

THE UNIVERSITY OF WYOMING

MINUTES OF THE TRUSTEES

**Conference Call Meeting
Wednesday, August 24, 2016**

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

**THE UNIVERSITY OF WYOMING
BOARD OF TRUSTEES MEETING MINUTES**

Wednesday, August 24, 2016

8:00 – 9:30 a.m.

Conference Call

Old Main Boardroom

AGENDA ITEMS FOR DISCUSSION/APPROVAL

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Date of Next Meeting –

Adjournment

THE UNIVERSITY OF WYOMING
MINUTES OF THE BOARD OF TRUSTEES
Wednesday, August 24, 2016
Conference Call
Old Main Boardroom

The University of Wyoming Board of Trustees held a conference call on Wednesday, August 24, 2016. Deputy Secretary of the Board Shannon Sanchez took roll at 8:04 a.m. Trustees participating: Mel Baldwin, Dave Bostrom, Larry Gubbels, John McKinley, John MacPherson, Jeff Marsh, Mike Massie, Dave Palmerlee, Michelle Sullivan, Dave True, and Dick Scarlett. Trustee Wava Tully was not in attendance. Ex-officio Trustees UW President Laurie Nichols, ASUW President Michael Rotellini, and Wyoming Superintendent of Public Instruction Jillian Balow were in attendance. Ex-officio Trustees Executive Director of the Wyoming Community College Commission Jim Rose was not in attendance and Governor Matt Mead were not in attendance.

Trustee President John MacPherson called the meeting to order at 8:03 a.m. Trustee Jeff Marsh moved that the Board enter executive session to discuss personnel matters. Trustee John McKinley seconded the motion. All trustees were in favor; the motion passed unanimously.

At 8:22 a.m. the Board reconvened in public session. Deputy Secretary of the Board Shannon Sanchez took roll when the Board returned to public session. The same trustees were present as the first roll call.

AGENDA ITEM TITLE: **Medical Education Budget and Supplemental Budget Request**,
McKinley/Asay (combined during the meeting by Trustee President MacPherson)

CHECK THE APPROPRIATE BOX(ES):

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

Trustee President John MacPherson noted that he would combine agenda item numbers 7 and 9 [see attachment A].

Trustee John McKinley discussed the proposed supplemental budget for UW and for medical education. He noted the Board had discussed the supplemental budget request at the retreat, and that the budget request had a positive recommendation from the budget committee. He noted that the supplemental request for medical education did have funding attached to it, but that the funding was internal and came from the residences themselves. He noted it was not for additional external funds from the state. He noted these funds would be used to create a secure room for a pharmacy at the Cheyenne clinic. Trustee McKinley noted that hopefully this pharmacy would be revenue neutral for the Cheyenne residency, as it was generating revenue for the Casper residency. He asked Special Advisor to the President Meredith Asay if she had anything else to add in regard to the supplemental budget request for medical education.

Special Advisor Meredith added that in nine months, the Board would also need to approve spending authority to purchase the pharmaceutical drugs to fill the pharmacy. She noted that the money used would be replaced once the drugs were sold. Trustee Marsh asked how much the pharmacy would cost. Special Advisor Asay noted that the cost was unknown at this point, but based on projections and the Casper pharmacy, it would cost around \$300,000.

Vice President Mai added that this could be covered with clinic income, and funds from UW's agency 067 budget would not be used. He noted that the Casper clinic pharmacy cost less than \$400,000 in its first year. There was further discussion on costs for the pharmacy, and if this would be a revenue generating opportunity for Cheyenne, as it was in Casper. Special Advisor Asay noted that his was a 34B program from the federal government, and the residencies were able to pay less for the drugs than then could sell them for so it would be used to generate revenue.

Trustee Scarlett asked why this projected revenue was not considered in the costs. Trustee McKinley responded that the supplemental budget request was for a remodel of facility in Cheyenne in order to have a secure room for a pharmacy. He noted that Special Advisor Asay

would later return to the Board with a request to use fund generated in the medical education budget to purchase the drugs for the pharmacy. He noted that internal funds would be used, not block grant funding.

Vice President Mai noted that the request for the B11 was simply a government formality that would allow the Governor to add non general fund revenue, such as clinic revenues from the residencies, into an agency's budget. He noted the funds to be used for this were excess clinic revenue, not general fund money. He noted the request was to ask the governor to approve use of these funds for this purpose. Vice President Mai noted that in the next budget cycle for 2019-2020 budget, he would assume this entire program would be included in the medical education budget for the next biennium.

Trustee Mike Massie moved to approve. Trustee John McKinley seconded. All trustees were in favor; the motion passed unanimously.

Trustee Massie noted that his motion included approval of Agency 067 supplemental budget item #2, as well as the supplemental budget request for Agency 167. Trustee McKinley agreed. Trustee Massie noted he wanted to clarify this, as he did not know if the Board needed to discuss the request for recruitment money in item #2 of Agency 067.

AGENDA ITEM TITLE: **Approval of Revisions to UW Regulations**, Evans

CHECK THE APPROPRIATE BOX(ES):

- ☒ Work Session
- ☐ Education Session
- ☐ Information Item
- ☐ Other

Specify:

MINUTES OF THE MEETING:

Interim General Counsel Tara Evans explained that each colleges was governed by a regulation. She noted that the regulations governing each college were inconsistent if they included references to departments or just referred to bylaws. She noted that there was no substance or structure change to these regulations.

Trustee Marsh moved to approve the changes as submitted. Trustee Massie seconded.

Trustee Massie asked that if the colleges had the opportunity to look at the changes. Interim General Counsel Evans responded that academic affairs and faculty senate reviewed and approved the changes but the colleges did not.

All trustees were in favor; the motion passed unanimously.

AGENDA ITEM TITLE: **President's written report on the status of the Fiscal Plan**, Nichols

CHECK THE APPROPRIATE BOX(ES):

- ☐ Work Session
☐ Education Session
☒ Information Item
☐ Other Specify:
-

MINUTES OF THE MEETING:

UW President Nichols thanked Associate Vice President Janet Lowe for her assistance with the budget reductions. She noted that the Board had seen this same document at the retreat, and this this was an updated version of that document. UW President Nichols noted that they were making great progress on FY17, and that they had successfully reduced the budget by \$19 million, with one caveat. She waked the Board through the handout, discussing each of the budget reduction areas beginning with the penny plan [see attachment B]. She noted that they had nearly realized this cut and that UW had cut in addition to the penny plan to cover a shortfall in the utilities account.

UW President Nichols then discussed the savings from the 97 vacant positions. She discussed the few positions that we removed from the elimination list. She noted that there were originally 97 positions, but three were removed from the elimination list and then an additional 8 vacancies were added. She noted that the additional positions added to the vacancies list included a position in the Office of the President, facilities operations, and academic affairs. She noted that this had yielded additional savings above the target amount of \$5.2 million.

UW President Nichols then discussed the savings from the faculty workload. She noted that these numbers were in the process of being finalized, and that the full amount of savings from the workload had been realized.

Trustee President MacPherson asked if those were actual savings, or if they were deferred from different sources. UW President Nichols noted that these funds came from two colleges, Ag and Business, and they were monies that had been at one time had been considered as personnel funds. She explained that sometime last year, these funds were moved over to support budgets by the dean's offices. UW President Nichols noted that these monies should not have been moved to support budgets, and that they were now moved back so they could not be used to hire temporary employees. UW President Nichols noted that this money was locked down and would not be able to be moved in the future.

Trustee McKinley asked that if UW was going to have a permanent reduction on an ongoing basis based on the faculty workload, or if UW had to backfill savings to meet this target for FY17. UW President Nichols responded that it had achieved permanent savings in FY17. Trustee McKinley clarified that the faculty workload reduced the need to hire temporary faculty. President Nichols agreed, and noted that the 2.5 million was removed from the budget, so there is no money to hire temporary lecturers, so the deans and the Vice President of Academic Affairs were implementing workload.

Provost Miller agreed. She noted that every staff member has had to sign off on their workload. She noted that UW would continue to evolve and work to define workload details into the future. She noted attention was being paid to areas of research funding and number of graduate students supervised. Provost Miller noted that faculty were thinking about themselves in a national research context and how their workload would compare to others in their field. She noted that her office would be examining on a detailed basis why certain exceptions were made. She noted that there was some push back, but that she was working with the faculty and this was an ongoing process.

Trustee Marsh asked if the deans or the Provost were the final one to grant an exception to the teaching load for a faculty member. Provost Miller noted that her office was approving workloads. She noted that her office had not yet gone through each one on a case by case basis. However, Provost Miller noted that the Board received a summary sheet at the retreat that showed exceptions to the rule by college. She noted that if a college was above the normal, her office would begin there about why they were not meeting their target. She noted that there was some concern over UW no longer being a flagship research university. Provost Miller noted that she had been having meetings with departments and reassuring them that UW would still be a flagship research university. She noted that UW as not in line with its peers and aspirational peer universities, and that it would take 2-3 years to get smooth over the areas where faculty and staff were lost. Provost Miller noted that it was hard to cut tenured faculty, so when cuts were made, they were often done un-eveningly to avoid a financial exigency. She noted this creates stress points and that moving forward, deans would compete for new positions to get rid of these stress points. She noted that the faculty had to work through this budget reduction process.

UW President Nichols stated that this was a work in progress, but great progress had been made in the last two weeks, and that Provost Miller and her team were working very hard. She noted that in her meetings with departments, she had also heard comments about UW becoming a community college. She noted that UW's mission and commitment to teaching and research had not changed. She noted that UW needed to align itself with a typical faculty workload with research faculty.

Trustee McKinley thanked Provost Miller and President Nichols for the updated and noted that much progress had been made since the August retreat. He noted that at the retreat, there was discussion of using a bridge approach in order to realize these workload savings in FY17. UW President Nichols noted that at the retreat, the funds had not been realized, but after the retreat more work was done and now the funds were realized as a base budget cut. There was further discussion on how the savings would be realized, mainly through the funds that would not be spent to hire part time faculty, as faculty were now teaching more classes.

UW President Nichols stated that one area that would not fully realize was .5-.99, which was benefit eligible. She noted that the estimate was that only \$750,000 would be realized, which was only about half of the full amount. UW President Nichols stated that some of the positions were miscoded and should have been noted as full-time. She noted that due to this miscoding, the administration held back an additional \$750,000 in vacancies to make up this shortfall.

Vice President Mai further explained the details of the additional \$750,000 in savings, particularly the effects of the vacancies savings on the employer paid benefits (EPB) pool. He noted that the savings would be close to \$1.5 million next year, as how the EPB pool was managed would change on July 1, 2017.

UW President Nichols added that the retirement and separation savings would not be realized since it would be affected by the benefits payouts. She stated that as noted in footnote #3, \$4 million in savings would be realized in the coming year. UW President Nichols stated that UW was above its target overall, but it would not realize it all this year.

Trustee McKinley asked about each of the headings on the handouts, specifically what is estimated savings was. UW President Nichols responded that those are the savings UW estimates to have by the end of the year, but that it has not yet realized. She noted that the last column shows how much above or below UW was for the target area.

UW President Nichols noted that UW was still short \$2.9 million for FY17, and asked for the Board's comments on this. She noted that there were three options: 1) not worry about this shortfall and address it in FY18 as there will be \$4 saved from retirements in FY18, 2) used cash balances to cover the shortfall and then in FY18 there will be base savings to cover the shortfall, and 3) continue to hold on filling vacancies, and only fill a few in high need areas. UW President Nichols noted that UW was very close to realizing its savings goals.

Trustee McKinley responded that all the options could be left on the table, and that the Board did not need to make a decision. He noted that having flexibility in this area would be prudent.

Trustee Massie noted that there had been several articles in the Laramie Boomerang that discussed flexibility and how critical that flexibility is on the program and department level. He asked which of the options would give more flexibility to the FY18 savings plan that would be proposed to the Board in November 2016.

UW President Nichols responded that if UW holds the vacancies or uses one time funds to cover the shortfall, it would not impact the FY18 because the full 19 million in FY17 would be realized. However, she noted that if UW does not address the 2.9 million shortfall for FY17, it would need to be addressed in FY18, which would affect that plan.

Trustee True noted that even though the UW was taking action by not filling vacancies. He noted that though some would say the Board was not taking action by leaving vacancies open, this inaction was actually an action that impacted areas on campus. He noted he understood the importance of flexibility, but he did want the Board to know that by not filling vacancies, action was being taken. He noted this was a matter of semantics.

UW President Nichols noted that she had released a few vacancies back to be filled, and she appreciated having the flexibility to do so. She noted that Vice President Mai also needed some hires, as he had many vacancies and retirements. UW President Nichols noted that now UW needed to be strategic in its hires, and that as UW continues to get vacancies, those could not be refilled.

Provost Miller reinforced that some positions will never be refilled again, and that position numbers had been eliminated so that deans do not feel entitled to those positions. She noted that as positions are released, deans will compete for them, rather than feel like they are owed a position.

Vice President Mai added that there is a perception that if a college has a position number, they are entitled to that position, even if there is no funding for it. The other expectation is that if funding is found for the position, UW would cover the benefits. He noted that the perception is that there is a claim on the benefits for any position number. He noted that eliminating these positions was important so that those claims on the benefits pool would be eliminated, as the benefits pool was already underwater. He noted that the new fiscal management system would make tracking this much easier.

AGENDA ITEM TITLE: **Construction Updates/Approvals**, Mai

CHECK THE APPROPRIATE BOX(ES):

- ☒ Work Session
- ☐ Education Session
- ☐ Information Item
- ☐ Other

Specify:

MINUTES OF THE MEETING:

Vice President for Administration Bill Mai provided the Board with updates on campus construction. He stated that no Board approval was needed at this time. He noted that one development that had occurred since the retreat was the incinerator at the Veterinary Lab. Vice President Mai stated that they had narrowed the range of the incinerator, making it a \$2 million venture. He noted that this was assuming that this information was taken to the Attorney General's office. He commented that there would be a couple million added, which was significant, but less than what it could have been.

Trustee John MacPherson noted that they could go to the Attorney General's office to have discussions on the topic. He added that he would include Interim General Counsel Tara Evans on the discussion.

Vice President Mai stated that it might be important to discuss repair vs. replacement costs. He noted that repairing it may only lead to a need to replace it in two years.

AGENDA ITEM TITLE: **Personnel**, Nichols

CHECK THE APPROPRIATE BOX(ES):

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

UW President Laurie Nichols brought the topic of personnel before the Board. She began by requesting permission to appoint two interim positions. She stated that the first interim position she wanted to appoint was Tara Evans as interim General Counsel. UW President Nichols added that she would have the interim position from August 9, 2016 until the end of the fiscal year on June 30, 2017. She noted that her salary would be adjusted from \$125,000 to \$160,000 per year, which was a \$35,000 stipend. UW President Nichols added that they would conclude the search in the spring for the permanent vice president and general counsel, with a decision made by July 1, 2017. She stated that Tara Evans had agreed to those conditions.

Trustee Mike Massie moved to appoint Tara Evans as interim vice president and general counsel. Trustee Dave True seconded. The motion was approved; all trustees were in favor.

UW President Nichols asked that Doug Wachob be appointed into an interim position. She noted that he would be the interim dean for the Haub School of Environment and Natural Resources [see attachment D]. UW President Nichols stated that she was suggesting a salary of \$120,000 per year, which included a \$2,000 per month stipend. She noted that this monthly stipend would end once the permanent dean was named.

Trustee Jeff Marsh moved to approve the interim dean of the Haub School of Environment and Natural Resources. Trustee Massie seconded.

Trustee Dave Palmerlee asked if Doug Wachob would compete in the national search, to which UW President Nichols responded that he would not be in the search, as he was not interested in competing.

Motion passed; all trustees were in favor.

AGENDA ITEM TITLE: **Trustee Budget Report**, McKinley

CHECK THE APPROPRIATE BOX(ES):

- ☒ Work Session
☐ Education Session
☐ Information Item
☐ Other Specify:
-

MINUTES OF THE MEETING:

Trustee John McKinley presented the Trustee Budget Report to the Board. He noted that he assumed that the trustees had reviewed the budget information on the secure site prior to the meeting. He stated that the final 2016 expenses were included and were figured at \$243,000. Trustee McKinley added that Budget and Fiscal Coordinator Matt Coulter had uploaded the new budget for FY17. He reminded the Board to ask him questions if they had any.

Trustee MacPherson stated that he urged the trustees who had not looked at the secure site, to do so. He reminded them that if they had a problem, to contact Ray Gable.

Trustee Dave True commented that the one item that surprised him was the transportation budget for FY17. He noted that it went from \$72,000 to \$90,000. Trustee True then asked what the budget was previously, to which Trustee McKinley responded that it had been in excess of \$100,000. He noted that when the budget was created for FY16, the actual number from FY15 were used, so he stated that they might have over budgeted. He reminded Trustee True that both FY14 and FY 15 had exceeded \$100,000. He stated the use of the plane was now limited to Board meetings or with special authorization by the Board President in order to keep transportation costs low.

Trustee Mike Massie commented that the secure site was only available to those members of the Board who go into executive session, but he reminded the Board that there were public materials on the secure website and asked when those would be made available to the public. He stated that faculty members did not currently have access to those materials and wondered if the information could be made available before the Faculty and Staff Senate meetings. Trustee Massie suggested that what needed to be discussed in executive session should be the only materials on the secure site. All other materials should be on the public site. He noted that the Board members would need to be sure to access both sites.

Trustee President MacPherson asked Deputy Secretary for the Board of Trustees Shannon Sanchez to help the Board in making certain that the executive session information stayed on the secure site, while the public information be transferred to the other site.

Trustee True suggested that all of the information stay on the secure site, so the trustees do not have to use two websites, while transferring the public information to another location.

Trustee MacPherson clarified that none of the draft materials be published until finalized. There was further discussion on if draft materials should be on the secure site only.

AGENDA ITEM TITLE: **Revision to UW Regulations 1-102 re: Resolution Supporting Peer Institutions**, MacPherson

CHECK THE APPROPRIATE BOX(ES):

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

Trustee John MacPherson stated that he was surprised by some of the data for the proposed peer institutions but noted that he did not have expertise in the area. He explained that the objective was to create a formal peer institution list that UW could use. He stated that it was important to have a list of peer institutions and to use them for good and for bad.

Trustee Jeff Marsh moved to approve the resolution as presented. Trustee Dick Scarlett seconded.

Trustee Michelle Sullivan noted that she agreed that peer institutions were important. She added that she was not comfortable with the resolution thought it would be best to revisit it as the strategic planning process was developed or implemented. She stated that she was uncomfortable looking at peer schools and the mission at that time and would like to have a deeper level of discussion before identifying peer institutions. Trustee Sullivan noted that the list that was used previously was not appropriate as it included the 50 top research institutions vs. peer institutions. She stated that that list changed the comparison.

Trustee John McKinley noted that he r appreciated the materials put together by UW President Nichols and Research Aid Brian Schueler to focus on this discussion on peer institutions. He added that it provided the opportunity for the Board to begin discussion on what the peer institutions and aspiring institutions should be. Trustee McKinley stated that he was not questioning the parameters used by Research Aid Schueler, but he noted that he had some internal questions as to why the University of New Mexico and Colorado State University (CSU) were not on the list. He asked why CSU was included on the aspirational peer list, but not on the peer list. Trustee McKinley noted that he knew there was a big difference between CSU and UW but there were some subjective reasons and standards that needed to be considered and further discussed before these institutions were included concretely in UW Regulations. Trustee McKinley stated that the University administration and trustees were comfortable with this list and added that it may be the same list at the end of the day, even after further discussion. He noted that New Mexico, for example, may be on the list if the medical facility were to be removed. He suggested that the administration possibly hire an outside person to work with Research Aid Schueler to

research the topic even more. Trustee McKinley noted that he did not agree list of 50 peers or 100 peers, but he added that he was also not comfortable setting that in stone today.

Trustee Mike Massie added that he appreciated the efforts that had been made in researching the topic, but he added that there still needed to be more work done. He stated that he wanted to be clear that he was voting against the motion because he thought it could use more adjusting. He noted that he agreed with Trustees McKinley and Sullivan that the list be further discussed and then presented to the Board at their September 2016 meeting. Trustee Massie added that the criteria looked at UW's role as a land grant university, but it did not put enough emphasis on its role as a flagship university. He noted that UW was the only flagship and land grant university. He stated that more consideration of the flagship mission needed to be considered, and expressed concern over the use of Rhode Island. Trustee Massie also asked why salary was a part of the criteria. Trustee Massie noted that UW had only offered two salary increases in the last eight fiscal years, which was the lowest in a 36-year period. He asked if removing this was criterial in determining peer institutions. He also mentioned the possibility of including a standard review period in the regulation so that the University would review its peer list every four to five years.

Trustee Palmerlee stated that he agreed with the discussion and Trustee Massie's comments. He added that he did not think any peer institution list should be set in concrete without a motion from the Board. He noted that flexibility was important. He added that he opposed the motion.

Trustee Dave True asked if it was important to include this in the UW Regulations. There was further discussion if this should be included in the UW Regulations.

Trustee McKinley noted that it would allow administration to take a more focused look and then come back to the Board.

Trustee True noted that he thought the Board could give some direction as to what they would like to see. He stated that he agreed that the motion would probably not be approved that day, but he added that maybe some direction needed to be given to what the Board wants to see in the coming three weeks.

Trustee McKinley asked if three weeks would be enough time.

Trustee Palmerlee stated that he would like to see the motion withdrawn, to which Trustee Marsh commented that he would withdraw it. Trustee Scarlett agreed.

Trustee MacPherson asked if the Board wanted to review the peer institutions. He noted that Trustee Marsh would withdraw the motion, but he asked the trustees if they wanted any more information from the administration.

Trustee True stated that the administration could possibly focus more on regional institutions.

UW President Nichols added that they had not reviewed salaries for peer institutions. UW President Nichols noted that they tried to use national normed criteria, such as IPEDS data.

Trustee True asked why salary information was included on the chart, to which UW President Nichols responded that someone had asked for it to be included. She added that when Research Aid Schueler put together the scorecard, salary was not one of the items that he included.

Trustee McKinley stated that he would like to see a more in-depth analysis of hiring an external person to refocus this and to dive deeper to answer questions and consider subjective measures. He noted that it was important to look at the peer groups to determine where the University was and where it should be, and if it was at the top or bottom of the peer group. He said that he did not quite have the comfort level at that time, and those were his issues and concerns.

Trustee Sullivan stated that she really appreciated the information. She noted, however, that she would like to see the data put in the context of what UW wanted to be as it began its strategic planning. She noted that if research was important, including some research institutions with land grant universities would be important as well. Trustee Sullivan stated that that could not be decided until the University Strategic Plan was determined. She also added that when looking at the salary, it was important to note that that number was an average of all teaching faculty at the institution.

Trustee Massie agreed that the work that had been done was appreciated. He added that it was important to provide Research Aid Schueler and UW President Nichols with the flexibility to take the comments and put structure to them. He stated that they could figure out where to go based on the information provided, and then they could report back to the Board at a future meeting. Trustee Massie noted that this had been an issue for quite some time, and that most of the work to set this peer list had already been done by Research Aid Schueler.

Trustee MacPherson commented that the September Board meeting was likely too soon, so he asked the Board if November was a good option instead.

UW President Nichols clarified that Wyoming is unique, but that there are also a lot of institutions very close to it, and she reminded the Board of the desire for the University to be a national university, not only a regional one. She reminded the Board of the work Research Aid Schueler did. She stated that across the nation, other public research schools are both flagship and land grant, and those were the four universities on the list. UW President Nichols added that not all of those universities were regional. She noted that it was important to decide whether the peer institutions should be schools like the University, or if it was important for those institutions to strictly be regional.

Trustee Bostrom stated that when looking at the directive from the legislation and Governor's office with regards to engineering and achieving Tier I status, they called for UW to excel on a national level. He agreed that he did not want to just include regional institutions. He added that if the University wanted to be Tier I, including those comparators and aspirational peers on the list was important because that was direction the University wanted to go.

Provost Miller commented that there was a difference between a university peer institution and an aspirational peer institution and what the college and department would use as their peer and aspirational peer lists. She noted that Dean of the College of Engineering and Applied Science Michael Pishko list would look different than other colleges. She added that the deans will need and want to come up with their own lists of peer and aspirational universities. Provost Miller stated that she would remind them to look at UW as a whole when deciding peer institutions, but to note that there were other peers to consider as well. He noted that, for example, the Department of Geology and the Department of Geophysics were both outstanding Tier I departments.

Trustee McKinley stated that he agreed. He noted that that was his concern with the option. Trustee McKinley added that their resolution required a peer list and an aspirational list to be used for all purposes prevented flexibility needed on the department level. He noted that was something to consider when drafting the final resolution.

Trustee President MacPherson said that the administration could return to the Board with a new resolution in November.

AGENDA ITEM TITLE: **University Strategic Planning Process document and timeline,**
Nichols

CHECK THE APPROPRIATE BOX(ES):

- ☒ Work Session
☐ Education Session
☐ Information Item
☐ Other Specify:
-

MINUTES OF THE MEETING:

UW President Laurie Nichols provided the Board with a revised document of the University Strategic Planning Process [see attachment C]. She noted that the Dean's council had provided good feedback, and she stated that there was an updated timeline of the process, including the dates from the end part of March to July to make sure the final draft was available campus wide for faculty and students to approve before the end of the spring semester. UW President Nichols reminded the Board that the plan was to have the Board approval the document in May.

Trustee Mike Massie moved to approve the strategic planning process as presented. Trustee Jeff Marsh seconded the motion.

Trustee Marsh commented that he thought it would be best to add a voting member for Athletics, while still keeping Director of Athletics Tom Burman as an ex-officio member.

Trustee Marsh moved to amend the motion by adding a representative from Athletics as a voting member. Trustee Dave Bostrom seconded the motion.

Trustee Massie stated that he appreciated the motion, but he would likely not support it. He noted that VP is ex-officio just like other divisions. He reminded the Board that no other individual on committee was appointed to represent a specific aspect of University. Trustee Massie added that he thought that the ex-officio status was fine, and it was unnecessary to have a specific member. Trustees Massie and Michelle Sullivan were not in favor of the motion. There was further discussion on the topic, and the Board took at roll call vote on the amendment as follows:

Trustee	Vote
Baldwin, Mel	No
Bostrom, Dave	Yes
Gubbels, Larry	No
MacPherson, John	Yes
Marsh, Jeff	Yes
Massie, Mike	No
McKinley, John	Yes

Palmerlee, Dave	Yes
Scarlett, Dick	Yes
Sullivan, Michelle	No
True, Dave	Yes
Tully, Wava	Absent-did not vote

The motion to add an Athletics representative passed with seven trustees in favor and four opposed.

Trustee Massie added that he would like to amend the motion further. He stated that he had already run this amendment by UW President Nichols, and she approved it. Trustee Massie noted that the amendment was on page two of the UW Strategic Planning Process listed under item #5.

Trustee Massie moved to amend the current language under item #5 to read, *“Discuss the portfolio and quality of academic program offerings, including accreditation of programs, the standards and processes currently used to ensure that programs are rigorous and reputable, and the resources necessary for programs to achieve these standards. Identify the current and future areas of academic excellence and how excellence will be maintained or achieved.”*

Trustee Massie added that this amendment would include how the program would need resources to provide rigorous undergraduate education. Trustee Jeff Marsh seconded. All trustees were in favor of the amendment.

Trustee John McKinley noted that there had been some previous discussion on if ex-officio members of the committee could vote. He added that it appeared that a decision had been made, noting that they should be non-voting. He asked if someone could explain that decision.

UW President Nichols responded that they had been added as non-voting members because of their positions and expertise. She added that these members were resources to the committee; however, the competition of the committee was a shared governance model. UW President Nichols stated that these members would participate in the meetings, but they would not dominate or be a major force in terms of voting.

Staff Senate President Mark Gunnerson asked why the advisory groups ASUW, Staff Senate, and Faculty Senate been removed from the committee membership.

UW President Nichols responded that she had received feedback that these positions should not go to any one individual. She added that she was following the consultations she had had with campus, and that the options of leadership of these groups would be considered when making selections.

Faculty Senate Chair noted that four faculty members were to be selected from the body of faculty, and not just the people on Faculty Senate. He added that students and staff were selected in the

same manner. He stated that this would remove the governing bodies from the process. He recommended that the faculty be selected from Faculty Senate, the staff from staff senate, and the students from ASUW in order to increase lines of communication.

UW President Nichols stated that would consult the leadership of these groups when selecting representatives.

Faculty Senate Chair Shaw noted that one of the standing committees of Faculty Senate was the academic planning committee, who was devoted to this topic. He added that having the Senate more directly involved with the process would be good.

All trustees were in favor of the amended motion; the motion passed unanimously.

Date of Next Meeting
September 14-16, 2016

Adjournment

The meeting adjourned at 10:09 a.m.

Respectfully submitted,



Shannon Sanchez
Deputy Secretary, Board of Trustees



Laura Shevling
Senior Administrative Assistant

*The University of Wyoming
Board of Trustees' Report
August 24, 2016 – Trustees Conference Call*

ATTACHMENT 1
8-22-16

AGENDA ITEM TITLE: 2017-2018 Biennium Supplemental Budget Request, Mai

CHECK THE APPROPRIATE BOX(ES):

- ☒ Work Session
☐ Education Session
☐ Information Item
☒ Other Specify: Committee of the Whole (Consent Agenda)

BACKGROUND AND POLICY CONTEXT OF ISSUE:

The University of Wyoming is required to submit the 2017-2018 biennium supplemental budget request to the Budget Division of the Department of Administration and Information on August 31, 2016. Board of Trustees' approval of the budget request is required prior to submittal.

University of Wyoming Board of Trustee approval is needed for the University of Wyoming (Agency 067) and UW Medical Education (Agency 167) budget requests. Detail about the Wyoming WICHE budget request (Agency 069) discussed here is only informational, as the Wyoming WICHE board approves any budget requests associated with the WICHE program.

Per the *Instructions for Preparing and Submitting Supplemental Budget Requests, 2017-2018 Biennium*, issued in July 2016 by the Wyoming Administration and Information Department, Budget Division, narratives with a brief description of budget reduction recommended by the Governor and the associated consequences are to be included in the submission (page 10).

Agency 067 – University of Wyoming

The following summarizes the 2017-2018 biennium supplemental budget request for Agency 067 - University of Wyoming. The two exception requests focus on the operating budget; there are no requests for capital construction.

Priority #1: Unconventional Oil and Gas Reservoirs Matching Funds- Language Only

Additional funding requested is \$0; request focuses on footnote language only.

The university proposes to amend language in the 2016 Session Laws, Chapter 31, Senate Enrolled Act 19, Section 067, Footnote 7. This act provides \$10,350,000 General Fund appropriation for the Endowment Challenge Fund Program and for matching funds for entrepreneurship, water management for the future, and School of Energy Resources or College of Engineering and Applied Science initiatives.

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Of the \$10,350,000 already appropriated for the 2017-2018 biennium, the university requests to use \$5,000,000, upon matching, for the purpose of research on unconventional oil and gas reservoirs. This funding would be directed to the State Treasurer for deposit into an account created in 2015 Wyoming Session Laws, Chapter 142, Section 345 (g). Match funds would be distributed to the University of Wyoming on a quarterly basis for research related to unconventional oil and gas reservoirs pursuant to agreements between the university and private or non-Wyoming public entities. UW would provide quarterly reports of funding received.

Under these agreements, non-state funding must be received by the university, then appropriated state funds would be available to the university for expenditure. Under this proposal, this funding would be expendable; the existing appropriation can only be used to create an endowment.

The remaining \$5,350,000 original appropriation would be available for the purposes specified. Unexpended, unobligated appropriations for this purpose would not revert until June 30, 2020.

Priority #2: \$475,000 One-time General Fund Appropriation

It is critical to Wyoming's future that more students pursue post-secondary education upon graduation from high school; therefore, the university is developing a strategic enrollment management program. Integral to the program is analyzing and expanding recruitment of new freshmen and transfer students so that UW can identify, recruit, and enroll a majority of Wyoming students, complimented by out-of-state students so as to reach enrollment capacity. UW needs external expertise to guide university-wide recruiting efforts. The student recruiting program will address how to identify best fit students to UW that should be actively recruited. Given budget reductions, funding is not available from the university's block grant for this purpose.

Requested funding will be used for an independent analysis of demographic markets, associated recruiting strategies, and enrollment targets including institutional capacity (\$125,000) and first-year implementation of the expanded, leading-edge recruiting program including expanding social media, travel to high schools and community colleges, marketing, summer and special events for high achieving students, high school counselors and community college advisors and other critical yield-building recommendations from the consultant (\$350,000).

Details of the proposed program will be recommended by the President of the university and approved by the Board of Trustees. Implementation of the strategic enrollment management program would begin on July 1, 2017. The President of the university would report to the Legislature on program results and recommendations by August 2018.

Agency 167 – UW Medical Education

Priority #1: \$350,000 One-time Clinic Income- 340B Pharmacy Remodel Request

As a component clinical site of the Educational Health Center of Wyoming (EHCW), an FQHC a look-alike (US Health Resources Services Administration (HRSA) designation), the University of Wyoming Family Medicine Residency Program (UWFMRP – Cheyenne) is eligible to establish a 340B pharmacy service for its patients. HRSA has established these programs in FQHCs to accomplish more accessible and lower cost medication for the patients of FQHCs with a secondary

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benefit of additional revenues to the health center. The EHCW's experience with 340B services at the Casper residency site has shown that it can be a self-sustaining successful contractual program.

This request is for an increase in spending authority of \$350,000 for the purpose of remodeling the UWFMRP-Cheyenne building to accommodate an onsite pharmacy in order to contractually operate a 340B pharmacy program on site. No additional funding from the Wyoming legislature is being requested for this project.

Both the UWFMRP – Casper and the UWFMRP – Cheyenne have been charged by the Governor to increase their access to non-state revenue. The 340B pharmacy operating in the UWFMRP – Casper has proven successful in providing an income source separate from state funding. It is expected that a similar pharmacy arrangement at the UWFMRP- Cheyenne clinic will be a successful way to increase non-state revenue to the UWFMRP – Cheyenne.

The offering of a 340B pharmacy at the UWFMRP – Cheyenne is an enhancement in client services and is expected to increase the number of patients who visit the Cheyenne clinic. In this manner, the pharmacy will bring increased revenue to the Cheyenne clinic through, not only pharmacy services, but increased patient visits.

An onsite pharmacy has been shown, through medical research data, to improve the number of prescriptions that are actually filled in comparison to off-site pharmacies. By allowing the UWFMRP- Cheyenne to invest its clinic revenue to remodel existing space, there will be an increase in revenue from clinical operations at UWFMRP – Cheyenne. Furthermore, the clinic currently has financial reserves accumulated to pay for the estimated costs of the remodeling.

Agency 069 – WICHE

There are no exception budget requests for Agency 069, WICHE.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

August 2016, Board of Trustees' Retreat, Saratoga, Wyoming.

Agency 067 – University of Wyoming Priority #1 has been approved by the Board of Trustees.

WHY THIS ITEM IS BEFORE THE BOARD:

The Trustees of the University of Wyoming, a constitutional body, are responsible for the "management of the university: (Wyoming Constitution, Article 7, 17).

The Board's approval of the operating budget request is required by Trustee Regulations and UW budget procedures.

ARGUMENTS IN SUPPORT:

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The operating budget request advances the University's highest priority needs. The elements of the request have been discussed with the Vice Presidents. The draft request was discussed by the Board of Trustees Budget Committee and the Board of Trustees at their retreat in August 2016.

ARGUMENTS AGAINST:

None.

ACTION REQUIRED AT THIS BOARD MEETING:

Approval of the 2017-2018 biennium supplemental budget request for the University of Wyoming (Agency 067) and UW-Medical Education (Agency 167), as described in this item.

PRESIDENT'S RECOMMENDATION:

The President recommends Board approval of the 2017-2018 biennium supplemental budget request for the University of Wyoming (Agency 067) and UW-Medical Education (Agency 167), as described in this item.



STATE OF WYOMING

067

Department
Number

2017-2018

SUPPLEMENTAL BUDGET REQUEST

UNIVERSITY OF WYOMING

Department Name

The information in this budget request has been developed in accordance with the agency plan prepared according to W.S. 28-1-115 & 28-1-116 [W.S. 9-2-1011 (b)(vi)]. Submitted by:

Signature _____

Name _____

Title _____

Person(s) responsible for the preparation of this budget:

Prepared for the 2017 State Legislature

Budget Division, Department of Administration &
Information

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067 - UNIVERSITY OF WYOMING

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DEPARTMENT SUPPLEMENTAL BUDGET REQUEST SUMMARY TABLE

3

Department Name: UNIVERSITY OF WYOMING							Department Number: 067
1	2	3	4	5	6	7	
Description	Code	2017-2018 Appropriation Budget Bill	Governor's Budget Reductions	Section 323 Gov's Adjustments	Total Supplemental Request	Governor's Changes	Revised Appropriation
DIVISION							
STATE AID	6700	397,997,584	(32,384,177)	0	475,000	0	366,088,407
SCHOOL OF ENERGY RESOURCES	6800	21,874,188	(1,741,608)	0	0	0	20,132,580
TIER 1 ENGINEERING	6900	8,301,927	(706,554)	0	0	0	7,595,373
CAMPUS SCIENCE & ENGINEERING FACILITIES	7000	0	0	0	0	0	0
RESIDENCE HALL & DINING FACILITY REPLACEMENT, PHASE 1 - LEVEL II	7200	0	0	0	0	0	0
CLASSROOM ADAPTATION/ RENOVATION - LEVEL III	7300	0	0	0	0	0	0
NCAR MOU	9600	1,970,000	(167,661)	0	0	0	1,802,339
ENDOWMENTS	9700	11,500,000	0	0	0	0	11,500,000
TOTAL BY DIVISION		441,643,699	(35,000,000)	0	475,000	0	407,118,699
OBJECT SERIES							
PERSONAL SERVICES	0100	0	0	0	0	0	0
GRANTS & AID PAYMENT	0600	441,643,699	(35,000,000)	0	475,000	0	407,118,699
CAPITAL EXPENDITURES	0700	0	0	0	0	0	0
CONTRACTUAL SERVICES	0900	0	0	0	0	0	0
UNSPECIFIED	UN	0	0	0	0	0	0
TOTAL BY OBJECT SERIES		441,643,699	(35,000,000)	0	475,000	0	407,118,699
SOURCES OF FUNDING							
GENERAL FUND/BRA	G	441,643,699	(35,000,000)	0	475,000	0	407,118,699
OTHER FUNDS	Z	0	0	0	0	0	0
TOTAL BY FUNDS		441,643,699	(35,000,000)	0	475,000	0	407,118,699

Department Name: UNIVERSITY OF WYOMING

Department Number: 067

SECTION 1. DEPARTMENT STATUTORY AUTHORITY

WYOMING CONSTITUTION

ARTICLE 7 – EDUCATION; STATE INSTITUTIONS; PROMOTION OF HEALTH AND MORALS; PUBLIC BUILDINGS

SECTION 1 – LEGISLATURE TO PROVIDE FOR PUBLIC SCHOOLS

SECTION 15 – ESTABLISHMENT OF UNIVERSITY CONFIRMED

SECTION 16 – TUITION FREE

SECTION 17 – GOVERNMENT OF UNIVERSITY

SECTION 23 – PERMANENT LOCATION

WYOMING STATUTES

TITLE 21 – EDUCATION

CHAPTER 7 – TEACHERS AND EMPLOYEES

ARTICLE 6 - WYOMING TEACHER SHORTAGE LOAN REPAYMENT PROGRAM

CHAPTER 16 – HIGHER EDUCATION GENERALLY

ARTICLE 2 - WESTERN REGIONAL HIGHER EDUCATION COMPACT

ARTICLE 5 - ADVANCE PAYMENT OF HIGHER EDUCATION COSTS

ARTICLE 9 - UNIVERSITY OF WYOMING ENDOWMENT FUND

ARTICLE 10 - UNIVERSITY OF WYOMING ATHLETICS CHALLENGE FUND

ARTICLE 12 - HIGHER EDUCATION ENDOWMENT ACCOUNTS

ARTICLE 13 - HATHAWAY SCHOLARSHIP PROGRAM

ARTICLE 14 - UNIVERSITY OF WYOMING ACADEMIC FACILITIES CHALLENGE FUND

ARTICLE 15 - TUITION AND FEES FOR SURVIVORS OF EMERGENCY RESPONDERS

ARTICLE 16 - UNIVERSITY OF WYOMING RECLAMATION AND RESTORATION CENTER CHALLENGE ACCOUNT

CHAPTER 17 - UNIVERSITY OF WYOMING

ARTICLE 1 - IN GENERAL

ARTICLE 2 - BOARD OF TRUSTEES

ARTICLE 3 - AGRICULTURE AND EXTENSION WORK

ARTICLE 4 - CAPITAL CONSTRUCTION PROJECTS

CHAPTER 19 - HIGHER EDUCATION RETIREMENT

TITLE 9 - ADMINISTRATION OF THE GOVERNMENT

CHAPTER 2 – AGENCIES, BOARDS, COMMISSIONS AND DEPARTMENTS GENERALLY

ARTICLE 1 – DEPARTMENT OF HEALTH

9-2-118 – PHYSICIAN AND DENTIST LOAN REPAYMENT PROGRAM

9-2-123 – WYOMING INVESTMENT IN NURSING

CHAPTER 4 – PUBLIC FUNDS

ARTICLE 7 – INVESTMENT OF STATE FUNDS

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DEPARTMENT SUPPLEMENTAL BUDGET NARRATIVE

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Department Name: UNIVERSITY OF WYOMING

Department Number: 067

9-4-719 – INVESTMENT EARNING SPENDING POLICY – PERMANENT FUNDS
ARTICLE 10 – GUARANTEE PROGRAM FOR BONDS
9-4-1003 – SUPPLEMENTAL COVERAGE PROGRAM FOR UNIVERSITY REVENUE BONDS
TITLE 19 - DEFENSE FORCES AND AFFAIRS
CHAPTER 14 - VETERANS
19-14-106 – FREE TUITION AND FEES FOR EDUCATION OF WAR ORPHANS AND VETERANS; DEFINITIONS
TITLE 41 – WATER
CHAPTER 2 – PLANNING AND DEVELOPMENT
41-2-125 – OFFICE OF WATER PROGRAMS CREATED; DUTIES; ANNUAL REPORT

SECTION 6. DEPARTMENT PRIORITIES

067 - University of Wyoming								
Priority	Division	Unit #	Program Name / Description	\$	GF	FF	OF	# of Positions
1a	6700	6701-6708	University of Wyoming State Aid ; funding supports the state's only university established in 1886, as a land grant institution with teaching, research and public service responsibilities.	\$365,613,407	\$365,613,407	\$0	\$0	N/A
1b	6800	6801	School of Energy Resources provides nationally-competitive undergraduate and graduate instruction in energy-related disciplines; advances Wyoming's energy-related science, technology and economics research; and supports scientific and engineering outreach through dissemination of information to Wyoming's energy industries, companies, community colleges, and government agencies.	\$20,132,580	\$20,132,580	\$0	\$0	N/A

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DEPARTMENT SUPPLEMENTAL BUDGET NARRATIVE

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Department Name: UNIVERSITY OF WYOMING

Department Number: 067

1c	6900	6901	Tier 1 Engineering initiative provides for excellence in undergraduate education; world-class research and graduate education; productive economic development through partnerships and K-14 STEM education.	\$7,595,373	\$7,595,373	\$0	\$0	N/A
1d	9600	9601	NCAR MOU ; pursuant to agreement, UW provides \$1 million on an annual basis for the operation of the NCAR-Wyoming Supercomputing Center operated as a National Science Foundation-sponsored facility.	\$1,802,339	\$1,802,339	\$0	\$0	N/A
1e	9700	9705	Endowments ; matching funds program in which donors make significant gifts because of state's commitment to provide matching funds.	\$11,500,000	\$11,500,000	\$0	\$0	N/A

Notes:

1. This table reflects prioritization of University of Wyoming (Agency 067) budget priorities using Total Adjusted Appropriation; exception request priorities are shown separately.

2. The programs are presented above in order of division and given the ranking of a #1 priority. All the programs have the same purpose to provide high quality teaching, rigorous and relevant research, and engagement with the university's many constituencies across the state of Wyoming.

N/A - not applicable.

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DEPARTMENT SUPPLEMENTAL BUDGET NARRATIVE

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Department Name: UNIVERSITY OF WYOMING

Department Number: 067

SECTION 6. DEPT. SUPPLEMENTAL REQUEST PRIORITIES

067 - University of Wyoming 2017-2018 Supplemental Budget Request								
Priority	Page #	Unit #	Item Requested	Department Request	Governor's Rec	General Fund	Federal Fund	Other Fund
1		9705	Unconventional Oil and Gas Reservoirs Matching Funds - Language Only	\$0	\$0	\$0	\$0	\$0
2		6701	Strategic Enrollment Management Program (GF, One-time funding)	\$475,000	\$0	\$475,000	\$0	\$0
TOTAL				\$475,000	\$0	\$475,000	\$0	\$0
General Fund				\$475,000				
Federal Funds				\$0				
Other Funds				\$0				
Total Funding				\$475,000				

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DIVISION SUPPLEMENTAL BUDGET REQUEST SUMMARY TABLE

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Department Name: UNIVERSITY OF WYOMING Division Name: STATE AID				Department Number: 067 Division Number: 6700			
1 Division	Code	2 2017-2018 Appropriation Budget Bill	3 Governor's Budget Reductions	4 Section 323 Gov's Adjustments	5 Total Supplemental Request	6 Governor's Changes	7 Revised Appropriation
UNIT							
BASE FUNDING	6701	322,927,981	(32,384,177)	0	475,000	0	291,018,804
UW HEALTH INSURANCE	6703	66,669,603	0	0	0	0	66,669,603
STATE MATCHING FUND	6704	8,000,000	0	0	0	0	8,000,000
BRUCellosis TESTING RESEARCH	6708	400,000	0	0	0	0	400,000
TOTAL BY UNIT		397,997,584	(32,384,177)	0	475,000	0	366,088,407
OBJECT SERIES							
PERSONAL SERVICES	0100	0	0	0	0	0	0
GRANTS & AID PAYMENT	0600	397,997,584	(32,384,177)	0	475,000	0	366,088,407
CONTRACTUAL SERVICES	0900	0	0	0	0	0	0
UNSPECIFIED	UN	0	0	0	0	0	0
TOTAL BY OBJECT SERIES		397,997,584	(32,384,177)	0	475,000	0	366,088,407
SOURCES OF FUNDING							
GENERAL FUND/BRA	G	397,997,584	(32,384,177)	0	475,000	0	366,088,407
SIPA	S13	0	0	0	0	0	0
LSRA	S17	0	0	0	0	0	0
TOTAL BY FUNDS		397,997,584	(32,384,177)	0	475,000	0	366,088,407
AUTHORIZED EMPLOYEES							
TOTAL AUTHORIZED EMPLOYEES							

2017 - 2018 BIENNIUM

UNIT SUPPLEMENTAL BUDGET NARRATIVE

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Department Name: UNIVERSITY OF WYOMING
Division Name: STATE AID
Unit Name: BASE FUNDING

Wyoming On Line Financial Codes				
DEPT	DIVISION	UNIT	FUND	APPR
067	6700	6701	001	670

SECTION 1. UNIT STATUTORY AUTHORITY

See Agency Narrative.

SECTION 2. STANDARD BUDGET REQUEST

Part A: Narrative

Amount Requested: \$318,419,969 – General Fund

This budget is the state General Fund support for the university's Section I operating budget, which is commonly referred to as the block grant. The base budget amount equals the 2015-2016 biennium appropriations, including the FY 2010 budget reduction, less subsequent budget reductions of \$11.07 million from the 2013 legislative session. The Budget Division Adjustments to the Base reflect standard changes applied to the university in the same manner as other state agencies. The changes include, but may not be limited to, additions for continuing salary and benefits obligations, biennialized budgets for continuing appropriations that were approved during the supplemental budget session, as well as reductions for one-time funding. The Budget Division "biennialized" the 2013 legislative session budget reductions resulting in an additional budget cut of \$11.07 million to the Base Funding Unit. Also, in the 2014 legislative session \$53.42 million in General Fund was moved from the Base Funding Unit to the newly created UW Health Insurance Unit.

Funding supports the state's only university, established in 1886, as a land-grant institution with teaching, research and public service responsibilities. The university serves enrolled undergraduate, graduate and non-degree students, continuing education participants, high school students, alumni, business assistance clients, community assistance clients, clients requesting information, agricultural assistance clients, research clients, health care patients, cultural programs patrons, athletics fans and other Wyoming citizens.

University enrollment is predominantly on the Laramie campus (over 80 percent of federally reported enrollment on a student headcount basis), with the remainder of enrollment occurring through outreach programs and sites. A significant number of students throughout the state are also provided with professional development offerings. Total Fall 2014 semester headcounts, including professional development, outreach and online students was 13,551. There are about 850 international students on campus, with about 1,600 new freshmen each year and about 1,400 new students transferring from community colleges annually. Approximately 350 student athletes participate in 17 intercollegiate varsity sports in the NCAA Division I, Mountain West Conference. Students enjoy a low 15:1 student-faculty ratio. Resident tuition and fees rank as the lowest among the 173 public doctoral institutions across the United States. In 2013-14, UW awarded 2,743 degrees. UW has updated and refined its capital facilities plan and is now able to closely align its fundraising strategies and budget requests with its near- and long- term capital facilities priorities in the context of a long-range development plan for the campus. UW receives significant funding from external research and its foundation. Finally, the Research Product Center has heightened the level of technology transfer, with 21 non-provisional patent applications filed (utility, foreign or PCT) and 17 patents issued in FY 2015. UW is a member of the Voluntary System of Accountability.

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UNIT SUPPLEMENTAL BUDGET NARRATIVE

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Department Name: UNIVERSITY OF WYOMING
Division Name: STATE AID
Unit Name: BASE FUNDING

Wyoming On Line Financial Codes				
DEPT	DIVISION	UNIT	FUND	APPR
067	6700	6701	001	670

Part B: Revenue

None.

SECTION 4. BUDGET REDUCTIONS

The State Aid Base Funding Unit was impacted by the "Penny Plan" reductions implemented by the Legislature during the 2016 session. These reductions reduced the standard budget by 1.5% of the standard budget.

For the State Aid Division, the "Penny Plan" resulted in a total biennium reduction of \$5,794,573. Of this amount, the Base Funding Unit was reduced by \$4,779,300. The remainder of the State Aid Division's reductions are shown in the UW Health Insurance unit. Consequences: Personal services and support budgets were permanently reduced.

In addition the Governor's reductions to the Base Funding Unit were \$32,384,177. These reductions are made in the 600 series. Grant Payments (0626) will be reduced for faculty and staff vacancies, part-time salaries, and employer-paid benefits. Consequences: Increased faculty and staff workload, decreased levels of service, lack of professional development and leadership training opportunities. Delayed or diminished opportunities to advance the university's land-grant mission of teaching, research and public service.

SECTION 6. SUPPLEMENTAL REQUEST

PRIORITY #2 – STRATEGIC ENROLLMENT MANAGEMENT PROGRAM (ONE-TIME FUNDING)

Amount Requested: \$475,000 – One-time General Fund

A. EXPLANATION OF REQUEST: It is critical to the future of Wyoming that more students pursue post-secondary education upon graduation from high school. Latest data indicates that only 56.3% of Wyoming high school graduates enrolled in higher education. To develop an educated workforce that will contribute to Wyoming's economy, this number must be strengthened. In addition, for those students who go directly to a four-year university upon high school graduation, equal numbers leave the state as choose to stay in Wyoming and enroll at the University of Wyoming. In short, we are losing too many students to out-of-state universities. To address these issues, the university is developing a strategic enrollment management program. Integral to the program is analyzing and expanding recruitment of new freshmen and transfer students so that UW can identify, recruit, and enroll a majority of Wyoming students, complimented by out-of-state students so as to reach enrollment capacity. UW needs external expertise to guide university-wide recruiting efforts. Apparent in the following table is relatively stable enrollment, despite multiple efforts for overall enrollment growth:

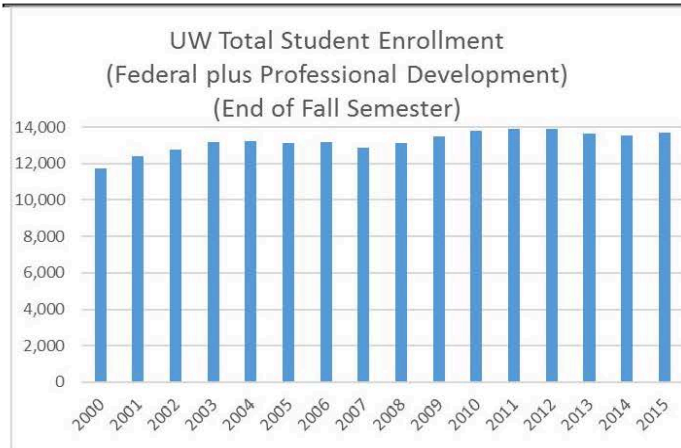
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UNIT SUPPLEMENTAL BUDGET NARRATIVE

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Department Name: UNIVERSITY OF WYOMING
Division Name: STATE AID
Unit Name: BASE FUNDING

Wyoming On Line Financial Codes				
DEPT	DIVISION	UNIT	FUND	APPR
067	6700	6701	001	670



An independent evaluation of the university's current student recruiting strategies along with proposed, new strategies to address the need for student growth at UW is warranted. Significant growth is needed to meet Wyoming workforce needs, add financial resources as the university diversifies its funding in light of the state budget reduction in the FY17-18 biennium, and to better utilize existing capacity of the UW infrastructure. Critical to growing enrollment is increasing the number of admitted students who enroll, known as yield.

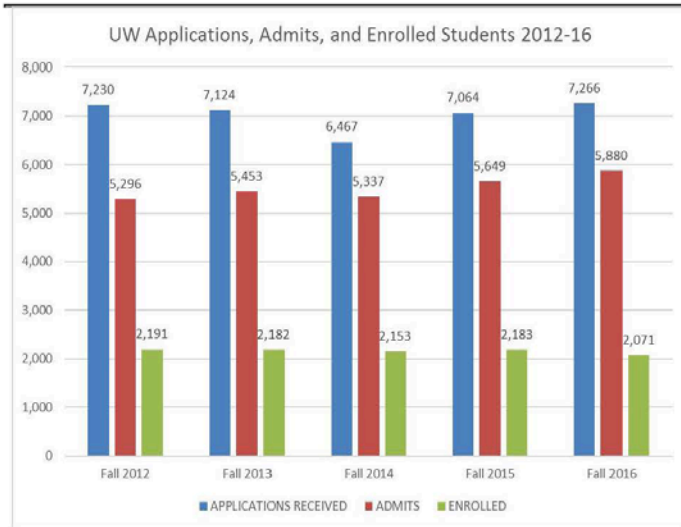
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UNIT SUPPLEMENTAL BUDGET NARRATIVE

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Department Name: UNIVERSITY OF WYOMING
Division Name: STATE AID
Unit Name: BASE FUNDING

Wyoming On Line Financial Codes				
DEPT	DIVISION	UNIT	FUND	APPR
067	6700	6701	001	670



In 2013, an independent study was conducted related to marketing and recruiting, and after implementation of the recommendations, UW achieved one of the largest freshmen classes in the history of the university with 1,695 new freshmen enrolling in the fall of 2015 for a 7.8% increase from the previous fall semester. Implementation of the consultant recommendations; Tier 1 Engineering scholarships and a scholarship redesign contributed to the growth. Unfortunately, this growth in fall of 2015 was tempered by just 930 transfer students enrolling, a decline of 12.6%. Projections for fall 2016 indicate a smaller freshman class of 1,540 and an increase of transfer students to 1,000. Simply stated, UW needs more students for a healthy, vibrant university. A program must be implemented that will sustain new growth of both freshman and transfer students.

Some key issues are:

- The state of Wyoming had 5,429 high school graduates in 2014 and only 56.3% enrolled in higher education. This percentage is rapidly declining – in 2010 it was 63.9%; in 2012 it was 58.4%; the 2014 class had the lowest college-going rate in a decade. Of the 2014 high school graduates 27.7% attend a Wyoming community college, 14.2% attended an out-of-state institution and 14.3% attended UW.¹
- Other states are increasingly recruiting the highest achieving students aggressively, providing resident tuition and other incentives for Wyoming students to leave the state.

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UNIT SUPPLEMENTAL BUDGET NARRATIVE

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Department Name: UNIVERSITY OF WYOMING
Division Name: STATE AID
Unit Name: BASE FUNDING

Wyoming On Line Financial Codes				
DEPT	DIVISION	UNIT	FUND	APPR
067	6700	6701	001	670

- Students living near the Wyoming borders leave the state to attend college at nearby out-of-state institutions. Most students nationally stay within 200 miles from home.
- UW is not attracting the highest achieving Wyoming high school graduates. In 2014, 769 Wyoming high school graduates enrolled at an out-of-state college.
- Regional recruiters from all over the US are recruiting heavily in northern Colorado, long UW's primary nonresident market.
- Nationally, the cost to recruit an undergraduate student has increased 25% over the last five years, and is now at \$623 per student for a four-year public institution of medium size.² UW spent approximately \$600 to recruit each student in 2015; after budget cuts the institution will have just \$492 per student for 2017. Maximizing the efficacy of recruiting in an increasingly competitive market is critical for the coming years as UW responds to the changing market conditions.
- Nonresident students are attracted to UW, but not to the volume that UW needs to support budget growth. Approximately 50% of the freshman class is from Wyoming and 50% from out of state. Of the out-of-state students, half are from Colorado. Bordering states, especially Colorado and Nebraska and other key states in the US where out migration is significant and public university costs are higher than UW, are key markets. An insightful analysis of these markets is needed.
- Academic transfer articulation is assisting with the transfer of Wyoming community college graduates to UW, but UW is prepared to admit more transfer students.
- Expansion of articulation and recruiting at border state community colleges has potential in attracting students.
- UW has had successes with international student growth, and tremendous opportunity exists to increase international students.
- UW residence halls are not competitive in attracting new students to UW. The enrollment growth initiative will include planning for residence hall improvements.

¹UW Office of Institutional Analysis, "New Wyoming High School Graduates Enrolled in Higher Education," sourced from the WDE statistical report series, the IPEDS Peer Analysis System, and the SCES Digest of Education Statistics

²Ruffalo Noel Levitz, "2016 Cost of Recruiting an Undergraduate Report," <https://www.ruffalonl.com/papers-research-higher-education-fundraising/2016/cost-of-recruiting-an-undergraduate-report>

To effectively address the recruiting challenges, the university requests a one-time General Fund appropriation of \$475,000 to develop a strategic enrollment management program related to student recruitment, particularly Wyoming students. The student recruiting program will address how to identify best fit students to UW that should be actively recruited. The program needs to be strategically crafted to seek students in new and effective ways. External expert consultation used across the US at other growing universities on marketing analysis and recruiting strategies is critically important to guide, redirect and expand upon current efforts. A university-wide commitment must be made to seek and recruit students.

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UNIT SUPPLEMENTAL BUDGET NARRATIVE

14

Department Name: UNIVERSITY OF WYOMING
Division Name: STATE AID
Unit Name: BASE FUNDING

Wyoming On Line Financial Codes
DEPT DIVISION UNIT FUND APPR
067 6700 6701 001 670

Funds will be directed to the President's Office and spent in this fashion:

Amount	Purpose
\$125,000	Independent analysis of the demographic markets, associated recruiting strategies, enrollment targets including institutional capacity.
\$350,000	First-year implementation of the expanded, leading-edge recruiting program including expanding social media, travel to high schools and community colleges, marketing, summer and special events for high achieving students, high school counselors and community college advisors and other critical yield-building recommendations from the consultant

Details of the expenditure of the recruiting program funds are intentionally not specified to provide latitude for the consultant's recommendations. The student recruiting program will consider Wyoming resident new freshmen and transfer students, out-of-state and international students. More specifically, the monies will be used for early and targeted recruiting for the markets that are reviewed. As funding allows, a mix of the following is expected:

- Implement visit and recruiting program with the college deans to attract best and brightest in Wyoming;
- increased e-contacts via social media, email and phone;
- increased admissions, financial aid and faculty visitation and presence in Wyoming and regional high schools and community colleges;
- early and expanded contacts and promotion to resident students;
- increased events with alumni in targeted locations across United States and abroad;
- increased youth programs on Laramie campus for 6th through 11th grade residents and nonresident youth; and
- pilot external agency recruiting in high prospect international locations.

Details of the proposed program will be recommended by the President of the university and approved by the Board of Trustees. Implementation of the strategic enrollment management program would begin on July 1, 2017. The President of the university would report to the Legislature on program results and recommendations by August 2018.

B. REQUEST BY OBJECT CODE, FUNDING AMOUNT AND FUND SOURCE:

Object Code	Description	Amount	Funding Source
1. 0626	Grant Pymt	\$475,000	One-time General Fund
Total	Total	\$475,000	General Fund

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UNIT SUPPLEMENTAL BUDGET NARRATIVE

15

Department Name: UNIVERSITY OF WYOMING
Division Name: STATE AID
Unit Name: BASE FUNDING

Wyoming On Line Financial Codes				
DEPT	DIVISION	UNIT	FUND	APPR
067	6700	6701	001	670

C. PERFORMANCE JUSTIFICATION: Priority #2 aligns with the university's aspirations to be one of the nation's finest land grant universities. In the spirit of that aspiration, this request supports the university's ongoing commitment to high quality teaching, rigorous and relevant research, and engagement with its many constituencies across the state.

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UNIT SUPPLEMENTAL BUDGET REQUEST SUMMARY TABLE

16

Department Name: UNIVERSITY OF WYOMING Division Name: STATE AID Unit Name: BASE FUNDING		Wyoming On Line Financial Codes					
		DEPT 067	DIVISION 6700	UNIT 6701	FUND 001	APPR 670	
1 Description	Code	2 2017-2018 Appropriation Budget Bill	3 Governor's Budget Reductions	4 Section 323 Gov's Adjustments	5 Total Supplemental Request	6 Governor's Changes	7 Revised Appropriation
EXPENDITURES							
UW-PERSONAL SERVICES	0167	0	0	0	0	0	0
PERSONAL SERVICES	0100	0	0	0	0	0	0
GRANT PAYMENTS	0626	322,927,981	(32,384,177)	0	475,000	0	291,018,804
GRANTS & AID PAYMENT	0600	322,927,981	(32,384,177)	0	475,000	0	291,018,804
SPECIAL PROJ & SVCS	0903	0	0	0	0	0	0
CONTRACTUAL SERVICES	0900	0	0	0	0	0	0
EXPENDITURE TOTALS		322,927,981	(32,384,177)	0	475,000	0	291,018,804
SOURCE OF FUNDING							
GENERAL FUND	1001	322,927,981	(32,384,177)	0	475,000	0	291,018,804
GENERAL FUND/BRA	G	322,927,981	(32,384,177)	0	475,000	0	291,018,804
GENERAL FUND - SIPA	1001SI	0	0	0	0	0	0
SIPA	S13	0	0	0	0	0	0
STATE AUDITOR - LSRA	6403L	0	0	0	0	0	0
LSRA	S17	0	0	0	0	0	0
UNSPECIFIED	UN000	0	0	0	0	0	0
UNSPECIFIED	UN	0	0	0	0	0	0
TOTAL FUNDING		322,927,981	(32,384,177)	0	475,000	0	291,018,804
AUTHORIZED EMPLOYEES							

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DIVISION SUPPLEMENTAL BUDGET REQUEST SUMMARY TABLE

17

Department Name: UNIVERSITY OF WYOMING Division Name: SCHOOL OF ENERGY RESOURCES				Department Number: 067 Division Number: 6800			
1 Division	Code	2 2017-2018 Appropriation Budget Bill	3 Governor's Budget Reductions	4 Section 323 Gov's Adjustments	5 Total Supplemental Request	6 Governor's Changes	7 Revised Appropriation
UNIT							
SCHOOL OF ENERGY RESOURCES	6801	21,874,188	(1,741,608)	0	0	0	20,132,580
TOTAL BY UNIT		21,874,188	(1,741,608)	0	0	0	20,132,580
OBJECT SERIES							
GRANTS & AID PAYMENT	0600	21,874,188	(1,741,608)	0	0	0	20,132,580
UNSPECIFIED	UN	0	0	0	0	0	0
TOTAL BY OBJECT SERIES		21,874,188	(1,741,608)	0	0	0	20,132,580
SOURCES OF FUNDING							
GENERAL FUND/BRA	G	21,874,188	(1,741,608)	0	0	0	20,132,580
LSRA	S17	0	0	0	0	0	0
TOTAL BY FUNDS		21,874,188	(1,741,608)	0	0	0	20,132,580
AUTHORIZED EMPLOYEES							
TOTAL AUTHORIZED EMPLOYEES							

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UNIT SUPPLEMENTAL BUDGET NARRATIVE

18

Department Name: UNIVERSITY OF WYOMING
Division Name: SCHOOL OF ENERGY RESOURCES
Unit Name: SCHOOL OF ENERGY RESOURCES

Wyoming On Line Financial Codes				
DEPT	DIVISION	UNIT	FUND	APPR
067	6800	6801	001	680

SECTION 1. UNIT STATUTORY AUTHORITY

See Agency Narrative.

SECTION 2. STANDARD BUDGET REQUEST

Part A: Narrative

Amount Requested \$20,775,318 – General Fund

This request is for the continuation of the standard budget for the School of Energy Resources (SER). First authorized and funded by the Legislature in the 2006 Budget Session, the School of Energy Resources has three primary objectives: (1) provide nationally-competitive undergraduate and graduate instruction in energy-related disciplines, (2) advance Wyoming's energy-related science, technology and economics research, and (3) support scientific and engineering outreach through dissemination of information to Wyoming's energy industries, companies, community colleges, and government agencies. These objectives align with the overall mission of the university and include scholarship, research, and service in the energy resource area.

SER embarked on creation of strategic areas of concentration in FY 2012, and developing those concentrations continues, now in conjunction with the College of Engineering and Applied Science Tier 1 Initiative. SER supports new faculty recruiting and start-up, and early research activities in the strategic areas of unconventional oil and gas technologies; advanced conversion of fossil energy resources to value-added products; renewable energy sources; and scholarly areas related to the support of policy and legal issues associated with Wyoming's energy and natural resources.

Historically, the Legislature has appropriated funds for SER separate from UW's block grant. The base budget amount equals the 2015-2016 biennium appropriations and reflects budget reductions of \$612 thousand from the 2013 legislative session. The Budget Division Adjustments to the Base reflect standard changes applied to the university in the same manner as other state agencies. The changes include additions for continuing salary and benefits obligations.

Part B: Revenue

None.

SECTION 4. BUDGET REDUCTIONS

The School of Energy Resources Unit was impacted by the "Penny Plan" reductions implemented by the Legislature during the 2016 session. These reductions reduced the standard budget by 1.5% of the standard budget. For the School of Energy Resources, the "Penny Plan" resulted in a total biennium reduction of \$311,630. Consequences: Permanent reduction in the administration support budget.

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UNIT SUPPLEMENTAL BUDGET NARRATIVE

19

Department Name: UNIVERSITY OF WYOMING
Division Name: SCHOOL OF ENERGY RESOURCES
Unit Name: SCHOOL OF ENERGY RESOURCES

Wyoming On Line Financial Codes				
DEPT	DIVISION	UNIT	FUND	APPR
067	6800	6801	001	680

In addition the Governor's reductions to the School of Energy Resources Unit were \$1,741,608. This reduction is made in the 600 series. Grant payments (0626) will be reduced for the research support budget, specifically personal services and supportive services (including but not limited to communication, dues/licenses, conferences/registrations, travel in-state and out-of-state, office and other supplies, printing and equipment). Consequences: Increased faculty and staff workload, decreased levels of service, lack of professional development and leadership training opportunities. Delayed or diminished opportunities to 1) provide nationally-competitive undergraduate and graduate instruction in energy-related disciplines, 2) advance Wyoming's energy-related science, technology and economics research and 3) support scientific and engineering outreach through dissemination of information to Wyoming's energy industries, companies, community colleges and government agencies.

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UNIT SUPPLEMENTAL BUDGET REQUEST SUMMARY TABLE

20

Department Name: UNIVERSITY OF WYOMING Division Name: SCHOOL OF ENERGY RESOURCES Unit Name: SCHOOL OF ENERGY RESOURCES				Wyoming On Line Financial Codes				
				DEPT 067	DIVISION 6800	UNIT 6801	FUND 001	APPR 680
1	2	3	4	5	6	7		
Description	Code	2017-2018 Appropriation Budget Bill	Governor's Budget Reductions	Section 323 Gov's Adjustments	Total Supplemental Request	Governor's Changes	Revised Appropriation	
EXPENDITURES								
GRANT PAYMENTS	0626	21,874,188	(1,741,608)	0	0	0	20,132,580	
GRANTS & AID PAYMENT	0600	21,874,188	(1,741,608)	0	0	0	20,132,580	
EXPENDITURE TOTALS		21,874,188	(1,741,608)	0	0	0	20,132,580	
SOURCE OF FUNDING								
GENERAL FUND	1001	21,874,188	(1,741,608)	0	0	0	20,132,580	
GENERAL FUND/BRA	G	21,874,188	(1,741,608)	0	0	0	20,132,580	
STATE AUDITOR - LSRA	6403L	0	0	0	0	0	0	
LSRA	S17	0	0	0	0	0	0	
UNSPECIFIED	UN000	0	0	0	0	0	0	
UNSPECIFIED	UN	0	0	0	0	0	0	
TOTAL FUNDING		21,874,188	(1,741,608)	0	0	0	20,132,580	
AUTHORIZED EMPLOYEES								

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DIVISION SUPPLEMENTAL BUDGET REQUEST SUMMARY TABLE

21

Department Name: UNIVERSITY OF WYOMING Division Name: TIER 1 ENGINEERING				Department Number: 067 Division Number: 6900			
1 Division	Code	2 2017-2018 Appropriation Budget Bill	3 Governor's Budget Reductions	4 Section 323 Gov's Adjustments	5 Total Supplemental Request	6 Governor's Changes	7 Revised Appropriation
UNIT							
TIER 1 ENGINEERING	6901	8,301,927	(706,554)	0	0	0	7,595,373
TOTAL BY UNIT		8,301,927	(706,554)	0	0	0	7,595,373
OBJECT SERIES							
GRANTS & AID PAYMENT	0600	8,301,927	(706,554)	0	0	0	7,595,373
UNSPECIFIED	UN	0	0	0	0	0	0
TOTAL BY OBJECT SERIES		8,301,927	(706,554)	0	0	0	7,595,373
SOURCES OF FUNDING							
GENERAL FUND/BRA	G	8,301,927	(706,554)	0	0	0	7,595,373
TOTAL BY FUNDS		8,301,927	(706,554)	0	0	0	7,595,373
AUTHORIZED EMPLOYEES							
TOTAL AUTHORIZED EMPLOYEES							

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UNIT SUPPLEMENTAL BUDGET NARRATIVE

22

Department Name: UNIVERSITY OF WYOMING
Division Name: TIER 1 ENGINEERING
Unit Name: TIER 1 ENGINEERING

Wyoming On Line Financial Codes				
DEPT	DIVISION	UNIT	FUND	APPR
067	6900	6901	001	690

SECTION 1. UNIT STATUTORY AUTHORITY

See Agency Narrative.

SECTION 2. STANDARD BUDGET REQUEST

Part A: Narrative

Amount Requested: \$8,428,352 – General Fund

This request is for the continuation of the standard budget for the Tier 1 Engineering initiative at the UW College of Engineering and Applied Sciences.

The Governor, the Legislature and the Wyoming Governor's Energy, Engineering, STEM Integration Task Force (WGEESIT) brought forth a vision of a nationally recognized College of Engineering and Applied Science reflecting academic excellence and world-class research. The Tier 1 initiative would provide greater opportunities for students to work with world-class faculty in nationally ranked programs and engage in cutting-edge research and learning. The key strategic goals are: 1) Excellence in undergraduate education; 2) World-class research and graduate education; 3) Productive economic development through partnerships and 4) K-14 STEM education.

In April 2013, the university provided a response to the WGEESIT report of December 2012 to ramp up new funding for academic programs in UW's College of Engineering and Applied Science (CEAS). Subsequently, a detailed budget was formulated, and funding of \$8 million of General Fund appropriation for Phase I of the initiative was requested by the Governor and appropriated by the Legislature.

The base budget amounts equals the 2015-2016 biennium appropriations plus adjustments. The Budget Division Adjustments to the Base reflect standard changes applied to the university in the same manner as other state agencies. The changes include, but may not be limited to, additions for continuing salary and benefits obligations. The university makes a contribution to this initiative with internal resources.

Part B: Revenue

None.

SECTION 4. BUDGET REDUCTIONS

The Tier 1 Engineering Unit was impacted by the "Penny Plan" reductions implemented by the Legislature during the 2016 session. These reductions reduced the standard budget by 1.5% of the standard budget. For the Tier 1 Engineering initiative, the "Penny Plan" resulted in a total biennium reduction of \$126,425. Consequences: Permanent reduction in personal services and support budgets.

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UNIT SUPPLEMENTAL BUDGET NARRATIVE

23

Department Name: UNIVERSITY OF WYOMING
Division Name: TIER 1 ENGINEERING
Unit Name: TIER 1 ENGINEERING

Wyoming On Line Financial Codes				
DEPT	DIVISION	UNIT	FUND	APPR
067	6900	6901	001	690

In addition the Governor's reduction to the Tier 1 Engineering Unit is \$706,554. This reduction is made in the 600 series. Grant payments (0626) will be reduced for the administration support budget, specifically personal services and supportive services (including but not limited to communication, dues/licenses, conferences/registrations, travel in-state and out-of-state, office and other supplies, printing and equipment.) Consequences: Delayed or diminished opportunities for students to work with world-class faculty in nationally ranked programs and engage in cutting-edge research and learning.

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UNIT SUPPLEMENTAL BUDGET REQUEST SUMMARY TABLE

24

Department Name: UNIVERSITY OF WYOMING				Wyoming On Line Financial Codes				
Division Name: TIER 1 ENGINEERING				DEPT	DIVISION	UNIT	FUND	APPR
Unit Name: TIER 1 ENGINEERING				067	6900	6901	001	690
1		2	3	4	5	6	7	
Description	Code	2017-2018 Appropriation Budget Bill	Governor's Budget Reductions	Section 323 Gov's Adjustments	Total Supplemental Request	Governor's Changes	Revised Appropriation	
EXPENDITURES								
GRANT PAYMENTS	0626	8,301,927	(706,554)	0	0	0	7,595,373	
UW-GRANTS & AID PAYMENTS	0667	0	0	0	0	0	0	
GRANTS & AID PAYMENT	0600	8,301,927	(706,554)	0	0	0	7,595,373	
EXPENDITURE TOTALS		8,301,927	(706,554)	0	0	0	7,595,373	
SOURCE OF FUNDING								
GENERAL FUND	1001	8,301,927	(706,554)	0	0	0	7,595,373	
GENERAL FUND/BRA	G	8,301,927	(706,554)	0	0	0	7,595,373	
UNSPECIFIED	UN000	0	0	0	0	0	0	
UNSPECIFIED	UN	0	0	0	0	0	0	
TOTAL FUNDING		8,301,927	(706,554)	0	0	0	7,595,373	
AUTHORIZED EMPLOYEES								

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DIVISION SUPPLEMENTAL BUDGET REQUEST SUMMARY TABLE

25

Department Name: UNIVERSITY OF WYOMING Division Name: NCAR MOU				Department Number: 067 Division Number: 9600			
1 Division	Code	2 2017-2018 Appropriation Budget Bill	3 Governor's Budget Reductions	4 Section 323 Gov's Adjustments	5 Total Supplemental Request	6 Governor's Changes	7 Revised Appropriation
UNIT							
NCAR MOU	9601	1,970,000	(167,661)	0	0	0	1,802,339
TOTAL BY UNIT		1,970,000	(167,661)	0	0	0	1,802,339
OBJECT SERIES							
GRANTS & AID PAYMENT	0600	1,970,000	(167,661)	0	0	0	1,802,339
UNSPECIFIED	UN	0	0	0	0	0	0
TOTAL BY OBJECT SERIES		1,970,000	(167,661)	0	0	0	1,802,339
SOURCES OF FUNDING							
GENERAL FUND/BRA	G	1,970,000	(167,661)	0	0	0	1,802,339
TOTAL BY FUNDS		1,970,000	(167,661)	0	0	0	1,802,339
AUTHORIZED EMPLOYEES							
TOTAL AUTHORIZED EMPLOYEES							

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UNIT SUPPLEMENTAL BUDGET NARRATIVE

26

Department Name: UNIVERSITY OF WYOMING
Division Name: NCAR MOU
Unit Name: NCAR MOU

Wyoming On Line Financial Codes				
DEPT	DIVISION	UNIT	FUND	APPR
067	9600	9601	001	960

SECTION 1. UNIT STATUTORY AUTHORITY

See Agency Narrative.

SECTION 2. STANDARD BUDGET REQUEST

Part A: Narrative

Amount Requested: \$2,000,000 – General Fund

Pursuant to Article V of the Agreement Between the University of Wyoming, Wyoming Business Council and University Corporation for Atmospheric Research (UCAR), dated May 18, 2010, UW will provide \$1 million to UCAR on an annual basis in the initial year (2010) and for nineteen (19) years thereafter so long as the NCAR-Wyoming Supercomputing Center (NWSC) is in operation as a National Science Foundation-sponsored facility. The University Consortium for Atmospheric Research and the National Center for Atmospheric Research (UCAR/NCAR) will use the \$1,000,000 annually in the following way:

- 75% or \$750,000 will go into an account toward purchase of the next computer. NCAR replaces the top line computer every 3-4 years.
- 25% or \$250,000 will aid in purchasing mass storage required to maintain a fully functioning High Performance Computer. Load balancing the computer's processing capability with the correct amount of data inflow is a significant issue. As computers become more powerful and faster, mass storage must keep pace.

Part B: Revenue

None.

SECTION 4. BUDGET REDUCTIONS

The NCAR MOU Unit was impacted by the "Penny Plan" reductions implemented by the Legislature during the 2016 session. These reductions reduced the standard budget by 1.5% of the standard budget. For the NCAR MOU unit, the "Penny Plan" resulted in a total biennium reduction of \$30,000. Consequences: The University of Wyoming is obligated to make \$1 million annual payments and will have to utilize other financial resources such as Base Funding in Unit 6701 to make up the shortfall.

In addition the Governor's reduction to the NCAR MOU Unit is \$167,661. This reduction is made in the 600 series. Grant payments (0626) will be reduced for the payments due to the University Corporation for Atmospheric Research (UCAR)/National Center for Atmospheric Research (NCAR) pursuant to the Memorandum of Understanding dated April 30, 2010. Consequences: The University of Wyoming is obligated to make \$1 million annual payments and will have to utilize other financial resources such as Base Funding in Unit 6701 to make up the shortfall.

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UNIT SUPPLEMENTAL BUDGET REQUEST SUMMARY TABLE

27

Department Name: UNIVERSITY OF WYOMING					Wyoming On Line Financial Codes				
Division Name: NCAR MOU					DEPT	DIVISION	UNIT	FUND	APPR
Unit Name: NCAR MOU					067	9600	9601	001	9600
1		2	3	4	5	6	7		
Description	Code	2017-2018 Appropriation Budget Bill	Governor's Budget Reductions	Section 323 Gov's Adjustments	Total Supplemental Request	Governor's Changes	Revised Appropriation		
EXPENDITURES									
GRANT PAYMENTS	0626	1,970,000	(167,661)	0	0	0	1,802,339		
GRANTS & AID PAYMENT	0600	1,970,000	(167,661)	0	0	0	1,802,339		
EXPENDITURE TOTALS		1,970,000	(167,661)	0	0	0	1,802,339		
SOURCE OF FUNDING									
GENERAL FUND	1001	1,970,000	(167,661)	0	0	0	1,802,339		
GENERAL FUND/BRA	G	1,970,000	(167,661)	0	0	0	1,802,339		
UNSPECIFIED	UN000	0	0	0	0	0	0		
UNSPECIFIED	UN	0	0	0	0	0	0		
TOTAL FUNDING		1,970,000	(167,661)	0	0	0	1,802,339		
AUTHORIZED EMPLOYEES									

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DIVISION SUPPLEMENTAL BUDGET REQUEST SUMMARY TABLE

28

Department Name: UNIVERSITY OF WYOMING Division Name: ENDOWMENTS				Department Number: 067 Division Number: 9700			
1 Division Code		2 2017-2018 Appropriation Budget Bill	3 Governor's Budget Reductions	4 Section 323 Gov's Adjustments	5 Total Supplemental Request	6 Governor's Changes	7 Revised Appropriation
UNIT							
PETROLEUM ENGINEERING CHAIR	9701	0	0	0	0	0	0
DISCIPLINES RELATED TO WYOMING'S ECONOMY	9702	0	0	0	0	0	0
HIGH BAY RESEARCH FACILITY	9703	0	0	0	0	0	0
MATCHING FUNDS	9705	11,500,000	0	0	0	0	11,500,000
TOTAL BY UNIT		11,500,000	0	0	0	0	11,500,000
OBJECT SERIES							
GRANTS & AID PAYMENT	0600	11,500,000	0	0	0	0	11,500,000
TOTAL BY OBJECT SERIES		11,500,000	0	0	0	0	11,500,000
SOURCES OF FUNDING							
GENERAL FUND/BRA	G	11,500,000	0	0	0	0	11,500,000
LSRA	S17	0	0	0	0	0	0
TOTAL BY FUNDS		11,500,000	0	0	0	0	11,500,000
AUTHORIZED EMPLOYEES							
TOTAL AUTHORIZED EMPLOYEES							

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UNIT SUPPLEMENTAL BUDGET NARRATIVE

29

Department Name: UNIVERSITY OF WYOMING
Division Name: ENDOWMENTS
Unit Name: MATCHING FUNDS

Wyoming On Line Financial Codes				
DEPT	DIVISION	UNIT	FUND	APPR
067	9700	9705	001	970

SECTION 1. UNIT STATUTORY AUTHORITY

See Agency Narrative.

SECTION 2. STANDARD BUDGET REQUEST

No standard budget for this unit.

SECTION 6. SUPPLEMENTAL REQUEST

PRIORITY #1 – UNCONVENTIONAL OIL AND GAS RESERVOIRS MATCHING FUNDS - LANGUAGE ONLY

Amount Requested: \$0

The university requests an amendment to language in the 2016 Session Laws, Chapter 31, Senate Enrolled Act 19, Section 067, Footnote 7. This act provides \$10,350,000 General Fund appropriation for the Endowment Challenge Fund Program and for matching funds for entrepreneurship, water management for the future, and school of energy resources or college of engineering and applied science initiatives. Existing language only allows funding to be used to create an endowment for this research.

Of the amount appropriated for the 2017-2018 biennium, the university requests to expend \$5,000,000, upon matching, for the purpose of research on unconventional oil and gas reservoirs. Note this change would allow the \$5,000,000 in previously appropriated funds to be expendable. The remaining \$5,350,000 original appropriation would be available for the purposes specified.

More specifically, the \$5 million appropriation would be directed to the State Treasurer for deposit into an account created in 2015 Wyoming Session Laws, Chapter 142, Section 345 (g). Funds would be distributed by the State Treasurer to the University of Wyoming for research related to unconventional oil and gas reservoirs pursuant to agreements between the university and private or non-Wyoming public entities. Under these agreements, non-state funding, in the form of cash or cash equivalent, must be received by the university, then appropriated state funds would be available to the university for expenditure.

The proposed language would direct the university to provide quarterly reports of funding received. The State Treasurer would match reported cash or cash equivalent funding on a quarterly basis through distribution to the university. Notwithstanding W.S. 9-2-1008, 9-2-1012(e) and 9-4-207, unexpended, unobligated appropriations for this purpose would not revert until June 30, 2020.

This request will provide funding to continue to build on a successful track record for the use of matching programs.

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UNIT SUPPLEMENTAL BUDGET REQUEST SUMMARY TABLE

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Department Name: UNIVERSITY OF WYOMING				Wyoming On Line Financial Codes				
Division Name: ENDOWMENTS				DEPT	DIVISION	UNIT	FUND	APPR
Unit Name: MATCHING FUNDS				067	9700	9705	001	970
1		2	3	4	5	6	7	
Description		Code	2017-2018 Appropriation Budget Bill	Governor's Budget Reductions	Section 323 Gov's Adjustments	Total Supplemental Request	Governor's Changes	Revised Appropriation
EXPENDITURES								
GRANT PAYMENTS		0626	11,500,000	0	0	0	0	11,500,000
GRANTS & AID PAYMENT		0600	11,500,000	0	0	0	0	11,500,000
EXPENDITURE TOTALS			11,500,000	0	0	0	0	11,500,000
SOURCE OF FUNDING								
GENERAL FUND		1001	11,500,000	0	0	0	0	11,500,000
GENERAL FUND/BRA		G	11,500,000	0	0	0	0	11,500,000
STATE AUDITOR - LSRA		6403L	0	0	0	0	0	0
LSRA		S17	0	0	0	0	0	0
TOTAL FUNDING			11,500,000	0	0	0	0	11,500,000
AUTHORIZED EMPLOYEES								

Status of Financial Plan and Implementation to Date

FY 2017

A	B	C	D	E	F
1	University of Wyoming				
2	Agency 067				
3	Budget Reduction Plan to Realize \$26 Million in FY17				
4	As of 8/19/2016				
5					
6	Permanent Budget Cuts - \$19,300,000¹				
7					
8	Strategy	Target Savings	Fiscal Year 2017 Actual Savings	Estimated Savings	Additional Needed (Over)
9					
10	1. Implement \$7 million budget reduction submitted in early April	\$ 7,000,000	\$ 6,819,589	\$ 180,411	\$ -
11					
12	2. Eliminate 97 vacant positions - salary	\$ 3,600,000	\$ 3,960,284		\$ (360,284)
13	Employer-paid benefits (EPBs)	\$ 1,600,000	\$ 1,751,888		\$ (151,888)
14		\$ 5,200,000	\$ 5,712,172	\$ -	\$ (512,172)
15	<u>Adjustments to the 97:</u>				
16	Give back 3 positions - salary	\$ -	\$ (132,396)		\$ 132,396
17	Employer-paid benefits (EPBs)	\$ -	\$ (56,930)		\$ 56,930
18	Take additional 8 positions - salary	\$ -	\$ 298,595		\$ (298,595)
19	Employer-paid benefits (EPBs)	\$ -	\$ 128,395		\$ (128,395)
20		\$ -	\$ 237,664	\$ -	\$ (237,664)
21					
22	3. Standardize faculty workload/embargo on temporary academic appointments ²	\$ 2,500,000	\$ 2,691,574		\$ (191,574)
23					
24	4. No positions allowed where the appointment is at or greater than .5 FTE and less than 1.0 FTE	\$ 1,500,000		\$ 750,000	\$ 750,000
25					
26	5. No overtime, faculty overload or additional compensation	\$ 100,000			\$ 100,000
27					
28	6. Retirement/separation incentive ³	\$ 3,000,000			\$ 3,000,000
29	Total permanent budget cuts	\$ 19,300,000	\$ 15,460,999	\$ 930,411	\$ 2,908,590
30					
31	¹ \$16.2 million = 8.4%, \$3.0 million = 1.5%				
32	² \$1.5 million of the \$2.7 million came from additional academic vacant positions				
33	³ FY 2017 - no savings; FY 2018 - \$4.0 million estimated savings				
34					
35					
36	One-time Budget Cuts for FY17 (with Permanent Budget Cuts Identified for FY18)				
37					
38	7. One-time Section I budget reduction - President's Office - Central Salary Management	\$ 500,000	\$ 500,000		\$ -
39					
40	<u>One-time contribution from cash balances:⁴</u>				
41	Residence Life and Dining Services	\$ 500,000	\$ 500,000		\$ -
42	Information Technology	\$ 500,000	\$ 500,000		\$ -
43	Audit Reserve	\$ 500,000	\$ 500,000		\$ -
44	Outreach School	\$ 1,250,000	\$ 1,250,000		\$ -
45	College Outreach funds	\$ 1,250,000	\$ 1,250,000		\$ -
46	Subtotal	\$ 4,000,000	\$ 4,000,000	\$ -	\$ -
47					
48	8. FY 2016 salary salvage and operating expenses	\$ 2,000,000	\$ 2,000,000		\$ -
49					
50	9. Voluntary reduction of summer hours to 32 hours/week	\$ 50,000	\$ 20,000		\$ 30,000
51					
52	10. Furlough all employees for 4 days in December (20-23)	\$ -			\$ -
53	Total one-time budget cuts (and revenue replacements)	\$ 6,550,000	\$ 6,520,000	\$ -	\$ 30,000
54					
55	⁴ One-time cash balance transfers are in progress (considered achieved)				
56					
57	Total permanent and one-time budget cuts and one-time revenue replacements	\$ 25,850,000	\$ 21,980,999	\$ 930,411	\$ 2,938,590
58					



Revised 8-23-16 9:23 a.m. sms

DRAFT

University Strategic Planning Process

This document provides a framework for the strategic planning process which will commence in September 2016 by engaging the campus and stakeholder communities in a series of planning discussions. The goal will be to create an integrated comprehensive five year university strategic plan to commence July 1, 2017.

Strategic Planning Leadership Council

This Council will be appointed by the President to serve as the steering committee for the strategic planning process, providing overarching leadership. Responsibilities include implementing and monitoring a transparent process and timeline, collecting and synthesizing planning materials, creating and vetting drafts, integrating feedback and developing the final plan. Composition to include:

- Provost, chair
- 2 Deans
- 1 Director
- 1 Department head
- 4 Faculty
- 1 Undergraduate student
- 1 Graduate student
- 2 Staff
- 1 Trustee
- 1 Foundation Board member
- 1 Alumni Board member

Ex-officio (non-voting): VP for Institutional Advancement/President UW Foundation, Executive Director of the UW Alumni Association, VP for Research and Economic Development, VP for Administration, VP for Student Affairs, VP for Governmental and Community Affairs, Director for Intercollegiate Athletics, and VP for Information Technology.

Campus-wide nominations will be solicited for the Council, which will be appointed by the President, following consultation with the leadership of campus constituent groups. The Council will be named in September 2016.

Dialogue and Listening Topics

Due to their cross-cutting nature, several topics will be studied and discussed in campus-wide dialogue and listening sessions. The topics with a brief description follow.

1. University Structures & Organization

Discuss current University structure regarding effectiveness and efficiency including the extent to which the current structure aligns like-disciplines/functions to encourage interdisciplinary work and/or streamlined services. Within the structure, other organizational functions/processes will be discussed as well. [Insert Co-leaders]

2. Extended Education & Lifelong Learning (off campus)

Discuss delivery of learning including off-campus enrollment, online education, and credit and non-credit bearing lifelong learning opportunities including conferences and training. [Insert Co-leaders]

3. Undergraduate Recruitment and Enrollment (on campus)

Discuss enrollment including undergraduate recruitment and on-campus undergraduate enrollment including international recruitment/enrollment and enrolling students from under-represented groups. [Insert Co-leaders]

4. Diversity and Inclusion

Discuss diversity, inclusion and internationalization at UW including overall campus climate and efforts to increase diversity and expose UW students to international experiences. This team will interface with the Undergraduate Recruitment and Enrollment team as needed. [Insert Co-leaders]

5. Academic Programs, Curriculum and Academic Quality

Discuss the portfolio and quality of academic program offerings, including accreditation of programs, the standards and processes currently used to ensure that programs are rigorous and reputable. Included in the charge to this team will be discussion of teaching and learning, interdisciplinary and multidisciplinary degrees/curricula/collaboration, classrooms to facilitate active learning, faculty development for active and team-based learning, etc. [Insert Co-leaders]

6. Information Technology

Discuss the technology infrastructure and support structures including networking, classroom technology, learning platforms and portals, website, and the effectiveness to which UW uses technology to communicate both on and off campus. This team will interface with extended education, academic programs, and research as needed. [Insert Co-leaders]

7. Student Success

Discuss UW's student success programming, and its effectiveness in improving retention, transfer, 4-year graduation rate, student engagement and satisfaction. [Insert Co-leaders]

8. Research, Scholarship and Graduate Education

Discuss the quality and quantity of research and scholarly outcomes including interdisciplinary and multidisciplinary research. In concert, discuss the portfolio and quality of graduate programs. [Insert Co-leaders]

9. Engagement and Outreach; Economic Development and Vibrant Communities

Discuss efforts of the university to engage with external audiences and provide outreach programming to meet the needs of these audiences. Discuss the role of the university in innovation, and the state and region's economic development including community development. [Insert Co-leaders]

10. Resource Alignment, Revenue and Budgeting Model

Discuss exploring new revenue generation and current and potential university budgeting models including the degree to which academic responsibility (decisions) are aligned to revenue generation (consequences). Discuss the university's financial services and processes. [Insert Co-leaders]

11. Design, Master Plan and Campus Aesthetics

Discuss the current university master plan (capital facilities plan and campus master plan) with attention to function, design, aesthetics, and sustainability. [Insert Co-leaders]

12. Athletics

Discuss UW's position as a Division I, high performing athletic program. [Insert Co-leaders]

Dialogue/listening co-chairs will be named to study the topic, lead guided conversation and draft an executive report. Each topic will have at least two scheduled open campus sessions so as to gain wide participation and feedback. These will be held during the months of November and December. This process will be completed by January with executive reports posted at that time.

Meetings by Department/Unit

As part of the planning process, the leadership team and relevant dean will meet with every academic department during October-December. Short (10 minute) presentations will be developed by the department followed by a future-oriented dialogue (approximately 1 hour per department). Each presentation and a short summary of the discussion will be posted to a planning website for others to view.

College Meetings

During November-December, the President and Provost will meet with each academic college. The focus of the meetings will be to discuss future directions, suggestions for the future, etc. This technique could be expanded to other units as well (e.g. Division of Student Affairs, IT, Administration, Athletics, Research, SER, Haub School, etc.)

State-wide Meetings

A series of state-wide meetings will be hosted by Extension/Outreach personnel and organized by region to invite input from stakeholders, alumni and others. Special meetings will be arranged to meet with specific boards such as the Alumni Association Board, Foundation Board, and perhaps a few others.

Proposed Timeline

August 24, 2016	Board of Trustees to review and approve final strategic planning process document and proposed timeline
September 23, 2016	Kick-off event with special guest F. King Alexander, Louisiana State University President
September 2016	Name Leadership Council and convene Dialogue and Listening Topics finalized & leaders invited
October 2016	Potential campus visit from invited guest Meet with Dialogue and Listening Topic team leaders and launch Start departmental meetings
November 2016	Continue departmental meetings College meetings Dialogue and listening sessions Statewide meetings
December 2016	Finish department meetings College meetings Dialogue and listening sessions complete
January 2017	Dialogue and Listening Reports due Meet with each dialogue and listening team to review report Department presentations/discussions posted
February 2017	Begin drafting university plan
March 2017	Vet plan to campus community and stakeholders Board of Trustees to review draft plan and provide comments
March 2017	Revise plan and present plan at Community/Campus Town Hall meeting
March/April 2017	Approve plan through governance structures
May 10-12, 2017	Board of Trustees to review and approve final plan document
July 1, 2017	New Strategic Plan begins
Fall 2017	College/Unit plans commence and/or developed

ATTACHMENT D

APPOINTMENTS

1. Administrators

It is recommended to the Trustees of the University of Wyoming that the following Administrators be approved as indicated.

Academic Affairs

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Period</u>
<i>Haub School of Environment and Natural Resources</i>			
Wachob, Douglas G.	Interim Dean	\$140,004	09/01/2016-06/30/17

Douglas Wachob received a B.S. (1974) in Zoology from the University of Minnesota, a M.S. (1993) and a Ph.D. (1997) in Zoology and Physiology from the University of Wyoming. Dr. Wachob has been director of Academic Programs at the Haub School of Environment and Natural Resources since 2015. He was the former Associate Executive Director at Teton Science School and was recently the Director of Conservation for the Alaska Chapter of The Nature Conservancy. Dr. Wachob's temporary salary increase reflects his base salary plus a \$2000/month administrative stipend.