

# **THE UNIVERSITY OF WYOMING**

## **MINUTES OF THE TRUSTEES**

**November 12-14, 2014**

**The final minutes can be found on the University of Wyoming Board of Trustees website at <http://www.uwyo.edu/trustees/>**

**TRUSTEES OF THE UNIVERSITY OF WYOMING AGENDA**  
**November 12-14, 2014**

**WORK SESSIONS**

UW Students, Student Safety, McGinity/Samp/Axelson .....	1
UW Response to University of North Carolina’s Academic Fraud Findings, Burman/Hagy .....	11
Tuition Policy, Davis .....	14
Tuition Recommendations for FY 2016, Mai/Axelson .....	26
Non-Resident Tuition Discount and Scholarship Plan, Axelson .....	31
WRI/University of Wyoming Research, Miller/Gern.....	45
Indirect Cost, Gern/Miller.....	47
Annual Audit Discussion .....	49
Introductions and Recognitions .....	53
Endowed Chairs Initiative of the Board, Palmerlee.....	56
College of Education Initiative of the Board, Palmerlee .....	58
Planning Effort for the Fiscal Reporting System; Budget and Fiscal Policy Topics, Mai .....	60
Supplemental Budget, Mai.....	63
Updates .....	66
• University Strategic Plan Progress, McGinity/Jones .....	66
• Dean Searches, Jones .....	67
• Science Initiative, Shader/Brown.....	70
• Community College Collaboration/Course Transfer, Hagy/Noel .....	71
• Enrollment Update, Axelson/Hagy .....	73
• Tribute to Warren Lauer, Mead .....	75
• WGEESIT/College of Engineering, Rodi/Laursen.....	75
• <del>Status of Engineering Building, Mai</del> (this topic was covered in other work sessions)	

**BUSINESS MEETING**..... 92

**Roll Call**

**Approval of Board of Trustees Meeting Minutes**  
September 11-12, 2014

**Approval of Conference Call Meeting Minutes**  
October 20, 2014

**Approval of Executive Session Meeting Minutes**  
September 11-12, 2014

**Reports**

- ASUW
- Staff Senate
- Faculty Senate

**Public Testimony**

[To be held from 11:30-12:00 p.m. on Thursday, November 13, 2014]

## **Committee of the Whole**

### **REGULAR BUSINESS**

- A. Fiscal and Legal Affairs, Mai
- B. Alumni Board
- C. Foundation Board, Marsh/Bostrom
- D. Haub School of Environment and Natural Resources Board, Davis
- E. Energy Resources Council (ERC), True

### **CONSENT AGENDA**

- 1. Approval of Contracts and Grants – Gern
- 2. Approval of Personnel – Jones
- 3. Revisions to UW Regulations:
  - “Revisor’s Bill” – Approval of Changes to UW Regulations 8-1, 8-2, 8-30, 8-229, 8-231, 8-234, 8-238, 8-242, 8-243, 8-244, 8-246, 8-247, 8-248, 8-249, 8-250, 8-253, 8-254 – Miller
- 4. Approval of Fiscal Year 2015 Operating Budget Authority Increase – Mai
- 5. Approval of Annual Audited Financial Reports – Mai
- 6. Approval of Gas Easement to Source Gas at 10<sup>th</sup> and Lewis – Mai
- 7. Approval of Architect for Level III - Classroom/Facility Adaptation – Mai
- 8. Master List of Degrees – Hagy
- 9. Approval of New Minor – Jones
- 10. Tuition Policy (*added during Work Session – see final document attached*) – Mai
- 11. Non-Resident Tuition Discount and Scholarship Plan – Axelson (*added during Work Session*)

For separate vote:

- 12. FY 2016 Tuition Recommendation to the Board of Trustees  
Note: Items already approved during regular session.
- 13. University of Wyoming Trustees Endowed Chairs Initiative Resolution  
[Motion to approve the resolution made by Trustee Brad Mead; seconded by Trustee Betty Fear. Vote was taken. The resolution was passed unanimously during the work session.]
- 14. University of Wyoming Trustees College of Education Initiative  
[Motion to approve the resolution made by Trustee Jeff Marsh; seconded by Trustee Larry Gubbels. Vote was taken. The resolution was passed unanimously during the work session.]
- 15. Scheduling Fiscal Discussion for January Board Meeting  
[Motion to approve made by Trustee MacPherson; seconded by Trustee Fear. Discussion and amended motion, passed unanimously. (Time will be held at the January Board meeting.)]

### **New Business**

### **Old Business**

**Date of Next Meeting** – December 1, 2014, Conference Call; Laramie, Wyoming

### **Adjournment**

**THE UNIVERSITY OF WYOMING**  
**MINUTES OF THE TRUSTEES**  
**November 12-14, 2014**  
**Marian H. Rochelle Gateway Center, Salons D & E**

As reflected in the public session and executive session meeting minutes, the Board of Trustees of the University of Wyoming met in Laramie, Wyoming, on Wednesday, November 12, Thursday, November 13, and Friday, November 14, 2014. The meeting was held at the Marian H. Rochelle Gateway Center. The Fiscal and Legal Affairs committee met Wednesday morning before the Board convened at 11:00 a.m. The Board covered several topics that day including student safety, resident and non-resident tuition, and the Wyoming Research Institute. That evening, the Board attended a reception and dinner with the Wyoming Business Alliance followed by a reception with staff and family.

On Thursday, November 13, the Board had several more work sessions, along with a working lunch executive session. In the afternoon, the Board toured the Energy Innovation Center and had dinner with the Energy Resources Council. On Friday, November 14, the Board received several updates from the UW administration and then held their business meeting.

AGENDA ITEM TITLE: **UW Students, Student Safety**, McGinity/Samp/Axelson

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other

Specify:

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MINUTES OF THE MEETING:

UW President Dick McGinity stated that a number of administrators thought it would be appropriate to start the Board meeting discussing the events that took place on Halloween night that led to the death of one student and serious injury of another. In two separate events, police were called around midnight about serious injuries at two different locations. The Laramie Police Department (LPD) responded to the first call and the University of Wyoming Police Department (UWPD) responded to the second. President McGinity commented that he had been in touch with both families. President McGinity and some of the other administrators would be traveling to Lander for the service. A bus would be available for students to ride to Lander. President McGinity stated that this was a very sad event, and the University was trying to be as supportive to the families as possible. He added that this had led the University to examine issues of student safety on and off campus. President McGinity introduced Vice President of Student Affairs Sara Axelson, UW Police Chief Mike Samp, and Laramie Police Chief Dale Stalder to give an overview of the procedures that help keep students safe.

Chief Samp greeted the Board and then noted that they could not speak specifically about the cases due to the ongoing investigation. Chief Stalder thanked the Board and noted that two years ago on Halloween, Laramie had a number of serious incidents that led him to start a dialogue with the sheriff's office and UWPD on these issues, as well as other advocacy groups in town. Chief Stalder showed a summary of the calls the Laramie Police Department (LPD) received on Halloween, and pointed out that UWPD was called in because LPD was overloaded. He explained that eight out of every ten crimes in Laramie involved alcohol. He stated that the police departments stress that alcohol was the common denominator. One result of the programs started two years ago was a social media program called *Binge Think*, which uses focus groups to try to find and correct misconceptions about alcohol consumption. He mentioned that UW should see this program working in the coming weeks.

Chief Samp noted that he had seen increasing levels of binge drinking and alcohol consumption. He explained that UWPD was taking an educational, yet enforcing approach toward this issue. One part of the educational piece was the Adopt-a-Cop program, which reaches out to Greek life, students living in the residence halls, and student-athletes. Thus far, UWPD had given 99 public safety presentations this year. Chief Samp shared additional UWPD statistics and mentioned that marijuana usage was also an issue that was being addressed. Chief Samp asked for questions.

Trustee Dave Bostrom asked if LPD notified UWPD when they received a noise complaint involving UW students. He also asked what percentage of party-goers were UW students. Chief Stalder mentioned that often they did not know initially which people were UW students, but once they determined a person's education status, they notified UWPD so that campus sanctions could be put into place.

Trustee Larry Gubbels asked Chief Samp if the percentage of drug incidents had increased since Colorado legalized marijuana. Chief Samp answered that there was an increase in marijuana incidents when it was legalized for medical use in Colorado, but there had not been an increase since recreational use was also legalized. However, LPD was starting to see different ways students were consuming marijuana, such as in the form of candies. LPD was also seeing the increase of electronic cigarette usage, which was problematic, as these have a higher level of THC. He noted that when marijuana was becoming popular in the 60's and 70's, it was a lot less powerful than the marijuana that is currently available.

Trustee Betty Fear commented that the binge drinking that young people were doing was frightening—they go out and drink as fast as they can and do not realize how drunk they get. She stated that she did not think students understood the consequences. Chief Stalder commented that designer drinks have much more alcohol than other drinks, and it was not unusual to see people with high blood alcohol levels.

Vice President Axelson stated that this had to be a cooperative effort between UW and the community. She said that both were addressing the issue, but there was still a long way to go. UW is working with students on the *Binge Think* campaign and brainstorming solutions for addressing off-campus drinking. There was talk of off-campus party registration, so people hosting parties understood the legal implications. Incoming freshman participate in AlcoholEdu before being allowed to register for classes. One challenge was how to address alcohol use with upperclassmen. In the residence halls, UWPD was involved in drinking citations. Off-campus alcohol citations were handled differently, so efforts were being made to increase awareness in this area. Vice President Axelson believed that if more current students were involved in these campaigns, it would make them more successful. UW must be proactive and not let up on this issue.

Trustee President Palmerlee thanked the panel.

# Alcohol Issues/Safety Update Board of Trustees November 12, 2014

President Dick McGinity  
Chief Dale Stalder, Laramie Police Department  
Chief Mike Samp, UWPD



UNIVERSITY OF WYOMING

# Introduction

1. **Halloween Incident overview—President McGinity**
2. **Laramie Police update—Chief Stalder**
3. **Campus update—Chief Samp**
4. **Questions/Comments**



## Halloween Calls for service--LPD



1. ATL – subject passed out in bar
2. Hit & Run
3. Minor in Possession
4. Fight
5. Noise Disturbance
6. Vandalism – broken window downtown
7. Fight – downtown
8. Fight – 1100 Flint
9. Noise complaint
10. Resisting Arrest – downtown
11. Fight – 700 N. 7th (McGowan)
12. Trespassing – downtown
13. Noise complaint
14. Suicidal subject
15. Noise Complaint
16. Hit & Run
17. Noise complaint
18. Noise complaint
19. Arrest on Warrant
20. Sexual Assault – anonymous submittal
21. Noise complaint
22. Noise complaint
23. Possession of Controlled Substance

## Loud Party Calls-Laramie

### Total calls:

- 2011 – 639
- 2012 – 617
- 2013 – 627
- 2014 YTD - 421

### Observations:

- Size of parties has grown
- Spike in August, September
- Preferred venue for drinking
- Pressure on license holders
- Disorderly house enforcement
- Providing a dwelling enforcement
- If UW students are identified reports are forwarded to UWPD, which are then shared with the Dean of Students office.



## Overconsumption concerns

- Because of incidents on Halloween in 2012, the Laramie Police Department, University Police, Albany County Sheriff's office, CoPSA, A-Team, and AWARE have been working to educate stakeholders and the community to the dangers of overconsumption of alcohol
- 80% of all Crimes in Laramie are Alcohol Related (70% statewide average)
- Revised Point System Ordinance
- Binge Think media campaign



# Campus Safety Training

## UWPD Alcohol Education/Safety Trainings

- **Adopt-A Cop**
- **Greek Life**
- **Orientations (students/faculty/staff)**
- **Athletics**
- **99 outreach programs by UWPD in 2014**



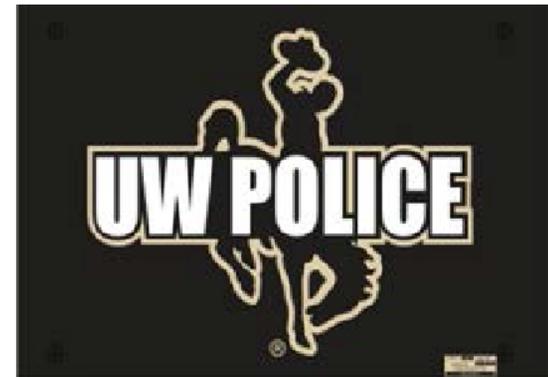
# UWPD Statistics, 2014-2015

## Alcohol

- 2012 88 calls, 97 citations
- 2013 100 calls, 171 citations
- 2014 84 calls, 101 citations

## Drugs

- 2012 22 calls, 10 citations
- 2013 45 calls, 38 citations
- 2014 22 calls, 13 citations



## Questions/Comments



AGENDA ITEM TITLE:

**UW Response to University of North Carolina's Academic Fraud Findings**, Burman/Hagy

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other

Specify:

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MINUTES OF THE MEETING:

UW Trustee President Dave Palmerlee invited Athletic Director Tom Burman and Interim Associate Vice President of Academic Affairs Alyson Hagy to present to the Board. Interim Associate Vice President Hagy noted that two weeks ago the University of North Carolina came under scrutiny because they were issuing credit for courses never taken. When UNC discovered that its faculty and staff members were accomplices in academic fraud with thousands of students, half of them being athletes, they were surprised. UNC was offering credit for shadow courses and independent studies that did not exist. She noted that she and Director Burman wanted to let the Board know what UW was doing to prevent similar issues on campus.

Interim Associate Vice President Hagy noted that the University of Wyoming would address this issue to ensure it did not happen on campus. She noted that UW's policies were good but that they would continue to improve. She stated that UW had been auditing independent studies by student-athletes and that the students had been doing excellent work. Interim Associate Vice President Hagy said that UW would continue to look for clustering in majors for athletes, although, thus far, they had not seen it occurring. For the past few years UW had seen an increase in the number of communications and kinesiology majors among athletes, but overall the breakdown showed that student-athletes' majors vary.

Director Burman stated that his staff was very proud of the diversity of majors found among student-athletes at UW. In contrast, UNC's student-athletes were mainly in arts and science programs, while none of their students were in pre-professional programs. Trustee Dave Bostrom asked if there was a breakdown of the percentages of student-athletes in pre-professional programs compared to the general student population at UW. Interim Associate Vice President Hagy said that UW did not have that breakdown at the time but that she would get him the exact data. The Faculty Athletics Committee had looked at all of the classes at UW that had more than 15% of student-athletes on the roster. The committee said it would look for explanations as to why these classes had more than 15% student-athletes.

Interim Associate Vice President Hagy noted that she thought UW would see limited clustering, and when there was clustering, it would be because of limited class times or limited class selection. The Faculty Athletics Committee had also identified seven courses that attracted a high student-athlete enrollment, and Interim Associate Vice President Hagy was in touch with the instructors of those courses to make certain they were comfortable with the syllabi, and that everything was

buttoned down, so students were not given grades for work not done. The conversations with those faculty members had been successful and helpful.

Interim Associate Vice President Hagy noted that summer and winter courses were popular with student-athletes since they needed to stay on-campus for training. Student-athletes also had priority registration, so they could get into these classes. Specifically, one class offered in summer was for freshman student-athletes to help them transition. Interim Associate Vice President Hagy said that she had a lot of confidence that the faculty members' classes met all of the standards. Due to NCAA rule changes, student-athletes could only stay on-campus if they were taking a course, so students have begun taking a lot more classes in the summer. She stated that this was not ideal, but UW was looking at other models for summer courses to provide degree-applicable classes for students. Director Burman noted that UW was doing some things well, such as educating athletes and staff on the challenges of academic dishonesty. The UW athletics department takes any credible evidence of academic dishonesty as "strike one." When a student is accused of academic dishonesty, he or she meets with the coach and with Director Burman and is given consequences. She said that though it was a complicated issue, the Athletics Department felt good with where they were on the topic and with what was being done.

UW President Dick McGinity asked Director Burman about the NCAA committee on which he serves. Director Burman responded that he was on the newly minted NCAA cabinet, which was a long-standing committee with 20 people, who sets guidelines and principles on topics such as this.

Trustee Larry Gubbels asked what percentage of athletes were being tutored. The panel responded by saying that over the course of their four years as students, the percentage was very high—around 75 percent. The percentage was much higher the first year—at around 80 percent. After the first year, students become more comfortable and do not request or require as much tutoring. At the time, there are six full-time academic counselors and a graduate assistant in the tutoring unit. The Rochelle Athletic Center is always full of students studying. UW Athletics had done a fantastic job of growing its staff and having good tutors and mentors for student-athletes. Interim Associate Vice President Hagy said that Director Burman had been doing a good job. She said that the problem with North Carolina was that it was recruiting students that could not be successful—even with help. Director Burman noted that UW was academically challenging for student-athletes. He said that when he started in his position, he was more open-minded about who was recruited, but now he thinks about how prepared a student is.

Trustee President Palmerlee asked if North Carolina received any briefing. Interim Associate Vice President Hagy noted that the can of worms was opened in 2009 and that this was the third major report. It had taken them a long time to pin down what had happened. UNC took three hard looks at the issue, but still did not know what was going on. There had to have been a "look the other way" mentality. This was a soft spot exploited by fraternities and sororities and students. Registrars should have seen this pattern years ago. Deans and department heads had some responsibility in it as well.

Trustee President Palmerlee noted that he had a high level of confidence in Director Burman and his staff in handling this problem, and then thanked Director Burman and Interim Associate Vice President Hagy for presenting on this topic.

AGENDA ITEM TITLE: **Tuition Policy**, Davis

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other                      Specify: Consent Agenda
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MINUTES OF THE MEETING:

Trustee President Dave Palmerlee called the meeting back to order at 1:15 p.m. Trustee Dick Davis noted that he worked with several other people to come up with a tuition policy. Vice President and General Counsel Rick Miller, as well as other UW administrators, came up with a recommended policy that was modified slightly. There was some confusion about which document Trustee Davis and Vice President for Administration Bill Mai were referencing, but the confusion was resolved as Vice President Miller noted the Trustees had reviewed this document before, and the only change was that the policy would be reviewed every four years by the Trustees. The policy stated that the administration would bring forward the recommendation for tuition increase, which was a standard four percent increase each year. How the money would be allocated was also noted in the policy. Each year, the administration could make a recommendation other than four percent, and the Board could take that recommendation or set a different level. This policy required the Board to vote every year on tuition, and there was nothing in the policy that permanently bound the Board to a certain action.

As the policy was flexible, the administration decided to recommend a larger increase than four percent, which was different than the standard recommendation in the policy. The panel noted that this tuition policy was similar to how the community colleges approach tuition. Wyoming community colleges base their tuition on the affordability approach, which takes into account several factors. Community colleges also compare themselves to other regional schools. At this point in time, Wyoming community colleges' tuitions were below what other regional schools were, so they were allowed to raise tuition without special permission.

Assistant Vice President and Special Assistant to the Vice President of Administration Arley Williams and Vice President Mai also conducted this measure to see how UW compares to other regional, doctoral-granting schools within WICHE. UW was well below other regional schools, and even lower than the community colleges when compared to other regional community colleges. This was yet another indicator of how much lower UW's costs were in comparison to other doctoral-granting schools. The panel noted that when the Hathaway scholarship was calculated into the cost of tuition, UW becomes even more affordable. The panel also discussed these indicators and costs in relation to the Wyoming Constitution's goal of having an education that was as nearly free as possible. Every indicator UW had studied shows that cost of attendance at UW was below average. The panel then discussed the policy in more detail, noting that the policy addressed two areas. First, it explained the tuition policy that the administration was asking the Board to review and approve. Also, the policy itself was to be reviewed in depth every four

years by the Board. The policy asked for a four percent raise in tuition each year, to be reviewed and possibly adjusted by the Board each year. Second, the document gave a recommendation for 2016 tuition.

Vice President Mai noted that the Board could review the rate of increase every year. The policy also includes suggestions for how the money should be used, such as for salary increases. Revenue could also go to the academic support budget, as colleges were in dire need of increased budgets, which would be decided at the discretion of the Vice President of Academic Affairs. Vice President Mai noted that he believed the Academic Affairs budget was very empty, as they had been scrambling to patch the holes. A raise in tuition would help increase the budgets. The final bit of revenue would go to library and IT needs, which continue to increase. The libraries recently had significant budget cuts, and IT had not been able to keep up with changing technology. Vice President Mai asked if the Board had any comments on the policy.

Trustee President Palmerlee asked if the Board was ready to consider the policy and put it on the consent agenda. Trustee True stressed that although he supports the concept of having a policy in place and allowing the policy to provide the administration some direction, he still thought there needed to be more flexibility in the policy. He said that having a flat four percent would tie the hands of the administration. Trustee True suggested the policy read four percent, plus or minus two percentage points. Likewise, Trustee True said that he would like to see some flexibility in where the revenue goes. He noted that he liked the current design of where the revenues go, but in two years, he wondered if that would need to change. He again noted that he did not want the administration's hands to be tied with this policy.

Trustee Brad Mead commented that he felt strongly about this issue because UW had not been transparent in the past, which had left students guessing about increases. He noted that he appreciated the remarks about flexibility, as all the variables involved with setting tuition could change and this policy allowed for that change. He noted that this policy would help students and families plan for the increases, rather than have ad hoc decisions affect tuition. Trustee Mead noted that he thought a four percent increase was a great idea.

Trustee Bostrom noted that he agreed with Trustee Mead. He also stated that the administration could have a different amount than four percent if they could justify it. He noted that the Board could decide to deviate from the policy. He said that having a predictable policy was valuable.

Trustee Davis noted that he concurred with the other Trustees about the history of tuition increases. He stated that he did not think this policy would hamstring or tie the hands of anyone and that there was flexibility written into the policy. He noted that if the administration put a range on the policy, then they would be tied to that range.

ASUW President Ahmed Balogun noted that when Vice President Mai came and presented this policy to ASUW there was a good debate about it. Initially, ASUW supported the legislation; however, the legislation was amended on the floor, so ASUW was no longer in support of the policy. UW President McGinity asked ASUW President Balogun for more detail. Balogun responded by saying ASUW was split three ways: those who were against an increase in tuition,

those who were in favor of an increase, and those who had concerns with the policy but were in favor of it.

Trustee President Palmerlee asked if this policy debated the merits of compensation. Vice President Mai said it did not. Trustee President Palmerlee asked if the Board would approve it without this element. Vice President Mai said that every year the Board would adopt a compensation strategy separate from this policy.

Trustee President Palmerlee asked if the Board would like to add this to the consent agenda. Trustee Davis agreed and moved that it be put on the consent agenda to be approved. Trustee Mead seconded. All were in favor. Vice President Mai asked if they were now moving on to FY2016, and Trustee President Palmerlee responded affirmatively.

DRAFT ONLY  
TUITION POLICY  
11/05/2014

(Based on the Tuition Policy Subcommittee meeting of 10/13/2014)

In order to give advance notice to all those affected by prospective tuition increases, the Board of Trustees adopts the following policy for tuition increases for Academic Years 2016 and later:

- A. Unless modified under D or F. below, annual tuition, other than programs with differential tuition, the Administration will recommend that tuition be increased by 4% for each academic year.
- B. Annually, the Administration will submit recommendations regarding adjustments to differential tuition rates.
- C. Revenue generated by the annual tuition increases will be distributed as follows:

2% - Salaries (approx. \$1M) – To be applied first to the cost of mandatory salary increases for promoted faculty (approximately \$425,000). The balance to be used for faculty and staff salary increases.

1% - Academic unit support budgets (approximately \$500K) – To be distributed as determined by the Vice President for Academic Affairs.

1% - Libraries and IT (approximately \$500K divided equally)

The Administration shall provide information regarding the estimated effects of these increases on the budgets of units receiving such funds.

- D. The Administration may recommend modifications to the policy specified in Section A or the distribution thereof specified in Section C, but shall consult with students, faculty, and staff prior to submitting such recommendations, and shall make any such recommendations on or before the November meeting of the Board.
- E. On or before the November meeting of the Board, the Administration shall provide information regarding the cost of attendance, and how UW's tuition and fee rates compare with other universities.
- F. The Board of Trustees may accept, reject, or modify any recommendation under Sections A and B and may take any action it determines regarding tuition rates and the distribution of revenue generated from modifications to tuition.

[Added for discussion purposes on the issue of periodic review of the policy]

- G. The Board shall review this policy:
  - a. Not later than four years following its adoption; and
  - b. Not later than four years following any subsequent review or modification to the policy.

The University of Wyoming  
 Full-Time Tuition and Fees History  
 1961-62 to 2014-15

Academic Year	Full-Time Tuition and Fees																	
	Undergraduate																	
	Resident									Non-Resident								
	Tuition	\$ Change	% Change	Fees	\$ Change	% Change	Total	\$ Change	% Change	Tuition	\$ Change	% Change	Fees	\$ Change	% Change	Total	\$ Change	% Change
1961-62	\$207			\$40			\$247			\$469			\$40			\$509		
1962-63	\$237	\$30	14.5%	\$40	\$0	0.0%	\$277	\$30	12.2%	\$519	\$50	10.7%	\$40	\$0	0.0%	\$559	\$50	9.8%
1963-64	\$238	\$2	0.6%	\$52	\$12	30.0%	\$290	\$14	4.9%	\$538	\$20	3.8%	\$52	\$12	30.0%	\$590	\$32	5.6%
1964-65	\$251	\$13	5.3%	\$56	\$4	6.7%	\$306	\$16	5.5%	\$567	\$29	5.3%	\$56	\$4	6.7%	\$622	\$32	5.4%
1965-66	\$264	\$13	5.2%	\$57	\$2	2.7%	\$321	\$15	4.7%	\$596	\$29	5.1%	\$57	\$2	2.7%	\$653	\$31	4.9%
1966-67	\$277	\$13	4.9%	\$69	\$12	20.2%	\$345	\$25	7.6%	\$893	\$297	49.9%	\$69	\$12	20.2%	\$961	\$309	47.3%
1967-68	\$277	\$0	0.0%	\$69	\$0	0.0%	\$345	\$0	0.0%	\$893	\$0	0.0%	\$69	\$0	0.0%	\$961	\$0	0.0%
1968-69	\$277	\$0	0.0%	\$71	\$2	2.9%	\$347	\$2	0.6%	\$893	\$0	0.0%	\$71	\$2	2.9%	\$963	\$2	0.2%
1969-70	\$302	\$26	9.2%	\$83	\$13	17.7%	\$385	\$38	11.0%	\$968	\$76	8.5%	\$83	\$13	17.7%	\$1,051	\$88	9.1%
1970-71	\$302	\$0	0.0%	\$83	\$0	0.0%	\$385	\$0	0.0%	\$968	\$0	0.0%	\$83	\$0	0.0%	\$1,051	\$0	0.0%
1971-72	\$302	\$0	0.0%	\$89	\$6	7.2%	\$391	\$6	1.6%	\$1,268	\$300	31.0%	\$89	\$6	7.2%	\$1,357	\$306	29.1%
1972-73	\$302	\$0	0.0%	\$109	\$20	22.5%	\$411	\$20	5.1%	\$1,268	\$0	0.0%	\$109	\$20	22.5%	\$1,377	\$20	1.5%
1973-74	\$302	\$0	0.0%	\$109	\$0	0.0%	\$411	\$0	0.0%	\$1,268	\$0	0.0%	\$109	\$0	0.0%	\$1,377	\$0	0.0%
1974-75	\$302	\$0	0.0%	\$109	\$0	0.0%	\$411	\$0	0.0%	\$1,268	\$0	0.0%	\$109	\$0	0.0%	\$1,377	\$0	0.0%
1975-76	\$302	\$0	0.0%	\$109	\$0	0.0%	\$411	\$0	0.0%	\$1,268	\$0	0.0%	\$109	\$0	0.0%	\$1,377	\$0	0.0%
1976-77	\$302	\$0	0.0%	\$133	\$24	21.6%	\$434	\$23	5.6%	\$1,268	\$0	0.0%	\$133	\$24	21.6%	\$1,400	\$23	1.7%
<i>Change in Full-Time from 8.5 hours/semester to 12 hours/semester</i>																		
1977-78	\$302	\$0	0.0%	\$133	\$0	0.0%	\$434	\$0	0.0%	\$1,268	\$0	0.0%	\$133	\$0	0.0%	\$1,400	\$0	0.0%
1978-79	\$302	\$0	0.0%	\$133	\$0	0.0%	\$434	\$0	0.0%	\$1,587	\$319	25.2%	\$133	\$0	0.0%	\$1,720	\$320	22.8%
1979-80	\$302	\$0	0.0%	\$133	\$0	0.0%	\$434	\$0	0.0%	\$1,587	\$0	0.0%	\$133	\$0	0.0%	\$1,720	\$0	0.0%
1980-81	\$451	\$149	49.3%	\$141	\$8	6.0%	\$592	\$158	36.3%	\$1,737	\$150	9.5%	\$141	\$8	6.0%	\$1,878	\$158	9.2%
1981-82	\$451	\$0	0.0%	\$141	\$0	0.0%	\$592	\$0	0.0%	\$1,737	\$0	0.0%	\$141	\$0	0.0%	\$1,878	\$0	0.0%
1982-83	\$451	\$0	0.0%	\$165	\$25	17.4%	\$616	\$25	4.1%	\$1,911	\$174	10.0%	\$165	\$25	17.4%	\$2,076	\$199	10.6%
1983-84	\$451	\$0	0.0%	\$165	\$0	0.0%	\$616	\$0	0.0%	\$1,911	\$0	0.0%	\$165	\$0	0.0%	\$2,076	\$0	0.0%
1984-85	\$551	\$100	22.2%	\$165	\$0	0.0%	\$716	\$100	16.2%	\$2,061	\$150	7.8%	\$165	\$0	0.0%	\$2,226	\$150	7.2%
1985-86	\$562	\$11	1.9%	\$160	(\$6)	-3.3%	\$721	\$5	0.7%	\$2,072	\$11	0.5%	\$160	(\$6)	-3.3%	\$2,231	\$5	0.2%
1986-87	\$619	\$57	10.2%	\$160	\$0	0.0%	\$778	\$57	7.9%	\$2,283	\$211	10.2%	\$160	\$0	0.0%	\$2,442	\$211	9.5%
1987-88	\$619	\$0	0.0%	\$160	\$0	0.0%	\$778	\$0	0.0%	\$2,283	\$0	0.0%	\$160	\$0	0.0%	\$2,442	\$0	0.0%
1988-89	\$659	\$41	6.5%	\$174	\$15	9.1%	\$833	\$55	7.1%	\$2,431	\$149	6.5%	\$174	\$15	9.1%	\$2,605	\$163	6.7%
1989-90	\$759	\$100	15.2%	\$244	\$70	40.2%	\$1,003	\$170	20.4%	\$2,795	\$364	15.0%	\$244	\$70	40.2%	\$3,039	\$434	16.7%
1990-91	\$902	\$143	18.8%	\$246	\$2	0.8%	\$1,148	\$145	14.5%	\$3,322	\$527	18.9%	\$246	\$2	0.8%	\$3,568	\$529	17.4%

Academic Year	Full-Time Tuition and Fees																	
	Undergraduate																	
	Resident									Non-Resident								
	Tuition	\$ Change	% Change	Fees	\$ Change	% Change	Total	\$ Change	% Change	Tuition	\$ Change	% Change	Fees	\$ Change	% Change	Total	\$ Change	% Change
1991-92	\$1,045	\$143	15.9%	\$248	\$2	0.8%	\$1,293	\$145	12.6%	\$3,849	\$527	15.9%	\$248	\$2	0.8%	\$4,097	\$529	14.8%
1992-93	\$1,168	\$123	11.8%	\$262	\$14	5.6%	\$1,430	\$137	10.6%	\$4,240	\$391	10.2%	\$262	\$14	5.6%	\$4,502	\$405	9.9%
1993-94	\$1,380	\$212	18.2%	\$268	\$6	2.3%	\$1,648	\$218	15.2%	\$4,914	\$674	15.9%	\$268	\$6	2.3%	\$5,182	\$680	15.1%
1994-95	\$1,608	\$228	16.5%	\$300	\$32	11.9%	\$1,908	\$260	15.8%	\$5,688	\$774	15.8%	\$300	\$32	11.9%	\$5,988	\$806	15.6%
1995-96	\$1,686	\$78	4.9%	\$319	\$19	6.3%	\$2,005	\$97	5.1%	\$6,084	\$396	7.0%	\$319	\$19	6.3%	\$6,403	\$415	6.9%
1996-97	\$1,812	\$126	7.5%	\$332	\$13	4.1%	\$2,144	\$139	6.9%	\$6,540	\$456	7.5%	\$332	\$13	4.1%	\$6,872	\$469	7.3%
1997-98	\$1,944	\$132	7.3%	\$382	\$50	15.1%	\$2,326	\$182	8.5%	\$7,032	\$492	7.5%	\$382	\$50	15.1%	\$7,414	\$542	7.9%
1998-99	\$1,944	\$0	0.0%	\$386	\$4	1.0%	\$2,330	\$4	0.2%	\$7,032	\$0	0.0%	\$386	\$4	1.0%	\$7,418	\$4	0.1%
1999-00	\$2,016	\$72	3.7%	\$400	\$14	3.6%	\$2,416	\$86	3.7%	\$7,284	\$252	3.6%	\$400	\$14	3.6%	\$7,684	\$266	3.6%
2000-01	\$2,166	\$150	7.4%	\$409	\$9	2.3%	\$2,575	\$159	6.6%	\$7,284	\$0	0.0%	\$409	\$9	2.3%	\$7,693	\$9	0.1%
2001-02	\$2,316	\$150	6.9%	\$491	\$82	20.0%	\$2,807	\$232	9.0%	\$7,788	\$504	6.9%	\$491	\$82	20.0%	\$8,279	\$586	7.6%
2002-03	\$2,400	\$84	3.6%	\$597	\$106	21.5%	\$2,997	\$190	6.8%	\$8,064	\$276	3.5%	\$597	\$106	21.5%	\$8,661	\$382	4.6%
<i>Tuition charges changed from fixed full-time tuition to per credit hour tuition. The tuition comparison for 2003-04 through the present is 15 hours/semester for undergraduates.</i>																		
2003-04	\$2,520	\$120	5.0%	\$570	(\$27)	-4.6%	\$3,090	\$93	3.1%	\$8,370	\$306	3.8%	\$570	(\$27)	-4.6%	\$8,940	\$279	3.2%
2004-05	\$2,610	\$90	3.6%	\$633	\$63	11.1%	\$3,243	\$153	5.0%	\$8,640	\$270	3.2%	\$633	\$63	11.1%	\$9,273	\$333	3.7%
2005-06	\$2,760	\$150	5.7%	\$666	\$33	5.2%	\$3,426	\$183	5.6%	\$9,150	\$510	5.9%	\$666	\$33	5.2%	\$9,816	\$543	5.9%
2006-07	\$2,820	\$60	2.2%	\$695	\$29	4.4%	\$3,515	\$89	2.6%	\$9,360	\$210	2.3%	\$695	\$29	4.4%	\$10,055	\$239	2.4%
2007-08	\$2,820	\$0	0.0%	\$734	\$40	5.7%	\$3,554	\$40	1.1%	\$9,660	\$300	3.2%	\$734	\$40	5.7%	\$10,394	\$340	3.4%
2008-09	\$2,820	\$0	0.0%	\$801	\$67	9.1%	\$3,621	\$67	1.9%	\$10,230	\$570	5.9%	\$801	\$67	9.1%	\$11,031	\$637	6.1%
2009-10	\$2,820	\$0	0.0%	\$906	\$105	13.1%	\$3,726	\$105	2.9%	\$10,740	\$510	5.0%	\$906	\$105	13.1%	\$11,646	\$615	5.6%
2010-11	\$2,970	\$150	5.3%	\$957	\$51	5.6%	\$3,927	\$201	5.4%	\$11,280	\$540	5.0%	\$957	\$51	5.7%	\$12,237	\$591	5.1%
2011-12	\$3,120	\$150	5.1%	\$1,005	\$48	5.0%	\$4,125	\$198	5.0%	\$11,850	\$570	5.1%	\$1,005	\$48	5.0%	\$12,855	\$618	5.0%
2012-13	\$3,180	\$60	1.9%	\$1,098	\$93	9.2%	\$4,278	\$153	3.7%	\$12,390	\$540	4.6%	\$1,098	\$93	9.2%	\$13,488	\$633	4.9%
2013-14	\$3,240	\$60	1.9%	\$1,164	\$67	6.1%	\$4,404	\$127	3.0%	\$12,960	\$570	4.6%	\$1,164	\$67	6.1%	\$14,124	\$637	4.7%
2014-15	\$3,390	\$150	4.6%	\$1,256	\$91	7.8%	\$4,646	\$241	5.5%	\$13,620	\$660	5.1%	\$1,256	\$91	7.8%	\$14,876	\$751	5.3%

The University of Wyoming  
 Full-Time Tuition and Fees History  
 1961-62 to 2014-15

Academic Year	Full-Time Tuition and Fees																	
	Graduate																	
	Resident									Non-Resident								
	Tuition	\$ Change	% Change	Fees	\$ Change	% Change	Total	\$ Change	% Change	Tuition	\$ Change	% Change	Fees	\$ Change	% Change	Total	\$ Change	% Change
1961-62	\$207			\$40			\$247			\$469			\$40			\$509		
1962-63	\$237	\$30	14.5%	\$40	\$0	0.0%	\$277	\$30	12.2%	\$519	\$50	10.7%	\$40	\$0	0.0%	\$559	\$50	9.8%
1963-64	\$238	\$2	0.6%	\$52	\$12	30.0%	\$290	\$14	4.9%	\$538	\$20	3.8%	\$52	\$12	30.0%	\$590	\$32	5.6%
1964-65	\$251	\$13	5.3%	\$56	\$4	6.7%	\$306	\$16	5.5%	\$567	\$29	5.3%	\$56	\$4	6.7%	\$622	\$32	5.4%
1965-66	\$264	\$13	5.2%	\$57	\$2	2.7%	\$321	\$15	4.7%	\$596	\$29	5.1%	\$57	\$2	2.7%	\$653	\$31	4.9%
1966-67	\$277	\$13	4.9%	\$69	\$12	20.2%	\$345	\$25	7.6%	\$893	\$297	49.9%	\$69	\$12	20.2%	\$961	\$309	47.3%
1967-68	\$277	\$0	0.0%	\$69	\$0	0.0%	\$345	\$0	0.0%	\$893	\$0	0.0%	\$69	\$0	0.0%	\$961	\$0	0.0%
1968-69	\$277	\$0	0.0%	\$71	\$2	2.9%	\$347	\$2	0.6%	\$893	\$0	0.0%	\$71	\$2	2.9%	\$963	\$2	0.2%
1969-70	\$302	\$26	9.2%	\$83	\$13	17.7%	\$385	\$38	11.0%	\$968	\$76	8.5%	\$83	\$13	17.7%	\$1,051	\$88	9.1%
1970-71	\$302	\$0	0.0%	\$83	\$0	0.0%	\$385	\$0	0.0%	\$968	\$0	0.0%	\$83	\$0	0.0%	\$1,051	\$0	0.0%
1971-72	\$302	\$0	0.0%	\$89	\$6	7.2%	\$391	\$6	1.6%	\$1,268	\$300	31.0%	\$89	\$6	7.2%	\$1,357	\$306	29.1%
1972-73	\$302	\$0	0.0%	\$109	\$20	22.5%	\$411	\$20	5.1%	\$1,268	\$0	0.0%	\$109	\$20	22.5%	\$1,377	\$20	1.5%
1973-74	\$302	\$0	0.0%	\$109	\$0	0.0%	\$411	\$0	0.0%	\$1,268	\$0	0.0%	\$109	\$0	0.0%	\$1,377	\$0	0.0%
1974-75	\$302	\$0	0.0%	\$109	\$0	0.0%	\$411	\$0	0.0%	\$1,268	\$0	0.0%	\$109	\$0	0.0%	\$1,377	\$0	0.0%
1975-76	\$302	\$0	0.0%	\$109	\$0	0.0%	\$411	\$0	0.0%	\$1,268	\$0	0.0%	\$109	\$0	0.0%	\$1,377	\$0	0.0%
1976-77	\$302	\$0	0.0%	\$133	\$24	21.6%	\$434	\$23	5.6%	\$1,268	\$0	0.0%	\$133	\$24	21.6%	\$1,400	\$23	1.7%
<i>Change in Full-Time from 8.5 hours/semester to 12 hours/semester</i>																		
1977-78	\$302	\$0	0.0%	\$133	\$0	0.0%	\$434	\$0	0.0%	\$1,268	\$0	0.0%	\$133	\$0	0.0%	\$1,400	\$0	0.0%
1978-79	\$302	\$0	0.0%	\$133	\$0	0.0%	\$434	\$0	0.0%	\$1,587	\$319	25.2%	\$133	\$0	0.0%	\$1,720	\$320	22.8%
1979-80	\$302	\$0	0.0%	\$133	\$0	0.0%	\$434	\$0	0.0%	\$1,587	\$0	0.0%	\$133	\$0	0.0%	\$1,720	\$0	0.0%
1980-81	\$451	\$149	49.3%	\$141	\$8	6.0%	\$592	\$158	36.3%	\$1,737	\$150	9.5%	\$141	\$8	6.0%	\$1,878	\$158	9.2%
1981-82	\$451	\$0	0.0%	\$141	\$0	0.0%	\$592	\$0	0.0%	\$1,737	\$0	0.0%	\$141	\$0	0.0%	\$1,878	\$0	0.0%
1982-83	\$451	\$0	0.0%	\$165	\$25	17.4%	\$616	\$25	4.1%	\$1,911	\$174	10.0%	\$165	\$25	17.4%	\$2,076	\$199	10.6%
1983-84	\$451	\$0	0.0%	\$165	\$0	0.0%	\$616	\$0	0.0%	\$1,911	\$0	0.0%	\$165	\$0	0.0%	\$2,076	\$0	0.0%
1984-85	\$551	\$100	22.2%	\$165	\$0	0.0%	\$716	\$100	16.2%	\$2,061	\$150	7.8%	\$165	\$0	0.0%	\$2,226	\$150	7.2%
1985-86	\$562	\$11	1.9%	\$160	(\$6)	-3.3%	\$721	\$5	0.7%	\$2,072	\$11	0.5%	\$160	(\$6)	-3.3%	\$2,231	\$5	0.2%
1986-87	\$619	\$57	10.2%	\$160	\$0	0.0%	\$778	\$57	7.9%	\$2,283	\$211	10.2%	\$160	\$0	0.0%	\$2,442	\$211	9.5%
1987-88	\$619	\$0	0.0%	\$160	\$0	0.0%	\$778	\$0	0.0%	\$2,283	\$0	0.0%	\$160	\$0	0.0%	\$2,442	\$0	0.0%
1988-89	\$659	\$41	6.5%	\$174	\$15	9.1%	\$833	\$55	7.1%	\$2,431	\$149	6.5%	\$174	\$15	9.1%	\$2,605	\$163	6.7%
1989-90	\$759	\$100	15.2%	\$244	\$70	40.2%	\$1,003	\$170	20.4%	\$2,795	\$364	15.0%	\$244	\$70	40.2%	\$3,039	\$434	16.7%
1990-91	\$902	\$143	18.8%	\$246	\$2	0.8%	\$1,148	\$145	14.5%	\$3,322	\$527	18.9%	\$246	\$2	0.8%	\$3,568	\$529	17.4%

Academic Year	Full-Time Tuition and Fees																	
	Graduate																	
	Resident									Non-Resident								
	Tuition	\$ Change	% Change	Fees	\$ Change	% Change	Total	\$ Change	% Change	Tuition	\$ Change	% Change	Fees	\$ Change	% Change	Total	\$ Change	% Change
<i>Graduate tuition &amp; fees charged are the same as Undergraduate tuition &amp; fees until 1991-92.</i>																		
1991-92	\$1,306	\$404	44.8%	\$248	\$2	0.8%	\$1,554	\$406	35.4%	\$4,110	\$788	23.7%	\$248	\$2	0.8%	\$4,358	\$790	22.1%
1992-93	\$1,460	\$154	11.8%	\$262	\$14	5.6%	\$1,722	\$168	10.8%	\$4,532	\$422	10.3%	\$262	\$14	5.6%	\$4,794	\$436	10.0%
1993-94	\$1,726	\$266	18.2%	\$268	\$6	2.3%	\$1,994	\$272	15.8%	\$5,260	\$728	16.1%	\$268	\$6	2.3%	\$5,528	\$734	15.3%
<i>Full-time considered 12-20 hours/semester until 1994-95 when Graduate full-time became 9-17 hours/semester.</i>																		
1994-95	\$2,016	\$290	16.8%	\$300	\$32	11.9%	\$2,316	\$322	16.1%	\$6,084	\$824	15.7%	\$300	\$32	11.9%	\$6,384	\$856	15.5%
1995-96	\$2,106	\$90	4.5%	\$319	\$19	6.3%	\$2,425	\$109	4.7%	\$6,498	\$414	6.8%	\$319	\$19	6.3%	\$6,817	\$433	6.8%
1996-97	\$2,265	\$159	7.5%	\$332	\$13	4.1%	\$2,597	\$172	7.1%	\$6,993	\$495	7.6%	\$332	\$13	4.1%	\$7,325	\$508	7.5%
1997-98	\$2,430	\$165	7.3%	\$382	\$50	15.1%	\$2,812	\$215	8.3%	\$7,518	\$525	7.5%	\$382	\$50	15.1%	\$7,900	\$575	7.8%
1998-99	\$2,430	\$0	0.0%	\$386	\$4	1.0%	\$2,816	\$4	0.1%	\$7,520	\$2	0.0%	\$386	\$4	1.0%	\$7,906	\$6	0.1%
1999-00	\$2,520	\$90	3.7%	\$400	\$14	3.6%	\$2,920	\$104	3.7%	\$7,790	\$270	3.6%	\$400	\$14	3.6%	\$8,190	\$284	3.6%
2000-01	\$2,708	\$188	7.4%	\$409	\$9	2.3%	\$3,117	\$197	6.7%	\$7,790	\$0	0.0%	\$409	\$9	2.3%	\$8,199	\$9	0.1%
2001-02	\$2,895	\$188	6.9%	\$491	\$82	20.0%	\$3,387	\$270	8.7%	\$8,367	\$578	7.4%	\$491	\$82	20.0%	\$8,859	\$660	8.0%
2002-03	\$2,988	\$93	3.2%	\$597	\$106	21.5%	\$3,585	\$198	5.9%	\$8,676	\$309	3.7%	\$597	\$106	21.5%	\$9,273	\$414	4.7%
<i>Tuition charges changed from fixed full-time tuition to per credit hour tuition. The tuition comparison for 2003-04 through the present is 12 hours/semester for graduates.</i>																		
2003-04	\$3,408	\$420	14.1%	\$570	(\$27)	-4.6%	\$3,978	\$393	11.0%	\$9,792	\$1,116	12.9%	\$570	(\$27)	-4.6%	\$10,362	\$1,089	11.7%
2004-05	\$3,528	\$120	3.5%	\$633	\$63	11.1%	\$4,161	\$183	4.6%	\$10,104	\$312	3.2%	\$633	\$63	11.1%	\$10,737	\$375	3.6%
2005-06	\$3,720	\$192	5.4%	\$666	\$33	5.2%	\$4,386	\$225	5.4%	\$10,704	\$600	5.9%	\$666	\$33	5.2%	\$11,370	\$633	5.9%
2006-07	\$3,816	\$96	2.6%	\$695	\$29	4.4%	\$4,511	\$125	2.9%	\$10,944	\$240	2.2%	\$695	\$29	4.4%	\$11,639	\$269	2.4%
2007-08	\$3,936	\$120	3.1%	\$734	\$40	5.7%	\$4,670	\$160	3.5%	\$11,280	\$336	3.1%	\$734	\$40	5.7%	\$12,014	\$376	3.2%
2008-09	\$4,176	\$240	6.1%	\$801	\$67	9.1%	\$4,977	\$307	6.6%	\$11,952	\$672	6.0%	\$801	\$67	9.1%	\$12,753	\$739	6.2%
2009-10	\$4,392	\$216	5.2%	\$906	\$105	13.1%	\$5,298	\$321	6.5%	\$12,552	\$600	5.0%	\$906	\$105	13.1%	\$13,458	\$705	5.5%
2010-11	\$4,608	\$216	4.9%	\$957	\$51	5.6%	\$5,565	\$267	5.0%	\$13,176	\$624	5.0%	\$957	\$51	5.7%	\$14,133	\$675	5.0%
2011-12	\$4,848	\$240	5.2%	\$1,005	\$48	5.0%	\$5,853	\$288	5.2%	\$13,824	\$648	4.9%	\$1,005	\$48	5.0%	\$14,829	\$696	4.9%
2012-13	\$4,944	\$96	2.0%	\$1,098	\$93	9.2%	\$6,042	\$189	3.2%	\$14,448	\$624	4.5%	\$1,098	\$93	9.2%	\$15,546	\$717	4.8%
2013-14	\$5,040	\$96	1.9%	\$1,164	\$67	6.1%	\$6,204	\$163	2.7%	\$15,096	\$648	4.5%	\$1,164	\$67	6.1%	\$16,260	\$715	4.6%
2014-15	\$5,304	\$264	5.2%	\$1,256	\$91	7.8%	\$6,560	\$355	5.7%	\$15,840	\$744	4.9%	\$1,256	\$91	7.8%	\$17,096	\$835	5.1%

P14.057

OIA:SDW

17-Oct-2014

NOTE: Graduate and undergraduate tuition were charged the same until 1991-92.

2014-15 Resident Undergraduate Tuition & Fees Among *all U.S. Public Doctoral Institutions*

1 - U. of Pittsburgh - Pittsburgh Campus	17,772	45 - Georgia Institute of Technology	11,394	89 - U. of Wisconsin - Milwaukee	9,391	133 - U. of New Orleans	7,482
2 - College of William and Mary	17,656	46 - U. of South Carolina - Columbia	11,238	90 - Lamar U.	9,362	134 - Oklahoma State U.	7,442
3 - Penn State U.	17,502	47 - U. of Cincinnati	11,000	91 - Ball State U.	9,344	135 - U. of Nebraska at Omaha	7,388
4 - Colorado School of Mines	16,918	48 - U. of Arizona	10,957	92 - Texas Tech U.	9,308	136 - Morgan State U.	7,378
5 - U. of New Hampshire	16,552	49 - U. of Georgia	10,836	93 - Old Dominion U.	9,250	137 - Texas Woman's U.	7,310
6 - U. of Vermont	16,196	50 - U. of Colorado Boulder	10,789	94 - U. of Toledo	9,242	138 - Bowie State U.	7,299
7 - New Jersey Institute of Technology	15,648	51 - Western Michigan U.	10,685	95 - Texas A&M U. - Main Campus	9,179	139 - Wichita State U.	7,266
8 - U. of Illinois at Urbana - Champaign	15,602	52 - U. of Hawaii at Manoa	10,620	96 - U. of Alabama in Huntsville	9,158	140 - U. of Texas at El Paso	7,239
9 - Temple U.	15,096	53 - Oakland U.	10,613	97 - Oregon State U.	9,122	141 - Tennessee State U.	7,224
10 - U. of California - Irvine	14,757	54 - U. of Maine	10,606	98 - U. of Texas at San Antonio	9,082	142 - Georgia Southern U.	7,190
11 - Miami U. - Oxford	14,287	55 - Ohio U.	10,602	99 - Kansas State U.	9,034	143 - Mississippi State U.	7,140
12 - Michigan Technological U.	14,040	56 - Bowling Green State U.	10,590	100 - U. of Memphis	8,973	144 - U. of Mississippi	7,096
13 - U. of California - Davis	13,896	57 - U. of Houston	10,518	101 - Sam Houston State U.	8,932	145 - U. of Southern Mississippi	6,980
14 - U. of California - Santa Barbara	13,866	58 - U. of Kentucky	10,464	102 - Indiana U. - Purdue U. Indianapolis	8,909	146 - West Virginia U.	6,960
15 - Rutgers State U. - New Brunswick	13,813	59 - U. of Kansas - Main Campus	10,448	103 - U. of Texas - Arlington	8,878	147 - U. of Louisiana at Lafayette	6,948
16 - U. of Illinois - Chicago	13,640	60 - U. of Louisville	10,432	104 - SUNY - Buffalo	8,871	148 - San Diego State U.	6,866
17 - U. of California - Riverside	13,587	61 - U. of Wisconsin - Madison	10,410	105 - Louisiana State U.	8,750	149 - Texas A&M U. - Commerce	6,866
18 - U. of Minnesota - Twin Cities	13,560	62 - Indiana U.	10,386	106 - Wright State U.	8,730	150 - U. of Alaska - Fairbanks	6,825
19 - U. of Michigan	13,486	63 - U. of Maryland - Baltimore County	10,384	107 - SUNY - Binghamton	8,619	151 - U. of Nevada - Las Vegas	6,805
20 - Clemson U.	13,446	64 - George Mason U.	10,382	108 - SUNY - Albany	8,567	152 - Montana State U. - Bozeman	6,801
21 - U. of Massachusetts Amherst	13,443	65 - U. of Akron	10,260	109 - SUNY - Stony Brook	8,430	153 - U. of Nevada - Reno	6,789
22 - U. of California - San Diego	13,427	66 - Georgia State U.	10,240	110 - Indiana State U.	8,416	154 - U. of Idaho	6,784
23 - U. of California - Santa Cruz	13,398	67 - Auburn U.	10,200	111 - U. of North Carolina - Chapel Hill	8,336	155 - Jackson State U.	6,602
24 - Rutgers State U. - Newark	13,297	68 - Arizona State U.	10,157	112 - U. of South Alabama	8,310	156 - New Mexico State U.	6,573
25 - Illinois State U.	13,296	69 - South Carolina State U.	10,088	113 - North Carolina State U.	8,296	157 - Idaho State U.	6,566
26 - U. of Virginia	13,208	70 - Ohio State U.	10,037	114 - Texas A&M U. - Corpus Christi	8,288	158 - Florida State U.	6,507
27 - Michigan State U.	13,200	71 - Kent State U.	10,012	115 - U. of Arkansas - Fayetteville	8,210	159 - Florida International U.	6,506
28 - U. of California - Los Angeles	13,194	72 - Purdue U.	10,002	116 - Middle Tennessee State U.	8,188	160 - U. of New Mexico	6,447
29 - U. of California - Berkeley	12,972	73 - Northern Arizona U.	9,990	117 - Texas Southern U.	8,126	161 - U. of South Florida	6,410
30 - U. of Connecticut	12,700	74 - U. of Colorado Denver	9,985	118 - U. of Iowa	8,079	162 - U. of North Carolina - Greensboro	6,386
31 - U. of Massachusetts - Lowell	12,647	75 - U. of Oregon	9,918	119 - U. of Nebraska - Lincoln	8,070	163 - Utah State U.	6,384
32 - Northern Illinois U.	12,549	76 - Colorado State U.	9,897	120 - Louisiana Tech U.	8,052	164 - U. of West Florida	6,369
33 - U. of Rhode Island	12,506	77 - U. of Texas - Austin	9,830	121 - U. of South Dakota	8,022	165 - U. of Central Florida	6,368
34 - Washington State U.	12,428	78 - U. of Alabama	9,826	122 - East Tennessee State U.	7,985	166 - U. of Florida	6,313
35 - Virginia Commonwealth U.	12,398	79 - U. of North Texas	9,705	123 - North Dakota State U.	7,940	167 - U. of North Carolina at Charlotte	6,277
36 - U. of Washington	12,394	80 - Cleveland State U.	9,686	124 - U. of Utah	7,834	168 - Florida Atlantic U.	6,193
37 - U. of Delaware	12,342	81 - Missouri U. of Science & Technology	9,537	125 - Portland State U.	7,794	169 - U. of Montana	6,099
38 - Southern Illinois U. - Carbondale	12,248	82 - U. of Alabama at Birmingham	9,505	126 - U. of North Dakota	7,741	170 - East Carolina U.	6,078
39 - Virginia Tech	12,017	83 - U. of Oklahoma - Norman	9,495	127 - U. of Northern Colorado	7,733	171 - Florida Agricultural and Mechanical U.	5,775
40 - U. of Massachusetts - Boston	11,966	84 - U. of Missouri - St. Louis	9,480	128 - Iowa State U.	7,731	172 - North Carolina A & T State U.	5,642
41 - U. of Tennessee - Knoxville	11,876	85 - U. of Missouri - Kansas City	9,476	129 - South Dakota State U.	7,713	173 - U. OF WYOMING	4,646
42 - U. of Texas - Dallas	11,806	86 - Indiana U. of Pennsylvania	9,470	130 - U. of Arkansas at Little Rock	7,676		
43 - Central Michigan U.	11,550	87 - U. of Missouri - Columbia	9,433	131 - Texas A&M U. - Kingsville	7,554		
44 - Wayne State U.	11,448	88 - U. of Maryland - College Park	9,427	132 - SUNY - College of Environ Sci/Forestry	7,524		



The University of Wyoming  
Board of Trustees' Minutes  
November 12-14, 2014  
Page 23

2014-15 Non-Resident Undergraduate Tuition & Fees Among *all U.S. Public Doctoral Institutions*

1 - U. of Virginia	42,394	45 - U. of Maine	28,486	89 - Kansas State U.	22,624	133 - Ohio U.	19,566
2 - U. of Michigan	41,906	46 - Georgia State U.	28,450	90 - U. of Missouri - Kansas City	22,535	134 - U. of North Carolina at Charlotte	19,448
3 - College of William and Mary	39,916	47 - U. of Massachusetts - Boston	28,390	91 - Northern Arizona U.	22,510	135 - U. of Louisiana at Lafayette	19,348
4 - U. of Vermont	37,844	48 - U. of Colorado Denver	28,255	92 - U. of Central Florida	22,467	136 - Idaho State U.	19,326
5 - U. of California - Irvine	37,635	49 - U. of Pittsburgh - Pittsburgh Campus	28,168	93 - U. of Montana	22,372	137 - U. of Northern Colorado	19,277
6 - U. of California - Davis	36,774	50 - Rutgers State U. - Newark	28,075	94 - SUNY - Buffalo	22,291	138 - U. of West Florida	19,251
7 - U. of California - Santa Barbara	36,744	51 - U. of Rhode Island	28,072	95 - U. of Oklahoma - Norman	22,269	139 - U. of Mississippi	19,144
8 - U. of California - Riverside	36,465	52 - Virginia Tech	28,048	96 - U. of Nebraska - Lincoln	21,990	140 - U. of Wisconsin - Milwaukee	19,119
9 - U. of California - San Diego	36,305	53 - U. of Massachusetts - Lowell	27,600	97 - SUNY - Stony Brook	21,850	141 - Texas A&M U. - Corpus Christi	19,113
10 - U. of California - Santa Cruz	36,276	54 - U. of Iowa	27,409	98 - Northern Illinois U.	21,802	142 - Texas Southern U.	18,986
11 - U. of California - Los Angeles	36,072	55 - Auburn U.	27,384	99 - Florida Atlantic U.	21,749	143 - Texas A&M U. - Kingsville	18,984
12 - U. of California - Berkeley	35,850	56 - U. of Wisconsin - Madison	26,660	100 - Florida State U.	21,673	144 - North Dakota State U.	18,969
13 - Michigan State U.	34,965	57 - Ohio State U.	26,537	101 - U. of Alabama at Birmingham	21,445	145 - Florida International U.	18,905
14 - U. of Texas - Austin	34,836	58 - Louisiana State U.	26,467	102 - Montana State U. - Bozeman	21,390	146 - U. of Akron	18,791
15 - Colorado School of Mines	33,598	59 - Texas A&M U. - Main Campus	26,356	103 - East Carolina U.	21,275	147 - U. of Arkansas at Little Rock	18,746
16 - U. of Washington	33,513	60 - U. of Cincinnati	26,334	104 - U. of North Carolina - Greensboro	21,248	148 - U. of Toledo	18,580
17 - U. of North Carolina - Chapel Hill	33,418	61 - Oregon State U.	26,294	105 - U. of Alabama in Huntsville	21,232	149 - Utah State U.	18,491
18 - Indiana U.	33,240	62 - Colorado State U.	26,077	106 - U. of New Orleans	21,092	150 - North Carolina A & T State U.	18,488
19 - U. of Colorado Boulder	33,151	63 - U. of Illinois - Chicago	26,030	107 - Indiana U. of Pennsylvania	20,965	151 - Mississippi State U.	18,478
20 - U. of Connecticut	32,880	64 - U. of Kansas - Main Campus	25,731	108 - Illinois State U.	20,886	152 - U. of North Dakota	18,409
21 - Clemson U.	31,462	65 - Washington State U.	25,510	109 - U. of Minnesota - Twin Cities	20,810	153 - Indiana State U.	18,346
22 - U. of Texas - Dallas	31,328	66 - Old Dominion U.	25,420	110 - U. of Nevada - Las Vegas	20,715	154 - Texas Woman's U.	18,170
23 - U. of Oregon	30,888	67 - Missouri U. of Science & Technology	25,404	111 - U. of Nevada - Reno	20,699	155 - U. of Texas at El Paso	18,169
24 - Georgia Institute of Technology	30,698	68 - Middle Tennessee State U.	25,252	112 - U. of Memphis	20,685	156 - San Diego State U.	18,026
25 - U. of Delaware	30,692	69 - East Tennessee State U.	25,151	113 - U. of New Mexico	20,664	157 - Kent State U.	17,972
26 - Virginia Commonwealth U.	30,459	70 - Temple U.	25,122	114 - New Mexico State U.	20,658	158 - Bowling Green State U.	17,898
27 - Penn State U.	30,452	71 - U. of Utah	25,057	115 - Iowa State U.	20,617	159 - Bowie State U.	17,875
28 - Miami U. - Oxford	30,394	72 - U. of Alabama	24,950	116 - Tennessee State U.	20,580	160 - Texas A&M U. - Commerce	17,726
29 - U. of Tennessee - Knoxville	30,326	73 - Western Michigan U.	24,917	117 - U. of North Texas	20,565	161 - Florida Agricultural and Mechanical U.	17,715
30 - U. of Illinois at Urbana - Champaign	30,228	74 - Southern Illinois U. - Carbondale	24,871	118 - West Virginia U.	20,424	162 - U. of South Florida	17,324
31 - Indiana U. - Purdue U. Indianapolis	30,088	75 - U. of Missouri - St. Louis	24,795	119 - U. of Alaska - Fairbanks	20,412	163 - SUNY - College of Environ Sci/Forestry	17,174
32 - George Mason U.	29,960	76 - Ball State U.	24,610	120 - U. of Idaho	20,314	164 - Wright State U.	16,910
33 - U. of Maryland - College Park	29,720	77 - Arizona State U.	24,503	121 - U. of Arkansas - Fayetteville	20,300	165 - Morgan State U.	16,862
34 - U. of New Hampshire	29,532	78 - Wayne State U.	24,471	122 - U. of Texas - Arlington	20,274	166 - U. of South Alabama	16,620
35 - Michigan Technological U.	29,520	79 - U. of Missouri - Columbia	24,460	123 - SUNY - Binghamton	20,259	167 - Jackson State U.	16,174
36 - U. of South Carolina - Columbia	29,520	80 - U. of Houston	24,378	124 - Lamar U.	20,222	168 - U. of Southern Mississippi	15,550
37 - U. of Arizona	29,421	81 - U. of Louisville	24,320	125 - SUNY - Albany	20,207	169 - Wichita State U.	15,300
38 - U. of Hawaii at Manoa	29,412	82 - Oakland U.	23,873	126 - Texas Tech U.	20,168	170 - <b>U. OF WYOMING</b>	<b>14,876</b>
39 - New Jersey Institute of Technology	29,288	83 - Central Michigan U.	23,670	127 - Georgia Southern U.	20,086	171 - Cleveland State U.	12,928
40 - U. of Georgia	29,046	84 - North Carolina State U.	23,551	128 - Oklahoma State U.	20,027	172 - U. of South Dakota	10,794
41 - U. of Massachusetts Amherst	28,998	85 - Portland State U.	23,319	129 - U. of Nebraska at Omaha	19,965	173 - South Dakota State U.	10,485
42 - Purdue U.	28,804	86 - U. of Kentucky	22,734	130 - South Carolina State U.	19,856		
43 - Rutgers State U. - New Brunswick	28,591	87 - U. of Maryland - Baltimore County	22,682	131 - U. of Texas at San Antonio	19,800		
44 - U. of Florida	28,590	88 - Louisiana Tech U.	22,635	132 - Sam Houston State U.	19,792		



UNIVERSITY OF WYOMING

## 2014-15 Average Annual Tuition and Fees at Wyoming Community Colleges

### *Resident Tuition and Fees*

<i>INSTITUTION</i>	2010-11	2011-12	2012-13	2013-14	2014-15
Casper College	1,848	2,136	2,232	2,448	2,592
Central Wyoming College	2,136	2,208	2,472	2,568	2,712
Eastern Wyoming College	2,144	2,280	2,376	2,472	2,712
Laramie County Community College	2,472	2,544	2,640	2,796	2,832
Northern Wyoming Community College District	2,227	2,302	2,398	2,653	2,892
Northwest College	2,246	2,312	2,436	2,683	2,779
Western Wyoming Community College	1,994	2,142	2,186	2,282	2,424
<b>AVERAGE of Wyoming Community Colleges</b>	<b>\$2,152</b>	<b>\$2,275</b>	<b>\$2,391</b>	<b>\$2,557</b>	<b>\$2,706</b>
<b>University of Wyoming</b>	<b>\$3,927</b>	<b>\$4,125</b>	<b>\$4,278</b>	<b>\$4,404</b>	<b>\$4,646</b>

### *Non-Resident Tuition and Fees*

<i>INSTITUTION</i>	2010-11	2011-12	2012-13	2013-14	2014-15
Casper College	5,112	5,544	5,832	6,240	6,576
Central Wyoming College	5,400	5,616	6,072	6,360	6,696
Eastern Wyoming College	5,408	5,688	5,976	6,264	6,696
Laramie County Community College	5,736	5,952	6,240	6,528	6,816
Northern Wyoming Community College District	5,491	5,710	5,998	6,445	6,876
Northwest College	5,510	5,720	6,036	6,475	6,763
Western Wyoming Community College	5,258	5,550	5,786	6,074	6,408
<b>AVERAGE of Wyoming Community Colleges</b>	<b>\$5,416</b>	<b>\$5,683</b>	<b>\$5,991</b>	<b>\$6,341</b>	<b>\$6,690</b>
<b>University of Wyoming</b>	<b>\$12,237</b>	<b>\$12,855</b>	<b>\$13,488</b>	<b>\$14,124</b>	<b>\$14,876</b>



UNIVERSITY OF WYOMING

## 2014-15 Average Annual Tuition and Fees at Wyoming Community Colleges

*Resident Tuition and Fees*

<i>INSTITUTION</i>	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Casper College	1,536	1,584	1,668	1,752	1,848	1,848	2,136	2,232	2,448	2,592
Central Wyoming College	1,956	1,920	1,992	2,064	2,136	2,136	2,208	2,472	2,568	2,712
Eastern Wyoming College	1,848	1,800	1,872	1,944	2,016	2,144	2,280	2,376	2,472	2,712
Laramie County Community College	1,956	2,004	2,088	2,208	2,472	2,472	2,544	2,640	2,796	2,832
Northern Wyoming Community College District	1,891	1,896	2,016	2,131	2,227	2,227	2,302	2,398	2,653	2,892
Northwest College	1,880	1,928	2,000	2,107	2,132	2,246	2,312	2,436	2,683	2,779
Western Wyoming Community College	1,658	1,720	1,828	1,916	1,994	1,994	2,142	2,186	2,282	2,424
<b>AVERAGE of Wyoming Community Colleges</b>	<b>\$1,818</b>	<b>\$1,836</b>	<b>\$1,923</b>	<b>\$2,017</b>	<b>\$2,118</b>	<b>\$2,152</b>	<b>\$2,275</b>	<b>\$2,391</b>	<b>\$2,557</b>	<b>\$2,706</b>
<b>University of Wyoming</b>	<b>\$3,426</b>	<b>\$3,515</b>	<b>\$3,554</b>	<b>\$3,621</b>	<b>\$3,726</b>	<b>\$3,927</b>	<b>\$4,125</b>	<b>\$4,278</b>	<b>\$4,404</b>	<b>\$4,646</b>

*Non-Resident Tuition and Fees*

<i>INSTITUTION</i>	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Casper College	4,296	4,440	4,644	4,872	5,112	5,112	5,544	5,832	6,240	6,576
Central Wyoming College	4,716	4,776	4,968	5,184	5,400	5,400	5,616	6,072	6,360	6,696
Eastern Wyoming College	4,608	4,656	4,880	5,064	5,280	5,408	5,688	5,976	6,264	6,696
Laramie County Community College	4,716	4,860	5,064	5,328	5,736	5,736	5,952	6,240	6,528	6,816
Northern Wyoming Community College District	4,651	4,752	5,014	5,251	5,491	5,491	5,710	5,998	6,445	6,876
Northwest College	4,640	4,784	4,976	5,227	5,396	5,510	5,720	6,036	6,475	6,763
Western Wyoming Community College	4,418	4,576	4,804	5,036	5,258	5,258	5,550	5,786	6,074	6,408
<b>AVERAGE of Wyoming Community Colleges</b>	<b>\$4,578</b>	<b>\$4,692</b>	<b>\$4,907</b>	<b>\$5,137</b>	<b>\$5,382</b>	<b>\$5,416</b>	<b>\$5,683</b>	<b>\$5,991</b>	<b>\$6,341</b>	<b>\$6,690</b>
<b>University of Wyoming</b>	<b>\$9,816</b>	<b>\$10,055</b>	<b>\$10,394</b>	<b>\$11,031</b>	<b>\$11,646</b>	<b>\$12,237</b>	<b>\$12,855</b>	<b>\$13,488</b>	<b>\$14,124</b>	<b>\$14,876</b>



UNIVERSITY OF WYOMING

AGENDA ITEM TITLE: **Tuition Recommendations for FY 2016**, Mai/Axelson

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other

Specify:

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MINUTES OF THE MEETING:

Vice President of Administration Bill Mai transitioned the Board into a discussion of the tuition recommendations for Fiscal Year 2016. He noted that even though he just presented a tuition policy to the Board that recommended an annual four percent increase, the administration was asking the Board to approve a five percent tuition increase, due to issues with compensation. Within this recommendation, four percent of the generated revenue would go to compensation and one percent of generated revenue to academic support projects and academic affairs. With a five percent increase, \$2.5 million would be available for compensation. UW had identified compensation as its highest priority. Vice President Mai noted that there had previously been a good compensation due in large part to the Trustees. However, the last compensation increase eroded immediately by mandatory increases in retirement contribution on the employee side and was also about to be eroded in December by insurance increases. All of these changes have an impact.

Vice President Mai noted that there were probably people who would argue that an average salary increase of three percent over a five-year period was eroded by insurance and retirement increases. This level of a raise did not factor out to be much of an incentive for employees. UW would ask for \$1 million in retention money; however, at the urging of the legislature and governor, UW would need to address compensation, so four of the five percent increase would be earmarked for compensation. Vice President Mai asked the Board to reference their materials, which contained more detail about the compensation plan. He also noted that UW's early indication was that it should not expect general fund money to be used for compensation. He stated that the remaining funds generated by the increase would be used by Administration, Academic Affairs, Research and Development, and within other departments in an effort to increase UW's ability to recruit and retain faculty. For example, UW had issues attracting specialized controls people to run the Enzi STEM building. The typical UW controls employee was paid \$45,000-\$50,000 per year, yet many people in this field were making \$70,000 per year, as these were high-need areas. The money generated by the tuition increase would go a long way in addressing these problems.

Trustee Jeff Marsh asked Vice President Mai for more details about Mai's statement that one percent of the initial pay increase was being eroded by increased retirement benefits. Trustee Marsh noted that the money did not disappear from faculty and staff pay, rather it went into a different fund that employees would be able to access when they retired. The one percent for salary increases went to retirement and was not seen in current salary, but as a placeholder for future benefits. Vice President Mai said that there was some truth to that; however, there were

two retirement systems at UW, and depending on which system it went into, it was eroded in different ways. If an employee used the Wyoming retirement, the system actually ends up costing them more, while eroding their spending ability. On the Wyoming retirement system side, there were no additional benefits from that increase and contribution. Vice President Mai noted that the Board should have a discussion of this issue with Associate Vice President for Human Resources and Diversity Nell Russell. He also noted that UW would likely see a movement to TIAA-CREF in the future.

Trustee Betty Fear stated that during all the years she had been on the Board, the administration keeps addressing how UW needs more money. She asked if UW had really taken a long, hard look at its expenditures to make sure it was getting enough bang for its buck.

Vice President Mai responded by saying that there were many talented people who preceded him in his position who had addressed the issue and made the hard decision to cut budgets. He noted that cuts were difficult, and yet UW still continued to look critically at this option. He also noted that during the January meeting, the administration would be coming to the Trustees with some of these hard questions.

Trustee Marsh responded by asking about the UW reserves. Vice President Mai stated he would caution against dipping into the reserves, as well as caution against asking about the amount in the reserves, as this number tends to be oversimplified. Vice President Mai noted that the real amount of money in the reserves was difficult to qualify. The number shown on financial statements as the reserve amount was a snapshot and did not take into account the areas with budget issues. The real amount in the reserves was a lot less, and there were always obligations, such as paying for the Buchanan Center for the Performing Arts, that go against these reserves.

Trustee Marsh noted that he thought the Trustees needed to know what these contingent liabilities were to be able to understand and pass the policy. Vice President Mai said that he would not like to have that discussion at the moment because there was not enough time, and everyone needs to take into consideration the new buildings coming online, as well as the need for cash flow to build these buildings. If UW spends the reserves, there would not be enough money available to finish current construction projects.

Vice President and General Counsel Rick Miller stated that he wanted the Trustees to be sure they were keeping the terms straight. Vice President Mai said that he was talking about what UW would do long-term. He also noted that there were areas UW must complete or the Trustees would not be happy. He said that this discussion was really about what UW was facing and how it would address these issues. To move the University forward, UW needed reserve funds. UW would be facing several projects in the near future, such as the High Bay Research Facility, which would require the use of reserves. Wonderful donors make commitments to UW for capital construction projects, but the donors pay for those projects over several years. However, contractors needed the check for construction all at once, which means UW needs to float this money, which was where the reserve money would be utilized. Vice President Mai added that from a tuition standpoint, tuition was only a revenue estimate, and the components that it would fund would be held back until the tuition revenue was realized.

Trustee President Palmerlee asked if this subject would be addressed in January. Vice President Mai said that part of the discussion would occur during the meeting on Friday when the administration addresses the 2016 budget. He stated that all of these issues were interrelated, but, if time allowed, he would like to address some of the pressing issues like the Buchanan Center for the Performing Arts, giving the Board an estimate of the reserves, and other budget pieces.

Trustee President Palmerlee asked if anyone had comments about learning more about UW's fiscal system in January. Trustee Marsh asked if there would be enough time, and Vice President Mai said it would take approximately half a day. Trustee President Palmerlee asked if any Board members did not want to have this discussion in January. There was no dissent. Trustee President Palmerlee stated that it would be good to have draft materials and a dummy committee review these materials before discussion in January. Trustee John MacPherson requested that if the administration was going to prepare handouts, the Trustees would receive them in advance.

ASUW President Ahmed Balogun asked which month the Trustees annually review tuition. Vice President Mai said that he believed it would be reviewed in the March meeting. He explained that the problem with reviewing tuition during the March meeting was that the legislative session would have already passed. Trustee President Palmerlee asked to put the tuition increase on the consent agenda.

Trustee Larry Gubbels said that he would like to review a financial report on UW. He asked how the Trustees could vote without knowing UW's financial status. Vice President Mai noted that the current fiscal system UW uses did not provide timely information and the limitations of the system prevent the administration from getting an exact financial status. With the right fiscal system in place, the Trustees could make better decisions. Vice President Mai noted that knowing UW's financial state, having a tuition policy prepared, and having a tuition raise recommendation before the legislative session would be beneficial when presenting UW's budget request to the legislature.

Trustee President Palmerlee asked that administration give the Trustees an idea of the major expenditure categories each year, as this would help them make decisions. He said that at that moment, the Trustees were not in a position to make reasonable decisions relative to the big picture. Vice President Mai said that it was a realistic request and that it was the same request being made when the administration asked for changes to the financial system. Trustee Marsh asked if this recommendation and the tuition policy needed to be pulled off the consent agenda. President Palmerlee said that the tuition raise had not been added to the consent agenda, but only to the tuition policy. There was then discussion of what would be done if there was money that was not spent on compensation.

ASUW President Balogun believed it would be valuable to move the tuition raise discussion to November each year, but he expressed concern on how the policy had been handled that year. The document was finalized too late, and ASUW did not get the time to discuss the document with students on campus. He noted that the Board and the administrators should not forget to consult the students.

FY 2016 Tuition recommendation to the Board of Trustees  
November 5, 2014

1. This recommendation applies to all tuition except UW programs which have differential tuition. UW's administration will annually make separate recommendations regarding each of the programs subject to differential tuition because of the inherent differences in the funding of those programs as compared with all other programs.
2. UW is committed to keeping tuition as nearly free as possible. Revenue from tuition increases should always be expended in ways that directly affect the quality of education that UW's students receive.
3. Despite state funding for compensation increases, the compensation levels for UW faculty and staff are well below market levels and the revenues resulting from these tuition increase will make only partial progress towards rectifying that. Appropriate compensation for faculty and staff remains UW's top priority.
4. There is also being discussed a proposal to establish a tuition policy. That policy includes a provision for increasing tuition at an annual rate of 4%, but always subject to the Board's approval. UW's Administration supports that policy but believes that compensation levels are so serious, that they need additional attention.
5. As such, it is recommended that tuition for FY 2016 be increased by 5%. The additional revenue generated by this increase is estimated to be \$2.5 million or approximately \$500,000 per 1% increase in the rate of tuition.
6. Of this amount, \$2 million will be devoted to compensation. When combined with the \$4.1 million in state appropriations for compensation for FY 2016, there will be a total of \$6.1 million available in FY 2016 for compensation. The remaining \$500,000 will be available to the Division of Academic Affairs to begin to address a host of academic support and programmatic issues.
7. The \$6.1 million available for compensation would be distributed as follows:
  - i. \$4.8 million to fund compensation increases for faculty and staff through a process approved by the Board of Trustees.
  - ii. An amount sufficient to fund FY 2016 pay raises and associated employer paid benefits for promoted faculty in accordance with UW policy and regulations. (Estimated to be \$425,000)

- iii. To recruit and retain personnel (including both faculty and staff) within the Division of Academic Affairs - \$600,000. To be expended as determined by the VP for Academic Affairs, with the approval of the President. Note: For the purpose of clarification, it is anticipated that these funds will not be fully committed on July 1, 2015, but will be used for recruitment and retention during FY 2016.
  
- iv. To recruit and retain all other staff - \$275,000. To be expended as determined by the VP for Administration, in consultation with all other VPs, with the approval of the President. Note: For the purpose of clarification, it is anticipated that these funds will not be fully committed on July 1, 2015, but will be used for recruitment and retention during FY 2016.

AGENDA ITEM TITLE: **Non-Resident Tuition Discount and Scholarship Plan**, Axelson

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other

Specify:

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MINUTES OF THE MEETING:

Vice President of Student Affairs Sara Axelson greeted the Board and introduced her panel. She noted that when asked to look into a revised non-resident tuition discount and scholarship plan, she and her team studied a lot of data and focused on developing a rational, measurable policy that would maximize the potential to attract top students. Vice President Axelson noted that UW could attract additional strong students through discounting differently and changing its scholarship program, but there would not be substantial revenue increases as a result of that change. She referenced the grid with the current levels of scholarships included in the Board report. She noted that the current program had been productive for attracting students, but not at the level additional discounting and increased scholarships could achieve. As recruiters were talking to non-residents, students knew they would automatically get these scholarships if they applied to UW. In the new discounting model, UW shifted these scholarships. Incoming students at UW average a 3.4 GPA and a score of 24 on the ACT. UW was not attracting significant numbers of students who scored a 36 on the ACT, but with this proposed plan, UW could expand to this level. The data suggested that if UW did more discounting for the highest level students, as well as set up scholarships differently and made them less complicated, UW would attract more students.

Vice President Axelson noted that going forward, UW wanted to give a higher discount for higher achieving students. She also noted that this was all projected information, and there were lots of factors affecting incoming students. However, UW was working to create the most effective, viable financial aid package for these students. The projections showed that adopting this new discount program would increase the freshman class size by 77.

Vice President Axelson stated that in response to the legislature's request, discounting students in the region would not give UW a major increase in the amount of tuition revenue, but it would attract more high level students that UW would retain and graduate. Residence Life and Dining Services would also receive additional revenue with increased enrollments. Student Affairs was working closely with Academic Affairs to ensure that 77 new students could be supported by the number of faculty, unless they all happened to be pursuing degrees in STEM fields. She said that at this juncture, it was in the best interest of UW to expand upon the current program and embrace the new scholarship program. Any financial concerns have been vetted by administration and there were stop gap provisions in place so that there was flexibility to adjust as needed. Vice President Axelson asked the Board to take action on this issue.

Trustee Mead commented that after reading the analysis, he agreed that updating the scholarship program would not make a huge difference in terms of revenue. However, he had several concerns. He said he was surprised to find that within the new freshman population, 45 percent were non-residents who were less likely to stay in the state after graduation. His concern was that research found that a high tuition price did not have a negative effect on non-resident enrollment. UW was operating on margins, and without a substantial enrollment or revenue increase, he was worried that this would not be worth implementing.

Vice President Axelson asked for the data Trustee Mead mentioned, and he shared the data. Vice President Axelson noted that it was critical to have non-resident enrollments in order to serve in-state students and to allow UW to have a variety of programs. High school enrollments were flat and declining, but the reality was that UW had to have non-residents in order to grow enrollment and serve its students. The Engineering Tier I initiative was contingent on recruiting non-residents in order to have the required numbers. UW finds high success with non-residents and residents. UW was already attracting non-resident students, and this new scholarship program would give UW more options to attract non-resident students. Additionally, having a larger student population gives UW the ability to have more programs to serve in-state students.

Trustee Mead agreed that non-resident students were important, but their presence comes at a cost, whether that be a scholarship or a reduction in tuition. As Vice President Axelson pointed out, Wyoming transfer students were not as financially supported as they should be. This was really a question about which areas UW wanted to support. Maybe UW could support transfer and non-resident students. However, Trustee Mead added that raising resident tuition and reducing the cost to out-of-state students could be a problem if it was true that there was not a strong correlation between the price and the students. Trustee Mead noted that he did not know if the legislature was interested in increasing revenue or increasing enrollment, but that he really wanted to know if price really motivated people to come to UW.

Vice President Axelson explained that her projections included tuition increases for resident and non-resident students. The new program would not add money to the current scholarship program—it would only change how the money was used in the program. The new scholarship program was the same concept as a student coming to UW as a Western Undergraduate Exchange student and paying 150 percent of in-state tuition. UW had good programs, but it did not have the national recognition to attract a large amount of students who would be willing to pay full price. Finding that right price point was critical. UW would continue to help in-state students and do more for transfer students, but it would also need to shift the amount spent on out-of-state students so it could be more productively used.

Trustee Larry Gubbels commented that UW was working closely with community colleges, which would cause UW to add more transfer students to its enrollment, specifically those with established, high community college GPAs. He asked what the average GPA was for an incoming transfer student compared to an incoming freshman. Policy Advisor Mary Aguayo responded that the average GPA of an incoming freshman was 2.9, and the average GPA of a transfer student was 2.75. Vice President Axelson added that UW was really trying to get students graduated in four

years. She also noted that having the right mix of graduate, outreach, and international students was another important part of enrollment.

Trustee Dave True asked Vice President Axelson to further describe the difference between a scholarship and a discount. Vice President Axelson responded that there was not a lot of difference. She then asked Director of Student Financial Aid Joanna Carter to further explain the details. Director Carter explained that under a discount program, money was not exchanged; instead, tuition was forgiven. Scholarships, by contrast, are real dollars, and UW had had this budget cut by \$2 million. There were other scholarship dollars, such as Foundation awards and awards from external resources. Discounting would not count into the scholarship portfolio.

Vice President Axelson further clarified that all of these funds come from Section I funds. Associate Vice President of Fiscal Administration Janet Lowe added that the process was complicated. If UW was going to award a scholarship, it needed to charge the full tuition amount to the student and then replace some of what is owed with a scholarship. There is not a lot of difference with these accounts because they are funded by tuition dollars.

Trustee True asked for further clarification because with scholarships, the institution had those dollars to work with, but those dollars were not replaced if it was a discount, as the institution did not have those dollars to work with. The net to the student was the same, but there was a difference to the institution. Associate Vice President Lowe said it depends on how the scholarship was funded. There were other scholarships that came from external dollars, and that money came to UW and was available to use, but the Section I scholarship funds were funded by tuition revenue. In a case of providing scholarships paid by tuition dollars, UW would take \$6,000 of the revenue and give it back, whereas discounting reduces revenue. With a scholarship, the institution records the revenue of the full price, but reduces it with scholarships.

Vice President Axelson said that the new plan would shift the current revenue to a new grid. It was all the same tuition dollars. The legislature prompted UW to see if its current scholarship program could be shifted around to be more marketable and attract a higher quality student.

Trustee John MacPherson commented that a while ago the Board approved a policy for the law school to attract higher quality applications, but the policy was really about maintaining law school numbers. Was this policy successful? Vice President Axelson responded that she understood it was difficult to get applicants and fill seats, even with financial incentives. Vice President Jones added that last year was the first year UW used incentives to fill seats, and with one year's worth of data, the incoming students had higher LSAT scores than previous years. The indication was that the law school met their student enrollment goals and had stronger students than in previous years.

Trustee President Palmerlee asked if this policy should be moved to the consent agenda. Trustee Marsh moved to place this item on the consent agenda. All were in favor, and the motion passed unanimously.



# **Non-Resident Discount and Scholarship Plan**

***UW Board of  
Trustees  
November 12, 2014***



UNIVERSITY OF WYOMING

## House Enrolled Act 41, 2014

- Request for a report to examine the possibility of granting reduced tuition status to high school graduates of neighboring states
  - Joint Education Interim Committee
  - Joint Appropriations Interim Committee



## Response Focus

- Develop a rational, measured policy that maximizes potential to attract more top achieving non-resident students
- Reallocate scholarship funding to attract additional quality non-discount students



## Response Impact

- Additional strong students with slight growth in net tuition revenue *without* additional scholarship dollars



# Current Non-Resident Rocky Mountain Scholars Awarding Grid

*High School GPA*

		3.0	3.1	3.2	3.3	3.4	3.5	3.6	3.7	3.8	3.9	4.0	
ACT Score	19												
	20												
	21												
	22												
	23												
	24												
	25												
	26												
	27												
	28												
	29												
	30												
	31												
	32												
	33												
	34												
	35												
36													



# Proposed Non-Resident Awarding Grid

*Annual scholarships of \$3,000 & \$6,000 plus Discounts of \$8,100*

		High School GPA										
		3.0	3.1	3.2	3.3	3.4	3.5	3.6	3.7	3.8	3.9	4.0
ACT Score	19											
	20											
	21											
	22		\$3,000									
	23											
	24											
	25											
	26					\$6,000						
	27											
	28											
	29											
	30											
	31											
	32										\$8,100	
	33										Value	
	34											
	35											
36												

*UW Average*

# Additional Students Attracted

Table 1. Additional Non-Resident Students Attracted Through Proposed Awarding

	Currently Attracted Assured Admit Students Eligible for Awards	Estimated Additional Students Attracted with New Award	Total
\$3,000 Level	52	13	65
\$6,000 Level	245	35	280
\$8,100 Discount	124 (50 WUE at 150%)	29	153
<i>Total</i>	<i>421</i>	<i>77</i>	<i>498</i>

*Based on 3-year averages of non-resident yield, excluding international students and those on the Children of Alumni discount; WUE is over-awarded with the intent to enroll 50 annually*

## FY2016

- 77 more high achieving non-resident freshmen are projected to attend, resulting in:
  - Increase in tuition revenue of about \$175,000
  - Increase in ResLife revenue of about \$774,000
  - Increase in mandatory fees of about \$106,000



## FY2020

- Incorporating fall-to-fall retention numbers by academic performance, UW could have an additional 353 students enrolled as a result of discounting
- Cumulative Projected Revenue:  
\$1.1 million



## Further Impacts

- Scholarships and discounts combine well with Engineering Tier 1 Scholarships and private scholarship funds
- The additional freshmen attracted can be educated without additional resources
  - Additional analyses of resources needed if enrollments increase further than projected





# Questions?



UNIVERSITY OF WYOMING

AGENDA ITEM TITLE: **WRI/University of Wyoming Research**, Miller/Gern

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other

Specify:

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MINUTES OF THE MEETING:

Vice President and General Counsel Rick Miller began the presentation by stating that he would not be asking the Board to take action on this topic during this meeting and that the Board had addressed this issue before. For more than 20 years, the Western Research Institute (WRI) had been a separate entity from UW, which only had contractual agreements with WRI. At the moment, the UW Board of Trustees appoints WRI's Board of Directors. As time progresses and WRI has had success pursuing other alternatives, their relationship with UW has remained the same; however, one area of this relationship that still could use change is in no longer needing the UW Board of Trustees to appoint WRI's Board. The UW Board of Trustees receives a list of candidates from Vice President of Research and Development Bill Gern and then the Board approves the appointments. UW would like to change this policy so WRI could pursue additional opportunities. Changing this had been discussed in the past, but had never come to fruition. UW administrators have been putting together a set of steps that create a new corporation to be a successor to WRI. UW's General Counsel Office was working closely with WRI's legal counsels. Vice President Miller emphasized that the relationship between UW and WRI would remain the same and that UW was not tossing out WRI, as this relationship goes back 20 years.

Vice President Gern introduced some WRI members in the gallery. He noted that the Trustees had addressed this issue five years ago and then again two years ago. Vice President Gern noted that WRI had undergone a change and that most people thought WRI was an energy research industry that did a lot of commercial work. When WRI was transferred to UW, it was done to save WRI and its employees from being dissolved. Over the years WRI had had a large number of contracts and agreements. It had become more commercialized, and there was an opinion that as it grows in commercial work, its status should change. 22 years ago, the WRI Board was filled with UW Trustees and administrators. He said that at the time, WRI Board only had two UW administrators. WRI has its own insurance and owns all of its own patents and equipment. There was no particular relationship to UW except in regard to Board appointments.

Vice President and General Counsel Miller explained that UW's legal team was working with WRI's legal team. He said that one awkward aspect of this relationship was that people think WRI was a UW research corporation, when in reality it was a separate corporate entity.

Vice President Gern explained that UW was looking at what the proper corporate status was for WRI, so their ability to do business was not harmed. The transfer would be simple and not affect their business. WRI was being careful about how they approached it and considered elements of

cooperating agency status, like UW had with other organizations, such as the Wyoming Game and Fish Department.

Governor Mead's Education Policy Advisor, Mary Kay Hill, asked if this was a proposal WRI and UW would bring jointly before the Board. Vice President Gern noted that currently UW was bringing this forth because UW appoints WRI's Board. Vice President and General Counsel Miller added that Vice President Gern was speaking as Chairman of the WRI Board. He noted that meetings were interesting, as Vice President Gern was a UW employee but also the Chairman of WRI's Board. Both presenters noted that WRI should have been given cooperating agency status a long time ago, and that the transition would work out fine. The presenters noted that they wanted to give the Board background before it receives documents and resolutions at a later meeting.

AGENDA ITEM TITLE: **Indirect Cost**, Miller/Gern

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other                      Specify:
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MINUTES OF THE MEETING:

Vice President of Research and Development Bill Gern began his presentation by explaining the history of indirect costs. The idea of indirect costs began at the University of Wisconsin, which argued that it incurred costs by providing research for the Navy. From this came the practice of paying universities for costs associated with research. Direct costs resulted from the actual research, and indirect costs were those costs incurred by a university. Every university has established an indirect cost rate, which the federal government recognizes. One of the agencies that assesses indirect cost rates was Health and Human Services, which sets UW's rate. Indirect costs were audited fairly routinely. When a faculty member writes a grant, they were actually writing two grants, one for the direct cost of research and a second grant (which appears only in the budget) for the cost incurred by the university. These indirect costs were reimbursements and were accrued during the life of the grant. The rate set by Health and Human Services was 41.5 percent. Indirect costs were added to everything except for capitalized costs and tuition for graduate students. In relation to other universities, this rate was rather low. Other regional universities usually have 50 – 60 percent indirect cost rates. The larger the university, the higher the indirect costs. 41.5 percent was the maximum UW could charge for federal contracts, and sometimes UW could not even charge this. Additionally, it was even more challenging to get indirect costs from the state, since the state paid for many of the University's buildings. The real collective rate on the total research dollars at UW was actually only about 14 percent, since the rate could vary up to a maximum of 41.5 percent. Most universities have a set rate, but also have a collected rate due to variable rates. Last year, UW collected \$10.2 million in indirect costs. Trustees formally decide how indirect costs are distributed. 15 percent goes to the department of the researcher, five percent to the college of researcher, and five percent to the Office of Research and Economic Development. The distribution of the remaining money was complex. The research office provides most of its own funding, as it receives only one-eighth percent of the block grant, so it operates on the indirect cost accounts. Leftover money also goes to start-ups, equipment, and leveraging more grant dollars to U.W. \$2.3 million dollars was used for heat, light, and maintenance. The pool of funds from indirect costs pays for large increases in research dollars. Hardly any of this money sits—it would all be used as UW moves forward. The remaining funds go into general fund for research at UW. Vice President Gern noted that this plays out a little differently all across campus as some departments keep all the indirect costs and others give it all to the researcher. The most mature research departments on campus understand what belongs to them and what belongs to the University.

Trustee Brad Mead asked if UW could increase their indirect cost rate. Vice President Gern said UW was trying to get it up to 18 percent and to get this number higher.

Trustee Dave Bostrom asked how the Trustees got to the current distribution numbers for indirect costs. Vice President and General Counsel Miller said this number could be found in a UniReg. Trustee Bostrom asked for further details on how these numbers were calculated and if they were still accurate today. Associate Vice President Dorothy Yates explained the process more thoroughly and noted that the numbers were still accurate.

Vice President and General Counsel Miller noted that indirect costs were charged on federal funds and research contracts, but the federal funds' rate varies. He explained that there were federal agencies set their own rates. UW contracts with private corporations and the federal government do not like this because UW could give corporations a reduced rate. To recruit faculty, UW needs good equipment and a research budget in addition to salaries. However, it was difficult to get good research contracts. Vice President Gern was helping faculty to be successful in their careers, as UW wants top notch faculty teaching students. Vice Presidents Miller and Gern would present this indirect cost information to the two task forces in December. The panel noted that this was not a huge pot of money once each section receives its part.

Vice President Gern explained that on average, only six percent of research funding for universities across the nation comes from private sources. UW only receives about three percent from private sources. UW pays close attention to the indirect cost rates the government was getting so the federal government does not lower UW's rate. Vice President Gern noted that this money was not profit, but it was reimbursement.

Trustee Marsh asked for further clarification on if the indirect costs needed to be used for investments going forward. Vice President Gern explained that when the numbers were broken down, the researcher enterprise actually gets about ten 10-12 percent and this helps with cash flow and the purchase of major equipment.

UW President Dick McGinity asked for further clarification if it would not be beneficial to expand the investment funds within research funds for a long-term benefit. Vice President Gern responded affirmatively and noted that the plan would be to grow the research so that the funds of the whole research enterprise could grow. He stated that UW was good at leveraging these dollars. Trustee President Dave Palmerlee thanked the group for their presentation.

AGENDA ITEM TITLE: **Annual Audit Discussion**

CHECK THE APPROPRIATE BOX(ES):

- Work Session
- Education Session
- Information Item
- Other

Specify: BUSINESS MEETING (Consent Agenda)

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MINUTES OF THE MEETING:

The annual audit discussion began with a report on Wyoming Public Media, which meets the requirements of National Public Radio. The type of opinion issued on Wyoming Public Media was an unmodified or clean opinion statement. This was the management's comparison of how the last three years went. The summary pages in the report give a good idea of what happened.

The next report the auditors reviewed was the National College Athletics Association audit. This was an agreed upon procedures audit, and the auditors issued a letter report with the conclusion and findings. This year, the auditors had no findings on this compliance audit. This report includes scheduled cash receptions and reimbursements.

The third report audited was bond funds. It was an audit of financial statements based on accrual. The auditors issued an unmodified or clean opinion on these statements. The auditors also have debt service requirements, which means examining the debt and having an unmodified schedule of insurance. The fourth piece of the report was the compliance report and this was about federal funds spent by UW and the compliance requirements of these funds. This audit performs tests of compliance with contracts and grants. These were the funds that were spent—including student loans. There was also a report of the compliance requirements of each major program. Four major programs were reviewed: student financial assistance, the College Access Challenge Grant, Abandoned Mine, and the Office of Research and Development. The auditors had findings on these programs.

The summary schedule of prior audit findings was also included in the documentation, as was UW's early action plan on the findings of the audit. Overall, there were only a small number of findings. The last report was the audit report of UW as a whole, which was an audit of financial statements. The type of opinion given was an unmodified or clean opinion. This included the Foundation's report, which was audited separately but included in the report. UW net assets were over \$1 billion and this was the second year UW's net assets totaled this.

Trustee Dick Davis added that the Fiscal and Legal Affairs Committee did review all these audits in some detail and recommended that the Trustees accept the report. He then asked the auditors to address the issue of the UW reserves.

The auditors referred the Trustees to page 22 of their report, which explained what happened during the year. It showed operating revenue and expenses, which led to net revenue, which

showed a \$14.4 million increase in the reserves. Below the line were capital gifts and additions to endowments. The auditors reviewed expendables, such as scholarships, capital projects, and unrestricted net assets. They noted that the \$14.4 million in the reserves includes investment income. Therefore, if UW did not have \$29.4 million in investment income, the reserves would be negative. Embedded in the reserves were the unrealized gains on that income, which were reviewed on page 25. Therefore, a majority of the \$14.4 million was unrealized gains with \$47 million in total change in net assets.

Trustee Davis thought that explanation was helpful, but that it was also important to note that it did not mean UW had \$14 million sitting in an account.

Trustee President Dave Palmerlee asked why a faculty member with a special project could not use part of the reserves to pay for it. The auditor responded that the faculty member could use some of the unrestricted reserves, but UW needs to decide how much it needs to have in this reserve, as some money was spent out of this account the previous year.

Trustee Jeff Marsh asked the auditor if he would suggest that the Board develop a policy in regard to how UW handles its reserve. Vice President of Administration Bill Mai said that when talking about the unrestricted reserve, the numbers represent Section I and II money. They represent reserves in TransPark, Residence Life, and reserves for many enterprise operations. He cautioned the Trustees against thinking about the reserves as a pot of money. The amount of money in the reserves was built for specific reporting purposes. The auditor agreed that the reserves were a moving target and only showed one snapshot of the account. To understand the reserves, the Trustees would have to dig deeper into how this reserve was put together and look at every aspect of UW and what reserves were required.

Trustee Marsh noted that the reserves give UW another management tool, especially when considering the size of the UW budget. The reserves could easily be spent out with a new roof or other project requiring attention. He noted that the Trustees needed to be better at communicating what the reserves were to everyone so others do not think of them as an unused pot of money.

Trustee Brad Mead noted that the reserves seem much more complicated than a simple number when considering the unrealized gains within those funds and the obligations on the funds. He noted that this money did not seem real to him if a majority of it was unrealized gains.

Trustee President Palmerlee asked the Fiscal and Legal Affairs Committee to have a discussion on developing a policy on the reserves.

UW President Richard McGinity noted that UW's financial situation was much more complicated than that of an operating business, and the accounting was very different. Although it was a simple example, UW President McGinity explained that the annual spending of UW totals \$520 million dollars, which means UW spends about \$43 million per month. Like a household spending \$43 million per month, if unrestricted reserves are only \$18 million, that was less than half of one month's operating budget. UW President McGinity said that the auditors agreed that cash was

tight and noted that federal grants would be reimbursed, which means UW needed to have cash flow.

Trustee MacPherson asked the auditor to give the Board comments on new regulations relating to crude but unfunded benefits.

The auditors referenced page 55 of the report and discussed new requirements, which would require UW to review their funding level for the Wyoming retirement system. Data was compiled to determine what that portion would be. The requirement for reporting was to record the liability UW had towards that account. This would reduce the unrestricted funds balance. The program was about 80 percent funded, and the precise number would be determined by the actuaries.

Trustee Dave True agreed with establishing goals or a policy for reserves. However, he added that this was such a complicated process with so many different categories, and he cautioned that it might get so complicated that it ceases to be meaningful. A reasonable target for reserves was normally 50 percent, but if UW sets this or even sets a minimum of 20 percent for each pocket in the reserves, then it was overly complicated. Trustee True hopes the Fiscal and Legal Affairs Committee could have this discussion to see if this would actually be meaningful.

Auditor Jim noted that he referred to the wrong section. He said that the section that addresses the pension issue was actually on page 30.

Trustee Marsh asked if the retirement system was based on creditworthiness of the state, which may also impact UW in regard to bond rating. For example, if there was a significant amount of money that had to be in that account, and if UW decided not to account for this lack of funds, it would be viewed as a criticism on the audits. Further, Trustee Marsh inquired if it would be useful to look at each of these accounts to determine the number of different areas that existed and if each area might need a different percentage. He also asked if a new fiscal reporting system would give UW the opportunity to better understand these numbers and accounts.

Vice President Mai stated that having a new fiscal system would be helpful. Given enough resources, UW would need to decide what it would want the system to do for the University. When discussing reserves, the most important reserve to talk about was the Section I reserve, and Vice President Mai believed the Trustees could have this discussion, but there would need to be a half day or full day meeting for the Fiscal and Legal Affairs Committee to discuss this. The aggregated number in the reserves did include planned reserves, such as roof replacements and specific reserves for certain projects. These were more than savings accounts; these were deferred maintenance reserve accounts. He said that UW needed to focus on the Section I reserves, instead of the Section II or research reserves. There was a period of time when the Section 1 cash flow was negative.

UW President Dick McGinity asked the auditors to define under a component unit, as well as how the Foundation fits into the financial picture. The auditor noted that the Foundation was separate from UW, but it was included in its final report.

Trustee President Palmerlee referred to Trustee Larry Gubbels' point about the fact that it was difficult for Trustees to vote when they did not know the information. Discussion then returned to the Fiscal and Legal Affairs Committee addressing this issue. He understood that even if UW received long-term funding for a financial management system, it would still take a year or more before it could be implemented. He noted that he felt the Trustees were flying blind and that the point of the whole discussion was to help the Trustees better understand where UW was financially. Trustee Palmerlee withdrew his request to the Fiscal and Legal Affairs Committee and instead asked Vice President Mai to provide a simple form.

Vice President Mai noted that UW may be flying blind at this time, but in the long term, UW knows exactly where it was going. He continued by explaining that the audits show what was between the white lines. There were some liabilities, but there was not a lot of cash lying around. The vast majority of the tuition raise would go to compensation, and no one would argue that reserves go to compensation.

Trustee President Palmerlee stated that he had total confidence that Vice President Mai knew where UW was at, but he also said that he was confident that the Trustees did not know where UW was at. He asked if there was a simple tool that could help the Board understand.

UW President McGinity added that it might be beneficial to the Board to have a prolonged discussion of budgets and accounting systems and the way everything was tracked, as UW is a complicated enterprise.

Trustee President Dave Palmerlee agreed to spend a day or day and a half at a later meeting on this topic. He asked for comments from the Board.

Trustee Betty Fear noted that UW's financial status was getting a little clearer, but that she felt totally inept even looking at a financial statement for something this large.

Vice President Mai explained that timing was challenging every year for the Trustees to have the opportunity to sit down with the financial reports, to formulate questions, and to understand what it all means. He did not think that UW needed to get to the point where the administrators distributed these reports to Trustees and then needed to have a special meeting on them so UW could still meet the requirements for state statutes.

Trustee President Palmerlee stated that he was prepared to act on the reports, but clarified that he was talking about something different. He said that he had total confidence in the UW administration, but he wanted a fundamental understanding of where UW stands. Trustee Gubbels agreed.

Trustee President Palmerlee requested UW President McGinity to take the lead on this issue and use his resources to begin to work on a way to have UW's financial status presented in a manner that would be useful to the Board. UW President McGinity agreed. Auditor Jim ended the presentation by noting that he would be retiring, so his coworker Wayne, with 18 years of experience, would be taking over. The Board congratulated him on his retirement.

AGENDA ITEM TITLE: **Introductions and Recognitions**

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other                      Specify:
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MINUTES OF THE MEETING:

Next, the Board listened as various administrators and faculty were recognized. Vice President of Governmental and Community Affairs Chris Boswell introduced Dave Gruver, the new Special Advisor to the President for External Relations. Advisor Gruver would assume some of Director of Government Affairs Mike Massie's responsibilities, as he was retiring. Other duties would go to Director of Communications, Chad Baldwin. Vice President Boswell noted that Advisor Gruver would be an incredible asset to UW. Advisor Gruver received his law degree from UW, worked at the Legislative Services Office, and also worked as an assistant attorney general and senior attorney general. Vice President Boswell noted that he would be a terrific resource to the University.

Next, Interim Associate Vice President Alyson Hagy introduced Director of the Honors Program Duncan Harris, who would be retiring from the University. Interim Associate Vice President Hagy shared Dr. Harris' history and his ties to Wyoming. Dr. Harris graduated from Stanford University, and received his PhD from Brandeis University. She noted that Dr. Harris had been a tremendous director of the Honors Program and High School Summer Institute. Interim Associate Vice President Hagy said that it was impossible to summarize the quality of Duncan's talents as an administrator and colleague. He was the winner of many teaching awards and became a legend on campus by changing the lives of many students.

Dr. Harris next spoke a few words of thanks and noted that Interim Associate Vice President Hagy had been a great source of wisdom and generosity, which he noted were qualities we all needed. He noted that he was grateful to the Board, UW, the Alumni Association, and the Foundation for the support they had provided over the last 21 years to allow the Honors Program to grow from 200 to 900 students. He noted that working with the Honors Program had been one of the joys of his life, and that the University community had been an extraordinary place to work. Dr. Harris said that Wyoming was a very welcoming community, and Dr. Harris was pleased to spend this amount of time at the University. He said that he hopes to spend more time doing a few things with the Department of English in the future.

Interim Associate Vice President Hagy continued with the introductions by introducing Nina McConigley, a lecturer in the Honors Program. Nina grew up in Wyoming, attended Natrona County High School, attended St. Olaf College, received her masters at UW in creative writing, and worked at the University of Houston. Ms. McConigley had won two major literary prizes, one of which was the PEN Open Book Award, a national award for a work of literature by an author

of color. Interim Associate Vice President Hagy shared the judges' comments. Additionally, two weeks ago, Ms. McConigley won the High Plains Book Award. He noted that UW and the Wyoming Arts Council Board were fortunate to have her.

Ms. McConigley thanked Dr. Harris for the work that he had done. She noted that she had begun her book at UW years ago. She noted that she loved Wyoming and that it was an honor to teach at the University.

Interim Associate Vice President Hagy continued with the introductions by stating that UW did not have an outstanding faculty service award, but she made one up to give to Dr. Penne Ainsworth of the College of Business and Dr. Steve Barrett, Associate Dean of the College of Engineering. Interim Associate Vice President Hagy explained that UW had implemented a revised general studies program, and that Dr. Ainsworth had served on all three task forces and Dr. Barrett chaired the final task force. Interim Associate Vice President Hagy noted that she could not emphasize how difficult revising the University Studies Program was. She shared the biographies of both, each having received many prestigious awards.

Dr. Barrett and Dr. Anisworth thanked the Board for the recognition but noted there were many other people involved that had put forth this effort out of the appreciation they have for their students.

Next, Vice President of Research and Development Bill Gern introduced Dr. Jay Shogren, a fellow of the Association of Environmental and Resource Economists. Vice President Gern shared Dr. Shogren's biography, which included authoring over 200 articles, serving on the White House Council of Economic Advisors, and being the co-recipient of the Nobel Prize. Vice President Gern noted that along with Interim Dean John Mittelstaedt, these two faculty members had helped UW gain Tier 1 status in the fields of natural resource economics.

Vice President of Academic Affairs David Jones recognized Interim Associate Vice President Hagy and all the work that she had done. He next introduced Dr. Ann Hild, the new Interim Associate Vice President of Graduate Studies, as well as a professor in Ecosystem Science and Management. Vice President Jones shared Interim Associate Vice President Hild's research interests and previous contributions to campus. He noted that she was very passionate about graduate students and added that she would be responsible for allocating graduate assistants and serving as a liaison to the graduate council. Next, he introduced the new Interim Associate Vice President of Academic Personnel, Dr. Tami Benham Deal, who was a former kinesiology professor. Interim Associate Vice President Benham Deal had been very active on campus and throughout the state. Interim Associate Vice President Benham Deal noted that UW had the best students and faculty and that she looked forward to working with the Board.

Vice President of Academic Affairs Jones then introduced Dr. Scott Seville, Interim Director for UW at Casper. He noted that Dr. Seville was one of the reasons why there was such a good working relationship between UW and Casper, as he had worked very hard to keep communication open.

Vice President Jones next introduced the new Wyoming excellence chairs. The first chair was Dr. Holly Ernest from the College of Agriculture and Natural Resources. She was the Wyoming excellence chair in disease ecology. She received her PhD from the University of California, Davis and her DVM from Ohio State University. She studied wildfire disease ecology and epidemiology. Another new Wyoming excellence chair was Dr. Jo Albers from the Haub School of Environment and Natural Resources. She was the Wyoming excellence chair in economics and finance. She received her PhD in economics from the University of California, Berkley. Her research interests include national resource management in low-income counties and poverty alleviation.

Interim Associate Vice President Alyson Hagy then introduced Peter Priggy, Director of Compliance at UW. Director Priggy, in turn, introduced the most successful Cowgirl's soccer team. He noted that the Cowgirls' soccer coach was named Mountain West Conference Coach of the Year. The team won several awards and ended with an 8-3 record and in second place in the conference. UW Cowgirls Soccer was originally picked to place eighth in the preseason poll. They were also the first women's soccer team to be undefeated at home. Three of the players were named to the All-Conference tournament team. Furthermore, the collective GPA of these women was 3.25. Director Priggy noted that these girls embody what it means to be 'cowgirl tough.' The Board and the gallery gave the Cowgirls soccer team a standing ovation and sang Cowboy Joe. UW President Richard McGinity mentioned that the Cowgirls lost the championship game but that it was one of the most exciting games, as they ended regulation time with a score of 0-0. He noted that UW was very proud of the Cowgirls.

Friday, November 14, 2014

Vice President for Research and Economic Development Bill Gern gave a final introduction of Dr. David Williams, the new department head of the Department of Botany. Dr. Williams was originally a faculty member at Arizona and former senior Fulbright fellow. He also was the Director of the Stable Isotope Facility. Vice President Gern explained what isotopes were and what could be done with isotopes. The Stable Isotope Facility was also a core facility in the Science Initiative, and one of the reasons UW had a top ecology program. Dr. Williams had written several grants, which allowed UW to upgrade their equipment. Dr. Williams further expanded on this topic and briefed the Board on how this facility was bringing faculty together from across campus. He also explained how UW received one of the largest biology grants from the National Science Foundation and that UW was being recognized as a leader in the country in this area.

AGENDA ITEM TITLE: **Endowed Chairs Initiative of the Board**, Palmerlee

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other                      Specify: Item for Approval
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MINUTES OF THE MEETING:

The presentation began by stating that the goal of the Endowed Chairs Initiative was to create 100 endowed chairs at UW. This initiative would be structured to increase academic excellence at UW. This was a big picture and long-term effort. The document in front of the Board would create the structure for the advisory board and academic board. If the resolution were to be passed, Vice President Jones would work with the Trustees, UW President McGinity, and faculty to decide how to staff these committees and then return to the Board with a set of recommendations.

Trustee Dave Bostrom noted that there had been much discussion between the Board and external constituents about its long-term plan and the steps being taken to bring further prominence to UW as it moved forward. The Endowed Chairs Initiative would help attract significant talent to UW. Trustee Bostrom noted that he was in favor of this resolution and excited about the prospect of achieving it. He added that he believed this initiative could be a tool to evaluate the University.

Trustee Betty Fear asked how much this initiative would cost and how funds would be raised.

Trustee President Dave Palmerlee responded by stating that the Board would not know the cost of the initiative until each of the units submitted their requests. However, it would be approximately \$100 million in private funds and \$100 million in state funds. Once the initiative committee was staffed, it would be a preliminary discussion and every unit at UW would be given the opportunity to describe the chair or chairs they needed to bring their program to the next level. It would require an endowment of \$3 million per chair funded over the period of two years. UW was anticipating that the Foundation would raise \$1.5 million and the state would raise \$1.5 million. Departments would set criteria for the chairs with the approval of the department heads and deans. The proposal would then be reviewed by the administration and the Foundation to see if raising the funds for a specific chair would actually be feasible.

Vice President of Institutional Development Ben Blalock said that having a few key chair positions within several departments could truly change a college. He gave several examples of superstars in the Colleges of Business and how they had affected the college's reputation. He noted that this initiative needed to be well thought out, especially when considering what attracts donors.

Trustee Brad Mead stated that he thought this was a good initiative and moved for an adoption of the resolution. Trustee Betty Fear seconded. All were in favor, and the motion passed unanimously.

**RESOLUTION**

**UNIVERSITY OF WYOMING  
TRUSTEES ENDOWED CHAIRS INITIATIVE**

**BE IT RESOLVED** that the University of Wyoming Board of Trustees ("*Trustees*") does hereby establish the University of Wyoming "Trustees Endowed Chairs Initiative."

**BE IT FURTHER RESOLVED** that the initial goal of the Trustees Endowed Chairs Initiative be and is to develop legislation to be submitted to the 2016 Legislative Session for approval and funding of the Trustees Endowed Chairs Initiative.

**BE IT FURTHER RESOLVED** that the President of the Trustees be and is authorized and directed to appoint an Endowed Chairs Advisory Board consisting of three Trustees, the President of the University, the President of the University Foundation and four other members, none of whom shall be employees of the University ("*Advisory Board*").

**BE IT FURTHER RESOLVED** that the President of the Trustees be and is authorized and directed to appoint an Endowed Chairs Academic Board, upon consultation with the President of the University, consisting of representatives from the University Administration, the University Foundation and the University Faculty ("*Academic Board*").

**BE IT FURTHER RESOLVED** that the Advisory Board prepare and submit, in conjunction with the Academic Board, a detailed Trustees Endowed Chairs Initiative Plan containing goals and objectives, process and procedures, timelines, budget, metrics and personnel requirements ("*Initiative Plan*") for consideration by the Trustees at the Trustees' March 2015 regular meeting, with an interim progress report to be submitted at the Trustees' January 2015 regular meeting. In developing the Initiative Plan, the Advisory Board shall consult with campus and external constituencies.

**BE IT FURTHER RESOLVED** that the Trustees shall present the Initiative Plan to the appropriate legislative committees during September of 2015.

AGENDA ITEM TITLE: **College of Education Initiative of the Board**, Palmerlee

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other                      Specify:
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MINUTES OF THE MEETING:

Trustee President Dave Palmerlee explained that the College of Education initiative resolution was about national excellence, long-term benefits to the College, and the benefit of children. The resolution created an advisory committee with a blank slate. Vice President of Academic Affairs David Jones noted that if the Trustees read the resolution, they would understand that it did not appoint anyone to anything. The resolution would not have any specifics for the long-term goals of the college. The intention of the resolution would be for the Board to fill in the blanks and create the implementation plan with the active participation of the College of Education.

Trustee Dave Bostrom noted that if the Trustees read the initiative, they would need to implement a similar plan and format as WGEESIT and the Science Initiative. He explained that UW needed to think about the resources being given to this project, where the college currently stands, and how great the College could be.

Trustee Jeff Marsh agreed and noted that he speaks in favor of this resolution. Trustee Marsh shared that he came through the College of Education, and that he established his foundation due to the College of Education and UW. He said that the Trustees had a real duty and obligation to the children of Wyoming, but because of the recent interest and support for STEM, this issue had been bypassed. This initiative would allow UW to raise the level of awareness surrounding education and do it in a proactive way, which would directly impact a huge number of constituents. Trustee Marsh moved to approve the resolution. Trustee Larry Gubbels seconded.

Trustee Dick Davis asked how this resolution was created. Trustee President Palmerlee stated that this resolution was started two months ago after he drafted and circulated the resolution to the UW administration. He also used this resolution in a discussion with the Governor and the legislature. Trustee President Dave Palmerlee then wrote another resolution that was circulated and revised. Then the UW administration drafted a resolution that was accepted. Trustee President Palmerlee noted that Interim Dean of the College of Education Michael Day was out traveling or he would have been at the meeting to present.

UW President Dick McGinity explained that this effort had a longer history than a few months. There had been thought given to this topic for some time, and there were an enormous number of resources available to UW for this effort. Trustee President Palmerlee called for a vote. All were in favor, and the motion passed unanimously.

**RESOLUTION**

**UNIVERSITY OF WYOMING  
TRUSTEES COLLEGE OF EDUCATION INITIATIVE**

**WHEREAS**, as a land grant institution the University of Wyoming College of Education ("*College*") is charged with preparing K-12 teachers, counselors and administrators ("*Professional Educator Preparation*"), and

**WHEREAS**, the policy of the University of Wyoming, Trustees College of Education Initiative ("*Trustees Education Initiative*") is to elevate the College to the status of a preeminent College in Professional Educator Preparation, and

**WHEREAS**, Elevation of the College will be a complex, long term undertaking involving the Governor, the Legislature, the entire K-12 community, the current and future leadership of the College and resources of the University, and

**WHEREAS**, the initial goal of the Trustees Education Initiative is to develop an Implementation Plan for elevating the College to the status of a preeminent College to be presented by the Trustees to the Governor and the Legislature by the Fall of 2015, and

**WHEREAS**, timely development of the Implementation Plan will require additional resources to be available to the University by early 2015, both in terms of financing and personnel ("*Resources*").

**NOW THEREFORE, BE IT RESOLVED** that the Trustees Education Initiative is hereby established by the Trustees for the purpose of enabling the college to achieve national prominence in Professional Educator Preparation.

**BE IT FURTHER RESOLVED** that the President of the Trustees is authorized and directed to appoint the Trustees Education Initiative Advisory Board consisting of several Trustees, the President of the University, representative(s) of the College and up to five additional members ("*Advisory Board*").

**BE IT FURTHER RESOLVED** that the President of the Trustees, in consultation with the President of the University, is authorized and directed to appoint a Team to develop the Implementation Plan ("*Implementation Team*").

**BE IT FURTHER RESOLVED** that the Trustees promptly advise the Governor and the Legislature of the Trustees Education Initiative.

**BE IT FURTHER RESOLVED** that the Trustees and the University of Wyoming promptly seek additional resources for conduct of the Trustees Education Initiative.

AGENDA ITEM TITLE:

**Planning Effort for the Fiscal Reporting System; Budget and Fiscal Policy Topics, Mai**

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other

Specify:

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MINUTES OF THE MEETING:

Vice President for Administration Bill Mai noted that UW had been in the process of updating their financial system and bringing it into a modern state. This project would be much more expensive than originally anticipated, as there was a need for integration of accounts. Vice President Mai noted that a portion of this project was dependent on the report from the Management Audit Committee, which expressed support for UW to modernize its systems. He noted that this was important, as UW would need state funding to undertake this project. UW had an approximation of what this project would cost, with an initial cost of \$4.5 million for fiscal year 2015-16. The costs would increase in the next biennium. Assistant Vice President and Special Assistant to the Vice President of Administration Arley Williams and Vice President of Information Technology Robert Aylward were working on this project as well, as there would need to be systematic changes along the way.

Vice President Mai noted that there may be some trepidation and worry over implementing this system, as colleges and departments may see it as a threat to their ability to manage their budgets. UW would work to reassure different units that this change was not about taking away management ability from units; rather, it was about the ability to manage colleges. The College of Business had its own accounting system, and UW wanted each of their colleges to have good systems. UW was finding that systems that should be tied together were not. The human resources system needed addressing as well, as it was a huge part of UW's system. All of these systems needed to come together, but it would be expensive. Vice President Mai noted that he believed it was not the time to be looking for cost saving. UW needs to be honest with what it was considering. After the initial costs and second biennium, costs for the system should decrease. Once the system comes online, it would be more efficient and may result in some personal savings. Vice President Mai noted that the issue of transfers would be a hot topic, as UW transferred money around, but did so much less than other organizations of comparable size. Both Vice President Mai and Associate Vice President of Fiscal Operations Janet Lowe ran these numbers separately and their numbers matched. He also noted that no one had to sign off on transfers, and this would be built into the new system.

Vice President and General Counsel Rick Miller added that UW was working backwards with fiscal systems. He noted that audits had some value for Trustees because they showed UW was in compliance with how it used its money. He stated that the Board needed to approve this and have a context in which to place all this financial information, such as the audits. The situation at UW

was much more complicated than simply giving the Trustees a one page document explaining it all. Instead, the administration needed to give the Trustees a context for their actions and let them see the big picture fiscal plan, which they had not seen before. UW had a traditional budget document, but it did not provide the context of the spending and what it meant. This would not be a short discussion because there were lots of different revenue streams and challenges. Currently, the Trustees were only learning about bits and pieces without any context, so the process was complicated.

Trustee John MacPherson stated that he did not want the administrators to be critical of the Board. The Trustees wanted financial information because they could not run an organization if they did not know where the money was coming from and where it was going. He added that he was encouraged UW was making progress.

Vice President Miller noted that he was not being critical of Board, but rather critical of the administrators, since they did not have the tools to create what the Trustees were requesting. The administration needed to give the Trustees updates on UW's fiscal position, and this new system would be a tool to do this.

Trustee Betty Fear agreed with Trustee MacPherson that the Trustees needed to understand the UW budget in order to approve it.

Trustee Jeff Marsh asked what program the state utilizes to manage itself and if UW could also use the same system.

Vice President Mai explained that the state had been through a few systems. If the Trustees wanted to know exactly where UW's expenditures were, this information would be difficult to provide because the current system was not built to provide that information. The state had two systems, which were loosely tied to WOLFS accounting system for expenditures. The state spent more on their current system than UW was proposing. These system changes were done fairly regularly, and it had been a number of years since UW had changed systems.

Associate Vice President Lowe added that UW adopted the People Soft program in 1998 and other human resources updates came a few years later.

Vice President Mai continued by adding that he believed the state had gone through three different system iterations in that amount of time. He said that UW had tried minimizing costs, but it was time for an update.

Staff Senate President Rachel Stevens asked, from a staff position, if a new system would only add additional processes for the same task, as some staff members were already very busy.

Vice President Mai responded that he hoped the new system would save time for staff members and not duplicate work they had already done. He added that colleges needed help from good accountants and that many people were asked to do fiscal work without having any expertise in the area.

Staff Senate President Stevens added that she thought this showed a big problem with the current staff compensation. There were many new, additional initiatives, but there was no discussion of who would be providing the support staff for those additional initiatives, which meant current staff would have to absorb this. She thought that if there was significant work to streamline fiscal processes and reduce redundancies, it would be reasonable to expect they could take up new initiatives.

Trustee President Palmerlee mentioned that he had spoken with the governor, who encouraged UW to ask for what they needed. He added that the Board needed to take the time to have a session on UW's fiscal state so they could understand the context. He was worried that one day UW President McGinity would call and say that UW was out of money. If UW could create a new fiscal system, it would be a major gain for the Board. Trustee Fear agreed.

Trustee Mead asked if it would be better to wait a month or two to have a discussion on the fiscal system at UW when there was more information.

Vice President Mai responded that he believed it would be good to begin the conversation in January, but with the intent that it would not all be resolved in January. He added that UW's history of positive audits said a lot about UW's current fiscal status.

Vice President Miller added that January's discussion of the fiscal system should be about the context of the system, not the system itself, as well as how UW could strategize for the big picture.

Trustee Gubbels added that this would be an opportunity to get the ball rolling in the right direction.

Trustee President Palmerlee called for a vote to discuss this issue in January. All were in favor.

Trustee True asked if the Trustees would receive an update on UW's supplemental budget request, as there was a priority in the budget for funding a fiscal control system.

Vice President Mai responded by saying that this would be part of the executive session discussion. Second, he added that the estimated costs would probably be what UW was seeking in its request.

Vice President Miller added that this was a process issue. UW was not making a formal request with a number. There was a process whereby the money requested would be presented, which under law could only be discussed in an executive session.

AGENDA ITEM TITLE: **Supplemental Budget**, Mai

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other                      Specify:
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MINUTES OF THE MEETING:

Vice President of Administration Bill Mai explained that he would be presenting on the supplemental budget for UW. He noted that UW was making an official request to the governor's office for \$4 million from the Engineering Building to be transferred to the High Bay Research Facility. The reason for this transfer of funds was that the structures lab in the Engineering Building fit better in the High Bay Facility. Out of the \$110 million allocated for the Engineering Building, UW was asking that \$4 million go to the High Bay Facility instead. Vice President Mai noted that there were a few other changes. UW had a better handle on the true cost of the High Bay Facility, so the scope of the building was not changing, but the cost was. The High Bay Facility was now expected to cost an additional \$4 million due to an increase in the electrical backbone and CT scanners. UW would add this additional amount to their budget request. Further, UW would ask that the legislature repurpose \$2.4 million from past appropriations for this project.

Trustee Dave True asked Vice President Mai to explain the increased cost of the High Bay Facility, and if these increases were due to building inflationary pressures or enhancements. Vice President Mai noted that the cost change was not due to increased enhancements. Rather, there was a clearer picture of what the High Bay Facility needed. As the project progresses through the design phases, builders would have a better idea of the true costs. He also noted that inflationary pressures were also apparent and anyone involved in construction was aware of this.

Vice President Mai stated that UW would make a special request to the governor for a release of funds from the Engineering Building to the High Bay Research Facility. He also noted that as the College of Engineering and Applied Sciences dean search continued, the selected dean candidate would also be able to have some input on how the building was designed.

Trustee Bostrom added that he was concerned about inflationary building pressures. UW would have to build a smaller building the longer the construction was delayed. He said that UW needed to work aggressively on this project.

Trustee Marsh asked for clarification on costs for the Engineering Building.

Vice President Mai stated there would be \$110 million available for the construction of the Engineering Building if \$4 million was reallocated to the High Bay Facility as UW as requested.

Trustee John MacPherson asked for the timeline of the construction of the Engineering Building.

Vice President Mai stated that he could not give a timeline, as there were criteria that needed to be met, and the engineering dean needed to be hired to allow for his input on the project.

Trustee President Palmerlee stated that whenever administrators needed the Board to act, to notify them and they would act quickly.

Vice President Mai added that another change in regards to the High Bay Facility was a construction start date of March. The other notable change in the budget was that matching funds were being sought. Originally, UW was requesting \$25 million in matching funds, now it was requesting \$27.5 million. Vice President Mai shared how the money would be used. He also clarified the request for the research aircraft and noted that the budget for the aircraft was not fully assembled. When the budget was complete, it would be forwarded to the Board.

Trustee True asked about the matching funds, specifically the energy related funds. Vice President Miller shared that since the Board had held a discussion on the matching funds, additional major opportunities had arose. There were very large energy firms interested in partnering with UW to research unconventional oil and gas reservoirs. Therefore, there was increased interest in regard to matching funds. Vice President Miller noted it would be important to take advantage of these potential relationships.

Associate Vice President Janet Lowe shared fiscal year 2015 adjustments to UW's Budget, and asked the Trustees to refer to page 137 of their report to follow along. UW was requesting an operating budget increase in Fiscal Year 2015. She noted that the Trustees approved the budget, but UW was asking for an increase. The increase would center on several areas, including increases to UW's release time, computer courses, differential tuition, and summer course tuition. She explained release time and answered questions on the topic. Another area that would see increases was appropriated funds to accommodate an increase in retirement funds, as employee and employer contributions had increased. A third area that would receive additional increases was a Section II increase in literacy funds, which would also have matching funds. Trustee Marsh inquired as to how the donor feels about these literacy funds, and Associate Vice President Lowe responded that the literacy center had put together a budget for that money.

Associate Vice President Lowe continued by explaining that there would be an increase to the Section I budget for medical education. She noted that UW was asking the Trustees for their approval of these increases on the consent agenda.

ASUW President Balogun asked for more information on the money funding the summer session classes. Associate Vice President Lowe noted that summer session tuition was dedicated to the colleges and departments that teach the classes, unlike fall and spring tuition, which go to the University.

Trustee President Palmerlee asked why the budget the Trustees were looking at was different. Vice President Mai noted that they were looking at a summary that was in the process of being updated. Trustee President Palmerlee asked if they could get the updated document the next day.

Assistant Vice President Arley Williams noted that she was working on it with the State Budget Office and would have it to the Trustees by the following day. Vice President Mai stated that it would be emailed the next day, but it would be best once the budget was in its final form.

AGENDA ITEM TITLE: **Updates**

- University Strategic Plan Progress – UW President Dick McGinity, and David Jones, Vice President for Academic Affairs
- Dean Searches – David Jones, Vice President for Academic Affairs
- WGEESIT/College of Engineering – Al Rodi, Interim Dean of the College of Engineering, and Krista Laursen, Tier I Project Coordinator
- Status of Engineering Building – Bill Mai, Vice President for Administration
- Science Initiative – Bryan Shader, Special Assistant, Office of Research and Economic Development, and Greg Brown, Associate Dean of the College of Arts and Sciences
- Community College Collaboration/Course Transfer – Alyson Hagy, Interim Associate Vice President of Academic Affairs, and Patrice Noel, Director of Transfer Relations
- Enrollment – Sara Axelson, Vice President for Student Affairs, and Alyson Hagy, Interim Associate Vice President of Undergraduate Education

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other

Specify:

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MINUTES OF THE MEETING:

**University Strategic Plan Progress**

UW President Dick McGinity explained the history of the planning process at UW over the last 15 years. He noted that UW was working on a six-year plan in coordination with the bienniums. In the past, the University's plans had focused on academics and were conceptual in nature. In contrast, this planning exercise had a broader scope that included functional areas of the University, as well as taking a broader and deeper approach to planning. Academic and functional units had prepared their own strategic plans. Based on draft plans prepared by colleges over the summer, the administration was creating an executive level document that would synthesize college plans at a high level and define how UW would pursue its three goals. UW's three goal areas would include preparing students to compete in a global economy, achieving measureable progress toward academic excellence in areas of distinction, and attaining greater statewide engagement that would enhance the well-being of Wyoming citizens.

UW President McGinity noted that the document given to the Trustees was the draft of the executive document that contained the synthesis of the other plans. The document took the three goals and gave them specific objectives and metrics. The document was posted on the Office of Academic Affairs' website and comments from the community were invited. UW President McGinity noted that the commentary had been limited, but he said that he would like to think this was because the community at large believed this to be a useable document. He added that the comment period was still open, however. The comments would be assembled after the comment period closes, and the administration would share the final version of the document with the Board

in January. The planning process had taken longer than expected, but UW had not undergone planning as extensive as before.

Vice President of Academic Affairs David Jones added that they were having this part of the conversation with the UW community. After the comment period, the administration hoped to review the comments, revise the draft document, and send the revised document back to the departments to revise their own unit plans. This revision would not replace unit plans; rather, the administration hoped the master document would provide some direction for the units. Not all units would match the master plan. Furthermore, many of the objectives were more general than in previous UW plans so that units and departments plans could be the main area of focus, rather than not fitting with UW's larger plan.

President McGinity added there had already been a tangible benefit from this process, as the Science Initiative Campus Leadership Team was able to use much of the work from their departmental plans when producing the Science Initiative's goals.

#### **Dean Searches**

President McGinity began the update by sharing that there were four dean searches going on at the University, and that this subject had been covered extensively by the media. The four searches going on included engineering, law, education, and business. President McGinity was chairing the search for the engineering dean. The consultant hired to assist with the College of Engineering dean search identified a large pool of candidates, which had been narrowed down to a list of very attractive, world-class candidates. The committee was now identifying individuals to be interviewed. There would be two rounds of interviews, with the first round being closed. The second round would be public with a short list of candidates and would occur during the first half of December.

Vice President Jones updated the Board on the other three searches. By the middle of January, the committee hiring the College of Business dean hoped to have a list of candidates for review. The search for the College of Law dean was in the process of receiving applications and candidates would be interviewed in Washington, D.C. during a law conference. Vice President Jones added that by the end of January or early February, each of the dean searches would have a list of finalists, which was a reasonable goal.

Trustee John MacPherson commented that at the last meeting, there was discussion about the Trustees' roles in dean searches, and that a committee was appointed to look into that issue. After meeting via conference calls, the committee asked Deputy Secretary for the Board of Trustees Shannon Sanchez to contact the Association of Governing Boards to see if the organization had any information on this topic. Up until this point, the Trustees had only been involved with the process of selecting a dean by approving the finalist recommended by the search committee. The result of this process was that the Trustees did not know anything about the candidate they were approving. The short version of the report from the Trustee committee would recommend that three steps be taken to educate the Trustees on the search process. This was a moderate, middle ground recommendation. The first step would be that a Trustee dean search committee would be appointed and that committee would be given a copy of criteria adopted by the dean search

committee. Trustee MacPherson noted that it was important for committees to create criteria for a candidate so the committee knew what it was looking for. Second, as the dean search progresses, the Trustees would be kept informed and given the opportunity to give recommendations. Third, once the search committee narrows its search, the Trustee committee could meet with the chairman of the dean search committee or other members relative to the final candidates and receive a report on the selection of the final candidate. This way, the Trustees' dean search committee would have some background on the candidates and why the finalist was selected. This was a middle ground approach to this issue. The Trustees were not putting a member on the search committee, but rather asking for more information as the search progresses.

Trustee Jeff Marsh added that the criteria for the engineering dean candidate was already done.

Trustee Macpherson added that he was aware that some of the search committees had not set criteria and added that that should be done if it had not already been done, as the Trustees needed the opportunity to look at the criteria.

Trustee Marsh thought this was a good idea as it allowed for more reporting opportunities for the Trustees before having to approve the final candidate. He clarified that the role of the Trustee committee would be advisory.

Trustee Dave True clarified that, to his understanding, the role of the Trustees' dean search committee was not to insert itself into the process into a formal way, but rather to be given the opportunity to be informed of the progress so the Board was better informed about the finalists by the time it needs to act on the search committee's recommendation. Additionally, the Board would be given the opportunity for input, but not direction, in the process. This was not proposing formal action by the Board or proposing to formally insert it in the process.

Trustee Betty Fear inquired if the Board was being asked to develop a policy in relation to the Trustees' involvement with dean searches.

Trustee MacPherson responded by explaining that the committee was suggesting that the Board could approve or disapprove of a report. If the report was approved, the committee would put the report into writing and bring it back in the form of a recommendation to be adopted by the Board.

Trustee Brad Mead commented that the motivations behind this report were informational in nature, but Trustee True said the motivation was rooted in input. Trustee Mead said he believed that it was not possible for Trustees to give informal input that would not influence people. He asked if the goal of this report was informational in nature or if it was to steer the process a little.

Trustee MacPherson clarified that the suggestion was to make non-binding recommendations as the process moved forward.

Trustee Davis noted that he was a member of this committee. He explained that he was in a minority position on the committee, but that he had come to support Trustee MacPherson's recommendation. However, he added that one of his concerns, which had been addressed by

Trustee Mead, was what would happen once Trustees became involved more directly rather than only setting policy or selecting presidents. He noted that one of the reasons AGB and other organizations did not have information on the Trustees' role in dean searches was because this was straying from the function of the Board. Trustee Davis appreciated the different opinions and the issue that Trustees did need to be better informed, but he was concerned with how many of the Trustees' fingerprints were on the day-to-day operations of the University. Trustee Davis referenced an email that Trustee Bostrom received from Korn Ferry on this issue. The email noted that there were advantages that could be gained by having Trustees involved, but there were also risks that could become more negative if the candidates believed the Trustees and outside interests were running the search rather than the UW president or the search committee. Trustee Davis added that he did not believe that was the intent of that report, which was why he could support it. He said, however, that there were concerns and the Trustees had to be careful that their actions were not misconstrued.

Faculty Senate President Ed Janak commented that from a faculty perspective, he did not think any of the faculty would be opposed to sharing information with the Trustees. However, Trustee involvement could be concerning. First, there was no time to stop the current searches in order to update the Trustees. The dean searches occurring were seen as positive to faculty members, and pausing this process could cause faculty attrition.

Vice President Jones stated that he appreciated the Board's comments and agreed that information sharing was a reasonable request. However, he wondered what would happen if the Trustees felt the dean search was not going in the right direction. He said that if they proceeded along the path of information sharing, there needed to be a discussion of what would happen when the Trustees did not like the finalist.

Trustee True clarified that there was nothing in the proposal that would slow down or delay current searches. Second, he clarified that the Trustees only wanted information on the process. Furthermore, he could not recall any language in the proposal that would provide the Trustee Dean Search Committee authority to stop or advert the selection process.

Trustee Bostrom said that he appreciated Faculty Senate President Janak's comments. He then stated that he thought this issue went deeper and addressed the issue of shared governance. Many times, the Board, which was supposed to be the leader of the institution, received recommendations to make a major decision that, in reality, had already been made without any participatory information. The Board was not asking for oversight but that a portion of that be shared governance from the institution. Trustee Bostrom noted that he hoped the administration understands that this request comes from the Board's deep interest in what was going on at the University in order to make informed decisions.

Trustee President Palmerlee asked if the Board would like to draft a proposal.

Trustee Marsh agreed that the Board needed to move forward. He said that the committee needed to know that the request was only for information and feedback, and not input.

Trustee Gubbels added that UW had qualified people conducting the search and the Trustees should leave it up to them to make decisions and to keep the Board informed.

UW President McGinity noted that this was a healthy discussion and the comments spoke to a consultative relationship between the administration and the Board.

Trustee President Palmerlee asked Trustee MacPherson and his committee to draft a proposal by December 1 or the January meeting.

### **Science Initiative**

Associate Dean of the College of Arts and Sciences Greg Brown gave the Board an update on the Science Initiative progress. The Campus Leadership Team continues to meet weekly, and since the last meeting with the Task Force, the team had begun writing a draft report to give Governor Mead. The draft report would be shared with the Task Force members that day, followed by a meeting on Sunday. At the meeting, the Campus Leadership Team hoped the Task Force would accept the report, so it could be sent to Governor Mead by Friday, November 21. Since the last Task Force meeting, the plan for the Science Initiative had developed a clearer focus. The project would involve the integration of centers for advanced science imagining and centers for advanced research. Active learning would remain a critical piece of this plan, as it would allow UW to produce better, more market-ready students. This project would also have an impact on K-12 STEM education in Wyoming. Programs would also enhance recruitment and retention of students and faculty at UW. The Science Initiative would like to create a center of advanced science imaging. This would be a unique facility within the region. This center would contain high-level equipment and a variety of microscopes. Through this center, the fields of biology and chemistry would converge. There would also be a new Wyoming Astronomical Observatory that would have an elite telescope. A new center for integrated biological research would allow for departments to start addressing the convergent resource issues that continue to face the country and the state of Wyoming.

Special Assistant to the Office of Research and Economic Development Bryan Shader added that the legislature gives UW a good challenge to create an environment that would propel its science programs to world-class status. The advisory panel had pushed the team to think critically and have an aggressive, but realistic plan. The team had risen to the occasion. The energy of the team was great, and their commitment to UW, the state, and students was impressive. The people on this team were examples of what happens when UW hires high-quality personnel and invests in them. The team had come up with a visionary plan that could help propel the University forward. There was a lot to be done, but Special Assistant Shader was confident the team could do it.

Trustee Brad Mead asked where the telescope would be located.

Associate Dean Brown responded that the telescope would be placed on Jelm Mountain, as a replacement for the current telescope and was scheduled to be completed in 2021.

Trustee President Palmerlee thanked the panel for their presentation.

### **Community College Collaboration/Course Transfer**

Interim Associate Vice President of Academic Affairs Alyson Hagy began the presentation by noting that UW continued to focus on clear communication in regards to academic degree plans and what a four-year degree program looks like at UW. She also stated that UW was working with the community colleges to determine which two-year programs mesh well with UW programs. Since the last update to the Board, those involved with the community college transfer processes visited a community college and met with some Wyoming community college trustees. UW was also working with the Joint Education Committee and testified to them about the report from the legislature. This session resulted in excellent input from the committee. UW was also developing 2+2 plans and looking into the electronic transfer of transcripts. Lastly, Director of Transfer Relations Patrice Noel went to Sheridan College to meet with the deans and administrators to do some recruiting. 38 students expressed interest in transferring. Trips like these were a part of UW's efforts to make itself more visible. One of the challenges was to get UW's 90-degree program plans online so others could see what the curriculum looked like. There would be two workshops the next week, and hopefully most programs would be online in January.

Director Noel added that the Complete College Wyoming team met with Governor Mead and Policy Advisor Mary Kay Hill, and that meeting went well. The team highlighted initiatives, looked at metrics, and discussed the 2+2 plans and four-year plans. Governor Mead was excited about these clear pathways. He was equally excited about UW working with the community colleges in collaborative ways. Director Noel referenced the scorecard given to the Trustees, and noted that there were several levels of completion at this early date. Also, he noted that there were programs developing four-year plans and that some departments saw this as an opportunity to look at their programs and possibly refresh them. At the next level, some departments were drafting plans and working with community colleges to draft 2+2 plans. After that, departments entered the review stage level, which meant a plan had been developed. The next stage was finalizing, which meant departments were close to being finished. Finally, there were a handful of completed plans.

Director Noel added that there may be opportunities for 1+3 plans in programs like communication and journalism, which was not offered at all community colleges. The good news was that departments were working hard and making progress. Furthermore, UW was developing a website to make this information more accessible. One interesting consequence of these plans was that high schools were starting to consider them so that their students would be ready to succeed in college. The final document that was being passed around highlighted transfer information.

Trustee Betty Fear noted that this had moved rapidly and thanked Director Noel and Interim Associate Vice President Hagy. She also asked if there were plans for incorporating advanced placement courses from high school students.

Director Noel responded affirmatively and added that the documents being created by UW were creating more meaningful conversations throughout the state on this issue.

Interim Associate Vice President Hagy added that as these four-year degree plans were posted online, many high schools would recognize what the most basic courses were, such as psychology,

which many majors were required to take. This would help students become more aware of what classes they could take in advance. UW had also been asked to work with high school students on this topic.

Director Noel noted that Governor Mead also asked how UW could work more purposefully with the high school students, and hopefully some of this momentum would carry over into this area as well.

Trustee Larry Gubbels commented that this communication was working miracles, and he said that he hoped UW would go through this process with the K-12 system as well. He asked that they continue to do good work.

Trustee Betty Fear added that she thought the visits to the community colleges were good and that she hoped UW would visit the high schools as well.

Interim Associate Vice President Hagy added that the faculty members enjoyed visiting Sheridan College, and they would like to visit the high schools, but they would need to use the plane.

Trustee Dave True asked if the discussion of advance placement courses also included discussion of how BOCES courses would fit into UW's academic plans. He wanted to ensure that BOCES and advance placement high school students would be incorporated into this process so they could make well-informed choices about what classes to take. Trustee True mentioned he knew one student who was entering UW with junior standing because of his BOCES courses. He also asked Director Noel to give him a chronological order to the steps on the scorecard. Director Noel noted the steps were drafting, reviewing, and finalizing. Trustee True also shared some organizations in Casper, such as CADA, that UW should reach out to on this topic.

UW President McGinity agreed with Trustee True about CADA, and inquired if the International Baccalaureate was also considered in these plans.

Interim Associate Vice President Hagy stated that the IB program was being considered, as there were two IB programs in the state. She added that the IB students were very advanced, and she had been working with departments and the University Studies Program to identify what requirements those IB courses would fulfill. She also explained some of the complications that arose when considering AP and IB courses. She was encouraging departments to use data to see what score was really needed to be successful in college and to receive college credit. She said that it was important that students not be overwhelmed the first semester because that could cause good students to become discouraged. She noted that there must be well-trained advisors at community colleges and at UW. There would be an advising summit the coming spring, as the Joint Education Committee was clear that there needed to be better college advising.

Director Noel further explained the advising summit, which would include community college personnel and some high school guidance counselors.

UW President McGinity shared his compliments on this process. He added that the scorecard and the advising must be done together, and missing one piece would not make the project successful. He also noted that information databases needed to be addressed but that was a long-term issue that needed to be fixed.

Policy Advisor Hill added that Governor Mead's intention was to move forward on communication with community college presidents, UW President McGinity, and the Trustees on how important this initiative was for Wyoming students. He also wanted the community college systems to work together. He intended to do more formal planning on these issues in February, but he was pleased with the efforts thus far.

Trustee President Palmerlee stated that Director Noel and Interim Associate Vice President Hagy took on this challenge, devised a good solution, implemented it successfully, and gave the Board a quality report. He added that Special Assistant Shader and the Science Initiative had also done this and that he liked to see these issues dealt with.

### **Enrollment Update**

Vice President of Student Affairs Sara Axelson briefed the Board on fall enrollment and student capacity. She began by honoring her staff and noting their contributions. She noted that the Trustees did receive fall enrollment information in their packets. For this fall, UW had seen an increase in numbers, and a one percent increase in full-time enrollments, which would increase tuition and fee revenue. Although Outreach enrollments were down slightly, 49 percent of online students were also Laramie campus students. The Outreach Program was helping UW address its capacity, as it helped with a mix of on-campus and online courses. Overall enrollment had been steady and special populations had been growing, such as minorities and international students, who were the largest area of growth on campus. Vice President Axelson noted how much these students bring to campus, especially if UW was trying to prepare its students for global opportunities. There were also more resident first-time students. This was a key indicator. One of UW's key objectives included reaching 76% retention rate of all freshmen, which was up two percent from previous year. This increase may not have seemed big, but it was significant. UW's goal was to reach 80 percent freshman retention.

Additionally, Vice President Axelson noted that another goal was to increase UW's undergraduate yield from 36 to 38 percent. UW wanted to make sure that if students were admitted, they enroll. Last spring, UW implemented an early alert system that allowed faculty to notify students who were not doing well in their classes. This early alert system was key to the increase in freshman student retention rate. Last fall, 130 faculty members participated, so there was information on 4,800 students. The interventions came from Student Financial Aid, the Office of the Registrar, Center for Advising and Career Services, and departmental advisors. UW plans to expand this program.

UW had also implemented the STEP initiative, thanks to April Heaney, Director of the LEARN program. The previous fall, 1,400 students received tutoring services, many making repeated visits. The information on the Trustee report showed additional progress STEP made during the fall. Not all aspects of the program had been implemented yet, but STEP was going strong.

Supplemental instruction courses had also helped increase student retention. Intentional work with students was effective. This summer, UW would launch a math bridge program to help students prepare for taking math courses in the fall. This program would be able to accommodate 40 students. Studies have shown that if students took math their first semester in college, they would do better academically in long-term. The Synergy Program had also been effective at UW. Assisting 350 students, the program had increased their fall-to-fall retention rate from 51 percent returning to 57 percent. Enrollment yields are important and Director of Admissions Shelley Dodd's staff directly communicated with students with targeted messages. The College of Engineering initiative was also good for recruiting, as were the new discounting programs and private scholarships from the Foundation. UW was also opening an English language center for international students, which would attract pre-TOFEL students that then matriculate. Four-year plans and 2+2 plans would also help. Overall, UW's enrollment efforts were rolling steady.

Interim Associate Vice President of Academic Affairs Alyson Hagy explained UW's institutional capacity for enrollments, with a focus on undergraduate capacity. She stated that the partnership between Academic Affairs and Student Affairs was strong. The budget cuts of the past few years had had an effect, but UW had worked hard to keep cuts from hurting undergraduates. If UW increased its enrollment by 77 new students each year, it could handle those students if they did not cluster in the STEM fields, as there would be a small suite of engineering and science courses those students could take and a set amount of lab space. Interim Associate Vice President Hagy explained in more detail which programs and classes could see bottlenecks. The Colleges of Education, Business, and Agriculture, as well as Information Technology, would be fine with increased enrollments, but the libraries would be strained. The pharmacy and nursing programs were also at capacity. UW had room to grow, but it needed to be smart about its growth.

ASUW President Ahmed Balogun asked if the drop in Outreach students' enrollments were due to the increase in Outreach tuition.

Vice President Axelson responded that she did not think so initially, and that enrollment was affected by what classes were being offered each semester. Once Outreach students pay the full non-resident tuition, then there may be a drop in enrollment due to costs.

Trustee Brad Mead referenced the discussion on indirect costs and asked if the tuition discount-rates affected enrollment.

Enrollment and Policy Strategist Mary Aguayo responded by stating that students pay a variety of tuition levels at UW, and once the new discount plan was implemented, UW would be able to compare the information on enrollment from current students to that of past students.

Trustee Bostrom added that the Board had discussed the effects of increased enrollments on different colleges, and that UW could not forget to support the College of Arts and Sciences, as they provide many of the classes on campus.

Trustee President Palmerlee called for break.

### **Tribute to Warren Lauer**

Trustee Brad Mead gave a tribute to Trustee Warren Lauer, who died on October 20<sup>th</sup>, 2015. Trustee Lauer was appointed to the Board of Trustees by Governor Dave Freudenthal and served as secretary and treasurer. He grew up in Lusk and graduated from UW in 1976. When he began his career at UW, he studied music, specifically the saxophone and piano. Trustee Lauer attended law school in 1980, and started his solo practice in 1986. Solo practices were difficult, but Warren practiced well and was well-respected. He was also the President of the Wyoming Bar Association. The phrase "courageously battled cancer" is overused, but not in Warren's case. Many of us did not even know that he was battling cancer for a long time. He did not mention his illness because he did not want it to define him. Many of us did not understand his pain. When Trustee Mead learned about Trustee Lauer's cancer, he remembers thinking that if the roles were reversed, he would not still be on the Board. Trustee Mead said that their hearts go out to Judy and that the Board would miss him. The University was a poorer place due to his absence.

Trustee Willson added that no one around could understand what Trustee Lauer went through. Despite his suffering, he was humorous and uplifting.

### **WGEESIT/College of Engineering**

Al Rodi, Interim Dean of the College of Engineering, and Krista Laursen, Tier I Project Coordinator briefed the Board on WGEESIT and the College of Engineering. Interim Dean of the College of Engineering Al Rodi and Tier I Project Coordinator Krista Laursen updated the Board on progress made by WGEESIT and on the College of Engineering Building. Interim Dean Rodi noted that UW was developing research clusters and updated the Board on progress being made in chemical and petroleum engineering. He reviewed the timeline for the dean search committee that Vice President of Academic Affairs David Jones previously presented to the Board, and noted that the college was working closely with the School of Energy Resources, as there was substantial overlap with the niche areas. With UW's comprehensive undergraduate program, the first three faculty positions would be recruited in this area.

Trustee Dave Bostrom added that there would be a Task Force meeting on December 5. He stated that Interim Dean Rodi and his team were very well-prepared and had been proactive when dealing with the Task Force. Trustee Bostrom again brought up his concern that the more the construction was delayed, the fewer funds that would be available to build due to increasing building costs.

Tier 1 Project Coordinator for the College of Engineering Krista Laursen updated the Board on the status of the High Bay Facility. She said that the design development had been finished and was in a two-week review period, which would be followed with a page turn review. At the end of the month, UW would enter the final design phase and would have the final construction documents. Once the documents were in hand, it would be expensive to make those changes. Planners were ensuring that the High Bay Facility would look like the rest of campus, and Coordinator Laursen shared images of the interior and exterior of the building. The groundbreaking was tentatively set for March 9, with a move-in date of August 2016. The final price of the building would be presented to the Board for approval in March.

Project Coordinator Laursen then briefed the Board on the Engineering Building. The current budget for the building was \$106 million, which was an all-in budget that included the cost of design, administration, construction, commissioning, and any reposing of existing spaces. There would be three main components of this construction, including the new construction north of Lewis Street, the demolition of the Sawtooth, and improvements to the south building. The guiding principles that led to the current design included not duplicating spaces already on campus, providing modern spaces to advance Tier I goals, moving towards the consolidation of space, designing and constructing collaborative/shared space, providing flexible, transformative research spaces, focusing new construction on the provision of modern spaces that could not be created effectively in current spaces, and exploring the rehousing of existing liberated spaces within the limits of the program budgets to meet priorities.

Project Coordinator Laursen shared further details on the selection of a construction manager and receiving the firm fixed price. She was also having meetings with departments and programs to talk through their priorities and space needs, which would be fed into the master priorities index. All decisions in relation to the project would go through an integrated approach to do what was best for the college and UW. The new dean would also review the plan, which would contain detailed information about each space.

ASUW President Ahmed Balogun thanked the panel for their work and asked if student feedback was going to be considered.

Project Coordinator Laursen stated that there was going to be student involvement from undergraduates and graduates. The students had not been selected yet, but they would be as they were key stakeholders for the space.

Trustee Bostrom asked if moving the structures lab to the High Bay Facility and reducing the budget affected the building. Project Coordinator Laursen stated that the money was taken to rebalance the budget and that when the lab was moved, its design and construction costs were moved as well. She noted that this was a good question, but some of the money would come out of the budget.

UW President Dick McGinity commented that he had taught classes in the College of Engineering, and the spaces were problematic.

Trustee President Palmerlee thanked the presenters.

# High Bay and Engineering Building Update

UW Board of Trustees Meeting  
14 November 2014

UNIVERSITY OF WYOMING



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## Presentation Outline

- High Bay Research Facility (HBRF) Project Status
- Engineering Building (EB) Project Status



## HBRF Design Status

- 100% Design Development (DD) materials (*drawing sheets and specification books*) delivered to UW on 24 October 2014.
- Delivery followed by two-week UW review period during which project team members completed an in-depth review of submitted materials.
- Formal 100% DD page turn review to be conducted with project design team from 18-19 November 2014.
- Construction Documents (CDs) development (*final design phase*) to begin in late November 2014.



## Facility Renderings (1) – Main Entry



*View from 19<sup>th</sup> Street*

## Facility Renderings (2) – West and North Elevations



**West Elevation**



**North Elevation**

## Facility Renderings (3) – East and South Elevations



***East Elevation***



***South Elevation***

## Facility Renderings (4) – Interior Concepts



*Main Entry*



*Common Area/Discovery Mixer*

## HBRF Project Schedule

<b>Activity</b>	<b>Targeted Completion</b>
Design completion and construction contracting efforts	<i>November 2014 – Early Summer 2015</i>
Groundbreaking	<i>Early March 2015 (Week of 9 March 2015 presently identified)</i>
Guaranteed Maximum Price (GMP) presentation to Board of Trustees (BOT)	<i>Late March 2015</i>
Construction start	<i>Early April 2015</i>
Construction completion and move-in	<i>July/August 2016</i>

## Engineering Building (EB) Project Overview

- Level II planning effort continuing, with a focus on developing a plan detailing specific spaces to be included in building program.
- UW planning a project with a total budget of \$106M, with major components of building program to include:
  - New construction north of Lewis Street
  - Sawtooth deconstruction and infill construction (courtyard landscaping and other options to be studied)
  - South Building improvements
- **Total budget includes all costs** – design, construction, and administrative expenses plus any costs associated with the repurposing of existing spaces.



## EB Level II Plan Guiding Principles (1)

- Avoid duplication of spaces already provided on campus.
  - E.g., de-prioritize construction of interview rooms (exist in new Gateway Center) and classrooms
- Provide modern spaces as needed to advance Tier 1 educational objectives.
  - Modern shop and adjacent student project (e.g., senior design) work areas
  - Specialized, improved teaching labs necessary to support delivery of core engineering curricula
- Move toward the consolidation of space and the design and construction of collaborative/shared spaces.
  - Teaching labs with shared lecture areas, reconfigurable meeting/conference rooms, shared computer labs, movement of computer cluster (server) equipment to IT building where possible



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## EB Level II Plan Guiding Principles (2)

- Provide flexible, transformative research spaces that can be repurposed as required.
  - Cultural shift away from “legacy” lab areas in favor of lab spaces that can be dynamically reallocated as Tier 1 program areas evolve and change
- Focus new construction on provision of modern spaces that cannot be delivered cost effectively in current or repurposed areas.
  - Research labs with associated office and collaborative spaces
- Explore repurposing of existing (“liberated”) spaces within limits of program budget to meet some identified CEAS priorities.
  - Repurpose current Structures and Dr. Piri lab areas in North Building once labs move to HBRF to house other research labs
  - Restore lab areas once new graduate student offices built (e.g., EN 1090)



## EB Level II Planning Status

- Construction Manager At Risk (CMAR) interviews with four finalists completed in early October and ranking of top three candidates completed by Selection Team.
  - CMAR selection process and recommendation to be presented to BOT for review and approval during January 2015 meeting
- Firm Fixed Price (FFP) proposal for EB project solicited and received from design team.
  - Currently under review by Project Manager (K. Laursen), Facilities Planning Office, and P. Whaley of UW General Counsel's office
- Meetings held with CEAS department and Center for Student Services (CSS) representatives on 10-11 November to discuss programmatic space needs and priorities.
  - Discussions facilitated by A. Rodi and K. Laursen



## Next Steps

- Review and consolidation of departmental and programmatic feedback into a *master priorities matrix* proposing spaces to be included in construction program.
  - Integrative approach to be used focusing on CEAS-wide priorities and needs consistent with advancing Tier 1 objectives
- Presentation and discussion of initial priorities matrix with WGEESIT.
  - Interim EB planning update with WGEESIT Co-chairs on 17 November
  - Discussion with full WGEESIT during 4-5 December retreat
- Development of proposed EB program plan for discussion with incoming CEAS Dean, with plan to include:
  - Types and sizes of spaces to be included in each component (new construction, Sawtooth infill, South Building renovations)
  - Estimated construction cost of proposed plan elements to demonstrate ability to complete within \$106M budget



## Questions



## HBRF Cost and Budget

- HBRF project total cost: \$45.6M (*base core and shell and COIFPM fit-out*) + \$4M (SRL) = \$49.6M
- Available project resources: \$41.8M + \$4M (*to be transferred from EB project pending legislative approval*) = \$45.8M
- Project budget shortfall of \$3.8M (\$49.6M - \$45.8M) attributable to:
  - Increase in construction/bid costs
  - Robust analysis of electrical and mechanical systems needed to optimize COIFPM, leading to enhanced cost fidelity
- UW proposing to meet \$3.8M shortfall by:
  - Redirecting \$2.4M from WY-CUSP AML funds (project is over)
  - Redirecting \$0.6M from unspent rare earth appropriations
  - Requesting remaining \$0.8M from separate legislative appropriation



## **Friday, November 14, 2014**

### **10:30-11:30 a.m. – Business Meeting**

Marian H. Rochelle Gateway Center, Salons D&E

Trustee President Dave Palmerlee called this meeting to order at 10:31 a.m.

### **Roll Call**

Deputy Secretary for the Board of Trustees, Shannon Sanchez, took roll.

Trustees participating: Dave Bostrom, Dick Davis (via conference phone), Betty Fear, Larry Gubbels, John MacPherson, Jeff Marsh, Brad Mead, Dave Palmerlee, Dave True, Wava Tully, and Howard Willson (via conference phone). Ex-officio Trustees President Dick McGinity and ASUW President Ahmed Balogun were in attendance. Ex-officio Trustee Governor Matt Mead was not in attendance; Mary Kay Hill, Education Policy Advisor to the Governor participated on his behalf. Ex- Officio Trustees Executive Director of the Wyoming Community College Commission Jim Rose, and State Superintendent for Public Instruction Cindy Hill were not in attendance.

Approval of Board of Trustees Meeting Minutes  
September 11-12, 2014

Approval of Conference Call Meeting Minutes  
October 20, 2014

Approval of Executive Session Meeting Minutes  
September 11-12, 2014

Trustee President Palmerlee asked for any discussion of the minutes. Trustee Mead motioned, and Trustee Betty Fear seconded. All were in favor, and the motion passed unanimously.

### **Reports**

#### *ASUW*

ASUW President Ahmed Balogun began his report by apologizing for missing a couple of sessions, as he had taken his exams. He shared a document outlining the priorities of what ASUW wanted to accomplish in the next few months, such as better parking on-campus, improved Wi-Fi access on-campus, creating a smoke-free campus, and adding a Chick Fil-A in the Student Union. ASUW also wanted to allocate \$100,000 to the Student Memorial Plaza. ASUW hoped the plaza would be done in the summer of 2015. Another initiative for ASUW was the child assistance scholarship, which was for students with children. Money for this initiative would come from reserves and student fees. ASUW was also considering storage for students on campus by providing lockers for daily use in Knight Hall. President Balogun noted that he attended a campus climate conference with Interim Associate Vice President for Academic Personnel and Budgets Tami Benham Deal and Professor of Marketing Jose Rosa.

#### *Staff Senate*

Staff Senate President Rachel Stevens reported that the Staff Senate had passed a resolution on concealed carry on-campus. Staff Senate was also working on the e-cigarette issue and had a

committee looking at a resolution for a tobacco-free campus. During the last meeting, Staff Senate could not reach a consensus on this issue. Staff Senate also completed a survey about the use of leave time for vacation and compensation time. One issue that emerged from the survey was that 34 percent of respondents said they were losing vacation accrual because they were at the cap and too busy to take vacation time.

*Faculty Senate*

Faculty Senate President Ed Janak stated that the Faculty Senate was continuing its pattern of introducing measures one month, and then voting on them during the following month. The Faculty Senate recently reviewed the Tenure and Promotion process. At the next meeting, the Senate would vote on a concealed carry bill. The Faculty Senate Executive Committee also added a new member: Donald O'Toole. Faculty Senate was also working with Interim Associate Vice President Tami Benham Deal on expanding the Senate. Upcoming issues included tasking a committee to study UW's requirements for upper division hours, as the national average for upper-division credit hours was significantly less.

**Public Testimony**

There was no public testimony.

**Committee of the Whole-REGULAR BUSINESS**

**Board of Trustees Committee Reports**

Committee Reports were given at 10:49 a.m. on Friday, November 14, 2014.

**A. Fiscal and Legal Affairs Committee (Mai)**

Committee Chair

Trustee President Palmerlee noted that these issues had already been discussed in depth.

**B. Alumni Board**

Board Liaison

Trustee Jeff Marsh updated the Board by sharing some information from Executive Director of the Alumni Association Keener Fry and Vice President of Student Affairs Sara Axelson. He reviewed the Cowboy Joe events, end of the semester events, family weekend, and the numbers attending each of these events.

**University of Wyoming Alumni Association  
November 2014 Trustees Report  
November 10, 2014**

**Alumni Networking Builds Community**

Since the Alumni Association's formation 120 years ago in 1895, we have focused on creating engagement opportunities for our alumni. We may have never been so focused as this year in fostering community among Cowboys and Cowgirls from Washington, D.C. to Honolulu, HI. A key component of our mission is to "foster a spirit of loyalty and community among its alumni" Implicit in the mission is the Alumni Association's role to enable alumni to connect with one another. Our alums have told us that these networking opportunities are highly valued. The personal interaction among alumni leads to new business relationships, career networking and collaboration, and more meaningful professional and social relationships. Maybe more importantly though, UW alums just enjoy meeting other alums who share their passion and loyalty for the Brown and Gold.

The Alumni Association's approach is multifaceted and centers around the hosting of multiple events on the UW campus, throughout the state of Wyoming and the country. A summary of our networking activities for July 1 through November 1, 2014 is included below:

**UW Alumni Network Events:** 50 events engaging 1,850 alumni

**UWAA Alumni Receptions and Gatherings:** 18 events engaging 900 alumni

**UWAA/CJC Away Football Tailgates:** 5 events engaging 900 alumni and friends

**Homecoming Alumni:** 6 events engaging 2,000+ alumni and UW friends

**Homecoming Students:** 10 events engaging 1500+ students

**Student and Prospective Student Engagement:** 6 events engaging 1,500 students and prospective students

**Career Fairs:** 3 events engaging 375 alumni and university recruiters

**Family Weekend:** 20 events engaging 400 parents and students

**Other Engagement:**

College of Education 100<sup>th</sup> Anniversary County Receptions Support  
Cheyenne Frontier Days with UW Admissions and Institutional Marketing  
Jubilee Days and State Fair Parades

In total, we participated in 110 events and reached nearly 10,000 alumni, students, prospective students and their parents and UW friends.

**C. Foundation Board**

Trustees Marsh and Bostrom, Board Liaisons

Trustee Bostrom thanked the Foundation for letting the Trustees use the Marian H. Rochelle Gateway Center. He reviewed the information the Trustees had already heard about the matching funds request to the legislature. Trustee Marsh added that there would be a request for proposals for a new investment consultant.

**D. Haub School of Environment and Natural Resources Board**

Trustee Davis, Board Liaison

Trustee Dick Davis noted that it was the 20th anniversary of the Haub School of Environment and Natural Resources and gave an update and brief history of the school. He also updated the Board on the new agricultural research facility.

**E. Energy Resources Council (ERC)**

Trustee True, Board Liaison

Trustee Dave True did not have a report.

**Committee of the Whole-Consent Agenda**

1. Approval of Contracts and Grants – Gern
2. Approval of Personnel – Jones
3. Revisions to UW Regulations:  
“Revisor’s Bill” – Approval of Changes to UW Regulations 8-1, 8-2, 8-30, 8-229, 8-231, 8-234, 8-238, 8-242, 8-243, 8-244, 8-246, 8-247, 8-248, 8-249, 8-250, 8-253, 8-254 – Miller
4. Approval of Fiscal Year 15 Operating Budget Authority Increase – Mai
5. Approval of Annual Audited Financial Reports – Mai
6. Approval of Gas Easement to Source Gas at 10<sup>th</sup> and Lewis – Mai
7. Approval of Architect for Level III - Classroom/Facility Adaptation – Mai
8. Master List of Degrees – Hagy
9. Approval of New Minor – Jones
10. Tuition Policy (*added during Work Session- see final document attached*) – Mai [see attachment A]
11. Non-Resident Tuition Discount and Scholarship Plan – Sara Axelson, Vice President for Student Affairs (*added during Work Session*) [see work session section]

Trustee President Palmerlee asked the Board if there needed to be any further discussion.

Trustee Brad Mead asked that Vice President for Academic Affairs David Jones discuss the new minor in professional surveying. Trustee Mead noted that he talked to some engineers who wondered about the accreditation and transferability of this program. Trustee Dave Bostrom added that he also shared Trustee Mead’s question, as he spoke to two surveying firms. In Wyoming there was a need for surveying but it was limited over time. Both firms say they found ground-level people and built them into good technicians. He did not know if there was a real demand for this degree and minor.

Vice President Jones noted that this topic had been discussed with the deans and directors at UW, and UW was told there would be no issue with ABET accreditation. Part of the reason UW wanted this minor was that there had been a demand for it from the students. He noted that he would be happy to go back and get answers for their questions. There was further discussion on the topic, which ended with the Board not wanting to delay the process of this minor.

Trustee Bostrom motioned to pass the consent agenda, and Trustee Mead seconded. All were in favor.

For Separate vote:

12. FY 2016 Tuition Recommendation to the Board of Trustees [see attachment B]

Note: Items already approved during regular session.

13. University of Wyoming Trustees Endowed Chairs Initiative Resolution [see attachment C]  
[Motion to approve the resolution made by Trustee Brad Mead; second from Trustee Betty Fear.  
Vote was taken. The resolution was passed unanimously during the work session.]

14. University of Wyoming Trustees College of Education Initiative [see attachment D]  
[Motion to approve the resolution made by Trustee Jeff Marsh; second from Trustee Larry Gubbels. Vote was taken. The resolution was passed unanimously during the work session.]

15. Scheduling Fiscal Discussion for January Board Meeting  
[Motion to approve made by Trustee MacPherson; second from Trustee Fear. Discussion and amended motion, passed unanimously. (Time will be held at the January Board meeting.)]

#### **New Business**

There was discussion on the dean search committee subcommittee, and the Board asked that this issue be addressed again at the December meeting so the Board could have a discussion on the implementation of this policy. Trustee President Palmerlee said it would be on the agenda.

#### **Old Business**

There was no old business for the Board.

#### **Adjournment**

Board of Trustees President Palmerlee adjourned the meeting at 11:45 a.m.

Respectfully submitted,



Shannon Sanchez  
Deputy Secretary, Board of Trustees



Laura Wespetal  
Senior Administrative Assistant

### TUITION POLICY

In order to give advance notice to all those affected by prospective tuition increases, the Board of Trustees adopts the following policy for tuition increases for Academic Years 2016 and later:

- C. Unless modified under D or F. below, annual tuition, other than programs with differential tuition, the Administration will recommend that tuition be increased by 4% for each academic year.
- D. Annually, the Administration will submit recommendations regarding adjustments to differential tuition rates.
- C. Revenue generated by the annual tuition increases will be distributed as follows:
  - 2% - Salaries (approx. \$1M) – To be applied first to the cost of mandatory salary increases for promoted faculty (approximately (\$425,000). The balance to be used for faculty and staff salary increases.
  - 1% - Academic unit support budgets (approximately \$500K) – To be distributed as determined by the Vice President for Academic Affairs.
  - 1% - Libraries and IT (approximately \$500K divided equally)
- The Administration shall provide information regarding the estimated effects of these increases on the budgets of units receiving such funds.
- H. The Administration may recommend modifications to the policy specified in Section A or the distribution thereof specified in Section C, but shall consult with students, faculty, and staff prior to submitting such recommendations, and shall make any such recommendations on or before the November meeting of the Board.
- I. On or before the November meeting of the Board, the Administration shall provide information regarding the cost of attendance, and how UW's tuition and fee rates compare with other universities.
- J. The Board of Trustees may accept, reject, or modify any recommendation under Sections A and B and may take any action it determines regarding tuition rates and the distribution of revenue generated from modifications to tuition.

[Added for discussion purposes on the issue of periodic review of the policy]

- K. The Board shall review this policy:
  - c. Not later than four years following its adoption; and
  - d. Not later than four years following any subsequent review or modification to the policy.

FY 2016 Tuition recommendation to the Board of Trustees  
November 5, 2014

1. This recommendation applies to all tuition except UW programs which have differential tuition. UW's administration will annually make separate recommendations regarding each of the programs subject to differential tuition because of the inherent differences in the funding of those programs as compared with all other programs.
2. UW is committed to keeping tuition as nearly free as possible. Revenue from tuition increases should always be expended in ways that directly affect the quality of education that UW's students receive.
3. Despite state funding for compensation increases, the compensation levels for UW faculty and staff are well below market levels and the revenues resulting from these tuition increase will make only partial progress towards rectifying that. Appropriate compensation for faculty and staff remains UW's top priority.
4. There is also being discussed a proposal to establish a tuition policy. That policy includes a provision for increasing tuition at an annual rate of 4%, but always subject to the Board's approval. UW's Administration supports that policy but believes that compensation levels are so serious, that they need additional attention.
5. As such, it is recommended that tuition for FY 2016 be increased by 5%. The additional revenue generated by this increase is estimated to be \$2.5 million or approximately \$500,000 per 1% increase in the rate of tuition.
6. Of this amount, \$2 million will be devoted to compensation. When combined with the \$4.1 million in state appropriations for compensation for FY 2016, there will be a total of \$6.1 million available in FY 2016 for compensation. The remaining \$500,000 will be available to the Division of Academic Affairs to begin to address a host of academic support and programmatic issues.
7. The \$6.1 million available for compensation would be distributed as follows:
  - v. \$4.8 million to fund compensation increases for faculty and staff through a process approved by the Board of Trustees.
  - vi. An amount sufficient to fund FY 2016 pay raises and associated employer paid benefits for promoted faculty in accordance with UW policy and regulations. (Estimated to be \$425,000)

- vii. To recruit and retain personnel (including both faculty and staff) within the Division of Academic Affairs - \$600,000. To be expended as determined by the VP for Academic Affairs, with the approval of the President. Note: For the purpose of clarification, it is anticipated that these funds will not be fully committed on July 1, 2015, but will be used for recruitment and retention during FY 2016.
  
- viii. To recruit and retain all other staff - \$275,000. To be expended as determined by the VP for Administration, in consultation with all other VPs, with the approval of the President. Note: For the purpose of clarification, it is anticipated that these funds will not be fully committed on July 1, 2015, but will be used for recruitment and retention during FY 2016.

**RESOLUTION**

**UNIVERSITY OF WYOMING  
TRUSTEES ENDOWED CHAIRS INITIATIVE**

**BE IT RESOLVED** that the University of Wyoming Board of Trustees ("*Trustees*") does hereby establish the University of Wyoming "Trustees Endowed Chairs Initiative."

**BE IT FURTHER RESOLVED** that the initial goal of the Trustees Endowed Chairs Initiative be and is to develop legislation to be submitted to the 2016 Legislative Session for approval and funding of the Trustees Endowed Chairs Initiative.

**BE IT FURTHER RESOLVED** that the President of the Trustees be and is authorized and directed to appoint an Endowed Chairs Advisory Board consisting of three Trustees, the President of the University, the President of the University Foundation and four other members, none of whom shall be employees of the University ("*Advisory Board*").

**BE IT FURTHER RESOLVED** that the President of the Trustees be and is authorized and directed to appoint an Endowed Chairs Academic Board, upon consultation with the President of the University, consisting of representatives from the University Administration, the University Foundation and the University Faculty ("*Academic Board*").

**BE IT FURTHER RESOLVED** that the Advisory Board prepare and submit, in conjunction with the Academic Board, a detailed Trustees Endowed Chairs Initiative Plan containing goals and objectives, process and procedures, timelines, budget, metrics and personnel requirements ("*Initiative Plan*") for consideration by the Trustees at the Trustees' March 2015 regular meeting, with an interim progress report to be submitted at the Trustees' January 2015 regular meeting. In developing the Initiative Plan, the Advisory Board shall consult with campus and external constituencies.

**BE IT FURTHER RESOLVED** that the Trustees shall present the Initiative Plan to the appropriate legislative committees during September of 2015.

**RESOLUTION**

**UNIVERSITY OF WYOMING  
TRUSTEES COLLEGE OF EDUCATION INITIATIVE**

**WHEREAS**, as a land grant institution the University of Wyoming College of Education (*"College"*) is charged with preparing K-12 teachers, counselors and administrators (*"Professional Educator Preparation"*), and

**WHEREAS**, the policy of the University of Wyoming, Trustees College of Education Initiative (*"Trustees Education Initiative"*) is to elevate the College to the status of a preeminent College in Professional Educator Preparation, and

**WHEREAS**, Elevation of the College will be a complex, long term undertaking involving the Governor, the Legislature, the entire K-12 community, the current and future leadership of the College and resources of the University, and

**WHEREAS**, the initial goal of the Trustees Education Initiative is to develop an Implementation Plan for elevating the College to the status of a preeminent College to be presented by the Trustees to the Governor and the Legislature by the Fall of 2015, and

**WHEREAS**, timely development of the Implementation Plan will require additional resources to be available to the University by early 2015, both in terms of financing and personnel (*"Resources"*).

**NOW THEREFORE, BE IT RESOLVED** that the Trustees Education Initiative is hereby established by the Trustees for the purpose of enabling the college to achieve national prominence in Professional Educator Preparation.

**BE IT FURTHER RESOLVED** that the President of the Trustees is authorized and directed to appoint the Trustees Education Initiative Advisory Board consisting of several Trustees, the President of the University, representative(s) of the College and up to five additional members (*"Advisory Board"*).

**BE IT FURTHER RESOLVED** that the President of the Trustees, in consultation with the President of the University, is authorized and directed to appoint a Team to develop the Implementation Plan (*"Implementation Team"*).

**BE IT FURTHER RESOLVED** that the Trustees promptly advise the Governor and the Legislature of the Trustees Education Initiative.

**BE IT FURTHER RESOLVED** that the Trustees and the University of Wyoming promptly seek additional resources for conduct of the Trustees Education Initiative.