

**THE UNIVERSITY OF WYOMING**

**BOARD OF TRUSTEES' MINUTES**

**January 20-22, 2016**

**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**  
**Wednesday, January 20 – Friday, January 22, 2016**

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**Approval of Board of Trustees Meeting Minutes**

- November 18-20, 2015
- December 4, 2015 “Special” Meeting
- December 7, 2015 “Special” Meeting
- December 9, 2015 “Special” Meeting
- December 10, 2015 “Special” Meeting

- December 14, 2015 “Special” Meeting
- December 15, 2015 “Special” Meeting
- December 18, 2015 “Special” Meeting

### **Approval of Executive Session Meeting Minutes**

- November 18-20, 2015
- December 4, 2015 “Special” Meeting
- December 7, 2015 “Special” Meeting
- December 9, 2015 “Special” Meeting
- December 10, 2015 “Special” Meeting
- December 14, 2015 “Special” Meeting
- December 15, 2015 “Special” Meeting
- December 18, 2015 “Special” Meeting

### **Reports**

ASUW  
 Staff Senate  
 Faculty Senate

### **Public Testimony**

[scheduled Thursday, January 21, from 11:00-11:30 a.m.]

### **Committee of the Whole**

REGULAR BUSINESS

Board Committee Reports

*[Note - committees of the Board were discussed during a regular work session of the meeting. Those listed below provided reports during the regular Business meeting.]*

#### Trustee Standing Committees

*Audit and Fiscal Integrity Committee*

Jeff Marsh (Chair)

*Honorary Degrees and Awards Committee*

President McGinity (Chair)

#### Liaison to Other Boards

- *UW Alumni Association Board* – Wava Tully
- *Foundation Board* – Jeff Marsh & Dave Bostrom
- *Haub School of Environment & Natural Resources* – Michelle Sullivan
- *Cowboy Joe* – John McKinley

### **ITEMS FOR APPROVAL**

1. Approval of Contracts and Grants – Gern
2. Approval of Personnel – Jones
3. UW Regulation Revisions – Miller

- UW Reg 2-180 (Regulating Smoking) [see attachment F]
  - UW Reg Creating “Special Assistant to the President for Diversity” [see attachment G]
  - Revisor’s Bill: 7-570 (Regulations of the College of Law)  
~~7-610, 7-620, and 7-621 (Outreach Regulations—all combined into one as part of Revisor’s Bill)~~ *(This item was not reviewed/approved at the January 2016 Board meeting)*
4. ~~Approval of Members of the Trustees Education Initiative Board— Palmerlee~~ *(Approved during Work Session—see details below and attachment A)*
  5. Approval of Trustee Scholarship – Axelson
  6. ~~Approval of the University Operations Reserve Account and University Capital Facilities Reserve Account~~ *(approved during work session - see below and attachment B)*
  7. Indirect Costs Policy – *(added following discussion during Work Session - see attachment C)*
  8. Annual Review and Reappointment of the External Audit Firm – Mai/Lowe *(added following committee meeting discussion)* – [see attachment E]
  9. Approval of Real Estate Item as discussed during Executive Session

**New Business**

**Date of Next Meeting** – February 17, 2016 (conference call)

**Adjournment**

**THE UNIVERSITY OF WYOMING**  
**MINUTES OF THE BOARD OF TRUSTEES**  
**January 20-22, 2016**  
**Marian H. Rochelle Gateway Center, Salons D&E**  
**Laramie, Wyoming**

As will be reflected in the public session and executive session meeting minutes, the Board of Trustees of the University of Wyoming met in Laramie, Wyoming, Wednesday, January 20, through Friday, January 22, 2016. The meeting was held at the University of Wyoming Marian H. Rochelle Gateway Center. The meeting began on Wednesday with several committee meetings and a luncheon with Trustees, representatives from the Daniels Fund and invited guests. The Board of Trustees convened at 7:30 a.m. on Thursday, January 21, with a working breakfast to discuss Trustees Education Initiative Board and transition planning. The Board of Trustees had a working dinner with vice presidents, deans, directors, and the executive council regarding budget changes in academics.

On Friday, January 22, the Board of Trustees discussed several more topics such as the diversity plan, capital facilities updates, humanities initiative, among others. The Board also held lunch in executive session. The Board concluded with their business meeting.

AGENDA ITEM TITLE: **Trustees Education Initiative Board**, Palmerlee

CHECK THE APPROPRIATE BOX(ES):

- Work Session
- Education Session
- Information Item
- Other                      Specify: Item for Approval

MINUTES OF THE MEETING:

Trustee John MacPherson moved to approve the Trustees Education Initiative Board as presented on the document distributed in advance of Board meeting [see document attached--Attachment A]; Trustee John McKinley seconded the motion. Discussion by the Board followed. Trustee Jeff Marsh inquired if Trustee President Dave Palmerlee would remain on the Trustees Education Initiative Board once he steps down from his position as President of the UW Board of Trustees. Trustee President Palmerlee noted that the roles of the Wyoming State Superintendent for Public Instruction and the Executive Director of the Wyoming Community College would be held by whoever was filling those positions. He noted that the College of Education student and K-12 educator Amy Pierson would not change. Trustee Marsh again inquired about the positions for the President of the Board of Trustees and University President, to which President Palmerlee noted that the new President of the Board of Trustees would become the president of the Trustees Education Initiative Board and that the incoming University of Wyoming President, Dr. Laurie Nichols, would replace current University of Wyoming President Dick McGinity on the Trustees Education Initiative Board.

Trustee President Palmerlee called for a vote. All trustees were in favor and the motion passed with a unanimous decision.

AGENDA ITEM TITLE: **Transition Planning**, Palmerlee/McGinity

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other                      Specify:

MINUTES OF THE MEETING:

Trustee President Palmerlee noted that in the past, there was discussion about appointing a committee of the Board to be involved in the transition process between presidents. He stated that he did not think a committee was now needed, as the process was going well. Trustee President Palmerlee noted that the vice presidents and deans had been communicating with Dr. Nichols and that Vice President for Research and Economic Development Bill Gern was in daily contact with Dr. Nichols regarding the provost search. He noted that President's Office Business Manager and Deputy Secretary of the Board Shannon Sanchez would act as the logistical contact for Dr. Nichols and coordinate the travel and appointments during this time of transition. He asked President's Office Business Manager and Deputy Secretary Sanchez to comment.

Deputy Secretary Sanchez responded that she was in contact with Dr. Nichols and that a group of administrators and staff were working with Dr. Nichols to identify who she should meet with, such as legislators, deans, vice presidents, faculty senate, ASUW, and staff senate. She noted that Dr. Nichols was planning to travel to Laramie once per month and that administrators were traveling to Brookings to meet with her as well.

AGENDA ITEM TITLE: **Mountain West Conference Discussion** (*this item was discussed in an impromptu manner by the Board*)

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other Specify:

#### MINUTES OF THE MEETING:

Trustee President Palmerlee discussed his experience at the UW Cowboys vs. Nevada basketball game the previous evening. He noted that he toured the facilities in advance of the meeting and stated how impressed he was with the academic portion of athletics. Trustee President Palmerlee thought it would be useful for Athletics to discuss with the full Board how they manage the academic sector with the full Board, and requested that this topic be added to the Board meeting agenda in March.

Trustee Dave Bostrom referenced a guest editorial in the Casper Star Tribune and its assertion that football athletes received poor grades. He explained that Athletic Director Tom Burman responded to this editorial to correct this error, as there was an academic culture within athletics. Trustee Bostrom noted that people often read editorials and assume they were true, and that it was good Director Burman corrected these errors. Trustee President Palmerlee asked Deputy Secretary Sanchez to share these articles with the full Board. The information was emailed to the Board—see articles inserted.

Trustee Jeff Marsh then transitioned the Board into a discussion regrading the Mountain West Conference structure. He noted that he personally supported an opportunity for all basketball teams to participate in the Mountain West Conference basketball tournament. He noted that the decision made to change the structure of the tournament was not doing justification to students or UW's fan base.

Trustee Bostrom noted that this action was taken secretly, and he was only made aware of this decision in the press. He noted that he disagreed with this decision for the reasons Trustee Marsh stated. Trustee Bostrom thought the Board needed to seriously consider this decision and discuss it. He stated that the student athletes work very hard, and in his view, they should have the opportunity to compete in the postseason. Trustee Bostrom noted that this new decision from the MWC takes away the opportunity for postseason play from students. He explained that this issue had been discussed at previous at MWC meetings. Trustee Bostrom further commented that it appeared that there was no significant involvement from athletic directors or coaches in this decision. He stated that he did not like how this decision was handled, and the Board needed to consider taking a position. Trustee Bostrom stated that he thought this decision needed to be reversed.

Trustee Tully asked for background information regarding this decision and further explanation on what had occurred.



Trustee McKinley explained that Director Tom Burman and UW President Dick McGinity provided an update on this issue at the last Cowboy Joe meeting to which he was in attendance. He noted that there were lots of moving parts, and some people were blindsided in regards to the decision.

UW President Dick McGinity noted that this issue came up at the MWC Board meeting, and it was not on the agenda. He noted that this issue had to do with the location of the MWC basketball championship and if all of the eleven teams in the conference should or should not participate in the championship. He noted that the conference looked for other venues to hold the championship in at Las Vegas, but they were all too expensive. UW President McGinity noted that there were inconsistencies to how championships were structured within the MWC, as some sports do not have championships. He noted the decision was made to continue the basketball championships at the Thomas and Mac Center. UW President McGinity noted that the other part of the conversation revolved around if all eleven teams should participate in the tournament or if it should be limited to the top eight teams. He noted that a vote was taken at the meeting and all the institutions voted to only have eight teams participate. President McGinity noted that this vote was not listed on the agenda and he had not had time to prepare for it. He noted that Athletic Director Tom Burman was also not aware that this vote would be taken. President McGinity noted that he thought coaches and athletic directors had been consulted before this issue was voted on, but they had not been. President McGinity noted that after the vote was taken and the group was able to ask more questions, he realized that there was not uniformity in support for this measure.

Trustee McKinley added that another factor was discussion with the MWC administrators and coaches that if the tournament remained at the Thomas and Mac, the format would not be changed. He noted that no promises were made, but there was serious discussion on the topic.

Trustee Larry Gubbels asked how much it would cost to move the tournament to a different location. President McGinity responded that the amount was in the hundreds of thousands of dollars.

Trustee Michelle Sullivan commented that she had a good conversation with Director Burman about diversity and inclusion within athletics. She noted that young people in minority groups within athletics have been inserted into a challenging experience. Trustee Sullivan also requested that the Board be informed when students on campus were lost to tragedies and illness because UW was a small community and the Board needed to be informed.

Trustee Dave True noted he also supported this idea, citing that last year he heard about tragedies through social media, not directly from UW. He commented this had put him in an awkward situation.

Trustee President Palmerlee asked that Vice President of Student Affairs Sara Axelson work with Trustee Sullivan to develop a protocol for alerting trustees. Trustee Dick Scarlett noted that there were other situations at UW besides tragedies that the Board should be informed about. He asked that the Board be alerted to any unusual happenings.

Trustee Dave Bostrom commented that the Board used to receive a weekly update that briefed the Board on campus happenings. Trustee Marsh noted this document was helpful and asked if the Board could have this again. Trustee Massie noted that the staff person who used to put this update together no longer worked in the President's Office. He noted that the current staff was very busy with the transition, and it would need to be determined who would create this document.

Trustee McKinley agreed with Trustee Sullivan's comments and noted that some information was not useful if it was not delivered in a timely manner. He encouraged the Board to receive this sort of information, even at night. He stated that he also appreciated the information the Associate Vice President for Communications and Marketing, Chad Baldwin produced on a daily basis. He noted this could take the place of a different update.

Trustee Palmerlee stated that Vice President for Governmental and Community Affairs Chris Boswell and Associate Vice President for Communications and Marketing Chad Baldwin could discuss to see if an update could be created that would not burden the staff in Old Main. He asked them to get back to the Board with options.

AGENDA ITEM TITLE: **Provost/VPAA Search Update**, Gern

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other                      Specify:

MINUTES OF THE MEETING:

Vice President of Research and Economic Development Bill Gern noted that a great search committee had been appointed. He stated that he was working with Dr. Nichols and her vision for the provost position [see attachment H]. Vice President Gern noted that Alberto Pimentel from the search firm Storbeck/Pimentel, had been hired to assist with the process. Vice President Gern noted that this was a fast-paced search, and ideally, UW would like to have a candidate start by August 2016. Vice President Gern noted that a schedule had been developed, and that focus groups would meet within the next week to share their vision for the position. He explained that these focus groups would help the search committee align the search with what credentials were needed. Vice President Gern stated that the goal was to hold public interviews for the finalists by the last week in April. He stated that normally this timeline would be worrisome, but the UW provost would be the main provost search for Storbeck, Pimentel. Vice President Gern again emphasized the excellence of the search committee and noted that he had a meeting in Brookings, South Dakota with Dr. Nichols on Monday, January 18.

Trustee John MacPherson stated that Vice President Gern had kept the Trustees' Dean Search Committee informed as the search process progressed. He noted that he appreciated Vice President Gern providing the committee with updates.

AGENDA ITEM TITLE: **Academic Program Evaluation Progress Report**, Jones

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other                      Specify:

MINUTES OF THE MEETING:

Vice President for Academic Affairs David Jones stated that the academic program evaluation was in process [see attachment I]. He commented that during the November 2015 Board of Trustees meeting, this project was brought up in context of the fiscal stresses that UW was facing. Vice President Jones noted that one issue was how many programs UW offered to students and why UW had so many programs when compared to other schools. He noted that UW was a small to medium size university and yet it offered a lot of various programs. Vice President Jones explained that one of the reasons UW offered so many programs was because it is the only university in the state and it tries to offer as much as it can to residents. He noted that the information the Board was reviewing today included Dr. Nichols' input, as she had led a similar process at South Dakota State University. Vice President Jones noted that South Dakota State University developed a process to restructure and review programs. He commented that SDSU shared the guidelines and documents used in their program evaluation. Vice President Jones noted the process would begin with program reviews and that UW intended to make program reviews a regular, reoccurring process on campus, perhaps every 3 to 5 years.

Vice President Jones stated the intent was to begin by reviewing programs with low enrollment on campus. He noted that the costs to maintain these programs needed to be reviewed. Vice President Jones noted there would be a series of criteria used to evaluate programs, such as enrollment and the number of graduates over a 5 year period. He explained that when most schools review programs, there was a threshold that the program would be reviewed with the idea that some action may be taken. Vice President Jones stated that a production threshold may be 5 or 10 graduates per year for bachelors' degree and 25 to 50 graduates over the last 5 years. He stated that the threshold for master's programs may be 3 or 5 graduates per year or 15 or 25 total graduates over the last 5 years. Vice President Jones noted that PhD programs typically do not have lots of graduates, so the thresholds may be 1-2 graduates per year or 5 to 10 graduates over a 5 year period. He shared that there had been long discussions with the deans. Vice President Jones noted another threshold that would be considered was the number of credit hours taught. He shared the example of the math department, which did not have a large number of graduates and yet taught a large number of credit hours.

Vice President Jones noted that other criteria would include program quality, faculty credentials, program reputation, learning assessment, strategic plan, program accreditation, faculty workloads, and program cost. He also noted that the program needed to advance the mission of UW. Vice

President Jones explained that some programs were more costly due to the number of faculty and lab spaces needed. He noted that there was a misconception that UW was only reviewing programs for the purpose of eliminating them. Vice President Jones commented this may be an option, but that was not the sole intent of the reviews. After review, some programs may need to be retained as they fill critical areas of need for the State. If there was a program with low enrollment, then Academic Affairs may help the department create steps to increase enrollment. Vice President Jones noted that programs could also be retained, consolidated, or terminated. He then explained the process for program termination, which was outlined in UW Regulation 6-43. He noted that this process could take up to 170 days and could not occur during the summer. Vice President Jones noted that the plan was to identify the thresholds for graduates and then have the deans would review those programs. He noted this would take much of the spring semester. Recommendations would be provided, and Dr. Nichols would begin to participate in the process as the recommendations began to be implemented in the fall of 2016.

Trustee Jeff Marsh thanked Vice President Jones for the update and work on the matter. He stated that he would like to see UW develop a regulation that would allow it to act more quickly, as the slow process was not advantageous to UW. Vice President Jones noted that this idea was discussed with the deans, and that though the process takes longer than likely needed, the fiscal benefit from eliminating a program was not realized until two years after the elimination had occurred. He explained that if a program had tenured faculty or extended term faculty, UW was obligated to see if there were other positions for faculty on campus. Faculty in this situation also have a one year grace period before being terminated. Vice President Jones stated that if a program was eliminated in fall 2016, UW would not see fiscal benefits until fall 2018.

Trustee Dick Scarlett asked if there were programs eligible for elimination because they were not reaccredited. Vice President Jones shared the accreditation status of programs. There was further discussion by the Board regarding accreditation.

Trustee John McKinley thanked Vice President Jones for starting this process. He noted that he had some concerns, and perhaps UW needed to step back and take a closer look before moving forward. Trustee McKinley noted that a new president would be starting in three months, and hopefully a new provost would soon be in place. He stated that it may be short sighted to begin this process and potentially end the process before the new president and provost take office. Trustee McKinley thought that UW could create more 2+2 programs and have some more classes and programs housed at community colleges. Trustee McKinley then discussed the timelines outlined in the UW regulations. He noted that the Board could have a discussion regarding the regulations and update them to reflect current practices.

Trustee John MacPherson commented that the Board did have a financial responsibility for the University, and the financial future would be challenging. He noted that any policies or regulations to address UW's finances would be useful. Trustee MacPherson noted Vice President Jones had been very generous with his time and kept the Board apprised of this progress. Trustee MacPherson stated that he had three concerns: 1) a concern with the criteria, as it may not capture

all of the programs that this needed to capture, 2) concern that the new president and provost were not being consulted and the process would be completed before they began in their positions, and 3) concern was over the length of time it took to review and possibly eliminate a program using UW Regulation 6-43. Trustee MacPherson noted that the Board needed to revisit this process and find a better option. Trustee MacPherson noted that he understood UW must be fair to faculty and students, but it also needed to be fair to the citizens of Wyoming. He noted that UW needed to take a hard look at its process and consider other schools' processes. Trustee MacPherson stated that UW needed to develop a new regulation and include provisions that programs were reviewed every 3 or 5 years.

Vice President Jones clarified that he did not mean to imply that UW would finish the program review process by the end of semester. He noted that no action would be taken without discussion with incoming president Nichols. He then clarified there was the possibility to consolidate programs and create interdisciplinary programs. Vice President Jones noted that these were alternative options to keeping or eliminating a program. Vice President Jones agreed that it would be a good time to review the UW regulations, as well as develop a policy or regulation for reviewing programs every several years. He explained that UW was borrowing much of its review process from SDSU.

Trustee Michelle Sullivan commented that UW needed to acknowledge that this was a stressful time for the University and the State. She noted that UW was at the threshold of transition for the economy. Trustee Sullivan encouraged the Board to recognize that at the heart of this process was the human dimension. She commented it would be critical how the process was framed as this would affect how the process unfolds. Trustee Sullivan stated that UW should not frame this program review process as only looking at programs with low enrollment, but that as UW review programs, it should think about how to improve overall quality.

Vice President Jones responded that program reviews were a starting place for UW. He explained that one part of the review was to identify programs with good graduation rates but weak faculty productivity.

Faculty Senate Chair Tucker Readdy agreed with Trustee Sullivan regarding the perception of program reviews. He stated that deans had been empowered throughout this process, and they could better deliver this message. Second, Faculty Senate Chair Readdy noted that if the Board shortened the timeline outlined in UW Regulation 6-43 right now, the perception would be that the Board was making it easier to eliminate programs. Faculty Senate Chair Readdy noted that the long timeline provided time for faculty to prove the merit of their program.

Vice President for Academic Affairs David Jones agreed with Faculty Senate Chair Readdy regarding changing the timeline in the UW Regulation. He added that incoming President Nichols was scheduled to meet with deans and directors on February 19, 2016, to further discuss program review.

Trustee John McKinley commented that it was good UW was undergoing program evaluation, and that UW needed to review all majors and programs. He stated that the review cannot be structured to give free passes to certain programs. He also agreed with Trustee Sullivan and her views that this needed to be addressed campus-wide. Trustee McKinley noted the process needed to be inclusive and provide opportunities for participation. He stated that any process underway needed to follow the current regulations, and therefore, perhaps UW should step back and review the UW Regulations before proceeding, so program review does not have to be done twice.

Vice President Jones stated that no programs would have a “free pass,” and each program would need to articulate their place on campus. He commented that even if programs received a good review, the programs still would be reviewed again during the next cycle of reviews.

Trustee McKinley asked that since any review process UW undergoes now currently falls under UW Regulation 6-43, that if be considered that UW step back, gather data, discuss with the deans, and review UW Regulation 6-43 before starting the process.

Vice President Jones responded that program reviews were a regular process that did not fall under UW Regulation 6-43. He noted that if UW said it was doing program reviews for the purpose of program elimination, it would fall under UW Regulation 6-43; however, this was not what UW was doing. He noted that once UW reached the end of review process, program elimination may be another matter. Vice President Jones stated that regardless of revisions to the UW Regulation, UW could still do program reviews.

Trustee MacPherson recommended reading the book *The Cost of Chaos in the Curriculum* and noted that the book assisted ASU with similar issues.

UW President Dick McGinity commented that this conversation was among the most important that he had participated in, as there had not been a strong impulse from UW to review its programs. He noted that program review, the fiscal system, and the strategic plan all needed to work together. UW President McGinity stated this process would not conclude before the new provost and president began. He commented that UW needed to gather data and the new fiscal system would enable better information.

Trustee President Palmerlee gave the deans and directors credit and commented that the Board was here to assist. He noted UW had an excellent incoming president who would be on top of this issue.

Trustee Jeff Marsh commented that there was a perception that UW faculty do not have heavy teaching loads. He asked if UW was looking at semesters and the number of days faculty spent teaching. He noted that there was a lot of infrastructure built but not being used at UW. Vice President Jones responded that he was unsure of when the number of instructional days was determined. He explained that the long winter break provided the opportunity for students to take

additional courses or study abroad. Vice President Jones noted that UW would need to reevaluate this over time.

[Unrelated Comment: Trustee President Dave Palmerlee asked that administrators be made aware the Board was moving quickly and the agenda would be adjusted.]



AGENDA ITEM TITLE: **Report on General Discussion with Nichols, Mai**

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other                      Specify:

MINUTES OF THE MEETING:

Vice President for Administration Bill Mai noted several trustees had requested an update on his conversation with incoming president Dr. Laurie Nichols. He noted that he had visited Brookings, South Dakota, and met with Dr. Nichols and other administrators at SDSU to better understand the context Dr. Nichols was familiar with. Vice President Mai noted that it was a very valuable visit, and he was able to tour the residence halls and meet with the vice president of administration at SDSU. Vice President Mai noted that he and Dr. Nichols discussed the UW budget, budget requests, salary information, and other topics. He updated her on UW's revenue streams and the CREG report. Vice President Mai stated that he discussed the fiscal system with her and noted that SDSU already had many of the reports that UW would like to be able to generate with their new program. He noted that Huron Consultants were working to get UW some of these same reports. Vice President Mai also updated Dr. Nichols on the operations issues, reorganization of operations, the research aircraft, the relationship of UW and the City of Laramie's in regards to water, the block grant, the Science and Engineering Initiatives, the legislature, and building issues like Half Acre Recreation and Wellness Center, Buchanan Center for the Arts, and BSL3. Vice President Mai noted that these conversations would allow Dr. Nichols to "hit the ground running" when she takes office in May 2016.

There was further discussion on the software SDSU used for their financial system, and Vice President Mai noted that UW was on a better track, as UW's system would not use Banner and would be 10 years newer than the SDSU system.

AGENDA ITEM TITLE: **Introductions and Recognitions**, Mark Collins

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other                      Specify:

MINUTES OF THE MEETING:

Associate Vice President of Administration Mark Collins introduced the Assistant Director of Campus Recreation Dan McCoy, who chaired the UW Bicycle and Pedestrian Safety Committee. Assistant Director McCoy introduced the students who had accompanied him, Shannon Kuckle and Cyndi Blond, who completed an application on behalf of UW so that it could be designated as a bike friendly university by the League of American Bicyclists. Assistant Director McCoy noted they completed this application as part of a class project. He shared the plaque that was given to UW to show its designation.

Trustee Dave Bostrom asked what type of publicity UW would receive from this designation. Assistant Director McCoy noted there would be several plaques placed around campus. He noted that the League of American Bicyclists had given UW a list of recommendations to further improve campus. Assistant Director McCoy noted that UW was at the bronze level, and was looking to reach the gold level. He noted that UW had done a press release, the committee presented to the city's traffic commission, and another presentation was planned for the city parks and rec advisory committee. Assistant Director McCoy noted that this class would be taught again in the spring and the class was going to try and get the community designation from the League of American Bicyclists.

AGENDA ITEM TITLE: **Financial/Budget Discussion**, Mai

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other                      Specify:

MINUTES OF THE MEETING:

Vice President Mai updated the Board on the UW budget request and the hiring freeze. He noted that a new Consensus Revenue Estimating Group (CREG) report was released last week, and the report dealt a psychological blow to the state as future revenues were predicted to decline. Vice President Mai noted that the Joint Appropriations Committee was fairly supportive of the Governor's budget recommendations in December, but that was prior to the release of the January 2016 CREG report. There was further discussion on the CREG report, including what estimates were used for the costs of oil and gas. Vice President Mai commented that JAC was supportive of the fiscal system. He shared the costs of the system and how they were to be covered.

Vice President Mai commented that he had served on the CREG a long time. However, he noted that if the state only thought in the short term, it would harm its long-term future. Vice President Mai discussed the timing issues of the budget, and challenges this created for the Governor. He noted that a previous CREG report from October 2015 caused the Governor to issue a directive for cost containments, which included a hiring freeze and a review of contracts. As UW was a state agency, UW responded and noted it would comply with the hiring freeze and contracts but would channel exception requests internally, rather than through the state. Vice President Mai explained the vetting system on campus, and noted that the vast majority of contracts were not negotiable. Vice President Mai further explained areas in which UW was implementing cost saving measures, and how it was further complying with some additional state regulations. He explained the changes in money transfers from personnel categories to non-personnel categories.

Vice President Mai stated that UW understood the Governor's position, and that it needed to help itself because there were major unaddressed needs such as maintenance and IT. He noted that unspent funds from the prior fiscal year had been frozen and gathered together in a central funding pool. He explained how these funds were being handled, and how some frozen funds were returned to the departments when the dean made a compelling request for the funds to be returned. There was further discussion on how these funds were gathered, other reserve accounts on campus, and the need for everyone on campus to contribute to the funds being that everyone will use the systems.

Vice President Mai explained that another sweep of remaining FY16 funds would be done at the conclusion of the fiscal year, but that it would not yield as much. There was discussion on the monies being gathered to cover UW's required portion of the funding for the new fiscal system.

Vice President Mai noted that JAC indicated that if UW was not willing to help itself, JAC would not support additional funding for this system. There was further discussion on the cost for the system, which would be \$11 million in one-time funding with \$1 million in recurring funding. Vice President Mai explained how the costs of the system had changed as Huron underwent its consulting process. He explained the timeline for the system, and noted that the system could be in place by July 1, 2017, which was ahead of schedule. Vice President Mai shared a more detailed breakdown of the costs of the system. He noted the total cost of the system would be \$31 million, with \$1 million per biennium recurring.

Trustee Dave True asked what the \$1 million per biennium would be used for, such as personnel or licensing fees. Vice President Mai noted that it was a separate estimate for \$5 million for personnel to get UW through the transition. He noted that he would share what the recurring funds would be used for with Trustee True, but that about half of those funds would be used for personnel. Vice President Mai noted that moving forward, the majority of personal costs would have to be covered by UW, and this would happen through restructuring. There was further discussion on the transition between the old system and the new system and the costs of the transition.

AGENDA ITEM TITLE: **Budget and Legislative Session Discussion**, McKinley/Mai

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other                      Specify:

MINUTES OF THE MEETING:

Trustee John McKinley stated that he and Vice President for Administration Bill Mai would provide a brief update regarding the legislative session and the budget process. He explained that UW submitted its budget to the Governor, who then submitted his recommendation to the Joint Appropriations Committee (JAC) in December. Trustee McKinley noted that UW then testified to JAC. He stated that due to the timing of the session and the January CREG report, the Governor's Office used a letter process to update JAC with modifications to his recommendations. He noted that all of the 22 letters were published online, and three of them impact UW—letters 2, 3, and 20. Trustee McKinley noted that one letter was in regards to AML funding, which was available for various one time expenditures. He explained that the next letter dealt with the Science Initiative building, for which UW was requesting \$70 million. Trustee McKinley explained that the last letter had to do with the engineering building, and the funds for construction. He shared the background information on the funding of the engineering building and the \$4.5 million needed to replace funds transferred to the High Bay Research Facility. He noted that this letter also included a recommendation for \$10 million to cover the amount that was not raised for the building through fundraising, as well as a footnote that would remove the matching requirement.

Trustee McKinley noted his personal perception that the letters were well received, but he acknowledged that he could be optimistic. He noted that JAC would begin to draft the budget bill with capital construction as a separate bill. He explained the change in the costs for the fiscal system, and noted there was other discussion regarding the \$8 million request for Athletics. He explained the background of this funding and how it was not new funds, as this had been funded in the past. Trustee McKinley explained the necessity of these funds due to changes in the NCAA regulations. He noted the budget would be fluid until the end of the legislative session and that Vice President for Governmental and Community Affairs Chris Boswell and Special Advisor to the President for External Relations Meredith Asay had been doing presentations on UW's budget to legislators throughout the state.

AGENDA ITEM TITLE: **Contingency Reserve Accounts (2 New Policies)**, Miller/Mai

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other                      Specify: Item for Approval

MINUTES OF THE MEETING:

Trustee Mel Baldwin noted that he felt strongly that UW needed reserve accounts. Trustee John McKinley noted that the UW President will identify a goal and sources of funds for an operations reserve account, which would be approved by the Board. He noted that funds expended from this account would need to be by recommendation of the UW President and by approval of the Board.

Trustee McKinley noted that the capital facilities reserve account would mirror the operations reserve account with UW Presidential recommendation to expend funds and Board approval.

Trustee True asked why the Board was given an updated policy in regards to these funds at the meeting. He asked what the differences were between the new policy and the policy in the report. Trustee McKinley noted the policy in the report was a draft. He noted that the budget committee had now met and had a final discussion. He noted the major changes in the document.

Trustee President Palmerlee asked that a header and footer be added to the document to identify it by date and time. He noted the document should reflect the time of action taken on the document. Trustee John MacPherson moved the Board adopt what is represented as *University Operations Reserve Account and University Capital Facilities Reserve Account dated on January 21, 2016 at 11:25 a.m.* [see attachment B]. Trustee Jeff Marsh seconded the motion. A vote was taken, and the motion passed unanimously.

AGENDA ITEM TITLE: **Indirect Cost Policy**, McKinley/Mai/Gern/Miller

CHECK THE APPROPRIATE BOX(ES):

- Work Session
- Education Session
- Information Item
- Other                      Specify: Consent Agenda

MINUTES OF THE MEETING:

Trustee John McKinley explained that several vice presidents and Trustee True's Financial Committee had contributed to the updated indirect costs policy that was distributed to the Board [see attachment C].

Vice President and General Counsel Rick Miller explained that there were three changes from the current policy. He noted this policy created a budget based approach, and the trustees would approve the distribution categories. He further explained the changes and noted Board approval would be necessary. Vice President Miller also explained the reasons for the changes and noted this was for approval on the consent agenda.

AGENDA ITEM TITLE: **Fees Discussion**, Mai

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other                      Specify:

MINUTES OF THE MEETING:

Vice President for Administration Bill Mai noted that the Board would vote on fees at the March 2016 Board of Trustees Meeting. Vice President Mai walked the Board through the fees handout, [see attachment J] noting areas of change and the reason for the changes. He noted that the Board could review this document, as they would not need to vote on it until the March 2016 meeting.

Trustee Massie asked why the indoor tennis court fees were not covered under campus recreation fees. Vice President Mai responded that he would gather information on this topic. He stated that he did not know why Athletics charged the fee, and noted that this topic could be a launching point to discuss how fees were charged. Vice President Mai noted that Jacoby Golf Course also charged fees, but was managed by the physical plant, not Athletics. He added that UW needed to do an overall evaluation of its fee structure.

UW President Dick McGinity noted that Athletic Director Tom Burman was also looking into the issue of indoor tennis fees.



AGENDA ITEM TITLE: **Budget and Changes in Academics Discussion**, Jones

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other                      Specify:

MINUTES OF THE MEETING:

The Board's working dinner began at 7:23 p.m. Vice President for Academic Affairs David Jones moderated the discussion. He began by reviewing the column published in the *Washington Post* that was distributed to the Board. He shared the author's background, and noted that the deans had discussed many of the issues that the author raised. Vice President Jones noted that the group would discuss each of the four main points of the article and led the group into a discussion of the first point - the importance of capping administrative costs. Vice President Jones noted that although it was easy to say universities were adding upper administrators, he did not see it this way. He noted that there were more commitments to fund administrative entities like academic support, counseling, IT, campus security, new residence halls, programing, and other issues operated by students. Vice President Jones noted that UW had not invested as many funds in these areas as other schools. Vice President Jones asked the group if UW was spending more on administration than it needed to.

College of Engineering and Applied Science Dean Michael Pishko noted that his college used about three times the number of accounting staff as at his previous university, while having triple the research output with the same number of faculty. He noted that UW's administrative structure was very expensive.

College of Agriculture and Natural Resources Dean Frank Galey agreed with Dean Pishko and added that UW was also facing unfunded mandates, which caused an increase in administrative costs. He thought UW also did not have a strategic plan to add staff—rather it was adding staff to fill holes without thought to a long-term plan. He noted that UW could do business more efficiently.

Director of the Global and Area Studies Program David Messenger commented that there was a fine line between students and students as consumers. He noted that if UW needed to attract more students, it would need to compete with Colorado. Director Messenger noted that it was not easy to find a balance between students as consumers and students not as consumers.

Vice President Jones stated that this was an issue the group could spend several hours on. He then discussed the academic support services on campus, such as the LEARN program.

Director of the School of Energy Resources Mark Northam noted that the group was making the assertion that administrative costs were high, but he asked what percentage of the budget went to administrative costs. The group did not know the answer, and Director Northman noted it was important to determine what the costs were.

Vice President of Information Technology Robert Aylward commented that competition was an issue, as UW wanted to attract Wyoming's best and brightest. He stated that his staff had tripled in the last 25 years, but the amount of technology the university used had also greatly increased. Vice President Aylward explained the amount of time spent on technology issues and how frequently technology needed to be updated.

Dean of the College of Arts and Sciences Paula Lutz agreed with the comments already made. She added that some of the increased regulations that universities face have a positive impact. She shared an example of how hazardous waste was handled in the past and the need to secure certain chemicals. She noted that some increased administrative costs were appropriate.

Dean of the College of Business Sanjay Putrevu noted that administrative costs needed to be connected to outcomes. Vice President Jones agreed, but noted that some issues have clear outcomes while others do not. There was further discussion regarding the high costs in Physical Plant and the need to be able to outsource and allow outside bidding.

Vice President Jones asked if UW needed to spend additional funds on support services. Several of the deans noted that funds should be spent on the gaps in student support services, such as advising. Vice President Jones shared the data gathered from the STEP program and how it was increasing student success rates.

Dean Lutz commented that Wyoming had a great community college system, and that in many other states, four year universities set admission limits to encourage students to begin at the community college level, which already has a strong support system. Vice President Axelson noted that studies show students with a 3.0 GPA and 21 ACT were successful at all year school. She noted that students admitted to UW who did not have these benchmarks needed additional support, which UW was providing.

Dean Putrevu added that UW was not doing students any favors when they arrive unprepared. He noted this issue had to be addressed. He noted that UW could make a large investment in support services or have a reasonable conversation and send students to a community college. He noted that community college transfer students to UW do very well.

Dean Galey stated that 40% of students who enter the College of Agriculture and Natural Resources were not math ready, which meant they then could not take introductory level required courses like biology or chemistry. He noted that this created poor four year graduation rates. Dean Galey commented that the state needed to have this conversation and that UW needed students

who were math ready. Vice President Axelson added that 19% of freshman take remedial math at Laramie County Community College.

Superintendent of Public Instruction Jillian Balow noted that UW needed to identify what the problem was. She noted the success of 2+2 programs, and also noted that this could be expanded to include the last two years of high school. Trustee Baldwin noted that public schools could work with UW and community colleges to ensure students are prepared for college.

Vice President Jones transitioned the group to a discussion of the next point from the article: “decreasing costs by operating year round and a full five days a week”. Vice President Jones stated that he did not agree with the author who claimed most faculty did not work on Friday. He also noted that UW offered a summer session for students if they desired.

Dean Pishko added that the vast majority of students needed the summer off to complete internships. He also added that faculty are only on a nine month contract, not an annual salary. Vice President Jones agreed and stated that much field research occurred in the summer.

Associate Vice President Ann Alexander noted that UW was seeing an increase in the number of classes being taught during the winter session and that some colleges were trying to make this an accelerated session for graduation or to help students get back on track for graduation.

Director Northam asked if it would be worthwhile to form a committee to discuss nontraditional uses that would generate revenue, such as coaches teaching summer camps, renting labs to entrepreneurs, or hosting teacher education courses. Trustee John MacPherson added that it was very difficult to understand how UW could justify not using all facilities to their fullest. He noted only monopolies could do this, not successful businesses.

Associate Vice President Tami Benham-Deal commented that millennial learners would have multiple careers, and UW should consider how to create opportunities for students to reenter UW as they need to retool and prepare for another career. She suggested using summer sessions for these sorts of learners. There was further discussion of summer learning, and using summer as recruiting tools for K-12 students.

Vice President Jones transitioned the group to the third point of the article, which argued for more teaching and less mediocre research.

Trustee Marsh noted that this topic was briefly discussed with incoming president Dr. Laurie Nichols. He noted that an equal value should be placed on instruction and research. Vice President Jones responded that UW could do better in this area, but overall it did fairly well. He noted that professors could not get tenure without good teaching reviews. Director Northam added that at other schools some faculty were “teaching” faculty and others were “research” faculty. He wondered why UW could not be more flexible in this area. There was discussion regarding teaching loads in the humanities, and the impact research has on students, noting that many

students participate in professors' research which leads to enriched experiences. Dean Galey commented that teaching could not be separated from research.

Dean Pishko noted that UW did not pay its best teachers like it paid its best researchers. He noted that reevaluation of contracts take diligence, and his college was addressing this. Vice President Jones agreed, commenting that it was easier to evaluate research than instruction.

Associate Vice President Benham-Deal added that one of the primary ways UW faculty were evaluated on their teaching was through student evaluations. She noted that incoming President Nichols commented that at SDSU, only 1/3 of the teaching evaluations could come from students, at least two additional sources of information were needed.

Vice President Jones transitioned the group to the final point of the article, which was that universities needed "cheaper" better general education. Dean Lutz noted that critical thinking and learning to discuss problems were important. She noted that general education coursework was complex and controversial; however, it was important.

Trustee Sullivan acknowledged the transition that general education underwent at UW, and she commented that it was now more welcoming to freshman and had given freshman the opportunity to develop who they were as individuals and citizens. She noted that general education was an area where UW could be better but not necessarily cheaper. Trustee Sullivan noted that general education was critical for students to recognize their roles as a democratic citizens. Associate Vice President Alexander stated that nationally UW was "lean and mean" with general education. There was further discussion regarding general education.

Trustee Scarlett concluded the meeting by stating that it had been very beneficial and helpful to have this discussion.

AGENDA ITEM TITLE: **Diversity Plan and Structure**, McGinity/Jones

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other                      Specify: Item for Approval

MINUTES OF THE MEETING:

UW President Dick McGinity noted that tomorrow the Board would be voting on the change in a UW regulation to provide for the creation of a diversity coordinator position in President' Office. This would allow UW to form a search committee to hire the diversity coordinator. UW President McGinity noted that the process to hire a diversity coordinator would be similar to the process UW was using to hire a provost. He noted the process would be done with Dr. Nichols. UW President McGinity stated that UW was in the process of forming a diversity strategic planning committee as well, and Dr. Nichols was also involved in this process. He stated that nothing would be finalized until Dr. Nichols had taken office.

Vice President for Academic Affairs David Jones added that President McGinity and he had been meeting with student groups and the ad hoc COWPOC committee for the past year to discuss issues of diversity. He stated UW was at a point where it could move forward with a diversity plan and creating diversity coordinator position.

UW President Dick McGinity said that UW's student body was homogenous. He noted that the students were very bright with lots of potential, but they had not been exposed to diversity. UW President McGinity noted students needed to be able to work with diverse people if they were to be successful. He discussed a recent grant application to the National Science Foundation that faculty had submitted to study institutional and cultural obstacles to the advancement of women at UW.

Trustee Dave Bostrom noted that diversity was an issue the Board needed to address. He noted that Dr. Jean Garrison's involvement with international programs and bringing international students to campus and the study abroad opportunities was part of diversity. He noted he hoped this would not be left out of the conversation.

Trustee Michelle Sullivan noted she had cared about this issue for a long time, and that she participated with the Kellogg Foundation to study cross cultural conflict in the world. Trustee Sullivan contacted a former colleague at the University of Michigan who worked in the Center for Diversity, which was studying this issue at a national level in higher education. She noted their center was very interested in Wyoming in particular because of its homogenous, rural nature. Trustee Sullivan offered to be thought partners with the center, as the US was in national time of

immediacy and young people on campus had not really been part of same kinds of moments that shaped thinking like the Civil Rights movement.

Vice President Jones responded that internationalization and study abroad would continue to be emphasized.

UW President Dick McGinity noted that only 3% of undergraduate students go abroad. He also noted that he learned when speaking to different groups on campus that these groups were not homogenous and they each wanted to be recognized for their own uniqueness. UW President McGinity noted this effort would not be without friction.

AGENDA ITEM TITLE: **Capital Facilities**, MacPherson/Mai/Miller

- Capital Facilities Policy Changes – MacPherson/Mai/Miller
- Budget Adjustment for High Bay Research Facility – MacPherson/Mai
- Engineering Building Update – Laursen/Mai
- Science Initiative Facilities Update – Mai
- RAC 2.0 Update – McKinley/Mai (Matt Newman, Matt Kibbon)
- AA Phase II Update – Mai (Matt Newman)
- BSL-3 – Miller
- Hoyt Hall Renovation Update – Mai
- Enzi Dedication Event Information – Mai

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other                      Specify: Item for Approval

MINUTES OF THE MEETING:

**Capital Facilities Policy Changes**

Trustee John MacPherson noted that this policy was constantly evolving. He explained this policy emerged after encountering issues on the High Bay Research Facility and engineering building. Trustee MacPherson noted that Dean of the College of Engineering and Applied Sciences Michael Piskho added some good suggestions such as establishing a clear chain of command, preparing a list server with everyone involved, developing a central electronic depository to keep minutes and matrixes showing what progress has been made. Trustee MacPherson noted that Trustee Massie also added some comments in regards to landscaping that were included in the document [see attachment D]. He noted that the committee made one change to the document yesterday at its meeting relating to change orders. He noted he anticipated this document would continue to develop in the future.

There was discussion on why 40% was chosen, and Vice President Mai clarified that the document was referencing 40% of the owner's contingency, not 40% of the total cost. Trustee McKinley moved to amend the document as follows: 5 lines from end of the document, remove "Total budget" and insert "owner's contingency." Trustee Marsh seconded the motion.

Trustee President Palmerlee called for a vote on the amendment. All were in favor, and the amendment passed unanimously. Trustee President Palmerlee then asked for a motion on the policy. Trustee MacPherson moved to approve the policy as amended. Trustee McKinley seconded. All were in favor; the policy passed unanimously.

**Budget Adjustment for the High Bay Research Facility**

Trustee John McKinley reminded the Board that at the December 2015 Board of Trustees Meeting, Vice President Mai updated the Board in regards to construction overages in regard to the High Bay Research Facility. Trustee McKinley noted that Vice President Mai now had the situation in

hand and had come up with the funds to cover the \$5.2 million increase, which had come from the units who would be using the High Bay, the audit reserve account, and leftover funds from other construction projects. Trustee McKinley moved to approve the authorization of spending up to \$5.2 million for the required changes to the High Bay Research Facility from identified sources by Vice President Mai that were presently existing sources for this fund. Trustee Jeff Marsh seconded.

Trustee Dave True asked what caused the \$5.2 million increase. Vice President Mai responded that the building was designed to accommodate special equipment. However, once construction began, the equipment changed. To accommodate different equipment, the scope of the building needed to be changed. Vice President Mai noted that main part of the increase would be put towards an increase in the power consumption, which was needed to support the changes in technology.

Trustee Larry Gubbels listed the cost overruns that had recently occurred on campus and noted that he thought UW was stopping these overruns.

Vice President Mai acknowledged other cost overruns, but noted this was an entirely different problem, as it emerged while the building was under construction and affected its scope.

Trustee John McKinley noted that the equipment the building was originally designed for became out of date as construction began. In order to get the newest, state of the art equipment, the building needed to be redesigned.

Trustee President Palmerlee called for a vote on Trustee McKinley's motion. All trustees were in favor; the motion passed unanimously.

### **Engineering Building Update**

Vice President of Administration Bill Mai updated the Board on the engineering building project. He noted that this was still a \$106 million project, as \$4 million was transferred to the structures lab in the High Bay Research Facility. He noted that some space would be shelved out if funding did not materialize. He noted the building had undergone the exterior design process.

Dean of the College of Engineering and Applied Sciences Michael Pishko noted that when the project finished the schematic design phase it was over budget. The scope of the building was then reevaluated, and the square footage reduced. He noted the project was now within \$700,000 of the budget. He noted that a classroom and lab space were lost when the square footage was reduced. He noted that the first design development meetings would begin in February.



### **Science Initiative Facilities Update**

Vice President of Administration Bill Mai updated the Board on the Science Initiative Building. He noted that the level 2 plan had been completed. Vice President Mai noted the final report was issued to UW on January 5, 2016, and the building would be \$110 million. He noted that there was already \$30 million set aside, and that the hope was the legislature would fund the remaining amount. He estimated the building would be about 120,000 square feet and be located on the corner of 9<sup>th</sup> and Lewis streets. Vice President Mai noted that UW owned almost half of that block already, with 4-5 buildings remaining to be acquired. Trustee Marsh expressed concern over the size of the budget. Vice President Mai agreed, and noted that this was only the level 2 planning. He noted the real costs would be known during the level 3 planning. He also noted that \$110 million would not buy as much in two years when the building was built.

### **RAC 2.0 Update**

Trustee John MacPherson excused himself because of his conflict of interest.

Trustee John McKinley noted the exterior design committee has had several meetings. He noted there was a public meeting on the exterior and several people attended who provided some written comments. Trustee McKinley reviewed the budget for the building. He noted it was a \$44 million all in budget with \$20 million from state funds and \$24 million in private funds. Trustee McKinley stated that as of last week, total private funding was over \$18 million. He reminded the Board that at its September 2015 meeting, the Board passed a motion in regard to the RAC 2.0 selecting GE Johnson as the construction manager at risk. He noted that part of the motion was the project would not proceed without the guaranteed maximum price until there was 90% completion of construction documents, which was consistent with new policy.

Trustee McKinley noted that the project was at a point where the architect would like to proceed with design documents and there was construction schedule in order to have this project finished by start of 2017. He noted this created some issue with the motion that was passed, as it was very specific. Trustee McKinley explained that if the design team continues with the construction documents even though all the private funds were not yet raised, there would need to be a redesign of plans if full funding did not materialize and the redesign would have a cost. Therefore, the Facilities Committee did not have a recommendation to the board because it was premature. Trustee McKinley noted if the Board had the architect continue with the design documents but then a redesign is needed, it would cost in the six figures. He noted the committee wanted to make the Board aware of this, but the committee concluded they did not have enough information to make a recommendation to the Board. Trustee McKinley clarified that this was not negative, as it gave the Foundation and Athletics more time to finish fundraising before design documents would proceed.

There was further discussion on the budget for the building and the exterior design. Trustee McKinley noted that if the project was delayed for a year due to a lack of funding, it would create further issues. For example, a one year delay adds 5% to construction costs, which means the project would need to be reduced by \$2.2 million. Trustee McKinley noted that it was premature

to consider additional options until the Board learned more. Trustee Jeff Marsh noted that the previous motion passed at the September 2015 meeting stated that the project would not proceed until the \$24 million in fundraising had been committed. He noted that the Board was in a difficult position. There was further discussion on how the funding would affect the exterior design. Trustee Massie asked that since the exterior design committee has not asked the Board for full approval, and they could not ask for approval from the Board until the finances had been finalized. Trustee McKinley said this was correct, and added that the exterior design committee had not made a final recommendation to the Board due to the information it received at its public meeting. He noted the exterior design committee was waiting to get a better cost estimate before meeting again. Trustee President Palmerlee noted that as no action was needed, the Board would proceed with the next agenda item. Trustee John MacPherson returned to the room as the discussion had been concluded.

### **AA Phase II Update**

Vice President of Administration Bill Mai noted there was an issue with this project. He explained that the exterior design group for the AA would need to meet next week, as there needed to be changes with the façade on the columns. Vice President Mai noted there was a plan to address this issue, but that they wanted to discuss the plan with the exterior design committee before proceeding. Trustee McKinley noted that the Facilities Committee decided it was important for the exterior design committee to look at the changes before proceeding.

### **BSL-3**

Vice President Rick Miller updated the Board on the BSL3 project. He noted that the design firm had been working under an agreement with the state of Wyoming, and UW was working on having this agreement transferred to UW. He noted that 95% construction documents were delivered in January. Vice President Miller stated the next step in the process was to negotiate UW's own agreement with the design firm. He would share further details in executive session. Vice President Miller stated that parties had reviewed 95% construction documents, and were addressing some additional detail work on controls for utilities and components. He stated the goal was to have the final design in place by February 15, 2016. He stated the Board would be advised on final contract, but the project was proceeding under the assigned contract from the state. Vice President Miller noted this would be a design, bid, build project, and that UW would make sure the bidders were qualified to do this work. Vice President Miller gave further detail on the timeline, commissioning, and certification process.

### **Hoyt Hall Renovation Update**

Vice President of Administration Bill Mai noted the structural issue with Hoyt Hall had been fixed and the project was on track and faculty were scheduled to move back into Hoyt Hall summer of 2016.

**Enzi Dedication Event Information**

Vice President of Administration Bill Mai stated that classes started last week in the Michael B. Enzi STEM facility. He noted this project was completed by the state; however, the employee who managed the project now worked for UW as he did an excellent job. Vice President Mai stated that a ribbon cutting and dedication event was scheduled for March 29, 2016. Trustee President Dave Palmerlee thanked Vice President Mai and noted that he did a tremendous amount of work for UW, and the Board greatly appreciated him.

AGENDA ITEM TITLE: **Trustee Scholarship**, Axelson

CHECK THE APPROPRIATE BOX(ES):

- Work Session
- Education Session
- Information Item
- Other                      Specify: Item for Approval-Consent Agenda

MINUTES OF THE MEETING:

Vice President for Student Affairs Sara Axelson noted that tomorrow the Board would be asked to approve the changes to the trustee scholarship program so that the program only funds the number of credit hours a student takes. She noted that the program currently pays for a full 18 hours of credits, even if the student only takes 12 credits. She noted this change will ensure the scholarship budget was kept intact. She asked for the Board's approval tomorrow.

AGENDA ITEM TITLE: Community College Collaboration/Course Transfer, Hagy/Noel

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other                      Specify:

MINUTES OF THE MEETING:

Professor Alyson Hagy noted that legislators were asking for the newest articulation scorecard on a weekly basis [see attachment K]. Director of Transfer Relations Patrice Noel shared the differences between the two score cards that were shared with the Board. She noted that the first scorecard represented the programs they had spent the last year articulating and the second scorecard presented the next set of programs they would be articulating this coming year. She noted that articulation has been a successful process.

Director Noel commented that summer was not a great time for articulations, as many of the community college faculty and staff were not present. Director Noel noted that they were considering additional programs for articulation. She shared specific articulation progress made on several programs. She also shared the work being done with Laramie County Community College (LCCC), as many of their students transfer to UW after only one year before receiving an associate's degree. She noted that a one year program with LCCC had been arranged to help guide these students before transferring.

Trustee Mike Massie asked what the response was with other community college's to UW's and LCCC's one year program.

Director Noel noted that this one year program would be open to all community colleges; it would not be exclusive between LCCC and UW. She noted that some students will benefit from it if there was no shared program between the community college and UW, such as engineering, which is not offered all the community colleges. She noted that a formal release had not yet been issued, so she was unaware of how the community colleges would react. There was further discussions on the reactions.

Trustee Dave Bostrom noted that he spoke with Northwest College President Dr. Stefani Hicswa, who was very complimentary of the work that had been done on articulation. Trustee Bostrom thanked Director Noel and Professor Hagy, without whom, the project would not have happened. Director Noel shared some short term and long term challenges facing articulation. There was a discussion of the importance of advising and continued funding for articulation.

Trustee McKinley commented that it was important for UW to work with students at the community colleges to make sure they understand the transfer process. He asked if someone from

UW would travel around to community colleges on a regular basis to visit with students. He also asked if these agreements would be reviewed every few years. Professor Hagy shared information on the Articulation Summit that UW held, which would hopefully be held every two years. Director Noel stated that last year they did have an advisor travel around, and he was very busy working with students. However, due to the hiring freeze and lack of funding, Director Noel was not sure they would do this again.

Trustee Jeff Marsh noted that outreach employees already living in the area could be used to assist with advising. There was further discussion on the role of outreach with articulation. Director Noel noted that an advisor in each college that would be the initial point of contact for transfer students. There was also discussion on a need for a contact at UW who could assist with financial aid questions. She noted that only her and Professor Hagy were staffing this project, and they could not provide this support.

AGENDA ITEM TITLE: **Futures Committee**, Sullivan

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other                      Specify:

MINUTES OF THE MEETING:

Trustee Sullivan updated the Board on the Futures Committee [see attachment L]. She noted the Futures Committee met on Wednesday, January 20, 2016, and shared the committee members: Mel Baldwin, Dick Scarlet, John McKinley, Mike Massie and herself. Trustee Sullivan noted the intention of the Futures Committee, as outlined by President Palmerlee in June 2015 was to recognize the Board's need to go beyond reacting to the various issues we face as Trustees and to begin to think more proactively around where the Trustees should be thirty years from now. She noted that the committee was considering what direction they wanted the Board and university to go, rather than simply reacting to issues facing UW. Trustee Sullivan discussed the Wyoming Futures Committee effort in 1985, which had the goal of building a stronger Wyoming. She noted that 1985 was a challenging financial time for Wyoming, and the purpose of this group was to proactively address challenges facing the state. Trustee Sullivan stated that the Futures Committee had been using the same model to shape its purpose.

Trustee Sullivan reviewed the progress already made by the futures committee and the different meetings it had with the full Board. Trustee Sullivan commented that during these discussions, a central issue has been that UW is both a land grant institution and a flagship institution. She explained that the university is at a moment of transition, and she proposed to the committee meeting with President elect Nichols to help the committee think about how it can best further Dr. Nichols' objectives and to make sure its work was in alignment with her goals. Trustee Sullivan noted she proposed to the committee sharing a draft plan to share with the Trustees at the March board meeting. She explained the two roles she sees the committee fulfilling. First, the committee can help define the future of the Trustees. She noted this could include the future of the University, but also the Board needs to discuss who they were as Trustees and how we might engage in our own future as a governing body. Trustee Sullivan added that this could include aspects like understanding what developmental skills, knowledge, and attributes the Board needed to have to serve the University well. Trustee Sullivan added that the second area the Futures Committee could address was to understand how the Board might engage with its other constituencies at the University. She explained that from that proposal, the committee had a discussion from which emerged a recognition that the Board needed to clearly define Trustees roles and that the Board would work with the University President.

Trustee Mel Baldwin added that it was critical to have an opportunity early to engage in a discussion about how Dr. Nichols wants to operate with the Board. Trustee Mike Massie mentioned that the Board needed to clarify the role of the trustees.

Trustee Sullivan thanked her committee members. She acknowledged Trustee Massie's comment on how the Board needed to clarify its role and what the ground rules were for how the trustees operate as it relates to their relationship with the University President. Trustee Sullivan noted there was a recognition of a need for a discussion of governance. She stated this may or may not be the role of a Future's Committee, but that governance was important as it relates to the changing landscape of higher education. Trustee Sullivan noted that this discussion on governance needed to happen early on during this transition. She noted that Trustees McKinley and Scarlet talked about the role of the Futures Committee in regard to strategic planning. Trustee Sullivan noted that this recognition was much more long term than only the upcoming strategic plan. She noted that Trustee Scarlett said this was a collaborative process. Trustee Sullivan stated that the committee asked for a time to meet with Dr. Laurie Nichols to consult with her about her goals and objectives so that the committee could develop a draft plan for the early stages of Dr. Nichols' leadership and beyond.

Trustee Sullivan noted that the committee planned to meet with Dr. Nichols in February, and hopefully the committee can report back to the Board at the March meeting with a very rough draft of a Futures Committee plan. Trustee Sullivan shared a quote from the University of Michigan, which speaks to this issue of a Future's Committee: "Leading within this new Higher education paradigm will require a specialized knowledge and tools and the personal courage to really be affective in a complex environment." Trustee Sullivan noted that part of what the Futures Committee could do was examine what that means as UW moves forward in a landscape that was inventing itself as it moves. Trustee Sullivan asked for questions. There was discussion regarding the plans for Dr. Nichols visit in February, as well as continuing this conversation at the Board of Trustees Retreat.



AGENDA ITEM TITLE: **Humanities Initiative Exploratory Committee**, Bostrom

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other                      Specify:

MINUTES OF THE MEETING:

Trustee President Palmerlee noted that he had been considering a humanities initiative in the same context as the education, engineering, and science initiatives. He stated that the Trustees should create an exploratory committee to discuss what a humanities initiative would look like, including fundraising. Trustee President Palmerlee noted that he had asked Trustee Dave Bostrom to take the lead on this idea. He also noted that he had spoken to incoming president Dr. Laurie Nichols about this idea, and she was in favor of it. He then asked Trustee Bostrom to share his comments. Trustee Bostrom stated that he had the pleasure of giving addresses at the Art Museum ribbon cutting event and the Buchanan Center for the Performing Arts event. Trustee Bostrom noted that a large audience attended and there was lots of conversation after the event about a section of campus that had been overlooked. Trustee Bostrom noted that he explained to guests that the Board had not forgotten the humanities. He noted that there had been concentration on science and STEM fields because of their economic importance to the state and county; however, in order to produce well-rounded graduates, humanities was also important. Trustee Bostrom stated that he was not suggesting that UW build another \$110 million dollar building, but rather that he thought UW should have a committee that was made up of four to five trustees, deans, the director of the Art Museum, and other external people to discuss the future of these programs. Trustee Bostrom noted that only planning would occur in next year or two. He stated that Dr. Nichols would chair this group, and Trustee Bostrom would serve as acting chairman. He noted that he would bring together a group for Dr. Nichols. Trustee Bostrom stated that the Board needed to give its "ok" to this effort. Trustee Bostrom stated that he would like to move forward with this project, and asked Board members to think about who should be involved in this effort. Trustee Bostrom stated he would assemble a group and share it with Trustee President Palmerlee and the next Board president.

Trustee Massie stated he had mixed emotions about this project. He agreed that the humanities had been a forgotten part of campus, and noted that he spent his entire career in the humanities. Trustee Massie explained that most people had a broad definition of the humanities, and that everyone would note that the arts were separate from the humanities. He explained that it was important to understand this difference. Trustee Massie noted that humanities includes a broad range of subjects such as history, archeology, American studies, literature, political science, economics, art history, philosophy, ethics, and sometimes foreign languages. He noted that each of these areas had individual needs, and that he did not think it was realistic to expect each of those subjects to be areas of excellence. Trustee Massie stated that a key decision would need to be

made: which areas would be areas of excellence. He also noted that even though some areas would be areas of excellence that did not mean the other areas do not have needs. He stated that UW would need to create criteria to determine areas of excellence and where the resources would come from, as there was not much fundraising ability. Trustee Massie said it would be wonderful to have this initiative in place, but that it would take time. He commented that UW needed to explore this in the context of the academic plan. Trustee Massie stated that he was nervous about discussing a major initiative. He noted that a small group would work well in context with the academic plan. Trustee Massie noted that pursuing this separate from the academic plan would be a mistake. He noted that the next step would be discussion with the president about the academic plan and how this humanities discussion fits into it. Trustee Massie noted this should not be treated like other initiatives.

Faculty Senate Chair Tucker Readdy thought that it was ironic that this discussion comes up after a gift from the Daniel's Fund. He noted that an overwhelming number of faculty would share ideas about this initiative with the Board. Chair Readdy was glad the Board was addressing this, and noted it would be important to see if this would be a financial priority for the foundation.

Trustee Dave Bostrom stated that he did not use the word initiative to describe this project. He stated that this was not intended to be an initiative. Trustee Bostrom agreed with Trustee Massie that this must be done with the academic plan.

Vice President for Academic Affairs David Jones stated that he received 3-4 emails from faculty members who were interested in this agenda topic. He stated that even the suggestion to support the humanities had been very welcomed news. Vice President Jones noted that UW was working on the academic plan, but they were also waiting for the new president to take office. He commented that students needed to be well-rounded. Vice President Jones noted that people in the STEM fields often write about how the nation needed humanities and liberal arts education. He noted that it was difficult to fund the humanities. Vice President Jones explained that a year ago, Dr. Eric Sandeen wanted to submit a grant to the Endowment for the Humanities, but it required a commitment from UW that it could not fund. He noted there were efforts to raise grant funds. He discussed the possibility for an institute for humanities research, and having a broader funding structure so that those excelling in their respective fields could use this funding. This would allow capable faculty to rise to the top.

Trustee Michelle Sullivan noted that any good liberal arts education requires a strong humanities program. She commented that the Futures committee had acknowledged this. She stated she was concerned over the infusion of the arts into the humanities. Trustee Sullivan stated she was supportive of an exploratory committee that would acknowledge the importance of the humanities as well as the challenges in support of these issues.

Trustee President Palmerlee asked Trustee Bostrom to proceed with this project.

**Friday January 22, 2016**

**Business Meeting 9:30-10:00am**

Marian H. Rochelle Gateway Center, Salons D&E

**Roll Call**

Secretary Jeff Marsh took roll. Trustees participating: Mel Baldwin, Dave Bostrom, Larry Gubbels, John MacPherson, Jeff Marsh, Mike Massie, John McKinley, Dave Palmerlee, Dick Scarlett, Michelle Sullivan, Dave True, Wava Tully. Ex-officio Trustees: University President Dick McGinity and ASUW President Brian Schueler were in attendance. Governor Matt Mead, Wyoming Community College Commission Executive Director Jim Rose and Superintendent of Public Instruction Jillian Balow were not in attendance.

**Approval of Board of Trustees Meeting Minutes**

- November 18-20, 2015
- December 4, 2015 “Special” Meeting
- December 7, 2015 “Special” Meeting
- December 9, 2015 “Special” Meeting
- December 10, 2015 “Special” Meeting
- December 14, 2015 “Special” Meeting
- December 15, 2015 “Special” Meeting
- December 18, 2015 “Special” Meeting

**Approval of Executive Session Meeting Minutes**

- November 18-20, 2015
- December 4, 2015 “Special” Meeting
- December 7, 2015 “Special” Meeting
- December 9, 2015 “Special” Meeting
- December 10, 2015 “Special” Meeting
- December 14, 2015 “Special” Meeting
- December 15, 2015 “Special” Meeting
- December 18, 2015 “Special” Meeting

Trustee Wava Tully moved to approve the minutes. Trustee Mike Massie seconded.

**Reports**

**ASUW**

ASUW President Brian Schueler updated the Board regarding ASUW business. He noted that not a lot had happened since the last Trustees meeting. ASUW President Schueler shared ASUW’s involvement with the presidential search, as that was their main initiative. ASUW President Schueler shared information regarding upcoming events, which included a visit by a Chinese delegation. He explained that UW would also be sending a delegation of students to Shanghai University as an extension of our connection with that University over spring break. ASUW President Schueler noted that ASUW would also continue to outreach with the Legislature and

leaders of this state on issues that affect students. He discussed Wyoming State Legislatures' House Bill 13, which addressed email privacy. ASUW President Schueler noted that ASUW was also considering changes to the student code of conduct. He noted that ASUW had been working with Dean of Students Sean Blackburn to develop ways students could be more involved in these decisions. ASUW President Schueler stated that he hoped ASUW would be included in the administrations initiatives regarding diversity, including having a prayer room on campus. He shared that ASUW was making internal structural changes to make it more efficient and more centered on student outcomes and the outcomes of service. ASUW President Schueler noted that it hoped to increase freshmen representation, and that some proposed changes to the ASUW constitution would need Board approval. He updated the Board on the upcoming ASUW student elections.

Wyoming Department of Education Superintendent Jillian Balow noted that she was excited about the Chinese delegation, as she was part of the delegation last spring that went to Shanghai Normal. She noted that Shanghai University spoke highly of their partnership with UW. There was a discussion regarding who would pay for this trip to China. ASUW President Schueler noted that the students themselves would be paying for most of the costs; however, the students hoped to utilize some extra funds from the ASUW budget. He explained that there were also private donations, and that living expenses were to be covered by Shanghai Normal University.

### **Staff Senate**

Staff Senate President Arron Sullivent noted he had good news to share with the Board. He stated that the holiday food drive was another great success. He shared his appreciation for staff, students, and faculty who donated to struggling families. Staff Senate President Sullivent shared the name of the employee for the fourth quarter, Kathy Shuster, staff from the UW Extension office in the College of Agriculture and Natural Resources. He noted that they had held the Staff Senate presidential election, and Mark Gunnerson was identified as the next President. Staff Senate President Sullivent stated that he was excited for Mr. Gunnerson to take the position. He noted that another good piece of news was that Dr. Nichols had responded to questions sent by Staff Senate regarding her expectations and initial rules. He noted her responses would be included in the Staff Senate newsletter. Staff Senate President Sullivent stated that staff recognition day had been set for April 5 from 10:00 a.m.-12:00 p.m. at the Marian H. Rochelle Gateway Center.

### **Faculty Senate**

Faculty Senate Chair Tucker Readdy noted that he had not had the chance to thank the Board as a whole since the hiring of Dr. Laurie Nichols. He noted the success of the presidential search as well as his optimism about the provost search signaled another opportunity for the Board and faculty to work together in a collaborative way.

Faculty Senate Chair Readdy noted that at the December 7, 2015, Faculty Senate meeting, two resolutions were passed. The first was in support of making a change to University of Wyoming Regulation 2-180 regarding language, and Faculty Senate was very happy to see that regulation on the Board's consent agenda today. The second resolution was in support of the National Science

Advance proposal that President McGinity spoke briefly about yesterday during his diversity presentation. He noted that Faculty Senate hoped the resolution in support of that grant would have a positive impact on it being accepted. Faculty Senate Chair Readdy noted the next Faculty Senate meeting would be on January 25, 2016. He noted there were two agenda items. The first agenda item was to hear campaign speeches from the officers for the next set of executive committee members. He explained the election process, and noted that candidates for the chair elect position, which would be working with the Board, included himself and Tim Slater from the College of Education.

Faculty Senate Chair Readdy noted that the second part of business would include the revisers bill, which would review approximately 10 University of Wyoming Regulations dealing primarily with academic policies at the University. He noted these would be listed on the March 2016 Board meeting agenda. Faculty Senate Chair Readdy followed up with a few topics that were discussed the previous night at the Trustee's evening session. He noted that UW was continuing to explore changes to its faculty dismissal policy in an effort to streamline it. Second, Faculty Senate was reexamining the idea of progressive accountability for faculty such that in their post tenure review process, if they were not meeting the expectations, the only step needed would be for the Dean to initiate termination procedures. Faculty Senate Chair Readdy noted that Faculty Senate had begun the initial phases of looking at a more progressive type of system which might help hold faculty members accountable.

### **Public Testimony**

[Scheduled Thursday, January 21, from 11:00-11:30 a.m.]

Marcus, a UW student, thanked the Board for an inclusive and friendly environment that he had found on campus. He noted that one of the main reasons he decided to come to UW was because of its admissions office. Marcus noted that he was presenting at the meeting today in regards to the indoor tennis practice facility costs. Marcus explained that he was a new student at UW, and he learned that it costs \$12 per hour to play tennis at the facility. He noted this was out of the price range for most college students. Marcus stated that he tried to spend less than \$10 per day on food and he was trying to stay out of debt. Marcus explained that he loved tennis, but he could not justify the cost. He shared information on how much it would cost per year if he played 7 hours per week, 3 hours per week, and 1 hour per week. Marcus noted that only playing 1 hour of tennis per week would still cost \$624 per year. He shared other things he could purchase as a student on a yearly basis for less than that cost. Marcus noted that he did have access to Half Acre Recreation and Wellness Center, but that it did not include access to the tennis facilities. He explained why students could not use the outdoor courts in winter. Marcus suggested that UW make its facilities more available to students. He noted that he would email the Board his presentation, and thanked them for their time.

Trustee Mike Massie asked for information on student fees, and why this facility was not covered under student fees.

## **Committee of the Whole - REGULAR BUSINESS**

### **Board Committee Reports**

*[Note-Committees of the Board were discussed during a regular work session of the meeting. Those listed below provided reports during the regular Business meeting.]*

#### Trustee Standing Committees

##### *Audit and Fiscal Integrity Committee*

Jeff Marsh (Chair)

Trustee Marsh noted that the Audit and Fiscal Integrity Committee met on Wednesday and reviewed three audits. He noted that the Annual Review and Reappointment of the External Audit Firm was on the consent agenda [see attachment E]. Trustee Marsh discussed the Foundation Board meetings in Houston. He also discussed the short-term endowment earnings reinvestment draft policy which would likely be reviewed and approved by the Board in March or May.

##### *Honorary Degrees and Awards Committee*

President McGinity (Chair)

[Note: There was no report.]

#### Liaison to Other Boards

- *UW Alumni Association Board* – Wava Tully  
Executive Director of the Alumni Association Keener Fry thanked the Board for giving him a moment to highlight a few happenings at the Alumni Association. He discussed the Alumni Associations' partnership with the Center for Advising and Career Services, and how the Alumni Association could help connect UW students with good jobs. He noted the good jobs were a result of enthusiastic alumni in leadership positions, big and small companies, and everything in between. Director Fry shared one program they were using to conduct information interviews between students and alumni so alumni could provide advice on how students may use their degree. He noted that this gives students an opportunity to network. Director Fry commented that they recent took a group of business students to Denver to meet with alumni in different industries and the event was a success. He noted that they were looking for further ways to connect students and alumni. Director Fry stated that the Alumni Association would hold its 24<sup>th</sup> annual Scholarship Dinner and Auction in Casper. He explained how the Alumni Association was working with UW Casper. Director Fry also explained how the Alumni Association was working with Athletics to feature UW's basketball program. He shared different events they were coordinating, such as a golf tournament on May 6. Director Fry also shared how he had been visiting local service clubs with deans, and the successful response they had received for those events. He appreciated the opportunity to share what was happening at the Alumni Association. There was a brief follow up discussion on being sure that the Alumni Association was using correct addresses for trustees and alumni to notify them about events as several trustees had summer and winter residencies.
- *Foundation Board* – Jeff Marsh & Dave Bostrom  
Trustee Dave Bostrom stated that the Foundation had raised currently for \$40 million for FY2016. He noted that the most the Foundation had ever raised in one year was \$56 million, and the Foundation believed they were on track to break that record. Trustee Bostrom noted

that there was a Foundation Board meeting the following week in Houston, and the Board would eventually discuss and endowment policy.

- *Haub School of Environment & Natural Resources* – Michelle Sullivan  
Trustee Sullivan updated the Board on the Haub School. She shared recent documents from the school, and noted that she was proud of the collaborative nature of the publications and how widely read they were. She explained the important work the collaborative solutions program at the Haub School had been involved in, such as hosting a series of workshops in Cody on the Endangered Species Act for the Western Governors' Association. Trustee Sullivan noted they also hosted collaborative learning workshops on the Thunder Basin National Grasslands. She noted that the Haub School was integrating academic knowledge and putting it for use in service to the state.
- *Cowboy Joe* – John McKinley  
Trustee McKinley gave a brief update. He noted the Cowboy Joe Club held a meeting in January. He discussed the \$5 million match, and that the match was anticipated to be reached before the end of the fiscal year. He discussed the possible reduction to this match, but that it was expressed UW could still provide the necessary services even if their match was reduced. Trustee McKinley noted the Board previously discussed the changes in the MWC tournament. He also reminded everyone that the online auction had started.
- *Energy Resources Council* – Dave True  
Trustee True updated the Board on the Energy Resources Council. He noted that a School of Energy Resources staff member, the Director of the Carbon Management Institute Kip Coddington, had been appointed to the National Coal Council. Trustee True stated that SER continues to have a long term project in regard to converting coal to high value products in Wyoming, which could be economically beneficial to the state in 5-10 years. He said that the Coal Management Institute was trying to secure a major new DOE grant for carbon sequestration reservoirs. Trustee True noted that SER was in the early stages of reviewing strategic plans for continued relevance in its mission due to changes in the energy sector.

### **Committee of the Whole – Items for Approval**

1. Approval of Contracts and Grants – Gern
2. Approval of Personnel – Jones
3. UW Regulation Revisions – Miller
  - UW Reg 2-180 (Regulating Smoking) [see attachment F]
  - UW Reg Creating “Special Assistant to the President for Diversity” [see attachment G]
  - Revisor’s Bill: 7-570 (Regulations of the College of Law)
- ~~4. 7-610, 7-620, and 7-621 (Outreach Regulations—all combined into one as part of Revisor’s Bill) (This item was not reviewed/approved at the January 2016 Board meeting)~~
4. ~~Approval of Members of the Trustees Education Initiative Board~~ – Palmerlee (Approved during Work Session—see details below and attachment A)
5. Approval of Trustee Scholarship – Axelson
6. ~~Approval of the University Operations Reserve Account and University Capital Facilities Reserve Account~~ (approved during work session - see below and attachment B)
7. Indirect Costs Policy – (added following discussion during Work Session - see attachment C)
8. Annual Review and Reappointment of the External Audit Firm – Mai/Lowe (added following committee meeting discussion) [see attachment E]

9. Approval of Real Estate Item as discussed during Executive Session (*as discussed during Executive Session; no handout provided during public meeting*)

Trustee President Palmerlee asked for a motion to approve the consent agenda. Trustee Scarlett moved to approve the consent agenda. Trustee Marsh seconded. There was no discussion. All trustees were in favor; the motion passed unanimously.

**Other Action Already Taken:**  
**Thursday, January 22, 2016**

**Approval of Members of the Trustees Education Initiative Board – Palmerlee**  
(*Approved during Work Session—see attachment A*)

Trustee MacPherson moved to approve the Trustees Education Initiative Board. Trustee John McKinley seconded. There was discussion if the Board was appointing people to the Board or if the Board was approving the titles and positions of that were listed on the document. Trustee President Palmerlee called for a vote. All trustees were in favor, none were opposed.

**Approval of the University Operations Reserve Account and University Capital Facilities Reserve Account**

Trustee MacPherson moved the board adopt what is represented as University Operations Reserve Account and University Capital Facilities Reserve Account dated on January 21, 2016 at 11:25 a.m. [see attachment B]. Trustee Marsh seconded. All were in favor.

**Approval of Capital Facilities Policy Changes**

There was discussion on the revisions made to the Project Development Policy and Procedure for UW Capital Construction for Major Projects document [see attachment D]. The Board was concerned with one aspect of the document, so Trustee McKinley moved to delete the wording “total budget” five lines from the end of the document and replace it with “owner’s contingency fund.” Trustee Marsh seconded. All trustees were in favor of the amendment, motion passed unanimously. Trustee President Palmerlee asked for a motion to approve the revised document. Trustee MacPherson moved to adopt the Project Development Policy and Procedure for UW Capital Construction for Major Projects document dated 1-21-16 at 2:18 p.m. as amended. Trustee McKinley seconded. All were in favor.

**Approval of Budget Adjustment for High Bay Research Facility**

Trustee McKinley updated the Board on the High Bay Research Facility and explained the reason for the cost over run on the project. Trustee McKinley moved to approve the authorization of spending up to \$5.2 million for the required changes to High Bay Research Facility from identified sources from the Vice President for Administration that are presently existing sources for this fund. Trustee Marsh seconded. There was further discussion on the cost overruns and the funds to cover the increases. Trustee President Palmerlee called for a vote. All Trustees were in favor; vote passed unanimously at 2:25 p.m. on 1-21-16.

**New Business**



Trustee Marsh moved the following resolution: BE IT RESOLVED that the Board of Trustees of the University of Wyoming supports the current format for the Mountain West Conference Basketball Tournaments which provides opportunity for all teams within the conference to participate in the tournament. Trustee Dave Bostrom seconded, and noted all students should participate.

Trustee Mike Massie asked what the purpose of this motion was, as UW already voted to support the new format. UW President McGinity noted that he did vote in favor of the new format, for reasons he had already explained. However, he noted this did not stop the Board from expressing alternate opinions. All were in favor, none opposed.

Trustee Baldwin noted that his wife was very ill and he thanked the President's Office for sending flowers to cheer her up. He noted that she cares deeply about UW and what it had done for her children and grandchildren. Trustee Jeff Marsh noted that his wife also received flowers, and thanked the Board.

Trustee Marsh then asked if the March Board meeting could be adjusted so the Board would not meet on Good Friday. Trustee Palmerlee noted that he would work with Deputy Secretary Shannon Sanchez to arrange the schedule, but the Board would not meet on Friday.

**Date of Next Meeting** – February 17, 2016 (conference call)

### **Adjournment**

The meeting adjourned at 9:53 a.m.

Respectfully submitted,



Shannon Sanchez  
Deputy Secretary, Board of Trustees



Laura Shevling  
Senior Administrative Assistant

*Approved 1-21-16 at 7:50 a.m.*



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## TRUSTEES EDUCATION INITIATIVE BOARD - 2016

Dave Palmerlee (President, Trustee)

Dick McGinity (President, University of Wyoming)

Ray Reutzler (Dean, College of Education)

John McKinley (Trustee)

John McPherson (Trustee)

Dave Bostrom (Trustee)

Wava Tully (Trustee)

Alan Buss (Faculty Member, College of Education)

Mark Northam (Director, School of Energy Resources)

Craig Dougherty (Superintendent, Sheridan County School District No. 2)

Tom Botts (External Board)

April B. Kunz (External Board)

Carol Mead (First Lady, State of Wyoming, External Board)

### **Ex-Officio Members**

Jillian Balow (Wyoming State Superintendent of Public Instruction)

James O. Rose (Executive Director, Wyoming Community College Commission)

College of Education Student

Amy Pierson (K-12 Educator, Buffalo)



*Board Approved 1-21-16 @ 11:25 a.m.*

**University Operations Reserve Account**

The Board directs the UW President to establish and fund a UW Operations Reserve Account from whatever revenue sources are practicable. The UW president shall identify a goal for the balance to be retained in the account, based upon financial conditions and the total amount of expenditures contemplated in the budget approved by the Board of Trustees for University operations for each fiscal year. The UW president shall also develop a policy for sources of funds to fund the account. The goal and policy shall be submitted to the Board of Trustees' Budget Committee for review, and the Committee shall forward its recommendations to the full Board for review. Any proposed revisions to the goal and policy the Board may adopt shall follow this process.

Funds in this University Operations Reserve Account are intended to be used to ensure that the University is able to address unexpected or unusual conditions due to changes in available revenue or in unanticipated costs associated with the approved University budget. Funds in the account shall be expended only with the approval of the Board of Trustees, upon recommendation of the UW President and the Budget Committee. The policy adopted by the Board may include exceptions to this approval process for emergencies. The Vice President for Administration shall report regularly to the Board on the balance in the account and any recent transactions.

**University Capital Facilities Reserve Account**

The Board directs the UW President to establish and fund a UW Capital Facilities Reserve Account from whatever revenue sources are practicable. The UW president shall identify a goal for the balance to be retained in the account, based upon the extent to which capital facilities construction projects are under contract at the University. The UW president shall also develop a policy for sources of funds to fund the account. The goal and policy shall be submitted to the Board of Trustees' Facilities Construction Committee for review, and the Committee shall forward its recommendations to the full Board for review. Any proposed revisions to the goal and policy the board may adopt shall follow this process.

Funds in this Capital Facilities Reserve account are intended to be used to ensure that capital facilities projects at the University serve the goals and objectives of the project as determined by the Board of Trustees. Funds in the account shall be expended for capital facilities projects only with the approval of the Board of Trustees, upon recommendation of the President of the University and of the Facilities Construction Committee of the Board of Trustees. The policy adopted by the Board may include exceptions to this approval process for emergencies. The Vice President for Administration shall report regularly to the Board of Trustees on the balance in the account and any recent transactions.



*Board Approved 1-22-16 @ Business Meeting  
[Part of Consent Agenda]*

**UW Regulation 1-102 – Board of Trustees Policies**

*Add a new subsection Q – University Indirect Cost Policy*

**Q. Indirect Cost Policy**

1. Indirect Costs

Indirect costs are revenues that the University receives from two sources. One source is the indirect cost rate applied to University research funded in whole or in part by government entities or the private sector, i.e. “externally funded research.” The other source is indirect costs associated with federal or other grant funding that does not involve a research grant or contract. The indirect cost rate for these grants is typically specified in the grant.

2. Indirect cost rate for externally funded research

- a. Except as provided in subparagraphs 2.b. and c. of this paragraph, the indirect cost rate for all externally funded research shall be the federally approved indirect cost rate for federally funded research at the time the research agreement is executed.
- b. The indirect cost rate for all research funded by an agency or governmental subdivision of the state of Wyoming shall be twenty percent (20%), except that this rate may be modified with the approval of the Board of Trustees for the best interests of the University.
- c. No indirect costs shall be assessed on funds appropriated by the State of Wyoming designated to match externally funded research at the University.

3. Distribution and expenditure of indirect costs

- a. Twenty-five percent (25%) of the indirect costs derived from each externally funded research grant for each fiscal year shall be distributed in the subsequent fiscal year as follows:
  - I. Fifteen percent (15%) to the department or program in which the Principal Investigator (PI) is located. If there are multiple PI's, the Vice Presidential for Research and Economic Development shall allocate the funds among the PIs in consultation with them. These funds shall be used as the department or program determines to stimulate research and to relieve impact on the department or program. The Vice President for Research and Economic Development will report annually to the Board of Trustees on expenditures by each department or program receiving funds under this subdivision a.I.



*Board Approved 1-22-16 @ Business Meeting  
[Part of Consent Agenda]*

- II. Five percent (5%) to the college or similar level unit in which the department or program is located. These funds shall be used as the college or similar level unit determines to stimulate research and to relieve impact on the college or similar level unit. The Vice President for Research and Economic Development will report annually to the Board of Trustees on expenditures by each college or similar level unit receiving funds under this subdivision a.II.
  - III. Five percent (5%) to the Office of Research and Economic Development. These funds shall be used as provided in subparagraph b. of this paragraph.
- b. Except as otherwise provided in subparagraph c. of this paragraph, all other indirect costs from whatever source derived for each fiscal year, and the revenue from subdivision a.III shall be distributed in the subsequent fiscal year, and accounted for by the Vice President for Research and Economic Development, as follows:
- I. To fund operational costs in the Office of Research and Economic Development, including the Office of Sponsored Programs and the Research Products Center, in accordance with a budget approved by the Board of Trustees.
  - II. To fund institutional research infrastructure including, but not limited to, the AMK Ranch, research computing, and institutional compliance responsibilities regarding human research and animal care, in accordance with a budget approved by the Board of Trustees.
  - III. To fund required match necessary for participation in major federal research programs, including, but not limited to EPSCOR, National Institutes IDeA, in accordance with a budget approved by the Board of Trustees.
  - IV. To defray the impact of the University's research operation and of administering non-research grants, an amount to the Division of Administration, in accordance with a budget approved by the Board of Trustees.
  - V. To fund faculty start-up costs and otherwise support faculty research, such as providing required matchings or purchase of equipment to support research, in accordance with a budget approved by the Board of Trustees.



*Board Approved 1-22-16 @ Business Meeting  
[Part of Consent Agenda]*

- VI. To replenish the federally recommended research audit reserve account to levels approved by the Board of Trustees upon recommendation of the Vice President for Research and Economic Development in consultation with the Vice President for Administration, and with the approval of the President.
  
- c. Indirect costs derived from an externally funded research agreement may be distributed in a manner different from that specified in subparagraph b. of this paragraph if the Board of Trustees approves a different distribution method at the time Board approves the research agreement.
  
- VII. To the extent indirect cost revenues are greater than the amounts budgeted under subdivisions b.I. through VI., the Vice President for Research and Economic Development, in consultation with the Vice President for Administration and with the approval of the President, shall submit a plan for the use of those funds to the Board of Trustees for approval.



*Approved 1-21-16 @ 2:18 p.m.*

**Project Development Policy and Procedure for UW Capital Construction for Major Projects**  
*Revised policy approved 1-21-16*

Each Capital Construction Project shall be subject to this process. Effective July 16, 2015, the process for developing capital construction projects shall be as follows:

- 1) **Planning:** Major capital construction projects shall be developed by the Division of Administration in consultation with campus and other university constituencies and approved by the Board of Trustees. Major capital construction projects are those projects that require Level I, II and III steps under Wyoming law. These projects are typically funded in whole or in part by state funds that are generally provided as a result of a budget request approved for submission by the Board of Trustees. The current Capital Facilities Plan is reaching the end of its term, and the Capital Facilities Plan for 2017 to 2022 is being developed. Meanwhile, through the state budget process there are clearly a set of major projects being considered by UW. The Guiding Principles in Appendix A shall apply to this policy and procedure.
- 2) **Project Concept and Intent:** For major capital construction projects, UW's Planning Team, as appointed and charged by the UW Vice President for Administration, shall meet with the primary campus department(s) requesting the project to create a "Statement of Need" or "Project Vision Statement" with the essential purpose and basic elements of the program requirements for the project. The Statement of Need shall include basic information, e.g. "this building renovation is planned to renovate the engineering building with program elements to assist UW in achieving Tier 1 Engineering status." This document may be relatively short with only the basic information regarding the purpose and functionality of the project.
- 3) **Level 1 (Reconnaissance Study):** For major capital construction projects, the Facilities Planning Office will prepare the Level I reconnaissance study. UW typically does not request state funds for Level I reconnaissance studies, but pays for the work from available resources. The Facilities Planning Office shall work with the Planning Team (which shall consist solely of university employees and appropriate stakeholders) to develop the Level I reconnaissance study. The Division of Administration shall ensure that stakeholders working with the Planning Team include a variety of constituencies, including policymakers and at least one member of the Board of Trustees. The Vice President for Administration shall advise the Board of Trustees of the membership of the Planning Team and the stakeholders identified to work with the consultant, prior to the Facilities Planning Office commencing work.

The Level I reconnaissance study shall include all information required by Wyoming law (W.S. 9-5-108).

Upon completion of the Level I reconnaissance study, the Vice President for Administration shall review and may direct further work or modifications to the Document. If the Vice President, after review, approves the Document, the Vice President, subject to the approval of the President, will submit it to the Facilities Construction Committee of the Board for review, prior to consideration by the Board of Trustees.



*Approved 1-21-16 @ 2:18 p.m.*

- 4) Level II (Feasibility Study): Upon completion of the Level I reconnaissance study and review and approval by the Board of Trustees, the Vice President for Administration, subject to the approval of the President, shall submit a recommendation for funding for a Level II feasibility study to the Facilities Construction Committee for review prior to consideration by the Board. This typically includes a recommendation for a state budget request for funding.

If funding is secured for a Level II feasibility study, a Consultant will be selected through an RFP/RFQ process with criteria including a focus on planning and conceptual estimating to achieve an appropriate initial or preliminary budget in advance of design drawings. The Vice President for Administration shall recommend, through the Facilities Construction Committee, to the Board of Trustees the firm to be selected. No contract shall be executed for Level II services except upon prior approval by the Board of Trustees.

The Consultant shall prepare a Level II feasibility study in collaboration with the Planning Team and stakeholders. The Board of Trustees shall be advised of any changes in the Planning Team and stakeholders compared with those who were engaged in the Level I reconnaissance study process.

The Level II feasibility study shall include all information required by Wyoming law (W.S. 9-5-108) and additionally shall include the following: a program of spaces required in the facility; the functional, adjacency and proximity requirements for each space; conceptual illustrations, including floor plans as required for conceptual construction cost estimating; and the anticipated project budget. The Level II feasibility study shall also identify target dates for occupancy and operational use of the project. Further:

- a. In the Level II feasibility study, the project requirements—including time and the space requirements, primary building systems, and unique attributes of the various program elements—shall be identified through meetings with the UW Planning Team, stakeholders, and other UW staff, as appropriate. The project requirements and space program shall determine the total assignable square feet (ASF) of new space to be included in the proposed project. The total ASF shall be multiplied by an appropriate building efficiency factor (such as 1.55 for 65% efficiency) to arrive at the gross square feet of new construction required to meet the program requirements.
- b. If the project involves a new building, the Level II feasibility study shall also include analysis of the appropriate location for the building. The Vice President for Administration shall develop a recommendation for location for the building in consultation with campus and external constituencies. The Vice President for Administration, subject to the approval of the President, shall submit a recommendation for location for the new building to the Facilities Construction Committee of the Board for review, prior to consideration by the Board of Trustees. Depending upon the nature and complexity of the project, this recommendation may be submitted prior to completion of the Level II feasibility study in accordance with paragraph 3. The location of any new building must be approved by the Board of Trustees.





*Approved 1-21-16 @ 2:18 p.m.*

- c. UW shall utilize external consultants with planning/design experience in the particular building type and the regional construction market to estimate the anticipated design and construction costs for the building being considered, including costs associated with landscaping. This information—together with the anticipated durations—shall be used to establish the Initial Project Budget and Initial Project Schedule.
- d. The project cost estimate may be prepared by an independent cost estimating subconsultant of the Consultant hired by UW, and shall be reviewed and adjusted as appropriate in collaboration with the Planning Team and, once approved, shall become the Initial Project Budget for the project.
- e. In developing the Initial Project Budget, the Consultant and their cost estimating sub-consultant, if any, shall use their expertise and relevant knowledge of the local construction market along with recognized industry publications, government labor and material cost indexes, available costs of similar projects by peer institutions, the knowledge of the Facilities Planning Office, stakeholder input, and any illustrations, examples, drawings or other information available or developed as part of their contract deliverables. The construction cost estimate will also include adjustments for cost escalation as appropriate based upon the approximate schedule for construction.
- f. The Level II feasibility study shall include an estimate of the additional operations and maintenance costs for the project when it is fully operational.
- g. The construction cost component of the Initial Project Budget is used as a basis for estimates for the cost of other components. The following are typical percentages of the construction cost for the listed components, but may vary depending upon the project:
  - 5% Owner's Construction Contingency
  - 15% Owner's Design Contingency
  - 10% Design Fees (Including CMAR Preconstruction Services fee, if CMAR is used)
  - 4% Furniture, Furnishings & Equipment (FF&E)
  - 3% Audio-Visual/Information Technology (AV/IT)
  - 0.75% Moving Expenses
  - 4% Administrative Expenses, including but not limited to:
    - Owner's Consultants (Geotechnical Engineer, Site Surveyor, Industrial Hygienist, Commissioning Authority, Quality Control Engineer, Interior Designer);
    - City and state plan review fees;
    - Facilities Planning Office staff time allocated to the project;
    - Physical Plant staff time and materials; and
    - Temporary utilities.



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The Initial Project Budget would be presented in categories similar to the example below:

FOR ILLUSTRATION ONLY

Construction Budget	\$ -
Construction/GMP	\$ -
Owner Contingency for Bid Alternates	\$ -
<i>Total Construction Budget</i>	\$ -
Soft Costs	\$ -
Owner Construction Contingency	\$ -
Design & Project Administration Costs	\$ -
Furniture, Furnishings & Equipment (FF&E)	\$ -
AV/IT	\$ -
<i>Total Soft Costs</i>	\$ -
<b>Total Project Budget</b>	<b>\$ -</b>

5) Level III (Design and Construction) – Funding

Upon completion of the Level II feasibility study, and after review and approval by the Vice President for Administration, the Vice President for Administration, subject to approval of the President, shall submit a recommendation for funding to the Facilities Construction Committee for review prior to submission to the Board. The recommendation shall include both sources of funding for the project and a proposed project budget. This typically includes a recommendation for a state budget request for funding.

6) Level III (Design and Construction) – Design

If Level III design and construction funding is secured, the Vice President for Administration, subject to approval of the President, shall submit a recommendation for construction delivery method to the Facilities Construction Committee for review prior to submission to the Board. The construction delivery methods under law are: Design-bid-build; Construction Manager at Risk (CMAR); and Design-Build.

After the Board approves the construction delivery method, the Vice President for Administration shall ensure that an RFQ/RFP process is used to select the firm(s) that will design the project. Except in unusual circumstances, the design process shall not commence unless adequate funding for construction of the project has been secured.

The Vice President for Administration, subject to approval of the President, shall submit a recommendation for selection of a design firm to the Facilities Construction Committee for review prior to submission to the Board. After the Board approves that negotiations with a particular design firm may commence, the Vice President for Administration shall pursue negotiations with such firm. The negotiations shall be based on contract templates with terms



*Approved 1-21-16 @ 2:18 p.m.*

and conditions that have been reviewed and approved by the Board of Trustees. No agreement shall be executed until the Vice President for Administration has consulted with the Facilities Construction Committee as regards the terms of the agreement. The Committee may request that the Board review and approve the agreement prior to its execution.

Prior to execution of the agreement, the Vice President for Administration shall establish a project budget which shall be submitted to the Facilities Construction Committee for review prior to submission to the Board for approval. Once the Board approves the project budget, no modifications to that project budget shall be made without the approval of the Board.

When work under the design agreement commences, the Vice President for Administration shall designate a project manager who will be responsible for all communications on behalf of the university with the design firm. The Vice President for Administration shall also establish in writing a chain of command – organizational chart for the design phase of each project. This org chart will identify lines of authority and reporting responsibilities. The project manager shall follow the guidelines in Appendix B. The Planning Team shall serve as an advisory group to the project manager. The Vice President for Administration shall keep the Facilities Construction Committee apprised of progress of the design process.

The design process shall have the following guiding principles:

- a. The exterior design of the facility and associated landscaping shall be consistent with campus design standards pursuant to the UW Historical Preservation Plan.
- b. The facility will be constructed as to comply with all applicable code requirements, including the Americans with Disabilities Act.
- c. The facility will be designed so that operations and maintenance can be accomplished effectively and efficiently.
- d. The facility shall meet the program requirements envisioned by the principal users of the facility.

Exterior design advisory committee - On all new building construction projects or major renovations subject to this policy, the Vice President for Administration shall appoint an exterior design advisory committee, in consultation with the Board's Facilities Construction Committee. Landscaping for all projects in excess of \$500,000 shall be referred to the Exterior Design committee for review and input. The committee shall have members as follows:

- One member of the Board of Trustees, appointed by the President of the Board
- One member of the Wyoming Legislature
- One member of the Division for Administration
- One representative of the community who is not an employee of the University
- One representative of the unit that will primarily use the building
- If private funds are used to fund the project, one representative of the UW Foundation.



*Approved 1-21-16 @ 2:18 p.m.*

The committee shall be chaired by the appointee who is a member of the Board of Trustees. The Vice President for Administration shall provide staff support for the committee and such information as the committee requires. This committee shall meet with the design firm and provide input on the exterior design of the project buildings. The design of all new or renovated buildings shall be consistent with the existing historical buildings on campus and incorporate elements consistent with the UW Historic Preservation Plan. The Committee shall hold at least one community/public meeting to seek input.

The design firm shall take the Committee's input into consideration in designing the exterior of the building and associated landscaping. The design firm shall document departures from the Historic Preservation Plan in creating the exterior building design and landscaping. The proposed exterior design and landscaping shall be submitted to the Board of Trustees for review and approval. The balance of the design process shall thereafter continue. The proposed exterior design and landscaping shall not be modified from that approved by the Board of Trustees except upon prior approval of the Board.

7) Level III (Design and Construction) – Construction

The selection of a contractor and agreement for construction services will reflect the construction delivery method approved by the Board. The Vice President for Administration shall ensure that a competitive process is used to select the firm(s) that will construct the project. The construction process shall not commence unless adequate funding for construction of the project has been secured.

The Vice President for Administration, subject to approval of the President, shall submit a recommendation for selection of a construction firm to the Facilities Construction Committee for review prior to submission to the Board. After the Board approves that negotiations with a particular construction firm may commence, the Vice President for Administration or his designee shall pursue negotiations with such firm. The negotiations shall be based on contract templates with terms and conditions that have been reviewed and approved by the Board of Trustees. No agreement shall be executed until the Vice President for Administration has consulted with the Facilities Construction Committee as regards the terms of the agreement. The Committee may request that the Board review and approve the agreement prior to its execution. The Vice President for Administration shall also establish in writing a chain of command – organizational chart for the construction phase of each project. This org chart will identify lines of authority and reporting responsibilities. The project manager shall follow the guidelines in Appendix B.

Construction process – If construction manager at risk (CMAR) is the approved construction delivery method, the following apply:

- The Board of Trustees must approve the Guaranteed Maximum Price (GMP) prior to authorization to proceed to construction. Except in unusual circumstances, the GMP shall be based on approximately 90% completion of construction documents.



*Approved 1-21-16 @ 2:18 p.m.*

- No changes resulting in a use of the owners' contingency without prior approval of the Trustees can be made except for changes which are not more than \$25,000. However, in no event shall the cumulative total of all changes result in an amount which exceeds 40% of the owner's contingency fund without board approval.
- No project components which are designated as contingency funds shall be expended without the prior approval of the Vice President for Administration. The Vice President for Administration shall keep the Facilities Construction Committee apprised of the extent to which these funds are expended.

*Approved by the UW Board of Trustees July 2015  
Amended September 2015  
Amended January 2016*



*Approved 1-21-16 @ 2:18 p.m.*

## APPENDIX A

### University of Wyoming Major Construction Projects Guiding Principles

(These guiding principles are intended to address issues which have arisen during recent construction projects. They are intended to be the initial set of guiding principles and are expected to be modified, refined and adapted as UW proceeds with major construction projects.)

1. The exterior design of the facility and associated landscaping shall be consistent with campus design standards pursuant to the UW Historical Preservation Plan. The A&E shall focus its objectives to achieve a varied but cohesive architectural style that enhances the character of the University and respects its history.
2. The building shall be located and sited consistent with the current UW Long Range Development Plan.
3. Facilities will incorporate today's most advanced thinking in construction design, programmatic design, and sustainability, while providing flexibility for programmatic growth, new technologies and long term use and functionality of the facility.
4. Investments in facilities will demonstrate wise stewardship of funds, taking full advantage of opportunities to reduce costs through standardization, shared resources and institutional collaboration.
5. Anticipate and provide plans to address infrastructure requirements of the campus in the most efficient and least intrusive manner possible.
6. Each major construction project shall have its own guiding principles developed by the college or unit intended to address the programmatic and functionality of the proposed facility which supplement, but not deviate from, these guiding principles for that specific project. The project specific guiding principles shall be submitted to the Facilities Construction Committee for review and approval.



*Approved 1-21-16 @ 2:18 p.m.*

## APPENDIX B

### University of Wyoming Major Construction Projects Project Management Guidelines

The following guidelines shall be incorporated by the University Project Manager into the management of all major construction projects:

1. The University Project Manager shall maintain a document continuously tracking outstanding/unresolved issues for the project. The document shall contain the following information:
  - a. Issue number
  - b. Description of the outstanding item
  - c. Responsible party
  - d. Date created
  - e. Date required
  - f. Date resolved
  
2. The University Project Manager shall create a project list serve that identifies all individuals associated with each project. This list shall include the following information:
  - a. Name
  - b. Firm/ Organization
  - c. Role
  - d. Phone number
  - e. Email address
  
3. The University Project Manager shall host and manage a project document sharing website. The site shall be accessible by all parties included on the project list serve. The site shall be updated weekly with the most current documents. The website, at a minimum, shall contain the following documents:
  - a. Meeting minutes
  - b. An open items/ issues log
  - c. Audio recordings of all design and construction meetings
  - d. Current design/ construction documents
  - e. Value engineering/ cost control logs
  - f. Project list serve

The University of Wyoming  
Board of Trustees' Meeting  
January 20 - 22, 2016  
*Board Approved 1-22-16 @ Business Meeting  
[Part of Consent Agenda]*

**AGENDA ITEM TITLE: Annual Review and Reappointment of the External Audit Firm, Mai**

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other      Specify: BUSINESS MEETING (Consent Agenda)

**BACKGROUND AND POLICY CONTEXT OF ISSUE:**

Article VII. Section 7-1 IV. a. of the Bylaws of the Trustees charges the Audit and Fiscal Integrity Committee with the responsibility of recommending to the Board "the selection and retention of the external audit firm."

**PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:**

January 2014 - the Board of Trustees approved a four-year audit engagement with McGee, Hearne & Paiz, LLP, beginning with the fiscal year ending June 30, 2014.

January 2015 – the Board of Trustees approved the reappointment of McGee, Hearne & Paiz, LLP for the second year of the engagement – fiscal year ending June 30, 2015.

**WHY THIS ITEM IS BEFORE THE BOARD:**

The audit engagement is subject to an annual review and evaluation of the firm's performance. The Audit and Fiscal Integrity Committee met January 20, 2016 to discuss reappointment of McGee, Hearne & Paiz, LLP, for the third year of the four-year engagement.

**ARGUMENTS IN SUPPORT:**

MH&P continues to demonstrate their ability to deliver high-quality professional services at an attractive price. They exhibit a solid commitment to the time schedules necessary to deliver the audited financial statements and reports. They assigned experienced personnel to the engagement and returned those professionals to the University providing continuity and efficiency to the audit. The firm's partners spent time on campus and were available for face-to-face conferences and meetings. Communication with the Audit and Fiscal Integrity Committee, as well as with UW administration, is excellent and is a key factor to successful completion of the external audit.

The Audit and Fiscal Integrity Committee agreed unanimously in favor of recommending reappointment.

**ARGUMENTS AGAINST:**

None

**ACTION REQUIRED AT THIS MEETING:**

Reappointment of McGee, Hearne & Paiz, LLP, as the independent audit firm to perform the external audit for the fiscal year ending June 30, 2016.

**PRESIDENT'S RECOMMENDATION:**

The President recommends reappointment of McGee, Hearne & Paiz, LLP as stated above.



**UW REGULATION 2-180  
Regulating Smoking**

**I. POLICY**

It is the policy of the University of Wyoming to ensure that all of its facilities including public places and places of employment are smoke free.

**II. DEFINITIONS**

For purposes of this Regulation, the following definitions shall apply:

- a. "Public places" means enclosed University facilities, all seating and general gathering areas where outdoor programs, events and activities are held and reasonable distances from all entranceways, passageways, operable windows or ventilation systems of any enclosed facility and inside any licensed vehicle owned by the University.
- b. ~~"University" means the University of Wyoming;~~  
"Electronic Cigarette" means a product that employs any mechanical heating element, battery or electronic circuit, regardless of its shape or size, that can be used to deliver doses of vapor with nicotine or other substances by means of heating a liquid solution contained in a cartridge or other delivery system.
- b. "Smoke or smoking" means the act of burning any tobacco or tobacco-like product, weed filler or plant of any kind in a cigarette (~~including electronic cigarettes~~), cigar, pipe, water pipe, or in any other device;
- c. "Smoking instrument" means any cigarette, cigar, pipe or other smoking or vaporization device;
- d. "University" means the University of Wyoming;  
~~"Public places" means enclosed University facilities, all seating and general gathering areas where outdoor programs, events and activities are held and reasonable distances from all entranceways, passageways, operable windows or ventilation systems of any enclosed facility and inside any licensed vehicle owned by the University.~~

**III. DIRECTIVE**

- a. No University student or employee, or member of the general public shall smoke or carry any lighted smoking instrument in any public place of the University.
- b. Any University student or employee, or member of the general public persisting in smoking contrary to the terms of this Regulation, after an oral or written request or warning to cease smoking, shall be deemed to be in violation of this Regulation.

- c. Smoking is permitted in the following:
  - (1.) Outdoor areas including University sidewalks, seating areas and grounds that are a reasonable distance from entranceways, passageways, operable windows or ventilation systems of public places.

#### IV. SANCTIONS

Any University student or employee, or member of the general public violating any provision of this Regulation may be required to forfeit the benefits of University programs, events or privileges pursuant to UW Regulations.

**Excerpt from UW Reg 1-1 II.**

**A. President of the University**

Subject to control of the Trustees, the President of the University is the chief executive officer of the University and is vested with powers and duties as provided by laws of this State and the Bylaws of the Trustees of the University of Wyoming. In addition to such duties, the President shall enforce UW Regulations as adopted hereof, and the President is hereby clothed with all authority requisite to these ends. Any authority or responsibility of the President may be delegated by him/her to any other member of academic personnel (faculty or academic professional) or staff of the University, but delegation of major areas of authority or responsibility shall have the prior consent of the Trustees.

In the event of the resignation, death or incapacity of the President, the Trustees may appoint an acting president who shall perform the duties and have the powers of the President during such time as the Trustees may direct. If no acting President has been appointed by the Trustees, the duties of the President shall be performed by the Vice President for Academic Affairs.

The President shall serve as the ordinary channel of communication between the Trustees and academic personnel and between the Trustees and all subordinate administrative officers and staff of the internal organization. This regulation shall not be interpreted to limit the right of communication between academic personnel or other officers of the University and the Trustees or to limit the manner in which the Trustees may gain information as to the work and operation of the University.

The President shall have as principal administrative officers a Vice President for Academic Affairs, a Vice President for Student Affairs, a Vice President for Administration, a Vice President for Research and Economic Development, a Vice President for Institutional Advancement, a Vice President for Information Technology, a Vice President and General Counsel, a Vice President for Governmental and Community Affairs, a Director of Governmental Relations and a Special Assistant to the President [for Diversity. The Special Assistant to the President for Diversity shall, at the direction of the President and in collaboration with the other principal administrative officers of the University, lead the development and implementation of the University diversity plan.](#) He also may have other assistants as are authorized from time to time and may also authorize the appointment of Associate Vice Presidents for each of the principal administrative officers, who shall perform such duties as specified.

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### **Provost and Vice President for Academic Affairs**

The University of Wyoming (UW) invites nominations, expressions of interest, and applications for the position of Provost and Vice President for Academic Affairs (Provost/VPAA). The University, under the leadership of recently appointed President Dr. Laurie Nichols, seeks a diverse candidate pool from which to select its next Provost/VPAA who will partner with the President and university community during this exciting time.

Founded in 1886, UW is the only public university in Wyoming, providing baccalaureate, graduate and professional education, research, and outreach. The University of Wyoming is a land-grant institution of truly distinctive character located in Laramie, a community of 31,000, nestled on the high plains between two ranges of the Rocky Mountains in southeastern Wyoming. It enrolls more than 13,500 undergraduate and graduate students, employs over 2,800 benefitted faculty and staff members, and has an annual operating budget of more than \$500 million.

The University also maintains the University of Wyoming - Casper, ten outreach education centers across Wyoming, and Agricultural Extension Offices that serve the state's 23 counties and the Wind River Indian Reservation. It is a Carnegie doctoral/research university with high research activity, attracting over \$95 million in contracts and grants last year. UW plays a key role in the state's economy and its research attracts national and international recognition.

UW plays a significant leadership role in the state and region and among its assets are a heritage of strong public support, unparalleled statewide presence, remarkable geographic setting, and a profound commitment to explore, create, and share knowledge. UW combines major-university benefits and small-school advantages, offering 200 programs of study, an outstanding faculty, and world-class research and teaching facilities, all set against the backdrop of Wyoming's beautiful landscapes.

Reporting directly to the President, UW's Provost/VPAA provides leadership to a large academic portfolio of programs and individuals. The Provost/VPAA, working with the President and other senior university leadership, will play a central role in developing the University's next Academic Plan which lays out important strategic directions and academic priorities at the undergraduate and graduate level. The Provost/VPAA assumes presidential responsibilities in the absence of the President. Reporting to the Provost/VPAA are three Associate Vice Presidents with duties ranging from graduate and undergraduate education and all aspects of academic personnel, the Deans of UW's seven colleges, Dean of Libraries, and Dean of the Outreach School. In addition, eight program/center directors report to the Provost/VPAA. A total of nearly 900 academic personnel in 55 departments and other programs report to the entities listed above.

UW's next Provost/VPAA must possess a terminal degree from an accredited institution and a distinguished record of teaching, research, and academic service appropriate for appointment as a full professor with tenure. The successful candidate must possess significant administrative experience with budgetary and personnel authority and the demonstrated ability to lead a complex organization.

In addition, preferred qualities and qualifications of candidates will include:

- Experience in leading an academic unit;
- Exceptional interpersonal and communication skills and a strong commitment to the principles of shared governance;
- A transparent management style that fosters collegiality and collaboration in the decision making process;
- A track record as an effective steward of University resources and the ability to identify opportunities for growth and efficiency;
- A demonstrated commitment to promoting diversity across all levels of the campus community;
- An understanding of the importance of outreach and extension in the mission of a land-grant institution as well as statewide engagement with many and varied constituencies throughout Wyoming;
- The ability to provide strong campus-wide leadership to graduate and professional education;
- An understanding of, and experience in, addressing the trends and issues currently impacting higher education in the United States, such as enrollment management, assessment, accreditation, and program review;
- An appreciation for the multiple levels of leadership within an academic organization and the ability to work effectively with the President and other senior university leadership to develop and sustain relationships internal and external to UW;
- The ability to partner with campus stakeholders in advancing major University initiatives in the areas of discovery, scholarship, and academic excellence.

The Search Committee will begin reviewing applications immediately and will continue to accept applications and nominations until the position is filled. Applicants must submit a current curriculum vitae and a letter of interest describing relevant experience. Submission of materials via e-mail is strongly encouraged. Nomination letters should include the name, position, address and telephone number of the nominee. All nominations and applications will be handled in confidence. Applications will remain confidential until the selection of the finalists, whose names and application materials will be made public.



Alberto Pimentel  
Managing Partner

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Email: [apsearch@storbeckpimentel.com](mailto:apsearch@storbeckpimentel.com)  
Refer to code "UW-PVPAA" in subject line

For more information about UW, please visit [www.uwyo.edu](http://www.uwyo.edu)

*The University of Wyoming is an Equal Employment Opportunity/Affirmative Action employer.  
All qualified applicants will receive consideration for employment without regard to race, color,*

*religion, sex, national origin, disability or protected veteran status or any other characteristic protected by law and University policy. Please see [www.uwyo.edu/diversity/fairness](http://www.uwyo.edu/diversity/fairness)*

*We conduct background investigations for all final candidates being considered for employment. Offers of employment are contingent upon the completion of the background check.*

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# Department / Program Review Update

UW Board of Trustees Meeting  
January 21, 2016



UNIVERSITY OF WYOMING

## Program Reviews

- **Where do we start?**
  - Low enrolled programs
- Eventually, ALL programs will be reviewed on a regular basis





## Program Review Criteria

- **How Productive is the Program?**
  - Enrollment
  - Graduates over previous 5 years



## Program Review Criteria

- Production Thresholds
  - Bachelor's Degree
    - 5 or 10 graduates per year
    - 25 or 50 during 5-year period



## Program Review Criteria

- Production Thresholds
  - Master's Degree
    - 3 or 5 graduates per year
    - 15 or 25 during 5-year period

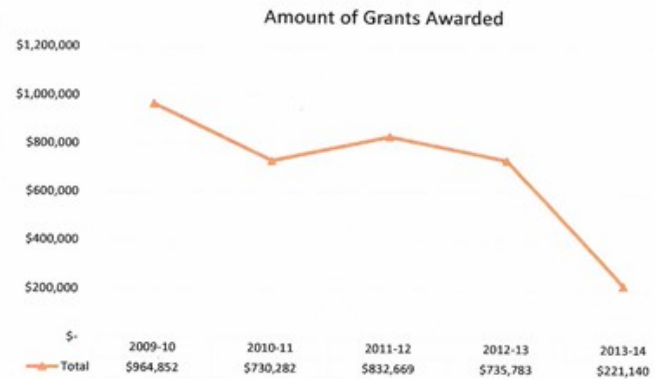
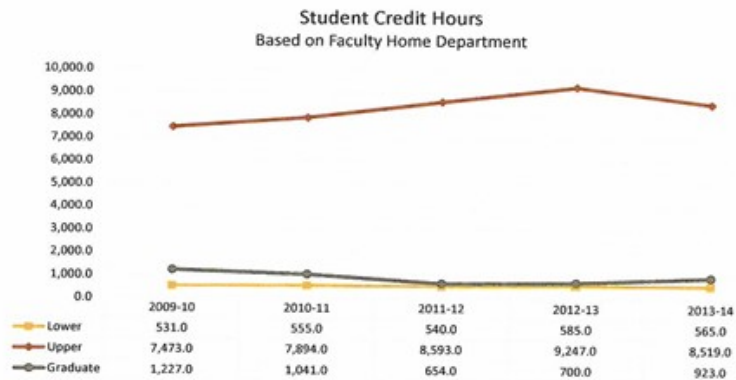
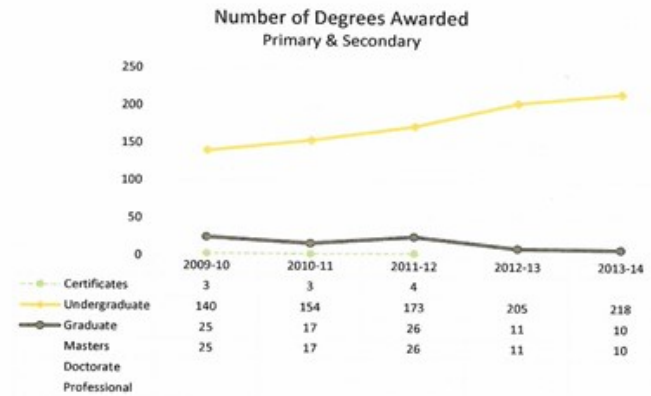


## Program Review Criteria

- Production Thresholds
  - Professional or Doctoral Degree
    - 1 or 2 graduates per year
    - 5 or 10 during 5-year period



UW - Program Review  
 School of Nursing



## Program Review Criteria

- **Is the Program of High Quality?**
  - Program Accreditation
  - Credentials of the Faculty
  - Program Reputation
  - Assessment of Learning
  - Strategic Plan



## Program Review Criteria

- **Does the Program Advance the Mission of the UW?**
  - How does the program support the mission?
  - How does the program support other programs?
  - Graduate placement/hiring data for disciplines critical to the state/region?
  - Uniqueness/Duplication of the program across the UW



## Program Review Criteria

- **Cost: Is the Program Financially Viable?**
  - Ratio of student credit hours per FTE
  - Direct institutional expenditures
  - Course enrollments
  - Faculty course load
  - Research expenditures per tenured/tenure-track faculty





## Program Review Options

- **Retain Due to Critical Need**
  - Fulfills workforce need in WY
  - If low enrollment:
    - Proposed steps to increase enrollment

c



## Program Review Options

- **Retain with Further Review Required**
  - Program serves a specific function central to UW's mission BUT needs to show improvement
  - If low enrollment:
    - Proposed steps to increase enrollment



## Program Review Options

- **Consolidate with Another Program**
  - Within or Across College (e.g. UW-C)
  - Evidence of anticipated increase in enrollment / graduation rates

c



# Program Review Options

- **Terminate Program**
  - Low graduate production
  - Continued decline in enrollment
  - Lack of student interest
  - Shifts in a field of study
  - Process outlined in UW Regulation 6-43



## Program Review Options

- **Terminate Program**
  - Low graduate production
  - Continued decline in enrollment
  - Lack of student interest
  - Shifts in a field of study
  - Process outlined in UW Regulation 6-43



## Timeline for Program Elimination (per UW Regulation 6-43)

- **10 days**...for VPAA to distribute proposal
- **60 days**...for responses to be submitted to VPAA
- **10 days**...for VPAA to distribute proposal and responses
- **60 days**...for reviews/recommendations to be submitted to VPAA
- **30 days**...for VPAA to make recommendation to the President



# FY 2017 Fees

## Board of Trustees January 21, 2016



UNIVERSITY OF WYOMING

## Mandatory Fees

- Mandatory fees are paid by all Laramie campus full-time and part-time students
- Six Mandatory fees support Student Union, Student Services\*, Student Health Service, Athletics, Campus Recreation, and Transit

\* Student Services fee supports ASUW, Student Media, Recycling, Wellness, AWARE, and Music/Theatre.





## Summary of Mandatory Fee Proposals for FY2017

<u>Mandatory Student Fees<sup>1</sup></u>	FY 2016	FY 2017
Wyoming Union	\$ 312.10	\$ 314.92
Student Services	\$ 215.10	\$ 219.82
Student Health Service	\$ 222.38	\$ 226.76
Intercollegiate Athletics	\$ 230.00	\$ 230.00
Campus Recreation Programs	\$ 234.00	\$ 235.20
Transit Fee	\$ 107.92	\$ 107.92
Total Mandatory Student Fees	\$1,321.50	\$1,334.62
<b>Total Annual \$ Increase</b>	-	\$ 13.12

<sup>1</sup>Fees are shown on an annual basis



## UW Tuition and Mandatory Fees 2017

	FY 2016	FY 2017	\$ Increase	% Increase
Tuition ( <i>Resident Undergraduate</i> )*	\$3,570.00	\$3,720.00	\$150.00	4.2%
Total Mandatory Student Fees	\$1,321.50	\$1,334.62	\$ 13.12	0.9%

<b>Total Tuition and Mandatory Fees</b>	<b>\$4,891.50</b>	<b>\$ 5,054.62</b>	<b>\$ 163.12</b>	<b>3.3%</b>
* A tuition increase of 4% was approved in November for FY 2017				

## Non-Mandatory Fees

- Residence Life and Dining Services
  - Room (FY 2017 ~ 3.67%)
  - Board (FY 2017 ~ 1.75%)
  - Rent (FY 2017 ~ 1.78%)
- Some new course and lab fees (see summary), some existing program/course specific fees were adjusted
- User Fees also include charges for facility usage, technology fees for scanning and cataloging printed material, golf course and day-care fees, and parking and transit fees. The majority of these fees are charged to non-students.
- All other Non-mandatory Fees are listed in the University of Wyoming Fee Book publication

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UNIVERSITY OF WYOMING

## Non-Mandatory Fees

- New course fees, lab fees and change requests (summary):

Number	Department/Unit/College	Request Description	Change/Del/Add	Revenue	Academic Course fee?
1	UW-Casper	New fees for EDSE 3030, 3050, 3040, 3610 construction technology supplies \$75	Addition		Yes
2	Engineering and Applied Science Deans Office	Increase fee to meet needs of college. Fee is computer lab and equipment fee change from \$59 to \$100 per semester	Change	\$ 153,176.00	Yes
3	Ecosystem Science and Management	New lab supply fee for SOIL 2010 intro to soil science \$25	Addition	\$ 1,650.00	yes
4	Ecosystem Science and Management	New lab supply fee for RNEW 5500- \$150	Addition	\$ 2,250.00	yes
5	Kinesiology and Health	New course fee for KIN 2041- \$25	Addition	\$ 8,394.50	yes
6	Kinesiology and Health	New course fee for KIN 3010- \$10	Addition	\$ 839.90	yes
7	Kinesiology and Health	New course fee for KIN 3021- \$47	Addition	\$ 4,737.84	yes
8	Anthropology	New lab fee for ANTH 1100- \$20	Addition	\$ 2,520.00	yes
9	Botany	New lab fee for BOT 3000- \$20	Addition	\$ 1,200.00	yes
10	Botany	New field trip and lab fee for BOT 3600- \$50	Addition	\$ 1,200.00	yes
11	Chemistry	New chemistry lab fees. Uniform fee of \$25 for all CHEM courses	Addition	\$ 100,000.00	yes
12	Geology and Geophysics	Increase fees for GEOL 2100 from \$15 to \$25	Change	\$ 540.00	yes
13	Geology and Geophysics	New Field trip fee for Geol 4200/5200- \$40	Addition	\$ 800.00	yes
14	Geology and Geophysics	Increase fee for GEOL 4610 from \$40 to \$60	Change		yes
15	Geology and Geophysics	New fee for GEOL 5410- \$25	Addition	\$ 200.00	yes
16	Geology and Geophysics	New fee for GEOL 1070/ASTR 1070- \$15	Addition	\$ 800.00	yes
17	Life Sciences Program	New fees for LIFE 1002, 1003, 1020-\$20	Addition	\$ 5,600.00	yes
18	Life Sciences Program	New fees for LIFE 1010, 2022, 2023-\$50	Addition	\$ 64,000.00	yes
19	Mathematics	Change MPE Fee from \$15 to \$35	Change	minimal	yes
20	Physics and Astronomy	New lab fees for algebra based physics-\$15	Addition	\$ 13,350.00	yes
21	Zoology and Physiology	New fee for Zoo 3010- \$70	Addition	\$ 910.00	yes
22	Zoology and Physiology	New fee for Zoo 4190- \$65	Addition	\$ 2,080.00	yes



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2015-16 Resident Undergraduate Tuition & Fees Among all U.S. Public Doctoral Institutions

1 - College of William and Mary	19,372	45 - U. of Texas - Dallas	11,806	89 - Missouri U. of Science & Technology	9,628	133 - Oklahoma State U.	7,778
2 - U. of Pittsburgh - Pittsburgh Campus	18,192	46 - U. of Georgia	11,622	90 - U. of Alabama at Birmingham	9,596	134 - U. of Arkansas at Little Rock	7,740
3 - Penn State U.	17,514	47 - U. of South Carolina - Columbia	11,562	91 - Texas Tech U.	9,567	135 - Iowa State U.	7,736
4 - Colorado School of Mines	17,352	48 - Ohio U.	11,548	92 - U. of Missouri - Kansas City	9,553	136 - Texas A&M U. - Kingsville	7,700
5 - U. of New Hampshire	16,986	49 - Oakland U.	11,512	93 - U. of Missouri - Columbia	9,509	137 - Bowie State U.	7,658
6 - U. of Vermont	16,768	50 - George Mason U.	11,252	94 - Ball State U.	9,498	138 - West Virginia U.	7,632
7 - New Jersey Institute of Technology	16,108	51 - U. of Hawaii at Manoa	11,164	95 - U. of Wisconsin - Milwaukee	9,429	139 - U. of Nebraska - Omaha	7,573
8 - U. of Illinois at Urbana - Champaign	15,626	52 - U. of Colorado Boulder	11,091	96 - Texas A&M U. - Main Campus	9,428	140 - Wichita State U.	7,528
9 - Temple U.	15,188	53 - Western Michigan U.	11,029	97 - SUNY - Buffalo	9,381	141 - Morgan State U.	7,508
10 - U. of California - Los Angeles	15,018	54 - U. of Maryland - Baltimore County	11,006	98 - U. of Toledo	9,380	142 - Mississippi State U.	7,502
11 - U. of Virginia	14,678	55 - U. of Cincinnati	11,000	99 - Kansas State U.	9,350	143 - U. of Mississippi	7,444
12 - U. of Massachusetts Amherst	14,356	56 - U. of Arizona	10,892	100 - Sam Houston State U.	9,337	144 - Texas A&M U. - Commerce	7,432
13 - Miami U. - Oxford	14,287	57 - U. of Kansas - Main Campus	10,825	101 - U. of Memphis	9,269	145 - Tennessee State U.	7,418
14 - Michigan Technological U.	14,286	58 - U. of Kentucky	10,780	102 - U. of Alabama in Huntsville	9,128	146 - U. of Alaska - Fairbanks	7,406
15 - Rutgers State U. - New Brunswick	14,131	59 - U. of Louisville	10,738	103 - Indiana U. - Purdue U. Indianapolis	9,056	147 - U. of Southern Mississippi	7,334
16 - U. of California - Santa Barbara	13,956	60 - U. of Houston	10,710	104 - SUNY - Binghamton	9,053	148 - Georgia Southern U.	7,318
17 - U. of California - Davis	13,952	61 - Georgia State U.	10,686	105 - U. of South Alabama	8,900	149 - U. of Texas at El Paso	7,249
18 - Clemson U.	13,882	62 - U. of Maine	10,610	106 - U. of Texas - Arlington	8,878	150 - U. of Nevada - Reno	7,022
19 - U. of California - Berkeley	13,791	63 - Bowling Green State U.	10,590	107 - SUNY - Stony Brook	8,855	151 - U. of Idaho	7,020
20 - U. of Minnesota - Twin Cities	13,790	64 - Colorado State U.	10,558	108 - Louisiana Tech U.	8,854	152 - San Diego State U.	6,976
21 - U. of California - Riverside	13,707	65 - U. of Colorado Denver	10,543	109 - SUNY - Albany	8,796	153 - U. of Nevada - Las Vegas	6,943
22 - U. of Illinois - Chicago	13,672	66 - U. of Akron	10,509	110 - Wright State U.	8,730	154 - Jackson State U.	6,891
23 - Illinois State U.	13,666	67 - Auburn U.	10,424	111 - U. of Texas at San Antonio	8,727	155 - Montana State U. - Bozeman	6,849
24 - U. of Massachusetts - Lowell	13,627	68 - U. of Wisconsin - Madison	10,416	112 - Texas Southern U.	8,726	156 - Idaho State U.	6,784
25 - Rutgers State U. - Newark	13,597	69 - Indiana U.	10,388	113 - Texas A&M U. - Corpus Christi	8,621	157 - U. of North Carolina - Greensboro	6,745
26 - Michigan State U.	13,560	70 - Northern Arizona U.	10,358	114 - U. of North Carolina - Chapel Hill	8,591	158 - New Mexico State U.	6,729
27 - U. of California - San Diego	13,530	71 - U. of Oregon	10,289	115 - North Carolina State U.	8,581	159 - U. of New Mexico	6,664
28 - U. of Michigan	13,528	72 - U. of Alabama	10,170	116 - Indiana State U.	8,580	160 - Utah State U.	6,663
29 - U. of California - Santa Cruz	13,461	73 - Arizona State U.	10,158	117 - U. of Louisiana at Lafayette	8,560	161 - U. of North Carolina at Charlotte	6,632
30 - U. of California - Irvine	13,432	74 - Oregon State U.	10,107	118 - U. of Arkansas - Fayetteville	8,522	162 - Florida International U.	6,566
31 - U. of Connecticut	13,366	75 - U. of North Texas	10,090	119 - East Tennessee State U.	8,477	163 - East Carolina U.	6,550
32 - U. of Massachusetts - Boston	13,350	76 - U. of Oklahoma - Norman	10,090	120 - U. of South Dakota	8,457	164 - Florida State U.	6,507
33 - Southern Illinois U. - Carbondale	13,137	77 - South Carolina State U.	10,088	121 - Middle Tennessee State U.	8,404	165 - U. of South Florida	6,410
34 - U. of Rhode Island	12,862	78 - U. of Missouri - St. Louis	10,065	122 - Texas Woman's U.	8,375	166 - U. of Florida	6,381
35 - Virginia Commonwealth U.	12,772	79 - Ohio State U.	10,037	123 - U. of Nebraska - Lincoln	8,278	167 - U. of Central Florida	6,368
36 - U. of Delaware	12,520	80 - Kent State U.	10,012	124 - U. of New Orleans	8,244	168 - U. of West Florida	6,359
37 - Virginia Tech	12,485	81 - Purdue U.	10,002	125 - U. of Utah	8,197	169 - Florida Atlantic U.	6,193
38 - U. of Tennessee - Knoxville	12,436	82 - U. of Maryland - College Park	9,996	126 - South Dakota State U.	8,172	170 - U. of Montana	6,158
39 - Wayne State U.	12,314	83 - Indiana U. of Pennsylvania	9,936	127 - U. of Northern Colorado	8,166	171 - North Carolina A & T State U.	5,972
40 - Northern Illinois U.	12,213	84 - U. of Texas - Austin	9,806	128 - U. of Iowa	8,104	172 - Florida Agricultural and Mechanical U.	5,785
41 - Georgia Institute of Technology	12,204	85 - Old Dominion U.	9,768	129 - North Dakota State U.	8,098	173 - U. OF WYOMING	4,892
42 - Washington State U.	11,967	86 - Lamar U.	9,721	130 - Portland State U.	8,034		
43 - Central Michigan U.	11,850	87 - Louisiana State U.	9,714	131 - SUNY - College of Environ Sci/Forestry	7,969		
44 - U. of Washington	11,839	88 - Cleveland State U.	9,686	132 - U. of North Dakota	7,965		

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\$5,055



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2015-16 Non-Resident Undergraduate Tuition & Fees Among *all U.S. Public Doctoral Institutions*

1 - U. of Virginia	43,974	45 - U. of Massachusetts - Lowell	29,325	89 - U. of Maryland - Baltimore County	23,770	133 - Ohio U.	20,512
2 - U. of Michigan	43,148	46 - U. of Colorado Denver	29,308	90 - Central Michigan U.	23,670	134 - Texas A&M U. - Corpus Christi	20,495
3 - College of William and Mary	41,072	47 - Virginia Tech	29,129	91 - U. of Oklahoma - Norman	23,476	135 - Texas Southern U.	20,426
4 - U. of California - Los Angeles	39,726	48 - Rutgers State U. - Newark	28,987	92 - Kansas State U.	23,429	136 - U. of Nebraska - Omaha	20,368
5 - U. of Vermont	39,160	49 - U. of Pittsburgh - Pittsburgh Campus	28,958	93 - Northern Arizona U.	23,348	137 - Texas A&M U. - Kingsville	20,190
6 - U. of California - Santa Barbara	38,664	50 - Georgia State U.	28,896	94 - U. of Montana	23,048	138 - Idaho State U.	20,182
7 - U. of California - Davis	38,660	51 - U. of Maine	28,880	95 - U. of Missouri - Kansas City	22,714	139 - Mississippi State U.	20,142
8 - U. of California - Berkeley	38,499	52 - U. of Rhode Island	28,852	96 - U. of Central Florida	22,467	140 - Texas Woman's U.	20,075
9 - U. of California - Riverside	38,415	53 - Purdue U.	28,804	97 - U. of Nebraska - Lincoln	22,446	141 - South Carolina State U.	19,856
10 - U. of California - San Diego	38,238	54 - Oregon State U.	28,767	98 - U. of Louisiana at Lafayette	22,288	142 - U. of North Carolina at Charlotte	19,803
11 - U. of California - Santa Cruz	38,169	55 - U. of Florida	28,658	99 - U. of Minnesota - Twin Cities	22,210	143 - U. of Northern Colorado	19,752
12 - U. of California - Irvine	38,140	56 - Auburn U.	28,040	100 - SUNY - Binghamton	22,173	144 - U. of Wisconsin - Milwaukee	19,603
13 - Michigan State U.	36,360	57 - Texas A&M U. - Main Campus	28,021	101 - East Carolina U.	22,124	145 - North Dakota State U.	19,392
14 - U. of Connecticut	34,908	58 - U. of Iowa	27,890	102 - Montana State U. - Bozeman	22,081	146 - U. of West Florida	19,241
15 - Colorado School of Mines	34,828	59 - Ohio State U.	27,365	103 - U. of New Orleans	22,061	147 - U. of Texas at El Paso	19,199
16 - U. of Texas - Austin	34,676	60 - Colorado State U.	27,267	104 - U. of Alabama at Birmingham	21,956	148 - Utah State U.	19,133
17 - U. of Washington	34,143	61 - Louisiana State U.	26,877	105 - U. of Alaska - Fairbanks	21,946	149 - Texas A&M U. - Commerce	19,132
18 - U. of Colorado Boulder	34,125	62 - U. of Kansas - Main Campus	26,659	106 - SUNY - Albany	21,916	150 - U. of Akron	19,040
19 - Indiana U.	33,740	63 - U. of Illinois - Chicago	26,526	107 - Indiana U. of Pennsylvania	21,835	151 - Florida International U.	18,965
20 - U. of North Carolina - Chapel Hill	33,673	64 - Old Dominion U.	26,508	108 - SUNY - Binghamton	21,826	152 - U. of North Dakota	18,899
21 - Clemson U.	32,800	65 - Southern Illinois U. - Carbondale	26,390	109 - U. of North Texas	21,790	153 - U. of Arkansas at Little Rock	18,810
22 - Georgia Institute of Technology	32,396	66 - U. of Cincinnati	26,334	110 - Florida Atlantic U.	21,749	154 - North Carolina A & T State U.	18,732
23 - U. of Oregon	32,024	67 - Missouri U. of Science & Technology	26,152	111 - Northern Illinois U.	21,679	155 - U. of Toledo	18,718
24 - George Mason U.	31,898	68 - East Tennessee State U.	26,147	112 - Florida State U.	21,673	156 - Indiana State U.	18,708
25 - U. of Hawaii at Manoa	31,516	69 - U. of Utah	26,022	113 - U. of North Carolina - Greensboro	21,607	157 - Kent State U.	18,212
26 - Virginia Commonwealth U.	31,463	70 - Middle Tennessee State U.	25,972	114 - Illinois State U.	21,482	158 - Bowie State U.	18,141
27 - U. of Delaware	31,420	71 - U. of Alabama	25,950	115 - West Virginia U.	21,432	159 - San Diego State U.	18,136
28 - Penn State U.	31,346	72 - Louisiana Tech U.	25,852	116 - Lamar U.	21,421	160 - Bowling Green State U.	18,126
29 - U. of Texas - Dallas	31,328	73 - Wayne State U.	25,754	117 - U. of New Mexico	21,304	161 - SUNY - College of Environ Sci/Forestry	17,819
30 - U. of Maryland - College Park	31,144	74 - Western Michigan U.	25,713	118 - Texas Tech U.	21,267	162 - Florida Agricultural and Mechanical U.	17,725
31 - Miami U. - Oxford	30,987	75 - Washington State U.	25,567	119 - New Mexico State U.	21,234	163 - U. of South Alabama	17,690
32 - U. of Tennessee - Knoxville	30,856	76 - U. of Missouri - St. Louis	25,512	120 - U. of Texas - Arlington	21,114	164 - U. of South Florida	17,324
33 - U. of Illinois at Urbana - Champaign	30,786	77 - Temple U.	25,494	121 - Sam Houston State U.	21,037	165 - Morgan State U.	17,182
34 - U. of Massachusetts Amherst	30,689	78 - Arizona State U.	25,458	122 - U. of Idaho	21,024	166 - Wright State U.	17,098
35 - U. of Massachusetts - Boston	30,588	79 - U. of Houston	25,410	123 - U. of Memphis	20,981	167 - Jackson State U.	16,846
36 - U. of South Carolina - Columbia	30,378	80 - U. of Missouri - Columbia	25,166	124 - Oklahoma State U.	20,978	168 - U. of Southern Mississippi	16,204
37 - New Jersey Institute of Technology	30,326	81 - U. of Louisville	25,044	125 - U. of Nevada - Reno	20,932	169 - Wichita State U.	15,851
38 - U. of New Hampshire	30,256	82 - Ball State U.	25,016	126 - U. of Texas at San Antonio	20,880	170 - <b>U. OF WYOMING</b>	<b>15,632</b>
39 - Michigan Technological U.	30,250	83 - North Carolina State U.	24,932	127 - Iowa State U.	20,856	171 - Cleveland State U.	12,928
40 - U. of Arizona	30,046	84 - SUNY - Buffalo	24,461	128 - U. of Nevada - Las Vegas	20,853	172 - U. of South Dakota	11,337
41 - U. of Georgia	29,832	85 - U. of Kentucky	24,104	129 - Tennessee State U.	20,774	173 - South Dakota State U.	11,052
42 - Indiana U. - Purdue U. Indianapolis	29,774	86 - Portland State U.	24,009	130 - U. of Mississippi	20,674		
43 - U. of Wisconsin - Madison	29,665	87 - SUNY - Stony Brook	23,935	131 - U. of Alabama in Huntsville	20,622		
44 - Rutgers State U. - New Brunswick	29,521	88 - Oakland U.	23,873	132 - Georgia Southern U.	20,536		

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 \$16,215



### 2015-16 Average Annual Tuition and Fees at Wyoming Community Colleges

*Resident Tuition and Fees*

INSTITUTION	2011-12	2012-13	2013-14	2014-15	2015-16
Casper College	2,136	2,232	2,448	2,592	2,640
Central Wyoming College	2,208	2,472	2,568	2,712	2,892
Eastern Wyoming College	2,280	2,376	2,472	2,712	2,712
Laramie County Community College	2,544	2,640	2,796	2,832	3,144
Northern Wyoming Community College District	2,302	2,398	2,653	2,892	2,952
Northwest College	2,312	2,436	2,683	2,779	2,779
Western Wyoming Community College	2,142	2,186	2,282	2,424	2,424
AVERAGE of Wyoming Community Colleges	\$2,275	\$2,391	\$2,557	\$2,706	\$2,792
<b>University of Wyoming</b>	<b>\$4,125</b>	<b>\$4,278</b>	<b>\$4,404</b>	<b>\$4,646</b>	<b>\$4,892</b>

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\$5,055

*Non-Resident Tuition and Fees*

INSTITUTION	2011-12	2012-13	2013-14	2014-15	2015-16
Casper College	5,544	5,832	6,240	6,576	6,624
Central Wyoming College	5,616	6,072	6,360	6,696	6,876
Eastern Wyoming College	5,688	5,976	6,264	6,696	6,696
Laramie County Community College	5,952	6,240	6,528	6,816	7,128
Northern Wyoming Community College District	5,710	5,998	6,445	6,876	6,936
Northwest College	5,720	6,036	6,475	6,763	6,763
Western Wyoming Community College	5,550	5,786	6,074	6,408	6,408
AVERAGE of Wyoming Community Colleges	\$5,683	\$5,991	\$6,341	\$6,690	\$6,776
<b>University of Wyoming</b>	<b>\$12,855</b>	<b>\$13,488</b>	<b>\$14,124</b>	<b>\$14,876</b>	<b>\$15,632</b>

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\$16,215



## 2015-16 Average Annual Tuition and Fees at Wyoming Community Colleges

### *Resident Tuition and Fees*

<i>INSTITUTION</i>	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Casper College	1,584	1,668	1,752	1,848	1,848	2,136	2,232	2,448	2,592	2,640
Central Wyoming College	1,920	1,992	2,064	2,136	2,136	2,208	2,472	2,568	2,712	2,892
Eastern Wyoming College	1,800	1,872	1,944	2,016	2,144	2,280	2,376	2,472	2,712	2,712
Laramie County Community College	2,004	2,088	2,208	2,472	2,472	2,544	2,640	2,796	2,832	3,144
Northern Wyoming Community College District	1,896	2,016	2,131	2,227	2,227	2,302	2,398	2,653	2,892	2,952
Northwest College	1,928	2,000	2,107	2,132	2,246	2,312	2,436	2,683	2,779	2,779
Western Wyoming Community College	1,720	1,828	1,916	1,994	1,994	2,142	2,186	2,282	2,424	2,424
<b>AVERAGE of Wyoming Community Colleges</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>\$2,792</b>
<b>University of Wyoming</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>	<b>\$4,892</b>

### *Non-Resident Tuition and Fees*

<i>INSTITUTION</i>	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Casper College	4,440	4,644	4,872	5,112	5,112	5,544	5,832	6,240	6,576	6,624
Central Wyoming College	4,776	4,968	5,184	5,400	5,400	5,616	6,072	6,360	6,696	6,876
Eastern Wyoming College	4,656	4,880	5,064	5,280	5,408	5,688	5,976	6,264	6,696	6,896
Laramie County Community College	4,860	5,064	5,328	5,736	5,736	5,952	6,240	6,528	6,816	7,128
Northern Wyoming Community College District	4,752	5,014	5,251	5,491	5,491	5,710	5,998	6,445	6,876	6,936
Northwest College	4,784	4,976	5,227	5,396	5,510	5,720	6,036	6,475	6,763	6,763
Western Wyoming Community College	4,576	4,804	5,036	5,258	5,258	5,550	5,786	6,074	6,408	6,408
<b>AVERAGE of Wyoming Community Colleges</b>	<b>\$4,692</b>	<b>\$4,907</b>	<b>\$5,137</b>	<b>\$5,382</b>	<b>\$5,416</b>	<b>\$5,883</b>	<b>\$5,991</b>	<b>\$6,341</b>	<b>\$6,690</b>	<b>\$6,776</b>
<b>University of Wyoming</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>	<b>\$15,632</b>





**Statewide Articulation of 17 Highest Demand Transfer Programs to the University of Wyoming  
 January 20, 2016**

	Casper College	Central Wyoming College	Eastern Wyoming College	Laramie County Community College	Northwest College	Northern WY CCD (Sheridan/Gillette)	Western WY Community College
Animal & Veterinary Science (Production Option)	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	No Shared Program
Family & Consumer Science	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED
Biology	In Progress	PLAN COMPLETED	PLAN COMPLETED	Final Stage	PLAN COMPLETED	PLAN COMPLETED	Final Stage
Communication	PLAN COMPLETED	Final Stage	PLAN COMPLETED	Final Stage Journalism Only	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED
Criminal Justice	PLAN COMPLETED	Final Stage	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED
English	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED
Political Science	PLAN COMPLETED	Final Stage	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED
Psychology	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	Final Stage
Wildlife & Fisheries Biology & Management	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	In Progress
Zoology	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	In Progress
Accounting	PLAN COMPLETED	AS Degree >64 Hours	PLAN COMPLETED	PLAN COMPLETED	Final Stage	PLAN COMPLETED	PLAN COMPLETED
Business Administration	PLAN COMPLETED	AS Degree >64 Hours	PLAN COMPLETED	PLAN COMPLETED	Final Stage	PLAN COMPLETED	PLAN COMPLETED
Elementary Education	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED
Civil Engineering	No Shared Program	No Shared Program	No Shared Program	LONG TERM Planning	PLAN COMPLETED	No Shared Program	LONG TERM Planning
Petroleum Engineering	No Shared Program	No Shared Program	No Shared Program	LONG TERM Planning	PLAN COMPLETED	No Shared Program	LONG TERM Planning
Kinesiology & Health Promotion	PLAN COMPLETED	Final Stage	Final Stage	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	Final Stage
Nursing	RN to BSN	RN to BSN	RN to BSN	RN to BSN	RN to BSN	RN to BSN	RN to BSN

See color key and notes on page 2.

If you have questions, please contact Patrice Noel, [pnoel@uwyo.edu](mailto:pnoel@uwyo.edu), or Alyson Hagy, [ahagy@uwyo.edu](mailto:ahagy@uwyo.edu).

**Statewide Articulation of 17 Highest Demand Transfer Programs to the University of Wyoming  
January 20, 2016**

**Scorecard Key:**

**AS Degree >64 Hours**

A 2+2 plan is not appropriate since the path to graduation is likely to take more than four years because the associate's degree includes more than 64 credit hours. The two programs can be articulated, allowing students to move smoothly from the community college to UW, but students need to be aware of the extended time to graduation and the financial aid (Hathaway scholarship, federal grants, etc.) implications of that extension. Students can still earn the degree, just not through a defined 2+2 plan. Most UW degree require 120 – 128 hours for accreditation. Mechanical, computer, and electrical engineering degrees require 132 hours for accreditation and can't be completed in four years.

**Final Stage**

Curriculum agreement has been articulated and is in place; signatures being sought.

**In Progress**

A 2 plus 2 plan is in the process of being developed: is being drafted, reviewed, or finalized.

**Long Term Planning**

Community college has long-term plans to develop curriculum in this area.

**No Shared Program**

Community college does not offer first two years of degree program

**Plan Completed**

A 2 plus 2 plan has been completed and a formal agreement has been signed.

**RN to BSN**

Program already established to assist Nursing students in completing a bachelor's degree. No need to develop a 2 plus 2 plan.

**Statewide Articulation of the Next 18 Highest Demand Transfer Programs to the University of Wyoming  
 January 20, 2016**

	Casper College	Central Wyoming College	Eastern Wyoming College	Laramie County Community College	Northwest College	Northern WY CCD (Sheridan/Gillette)	Western WY Community College
Anthropology	In Progress	In Progress	Final Stage	Final Stage	In Progress	In Progress	Final Stage
Art	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress
Physiology	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	Final Stage	Final Stage	In Progress
Geology	In Progress	In Progress	Exploring Shared Programs	In Progress	In Progress	Exploring Shared Programs	In Progress
Sociology	Exploring Shared Programs	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress
History	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress	Final Stage
Global & Area Studies	In Progress	LONG TERM Planning	No Shared Program	No Shared Program	In Progress	No Shared Program	In Progress
Management	PLAN COMPLETED	AS Degree >64 Hours	PLAN COMPLETED	PLAN COMPLETED	Final Stage	PLAN COMPLETED	PLAN COMPLETED
Marketing	PLAN COMPLETED	AS Degree >64 Hours	PLAN COMPLETED	PLAN COMPLETED	Final Stage	PLAN COMPLETED	PLAN COMPLETED
Finance	PLAN COMPLETED	AS Degree >64 Hours	PLAN COMPLETED	PLAN COMPLETED	Final Stage	PLAN COMPLETED	PLAN COMPLETED
Economics	PLAN COMPLETED	In Progress	In Progress	In Progress	In Progress	In Progress	In Progress
Business Economics	PLAN COMPLETED	AS Degree >64 Hours	PLAN COMPLETED	PLAN COMPLETED	Final Stage	PLAN COMPLETED	PLAN COMPLETED
Secondary Ed-English	Exploring Shared Programs	Exploring Shared Programs	Exploring Shared Programs	In Progress	Exploring Shared Programs	Exploring Shared Programs	Exploring Shared Programs
Secondary Ed-Social Studies	Exploring Shared Programs	Exploring Shared Programs	Exploring Shared Programs	In Progress	Exploring Shared Programs	Exploring Shared Programs	Exploring Shared Programs
Computer Science	Final Stage	LONG TERM Planning	No Shared Program	Final Stage	No Shared Program	No Shared Program	In Progress
Speech Language & Hearing	No Shared Program	No Shared Program	No Shared Program	No Shared Program	No Shared Program	No Shared Program	No Shared Program
Pre-Pharmacy	In Progress	Exploring Shared Programs	Exploring Shared Programs	In Progress	Exploring Shared Programs	Exploring Shared Programs	In Progress
Physical Education	PLAN COMPLETED	In Progress	Final Stage	PLAN COMPLETED	Final Stage	PLAN COMPLETED	No Shared Program
Energy Resource Management	In Progress	Exploring Shared Programs	Exploring Shared Programs	Exploring Shared Programs	Exploring Shared Programs	In Progress	Exploring Shared Programs

See color key and notes on page 2.

If you have questions, please contact Patrice Noel, [pnoel@uwyo.edu](mailto:pnoel@uwyo.edu), or Alyson Hagy, [ahagy@uwyo.edu](mailto:ahagy@uwyo.edu).

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**Exploring Shared Program**

Program Leaders at UW and CCs are discussing whether a 2 plus 2 plan is feasible

**Final Stage**

Curriculum agreement has been articulated and is in place; signatures being sought.

**In Progress**

A 2 plus 2 plan is in the process of being developed: is being drafted, reviewed, or finalized.

**Long Term Planning**

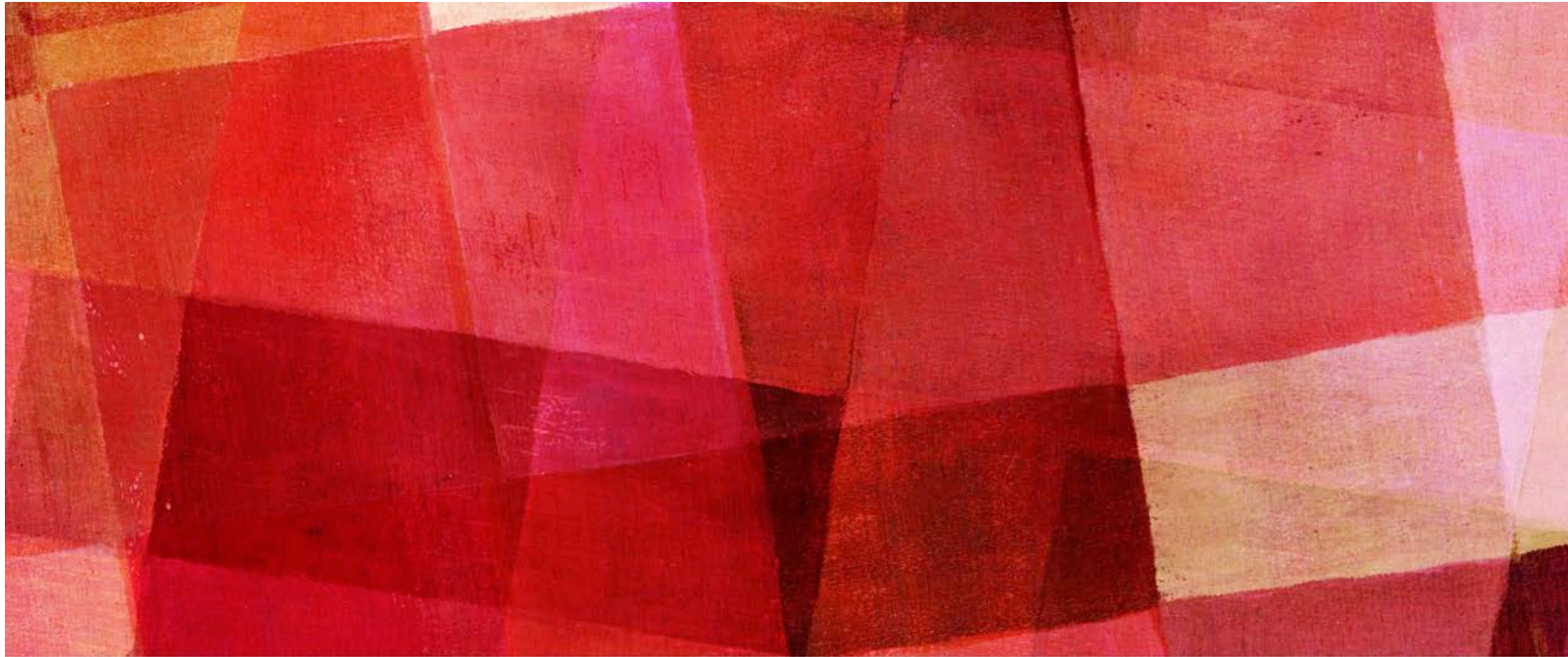
Community college has long-term plans to develop curriculum in this area.

**No Shared Program**

Community college does not offer first two years of degree program

**Plan Completed**

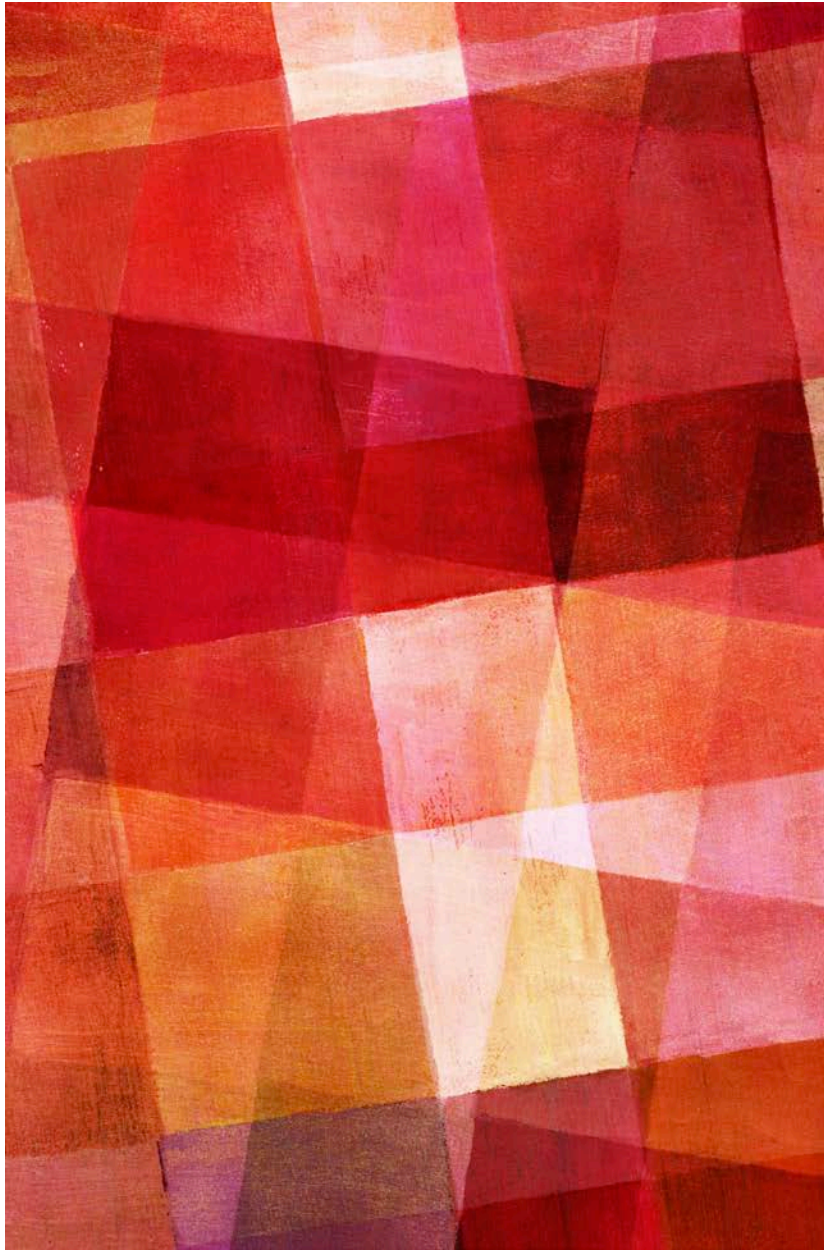
A 2 plus 2 plan has been completed and a formal agreement has been signed.



# UW FUTURES COMMITTEE

*January 20, 2016*





## AGENDA

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- Origination
- July discussion
- September discussion
- Proposed a way forward & definition of responsibility
- Feedback from the committee

## POSSIBLE COMPONENTS OF A FUTURES COMMITTEE

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- ▶ **Trustee Future:** How do we continue to improve as a governing body?
  - ❖ Trustee knowledge, skills, leadership development.

*“Leading within this new higher education paradigm will require specialized knowledge and tools, as well as the personal and professional courage to be effective in a complex and highly contested environment.”*

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## SETTING A LONG TERM VISION FOR THE FUTURE

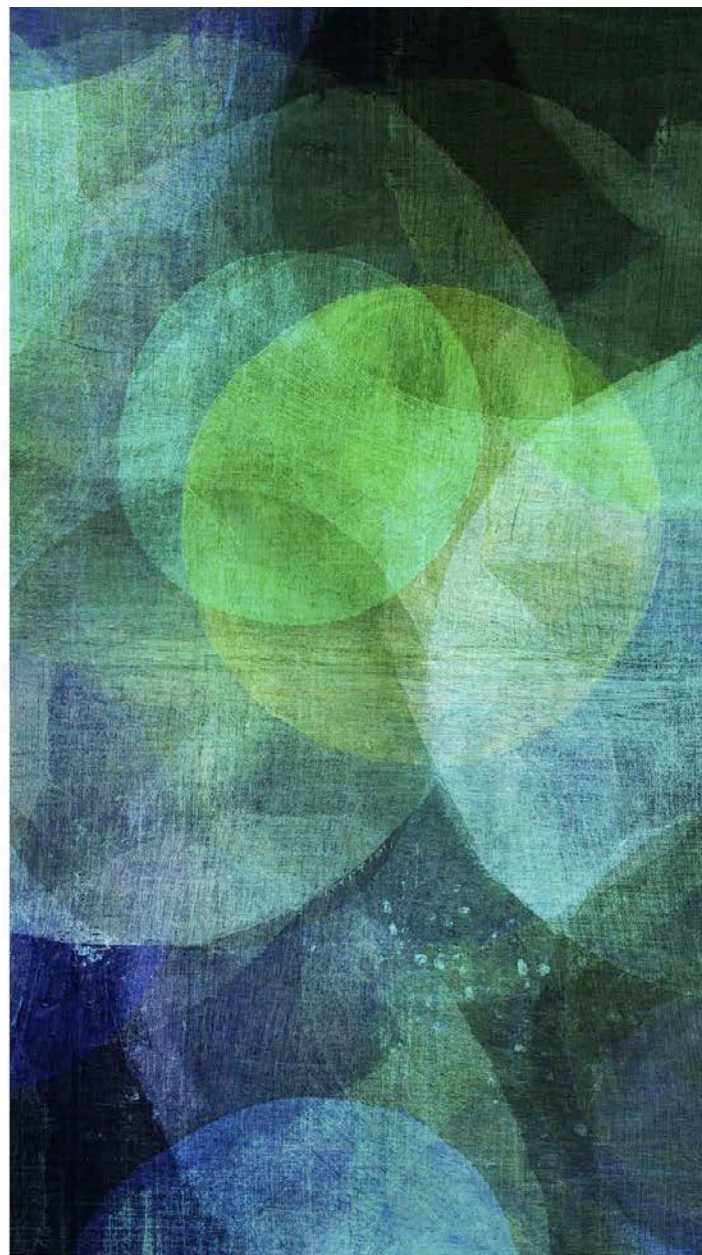
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- How do we set a long-term (30 years or more) vision for UW in partnership with other constituencies on campus.
    - ❖ Executive
    - ❖ Faculty & staff
  - Students
  - Statewide partners
-



# ROAD MAP

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*Short term*



- Individual thinking about what we believe are important goals for the future.
  - MS to brief Dr. Nichols (Saturday)
  - Committee to meet Dr. Nichols February 20th
  - Committee to present a rough road map to the Trustees at March meeting.
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