne Klein for their friendship, generosity to the university, and the honor bestowed on the Sullivan family.”

Indeed, the Sullivan family, for whom the center is named, has contributed so much to this collaborative process of university building, as well as the well-being of our state. The Sullivan family immigrated to the U.S. from Ireland in the mid-nineteenth century. Its Wyoming patriarch, Joseph Robert “J.R.” Sullivan, was a lawyer and served on the UW Board of Trustees from 1945-59. He served as secretary for the majority of that time, and the board’s minutes are peppered with his motions and seconds. J.R. also served in the state legislature.

“My grandfather, father, and uncle served on the Board of Trustees, and my parents (who met at the university), Jane and myself (we also met at the university), two of our three children, and my brother each received degrees from the university,” says Sullivan. “The lives of our family and friends have always been interlaced with the University of Wyoming.”

J.R. and his wife Amy had three sons and a daughter: Joseph Bernard (J.B.), John Francis, Bernard James (B.J.), and Pat. J.B served on the UW Board of Trustees from 1965-72, and John served from 1959-63. J.B. and John were both attorneys, and John was also a representative to the state legislature. Bernard became a doctor, serving as a general physician in Laramie. He delivered over 6,000 babies. Pat was a journalist and a popular figure at the university and in Laramie where she lived.

Included among J.R.’s many grandchildren is Mike, who served not only as Wyoming’s Governor but also as U.S. Ambassador to Ireland under Presidents Clinton and Bush. He also served ex-officio on the UW Board of Trustees and is former chairman and current member of the Environment and Natural Resources Board and a member of the Law School Advisory Board. He received an honorary doctorate of laws in 2008. Mike’s wife Jane Metzler received a combined business and education degree and, with Mike, served on the ASUW Senate while at UW.

There is Dan, a political consultant who served in the state senate for two terms. He also served or serves on the Associated Parents of UW Board, the UW Art Museum National Board, the A&S Board of Visitors, the Campus Advisory Board, and the Friends of AHC. There is also Tim, who serves as Albany County Commissioner, and Peter Queal, who teaches music at UW. Many of the Sullivan children, grandchildren, and great grandchildren received their degrees from the University of Wyoming and, in fact, in 1999 the whole Sullivan family was named Wyoming Family of the Year by Associated Parents of UW, a well-deserved honor.

It’s families like the Sullivans who make the difference in the ongoing creation of the University of Wyoming, whose members collaborate, do their part, and serve in positions both humble and exalted. They have shown themselves to be not only public leaders but also the ones who dig in and figure out solutions to the challenges that Wyoming faces.
Dr. Vladimir Alvarado in the UW Department of Chemical and Petroleum Engineering is trying to solve a sticky problem that’s been around for a while: What do you do with the so-called “dirty water” that is produced from oil drilling. His solution? After conditioning this oil and water mix for stability, re-inject it. This serves three purposes: 1) it’s a better way to dispose of the water, 2) 3-5% more oil is recovered, which is actually quite a lot, and 3) it saves money.

For this research, he was awarded one of the first round of Anadarko Petroleum Corporation’s Energy Resource Recovery Program prizes.

“This funding serves to produce data, which allows me to seek larger funding,” Dr. Alvarado says. “I can’t go to an oil company or the Department of Energy if I don’t have preliminary data.”

This program provides competitive awards to faculty, graduate students, and undergraduates in areas of partnership that focus on the exploration, development, or production of crude oil or natural gas as sources of energy.

“These fellowships recognize excellence among UW’s young and developing energy faculty and students, and the funding provides them with opportunities to further their research,” says Mark Northam, Director of the School of Energy Resources.

Industry developments that researchers may focus on include energy resource recovery maximization, critical midstream infrastructure development, minimization of the development footprint, development of the future energy workforce, reform of the permitting and regulatory process, enhanced oil recovery, carbon dioxide sequestration, water management, and other technical issues.

“Wyoming is blessed with an abundance of energy resources, and we are honored to play an integral role in advancing the technology and knowledge that helps develop these resources in a safe and environmentally sound manner,” says Jim Kleckner, Anadarko Vice President, Operations, and member of the Wyoming Energy Resources Council. “Through our partnership with the University of Wyoming and the Anadarko Energy Resource Recovery Program, we hope to continue attracting talented engineering students and faculty that will keep Wyoming at the forefront of our nation’s energy future.”

The endowment funds faculty fellowships, graduate student fellowships, and experiential learning (undergraduate) internships. The faculty fellowship provides support for the research of young, energetic, talented faculty and serves to attract them to energy and energy-related research, further promoting and sustaining this area of distinction for UW.

Graduate fellowships are awarded on a competitive basis to graduate students conducting research in energy disciplines. Graduate students are key research partners for faculty. Experiential learning internships are awarded to outstanding juniors or seniors, who then have the opportunity to engage in oil and natural gas recovery research.

The awards are in the amounts of $15,000 for faculty, $5,000 for graduate students, and $4,000 for undergraduates. In order to receive an award, faculty and students alike present proposals and are selected by an award committee consisting of the Director of the School of Energy Resources and faculty members from within the principal energy resource recovery disciplines. The funds can be flexibly applied and therefore can go to areas of high need.

These fellowships also connect faculty and students from across campus, including the disciplines of chemical, petroleum, civil, environmental, and mechanical engineering, geology and geophysics, and chemistry.

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— JIM KLECKNER, ANADARKO VP, OPERATIONS
It is not an overstatement to say that the University of Wyoming’s educational program in Environment and Natural Resources (ENR) was largely made possible by two people, Helga and Erivan Haub.

The Haubs’ generous gift of $3 million in 2004—which was doubled to $6 million by the Wyoming Legislature’s state matching program—provided the funding to establish the school, which was renamed the Helga Otto Haub School of Environmental and Natural Resources.

“Growing up in Austria I have appreciated the beauty of nature and learned at a young age how precious the environment is and that preserving it is vital for the future of human kind,” says Liliane Haub, Erivan and Helga’s daughter-in-law. Liliane serves on the ENR Board, providing gracious and energetic leadership. “This sense of care and responsibility has only intensified in the last 25 years as I experienced the exceptional natural environment of Wyoming. It is an honor and a deeply felt duty for me to help support the outstanding and immensely important work envisioned by my parents-in-law and embodied by ENR today.”

“We have enormous gratitude to the Haubs for their investment,” says Indy Burke, Director of the Environment and Natural Resources program. “It has allowed us to go far beyond student learning, to catalyze our engagement in complex interdisciplinary issues to change how we manage public lands and shared resources around the world.”

Since the endowment was established, the school has awarded a considerable number of Haub Research and Creative Activities Grants, which has allowed nearly 40 students to travel abroad for independent research or creative activity in North America and around the world—Kenya, China, Germany, Chile, Argentina, and Belize, to name a few.

In addition, thanks to this endowment a number of Erivan Haub Scholarships have been awarded to UW students. These scholarships have supported student study abroad, fieldwork in the Greater Yellowstone Ecosystem, and both undergraduate and graduate student presentations at conferences around the world.

Also thanks to the endowment, the Haub School has dedicated significant funds toward international ENR coursework. Students in the ENR capstone course (ENR 4900/5900) have traveled to Baja, Mexico, to assess the impacts of a liquified natural gas facility; to Gamboa, Panama, to evaluate the environmental impacts of road development; and to the Bahamas to study ocean acidification and the impacts to coral reef ecosystems.

“The Haubs have a deep appreciation for the complexity of natural resource issues, with a global experience of the interactions among people, resource use, and the environment,” says Burke. “They had the vision of supporting students to engage in these complex issues from multiple disciplinary perspectives, in Wyoming and around the world, to prepare them to be the problem solvers of the future.”

For almost 30 years, Erivan and Helga Haub have spent summers on their ranch in Sublette County, Wyoming, while they spend the rest of their time in Germany leading the Tenglemann group, a family-owned retail company with locations in 16 countries that sells food, textiles, do-it-yourself supplies, and pharmaceuticals.

The ENR program also embraces the William D. Ruckelshaus Institute, the research and outreach arm of the organization. The institute brings faculty from across the university together with experts from throughout the state and nation to study complex environmental and natural resources issues, and it engages students, stakeholders, and policymakers in interdisciplinary problem solving. The program also includes the Wyoming Conservation Corps, providing students with leadership opportunities through public lands service projects.

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The University of Wyoming Foundation has been a dynamic partner with the University of Wyoming for more than 48 years. Through the generosity of our many alumni and friends, the UW Foundation has raised an average of $30 million a year in private support over the past six years—money that goes to students and the faculty, staff, and programs that support them. This private support helps to make UW the best educational institution possible.

The UW Foundation, established in 1962, is appointed by the University Board of Trustees to raise, receive, and manage private gifts to maximize support for the University of Wyoming. It is an independent, nonprofit corporation with a Board of Directors.

The UW Foundation Board of Directors consists of up to 36 voting members, six non-voting ex-officio members, and as many non-voting emeritus members as may be elected by the board. The UW Foundation Board meets throughout the year to guide the foundation in achieving its mission. Board members bring a wealth of experience from a broad spectrum of careers and professional and personal backgrounds.

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