

THE UNIVERSITY OF WYOMING

MINUTES OF THE TRUSTEES

September 14-16, 2016

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

TRUSTEES OF THE UNIVERSITY OF WYOMING AGENDA
September 14-16, 2016

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Roll Call

Approval of Board of Trustees Meeting Minutes

Approval of Executive Session Meeting Minutes

Reports

- ASUW
- Staff Senate
- Faculty Senate

Public Testimony

[Scheduled for Thursday, September 15, 2016, at 11:00-11:30 a.m.]

Committee of the Whole

REGULAR BUSINESS

Board Committee Reports

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

Trustee Standing Committees

Audit and Fiscal Integrity Committee

Jeff Marsh (Chair)

Financial Management and Reporting Committee (“Financial Committee”)

Dave True (Chair)

Facilities Contracting Committee (“Facilities Committee”)

John MacPherson (Chair)

Budget Committee

John McKinley (Chair)

Honorary Degrees and Awards Committee

Laurie Nichols (Chair); Mike Massie (Trustee Chair)

Liaison to Other Boards

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

CONSENT AGENDA (Proposed Items for Action):

1. Approval of Contracts and Grants – Gern
2. Approval of Personnel – Provost Miller
[Note: Distributed in advance using the Trustee secure website]
3. Approval of Revisions to UW Regulations – Haub School of Environment and Natural Resources
4. Approval of UW Start-Up Money for Equipment Purchase – Mai/K. Miller
5. Approval of Proposal for Conference Center Kitchen Expansion

New Business

Old Business

Date of Next Meeting – October 19, 2016 (Conference Call)

Adjournment

THE UNIVERSITY OF WYOMING
MINUTES OF THE BOARD OF TRUSTEES
September 14-16, 2016
Coe Library, Room 506

As will be reflected in the public session and executive session meeting minutes, the Board of Trustees of the University of Wyoming met in Laramie, Wyoming, Wednesday, September 14 through Friday, September 16, 2016. The meeting was held at the University of Wyoming Coe Library. The Facilities Contracting, Audit and Fiscal Integrity, and Honorary Degrees and Awards committees met Wednesday morning, September 14. The Board convened at 12:00 p.m. on Wednesday, September 14. Following a brief introductions period, the Board entered executive session until midafternoon. At the conclusion of executive session, the Board entered public session and discussed topics such as revenue in Athletics, enrollment, and budget.

On Thursday, September 15, the Board meet in public session and covered a variety of topics such as the Trustees Education Initiative, student debt, and strategic planning. The Board also had a tour of Hoyt Hall in the afternoon before attending the President's convocation. There was a formal dinner that evening with new tenured, promoted and extended term faculty and academic professionals.

On Friday, September 16 the Board meet in public session and covered topics such as economic diversification and held their business meeting.

AGENDA ITEM TITLE: **Revenue in Athletics**, Burman

CHECK THE APPROPRIATE BOX(ES):

- Work Session
 Education Session
 Information Item
 Other Specify:
-

MINUTES OF THE MEETING:

UW Athletics Director Tom Burman thanked the Board as he began his presentation on revenue in the Athletics Department. He then introduced the two staff members he had with him, Senior Associate Athletic Director for Business Operations Bill Sparks and Associate Athletic Director for Facility Operations/Event Management Tyson Drew. He then provided the Board with supplemental materials for his presentation. Director Burman then stated that they would begin by viewing the current revenues and potential revenue streams. He added that they were making progress in both areas. He noted that one area they considered was the sale of beer and wine in the Arena Auditorium and War Memorial Stadium or the sale of beer and wine in just the Wildcatter Suites and not to the general public. Director Burman stated that the decision to sell beer and wine was a decision that had been made at other schools and was now an option UW had considered. He added that entertainment events across the region sold beer and wine, including the Colorado Rockies, Colorado State University (CSU), the Denver Broncos, Air Force, Denver Center for the Performing Arts, Red Rocks Amphitheater, rodeos in Wyoming, including Cheyenne Frontier Days, and other events all sold beer and wine. Director Burman stated that as UW held a population of the younger generation, there was an expectation for the University to sell beer and wine at these events. He noted that due to this, other universities had added sales in recent years in the area, including New Mexico State University and CSU. He stated that this also would decrease the amount of binge drinker, lead to fewer arrests, and greater control for law enforcement. He added that this would also increase the number of younger fans who would attend game, instead of just attending tailgating festivities. Director Burman noted that they had wanted to do plan and do their homework before they presented this idea before the Board. He stated that they had visited Landmark, an entity that does services for venues. He noted that staff members watched Cheyenne Frontier Days, the Colorado Rockies, and the Denver Broncos to see process, and then the plan was shared with University of Wyoming Police Department Police Department (UWPD) Chief Mike Samp, and he shared the plan with the Laramie Police Department (LPD), as well as Mayor Dave Paulekas. Director Burman stated that they reviewed best practices. He noted that upon entry, there would be a minimum of four stations where IDs would be verified and the patrons would be given wristbands and handstamps. He then added that there would be 8 to 12 selling stations throughout the facility where vendors would look for the wristband and handstamp and double-check the patrons' IDs. He stated that they would only be allowed to purchase two beers at a time. Director Burman noted that the selling process would be bid by vendors and that

the University would not sell the beer, which he noted was similar to the process used in the Gateway Center. He added that this would involve three to five vendors. He noted that vendors had TIPS trained the staff, as there was a lot to lose with regards to liquor licenses. Director Burman stated that they would do a good job. He added that this process would allow law enforcement to see who had beer and wristbands and would reduce the staff in parking lots and tailgating areas, which would help since they had resource challenges. He noted that the police would now be able to move from the parking lot to the venue at the start of the games. Director Burman stated that the vendors would stop selling alcohol at the end of the third quarter. He added that they had sold alcohol at the Kip Moore concert, where there were 4,000 fans, and Chief Samp had very limited problems. He noted that in the provided documents there were revenue estimates. He added that those numbers were conservative and that there would be additional costs, including equipment, security, staff, etc. Director Burman stated that he was asking the Board to review the information and that they would be at the meeting in November to answer any questions the Board might have. He noted that it was important in terms of the budget to discuss all opportunities to bring in more money.

Trustee Dave True asked if this had had an impact on attendance.

Director Burman stated that he did not have this information prepared. He noted that there were stories that it was helping attendance; however, he said that he did not have actual data on the matter. Senior Associate Director Sparks noted that that was some data on this from select schools, and he would look into getting additional data.

Director Burman stated that the sales had been added to basketball first. He noted that the basketball team had won many games though, so the beer was not the only additional revenue. He stated that a number of schools had added beer and wine sales. Director Burman added that Chief Samp and LPD chief support this. He noted that there was also a revenue component.

There was discussion of revenues and expenses, and Director Burman noted that when they bid, he did not want unattractive sales points. He stated that these four proposed vendors would want to sell from attractive sales opportunities, which would require investments. Director Burman added that he hoped to do a three to five-year contract, providing an opportunity to invest in the infrastructure. He stated that hopefully they will purchase the alcohol, if not, the University would have to. He added that the beer companies could not provide equipment directly to UW due to state laws, but noted that they could give the products to the vendors.

Trustee Marsh asked if some sales would occur in the stands.

Director Burman replied that some of the sales would be in the stands, but he noted that that was not a part of their plan. Senior Associate Director Sparks stated that other schools were adding stand sales in order to control hawkers.

Trustee Mike Massie asked how this proposal responded to the long-standing culture of alcohol abuse in Wyoming and how that tradition was being brought on campus. He mentioned the eight

cross-country runners who were killed in a drunk driving incident in Wyoming. He added that Wyoming had been recognized nationally for its approach in dealing with students' and minors' alcohol consumption not that long ago. He then stated that fraternities were dealing with eliminating the image of drunkenness on Youtube, etc. and asked how this played into that.

Trustee Larry Gubbels clarified that the alcohol was not sold in the concession areas.

Director Burman responded that no, it was separate and was only sold in the designated selling areas.

Trustee John McKinley stated that he thought the points Trustee Massie made were important. He added that his understanding was that the steps were outlined with the UWPD as well as LPD, making the policy more effective as to underage drinking at events. He reiterated that there would be visible wristbands and that cups of the products were somewhat identifiable in the stands. He discussed campus law enforcement addressing some of these issues. He said that he understands that this would assist them with more control of underage drinking.

Director Burman stated that Chief Samp helped make the document and shared it was the LPD. He noted that the reality was that they believed it would reduce people sneaking in alcohol and hard liquor. He added that they knew it would not stop this, but it would reduce it, as the statistics show. Director Burman stated that Chief Samp believed that this would help with people in the parking lot, something with which there was currently issues. He reiterated that it would not eliminate it, but it would help with it.

Senior Associate Director Sparks noted that one document showed data from West Virginia. He stated that alcohol-related behavior issues had gone from 65% to 35% after football games in four years.

Trustee Massie stated that he appreciated the information on how the mechanics worked, but he noted that he wanted to know the larger issue of what message was being sent to the undergraduates on campus.

Trustee Marsh added that since UW controlled what information was on the billboards and scoreboard, it was important to support those types of things. He stated that public service announcements were pretty inexpensive.

Director Burman stated that they had talked about that. He noted that they also considered donating to share ride programs.

Senior Associate Director Sparks reminded the Board that 46% of the student body was over 21. He noted that at the first football game, there had been 1,200 undergraduates in the student section.

Senior Associate Director Sparks noted that beer distribution had the funds to provide \$10,000 for the Athletics Department for messages about responsible drinking and safe driving.

Trustee Sullivan asked what kind of conversation happened with the larger student life on campus in modeling responsible alcohol use, when discussing a plan like this.

Director Burman replied that he did not know the answer, as he had never been through this before. He noted that the plan was to start with the trustees, and then he mentioned that he would have continuing conversation with Vice President for Student Affairs Sara Axelson.

Trustee MacPherson thanked Director Burman for providing the information and noted that the Board would consider the plan. He stated that it would be featured on the Board's October or November agenda. He added that it would be helpful if Chief Samp could attend.

Director Burman noted that Chief Samp was hunting; otherwise, he would have been in attendance.

AGENDA ITEM TITLE: **Enrollment Update**, Axelson

CHECK THE APPROPRIATE BOX(ES):

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

Vice President for Student Affairs Sara Axelson provided an update on enrollment. She began by noting that enrollment was down and that they were not satisfied with that. She stated that they were sharing five-day numbers, and that the 15-day information would be available when the census was done on Monday. She added that she would show the Board the five-day information from this year and the 15-day information from the previous years, so the Board could understand. Vice President Axelson stated that it was important to make progress in enrollment growth. She added that they needed to make a significant movement going forward. She then provided the specific numbers currently and historically for the five-day and 15-day information. Vice President Axelson also discussed the numbers for in-state and out-of-state students. She added that UW needed to attract more out-of-state students and more in-state high achievers and transfers. She then shared information on the 15-day with enrollment site numbers, including students on campus and outreach students. Vice President Axelson noted that the lessons they had learned from this cycle was that University-wide support was needed. She added that they had received direct surveys from students who had attended the University and did not return. Vice President Axelson stated that she had been working with the national student clearing house information to determine whether or not students who left had gone somewhere else, and where they went if they did. She noted that it would be helpful with the strategic enrollment management program. She added that it was important not to lose momentum in enrollment.

Vice President Axelson explained to the Board what did not work in their process. She noted that they had not gotten any freshman since May, and the fact that the number of graduates had been up had an impact on enrollment. Vice President Axelson noted that UW needed to have deadlines so that proper enrollment planning could be done. She stated that reminder calls were appreciated, as contacts made a difference. She noted that they had also had a good social media push and had offered a number of scholarships with private money, which both helped. Vice President Axelson then shared the Fall 2017 plan, which included more social media outreach and purchasing additional names. She added that Special Advisor to the President Alyson Hagy was making a tremendous effort with the faculty to call high achieving students. She stated that Alyson had been having success with the faculty in calling students. Vice President Axelson added that UW President Laurie Nichols visiting community colleges and high schools was helpful as well. She

noted that they needed recruiting and retention plans by college. She noted that they were seeing what to do for Fall 2017. She stated that as students are retained, they graduate, so this past year, more retention students graduated. Vice President Axelson noted that it was important to have an increased presence in the state in order to attract more students. She stated that it was also essential to promote the children of alumni, especially those in Colorado, to attend UW. Vice President Axelson noted that a great application pool could be built, but UW needed to improve applicant yield. She stated that colleges were interested in doing signing days at high schools for scholarships. She added that this would change the next cycle. She noted that she was working on a proposal for scholarship profiling. Vice President Axelson stated that this needed to be optimized and all of the dollars needed to be used to attract and retain students. She added that it was important to maximize the UW Foundation scholarship pool. She stated that awards were put out in October. Vice President Axelson noted that the Hathaway was a rolling award, but the scholarships from the trustees and private foundation needed to be posted sooner to make the scholarships as competitive as possible. She stated that the next day she would propose some efforts in regards to the trustees' scholarship and how to budget for the scholarship going forward. She added that there were wonderful opportunities with transfer students and that they needed scholarships. Vice President Axelson stated that they were focused on recruiting for Fall 2017 and that once the Huron Consulting Group recommendations were in, they would be able to look at what tools would be needed to retain students. She noted that they knew who was successful at UW and those were whom they would try to attach to UW. She stated that they revisited advising on campus and were continually working with Vice President and General Counsel Miller and UW President Nichols on this effort. Vice President Axelson added that she had been working with Director of UW Institutional Communications Chad Baldwin on refining the message to recognize the value of the institution in terms of pricing and scholarship availability, as well as other high quality attributes, including public research and studying abroad. She also mentioned that the message of students being able to get into graduate schools and find employment opportunities after graduation was also important.

Trustee Dick Scarlett asked if Vice President Axelson or someone else surveyed different media computer programs that other organizations put out online for other students to look at. Vice President Axelson responded that there were some UW entities actively helping recruit students and this needed to be studied more. She stated that this was as simple as Director Baldwin doing work on academic programs and doing more outreach online, with less direct mail.

Trustee Scarlett stated that the impact of UW's dorms on recruitment was a key issue. Vice President Axelson agreed. She also commented that the information on the website needed updated.

Trustee John McKinley began discussion on scholarship expansion. He stated that it was important for the Board to understand the mechanics that were in place to make sure all of the current scholarships available on campus and through the foundation were actually being marketed and awards on an annual basis. He added that it was important to make sure that UW was not losing

an opportunity to award a valuable scholarship to a student. Trustee McKinley then noted that he was concerned with page #8, as it talked about centralized scholarship awarding, which he said that he thought was contrary to endowment agreements and violated donor agreements.

Vice President Axelson stated that the process for awarding was completed through a software program called Academic Works, where every scholarship was loaded by donors and met donor requirements. Vice President Axelson noted that there were over 1,000 scholarship accounts. She added that many institutions centralized their scholarships and that it would not take the colleges out of the role of what was happening and would allow students to play a direct role. Vice President Axelson stated that all of the details of the scholarships could be found in the system, which made UW a better steward of its resources. She noted that it was common to award admission and scholarships/financial aid at the same time to a student.

Trustee McKinley stated that he understood that the mechanism was in place so that UW Foundation scholarships were awarded within donor's intentions. Vice President Axelson noted that the donors' criteria was in the software and that the students could not be awarded unless they met the qualifications.

Trustee Michelle Sullivan stated that she wondered if UW would benefit from doing a survey and implementing focus groups with population of young people who did not return to UW to gain a qualitative understanding. She noted that high school students are impacted by adults who surround them. She then asked what interactions UW had with high school counselors and the alumni.

Vice President Axelson stated that they needed to be doing focus groups. She noted that she worked closely with high school counselors and Admissions. She stated that expanding an alumni role was important.

Trustee Sullivan noted that alumni were a great asset to recruiting.

Trustee Marsh stated that the number of high school graduates had increased, but UW was not capturing them for some reason. He noted that some of the counselors were coming from other non-UW programs.

Vice President Axelson discussed the percentages of graduates who attend different universities and colleges. She noted that attracting those students who attend universities out of state, building the overall college attendance rate, and attracting high achieving students was important. She stated that UW President Nichols had sent out letters to high schools students who were taking college level courses, and there had been direct communication from the provost as well.

AGENDA ITEM TITLE: **Reestablishment of the Executive Committee & Revisions to the Trustee By-Laws**, Evans/MacPherson

CHECK THE APPROPRIATE BOX(ES):

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

Trustee President MacPherson stated that it was at the August retreat that Trustee Massie had raised this issue, and that discussion was the follow up. He added that Interim General Counsel Evans had done a redraft of the policies as it related to the issue. He noted that he was unable to read the presented changes on his screen, but that other trustees confirmed that the changes were ok.

Interim General Counsel Evans noted that she would not be present at the meeting the following day, as she had to attend a hearing. She explained that there had been a request for revisions to the bylaws, specifically section 5-2. She added that the changes allowed the President to appoint an ad hoc committee and to change the committee. She referenced section 7-1 discussing the executive committee, noting that she had taken the language that was removed and put it back in, but made few changes to the make-up of the committee. She added that per the bylaws, the Board need to vote on this change and have a 2/3 favorable vote to pass the changes.

Trustee President MacPherson expressed his thought that other changes also needed to be made to the bylaws. He explained that there cannot be two presidents at UW, and would like to see the title changed so that there was a Chairman and a President. He also noted some gender issues within the bylaws to be addressed at another time. He refocused the conversation to the topic of the executive committee.

Trustee McKinley stated that he had not been able to compare the proposed changes with the current bylaws on the public site. He noted that when one clicked the links on UW's open site and clicked on bylaws, they were outdated. He observed inconsistencies concerning various committees that did not make sense in bylaws on the public site vs the changes the Board made at their last meeting. He encouraged the publishing of one final draft with a date on it when the Board finished the revision process. This would ensure that all could see the current bylaws.

Interim General Counsel Evans stated that the May 13, 2015 version should be the most updated, and ensured the Board that she would make sure that the most recent version was uploaded and available.

Trustee Massie made two comments regarding the changes. He remarked that Trustee McKinley brought up good point that even the May 13 2015 version was missing some conforming amendments that should be done in order to conform to what had been done in 2015. He added that there might be a process, during the formation of the committee, which went through this with a fine-tooth comb so that all changes could be made at one time. He noted that he had some specific questions pertaining to the things that Interim General Counsel was proposing with regard to the executive council, but that given the time, he asked that he be informed when the best time to share these would be. He noted that at that time, this was helpful, but that the Board had larger issues to address.

Trustee President MacPherson asked if Trustee Massie's comments were relevant to the executive committee.

Trustee Massie stated that they were. His first comment was the suggestion that the Board define what an ad hoc committee is. He noted that he had some wording on this. His second comment pertained to section 7-1. He noted that this section proposed that the executive committee have the authority to transact business when the board is not in session. He added that the Board should work to have these policies better reflect what the committee should be doing.

Trustee President MacPherson suggested that a committee be appointed. He then asked Trustee Massie to share the language he had to present. He also noted that Trustees McKinley, Palmerlee and himself would be appointed to do this. He then asked that the language be shared.

Trustee Baldwin stated that several Trustees thought that there needed to be a board chairman, and that he was prepared to make a motion to make sure the committee had that done.

Trustee President MacPherson asked that if the members of the Board had any other points to share with the committee then to please do so at this time.

Faculty Senate Chair Scott Shaw read the wording that executive committee could conduct business when there was not a full board. He asked how this was recognized with the board bylaws that stated that business could only be conducted in full public session with full quorum.

Trustee President MacPherson stated that Chair Shaw's comment was in alignment with Trustee Massie's point that the language was too broad.

Trustee President MacPherson stated that there needed to be a committee that could act in an emergency, but that the rest of business would be conducted by the full Board of Trustees. He asked that appropriate language be found for this. He also informed Interim General Counsel Miller that she was a member of the committee too.

AGENDA ITEM TITLE: **UW Regulatory Structure**, Evans

CHECK THE APPROPRIATE BOX(ES):

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

Interim General Counsel Evans referred the Board to the materials in the report, noting that she had worked with UW President Nichols on this matter. She added that there was a need to look at the entire regulatory structure at UW and make modifications. She explained that currently, there were about 80 UW Regulations and 24 Presidential Directives, which led to many random policies. She noted that they were all good policies, but were just not in one central place. She expounded that she was proposing that the Board take 1.5 year or less to wade through this issue and come up with a more comprehensive and consistent policy. She suggested having a smaller amount of UW Regulations (which were the top structure) and polices to address these issues. She continued that from there, the Board could then go to the Policies and Procedures Manual to find the implementation of the forms. She reiterated that the first step was inventory, and there was a need to call for campus to pull in all information it had regarding policies and come up with a two-tier structure rather than a three-tier structure. She also noted the need to figure out what was a UW Regulation, what was a policy, what should go away, etc. She explained that this would take some work, and that it would involve participation from the vice president and UW President Nichols. She added that she would update the Board along the way, and that what she was request was for the Board to allow them to go forward and look at the University's regulatory structure. She added that she would later present a timeline to come back and give ideas.

Trustee McKinley emphasized that this was an important process. He noted that the Presidential Directives could be looked at and dealt with, but that the UW Regulations needed to be dealt with on a more timely basis, to the extent that was possible. He conveyed his understanding of the necessity for getting all necessary policies implemented, and did not want to wait for the revision if they were needed. He discussed bringing everything up to the current working process. He added that conceptually this was really good, but that some may need to happen earlier than others.

Interim General Counsel Evans expressed her concern at a piecemeal approach. She gave the example of UW Regulation 1-5 that was in the policies. She noted that there was no distinction, in that it should be a Regulation, but that it included many elements that were procedures. She noted that this could be a procedure if minor portions were changed. In that case, this would not have to be at the Trustee level. She noted that for some Regulations, the substance could be changed tomorrow, and that the University need to look at each one by one and change them that way. She added that a reviser's bill can been done to clean up a regulation but that it did not change the

substance. She noted that should could move the timeline up, but did not want to miss something because they were moving too fast. She asked the Board if they had a timeline.

Staff Senate Chair Gunnerson asked that the Board involve an advisor from each of the advisory groups (ASUW, Faculty Senate, Staff Senate) in the review.

Trustee President MacPherson addressed letting the counsel assimilate the Regulations and then do the necessary drafting, at which time everyone could look at them. He did not recommend having a separate committee to start, although it may end up there eventually. He emphasized that first, Interim General Counsel Evans needed to assess the situation and then work forward to see how to go about this. He felt that it was premature to appoint a committee.

Chair Shaw stated that Faculty Senate had in place an Academic Planning Committee and that this committee's bylaws listed its responsibility to review and consider matters relating to the creation of or change to existing UW Regulations/Policies. In regards to a timeline, he asked that any changes to academic regulations be brought to the Faculty Senate academic planning committee sooner than before they were proposed. In a timeline that brought forward changes in November and December 2017, he hoped that the full Faculty Senate be involved before such time.

Interim General Counsel Evans stated that part of this process would be to get the inventory, and get the Regulations assigned to overseers. For example, Vice President Mai would oversee Section II Regulations. She added that this all would need to come to the Board, but that the respective Vice President for the Regulation would need to look at it. She added that for the academic regulations, she was working with Provost Miller to make sure we Faculty Senate was involved.

Trustee President MacPherson stated that this topic was an important function for the Board. He commented on the outdated and nonfunctional regulations, and the difficulty they create in operating the University. He encouraged the administration and the Board to be supportive of this endeavor. He asked Interim General Counsel Evans to collect all of the Regulations, and then to come back in person meetings and give a report. He also expressed that his did not wish to exclude anyone, and wanted to encourage the participation of Staff Senate and Faculty Senate in this process. He added that it was too early in the process to figure out how that participation would work.

AGENDA ITEM TITLE: **UW/State Plane Jet Policy Discussion**, Evans/Mai/Gern

CHECK THE APPROPRIATE BOX(ES):

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

Interim General Counsel Evans began the discussion of the UW and state planes by a look at other schools. She noted that there were several template polices that addressed similar issues. These issues included fees, the process to schedule, when it could be used, use if there were other more economic choices, rules regarding non-UW people using the planes (spouses and dependents), no fly zones, and an annual report to the Board on the use of plane. She noted the sinking fund that funded this. She added that this would include the UW plane and state jet. She expressed her goal to create a policy that everyone was comfortable with.

Trustee President MacPherson thanked Trustee McKinley for the work he had done, and noted that it had been brought to light that UW was the largest user of the state plane. He remarked that it had exclusive use to UW plane, but also used the state jet, which to him, raised some red flags. He highlighted his concern about the cost. He explained that he had looked on internet to see other schools policies on this matter, which in some instances, was a part of the institution's overall travel policy. He stated that UW had neither.

Interim General Counsel Evans clarified that UW did have a travel policy.

Trustee President MacPherson emphasized that the use of the plane is frankly, something to be addressed. He stated that something must be done about the costs assessed for use of the plane. He added that the other issue was in the way the books were kept, as it was hard to distinguish between costs to the UW plane and the cost to the UW weather plane.

Vice President Mai refuted Trustee President MacPherson's point about the accounting for the planes.

Trustee Scarlett stated that the plane totaled a cost of \$1200 per hour, which was probably covering fuel and engine reserves, but did not include salaries and other maintenance expenses. He conjectured that to replace the airplane, it would cost \$30 million, emphasizing that this was just a guess.

Trustee McKinley thought it was important to visit on the topic and to have a recommendation from the administration on whether or not there was a need for a policy on UW 's plane. He continued that this policy would address the use of UW's plane and maybe the process for using

the state plane if it was not available for use (or was already being used). He felt that it was important at least to have the discussion and then come back with recommendation as to whether a policy was important or not, and if it was, then to develop a proposed policy. Along with this, he noted that it was important that the pilots and facilities were the same for the UW plane and the research aircraft. From booking keeping standpoint, he agreed that the costs should be kept separate, but commented that it may make sense to have a process in place to more formally separate the costs of the research plane and passenger plane to ensure all costs are properly accounted for. He noted the need to also address some of the other issues such as rate of reimbursement for the plane for trustees or other units and whether the procedures or policies would include annual overhauls, engine replacement and overhauls. He stated that the University could not always just say that the useful life of the plane was gone and ask for a new plane. He felt that this all needed to be a part of the discussion.

UW President Nichols agreed with Trustee McKinley and stated that administration would take action on this. She noted that the two planes were too intermingled and added that she had already asked to get more information, including an analysis of the passenger plane.

Trustee Scarlett made the remark that the plane should not be done away with.

Trustee McKinley stated that it is an important mode of transport for UW, so it needed to be addressed properly.

Vice President for Research and Economic Development Bill Gern stated that his office needed to do an analysis and look out past the corporate agreement with NSF for the research aircraft. He explained that if he did not get the corporate agreement with NSF, the costs for running would change. For example, in the current situation, one mechanic does both planes; if there were only one aircraft, then the University would have a full-time mechanic for only one plane, which would increase costs.

UW President Nichols stated that there would be an internal discussion on the matter. She added that the University had been operating too much on who it had been, and needed to look to the future to how things would be. It needed to let the old things go.

Trustee President MacPherson deferred the topic to the November meeting in order to give time to create a proposal.

Trustee True asked if UW had a travel policy and if it did how it applied to the plane.

Interim General Counsel Evans stated that she did not think that it had such a policy.

AGENDA ITEM TITLE: **Budget Update**, Nichols

CHECK THE APPROPRIATE BOX(ES):

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

UW President Nichols presented the final FY17 report and thanked Associate Vice President for Administration Janet Lowe for her work on the project. She referred to the handout titled "Status of Financial Plan and Implementation to Date" and noted that she wanted to share all aspects of the fully realized budget cuts for FY17. The top part of the page showed the permanent budget reduction to the block grant and laid out the goal for the \$19.3 million. She noted that this had been overcut by \$91,000, so the goal was fully achieved and even went over a bit. She stated that she would not recap everything line by line, as the Board had really talked this through in previous meetings. She pointed out one important detail that UW did meet the \$19.3 million target for FY17, but for FY18, had reduced the block grant by \$20 million due to the retirement incentive piece. She iterated that \$4 million had been saved with retirements. She also noted that UW would realize more savings in FY18, which would help. She then directed the Board's attention to the bottom half of the handout, which showed one-time budget cuts for the financial system. She stated that the one-time savings had been realized.

Associate Vice President for Administration Janet Lowe discussed the handout with the Board, detailing specific numbers of the budget reduction.

Trustee Baldwin asked a clarification question and applauded the people who had been working on this.

Trustee Massie asked if the additional money from EPS and salaries would be used to go back and fill the positions, applying some of the money to FY18.

UW President Nichols clarified that the Section I numbers should be consistent. She then compared the positions with the overall recap Section I.

Associate Vice President Lowe noted that they would scrub the numbers some, as they tended to fluctuate daily. She noted that she would have a better response the next day.

Trustee Massie made similar comments as above about the columns regarding retirement and separation. He then asked his second question of what the impact on the fiscal crisis committee was with regard to the \$15 million, considering the University was meeting the FY17 figure and a bit ahead for FY18. He recalled the increase in savings from \$10 to \$15 million and posed the

question of whether the University should roll back the figure of \$15 million closer to the \$10 million now that the University had exceeded these goals. He asked for recommendations.

UW President Nichols communicated that this topic had been discussed a lot. She explained that the goal began at \$10 million, and was then upped to \$15 million, so from that point forward, the University would work towards the \$15 million. She added that this would be done to ensure that the University could handle a seconded budget reduction if it was handed down. She continued that administration had done enough work to be able to meet a future 6% budget cut, but noted that she did not want to have to do another budget cut if possible. The second point she made was conveyance of her hope that UW have a salary increase imbedded in this budget cut. She noted that UW had cut enough to move forward with a salary policy in the next year or two on campus.

Trustee Massie stated that UW President Nichols' second point sounded good, but that her first point could be dangerous. He remarked that if individual additional cuts were taken, the legislature would take those funds, which was dangerous. He asked that all consider this. He the observed that the second part of UW President Nichols comments, if applied, may mitigate the effects of the first.

Trustee McKinley referred to the bottom half of the handout and asked if those vacant positions in Section II were being held open or were eliminated.

UW President Nichols replied that they were generally being held open, and that they hadn't taken them off the books. She explained that as the University had high need areas come forward these could be approved, adding that two positions had already been approved. She noted that administration had been letting some go, but was being conservative with this section.

Trustee President MacPherson asked if the administration had looked at the number of staff positions. He wondered if the University could realistically function with these vacancies and communicated that he had trouble with this.

Vice President Mai made comments tying the position analysis to the budget reduction. He expressed that it this wasn't really the purpose of the position analysis but affirmed that they could further break out the budget reduction. He explained that the reduction in Column F, Line 17, was reflected on the budget reduction page. He continued that this reduction was buried in a combination of Column D, Line 13, in the status of the financial plan, and in Column D, Line 22. He reiterated that it wasn't really the intent of this position analysis to tie to the other document, but that it would be possible to tie them together. He concluded that the whole number could be found in the budget reduction sheet.

Associate Vice President Lowe agreed that the number was there, clarifying that Footnote 2 of the financial status document revealed that \$1.5 million of the vacant position funds were being used for the target, which was how the full target was being totaled. She added that their office would rectify this.

Vice President Mai asked what the definition of section II was. He stated that there were positions in section II that they did not want to use because they were funded through specific fees. He noted that overall, the budget needed cleaned up.

Staff Senate Chair Mark Gunnerson asked for a clarification on the total number of staff.

AGENDA ITEM TITLE: **Professor of Practice**, Bostrom

CHECK THE APPROPRIATE BOX(ES):

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

Trustee John MacPherson reported that Trustee Dave Bostrom, who was not at the current meeting, had met with Faculty Senate Chair Tucker Readdy and that there would be an action item for the November meeting.

AGENDA ITEM TITLE: **Scholarship Process Update**, Axelson

CHECK THE APPROPRIATE BOX(ES):

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

Vice President for Student Affairs Sara Axelson updated the Board on scholarships at the University. She noted that UW needed to attract top achievers in Wyoming through the President and Trustees' Scholarships. She stated that the Trustees' Scholarship needed to be modified in order to extend benefits to top achievers in Wyoming in a way that allowed UW to afford the scholarship over time. Vice President Axelson noted that the features that could be modified would not affect the University's ability to attract students and that students currently holding these scholarships would not be affected. She stated some of the features that would change, including reducing the meal plan to 12 meals per week. She added that the room and board plan needed to change to be used for on-campus residency for two, three, and four years, with the first year being in the residence halls. She noted that they would also create a new level of the scholarship called the "Presidential Awarding Tier" which would use private dollars to give room and board to freshmen. Vice President Axelson stated that this would help in attracting Wyoming high achievers. She noted that around 100 students benefited from the Hathaway and other scholarships, which was the tier of students they were interested in.

Enrollment & Policy Strategist Mary Aguayo noted that these maneuvers made a lot of sense, fiscally. She stated that this would help students who were close to earning the Trustees' scholarship, but would not quite get it. She added that this would help UW get about 20 more students.

Vice President Axelson stated that if the Board supported this plan, she wanted to consider a motion going forward.

Trustee Massie noted his knowledge of process of developing a recruitment plan. He advised piece-mealing the process, taking one piece of recruitment plan and approving now. He then mentioned that he was concerned about the reduction of the meal plan. He noted that there had been a dispute over the \$4 million in Athletics' matching funds, as the athletes received unlimited meals.

Vice President Axelson noted that she understood Trustee Massie's concerns in regards to the meal plan. She stated that it would make sense to use private dollars to get the top students in Wyoming to go to UW.

Enrollment & Policy Strategist Aguayo then stated that if all recommended changes were implemented then \$1.25 million would need to be found to fund this trustee award. She added that there would be a \$440,000 difference between allowing the unlimited meal plan and changing it to a 12 meal per week meal plan.

Trustee Massie stated that it was important to treat athletes and elite students in similar fashions.

Vice President Axelson noted that they would be receiving recommendations from Huron Consulting Group on scholarships, and noted the possibility of modifying the proposal and coming back at the November Board meeting.

UW President Nichols noted that one way to modify the scholarship would be to allow students to have the meal plan of their choice but not give them the cash back if they did not choose the top amount.

Trustee Palmerlee asked if there could be more details put in the cost savings numbers between now and November.

Enrollment and Policy Strategist Aguayo replied that they were currently working on that. She explained that the University was at 1/3 of its \$10 million. She added that these were very worthy students, but that this was quite expensive to accommodate, especially considering that the cost goes up every year due to the increases in tuition, fees and room and board. She stated that with the proposal, UW was looking at a savings of \$1.25 million between now and 2021 by additionally requiring that students not take the funding for residence life as cash. At that moment, the figure amounted to \$2.2 million in cash out the door to students, which would be reduced to \$1.6 million assuming the reduction in the meal plan. She also gave her calculations for the cost of the Trustee's Scholarship per student and gave the specific numbers. She emphasized that the costs were growing substantially, and that the money would have to come from other Section I areas if not diverted.

Trustee Palmerlee asked what the impact would be if the proposal that UW President Nichols suggested was adopted.

Enrollment & Policy Strategist Aguayo responded that she was not certain to an exact dollar amount, as she was not sure if students would take the unlimited plan or the 12 or 15. She added that with the current situation, smart students see that they get the cash back. She commented that she would study this matter some more, but hypothesized that it would take some of the \$440,000 but not all, maybe half.

Vice President Axelson also replied that her office would do some estimates, update the Board later in the day, and then decide if it wanted to address this topic at this meeting or a later one.

Trustee McKinley stated that if there was cost savings on the meal plans, it was probably not that much. The other concern was that currently 75 Trustee's scholarship were awarded, and that the plan proposed a cut to award only 50. He recognized the University's decrease in number of

students enrolled and its desire to attract higher performing students, and commented that the proposed plan took 25 of those students away. He continued that he didn't know what would happen when those 25 didn't get the scholarship but were award another scholarship with less financial benefits. He remarked that UW was competing in a board marketplace, and that by decreasing that number, you lose 25 students. He added that the University might pick up a few students with Presidential scholarship, but would not pick up all of them. It was concerning to him that a more sensitive analysis on the impact to high performing students and the decrease to on-campus freshman had not been analyzed. He then addressed the Presidential Scholarship, noting that he felt that it was a good idea to capture the middle tier that the University currently did not do anything for. He then asked what the awards would be based upon. He noted that this all that impacts what the resulting benefits for students and UW were going to be. His concern with the President Scholarship proposal was that there was not a lot of meat on the bones on its criteria and who is eligible.

Vice President Axelson confirmed that she would return with more information. She didn't want the Board feel like they have to rush, but noted that they could proceed with Presidential Scholarship because it used private dollars. She restated that she would get the Board more detail.

Trustee True asked how the University was currently using the funds that were proposed for the Presidential Scholarship. He asked if by reallocating these funds, they would be cutting off other students or if these funds were just not being used.

Vice President Axelson stated that the University had \$2 million in unexpected funds that needed to be utilized and assured the Board that this was funding that would not affect other students or awards to be made.

Trustee True asked if these funds had any restrictions.

Vice President Axelson affirmed that these funds had no restrictions.

Trustee True asked if there were typically 100 or more students qualified for the Trustee's Scholarship when historically only 75 were accepted. If there were more qualified students, he wondered whether the University should try to get more of those scholarships used. He also discussed the offering of 100 or 75 scholarships.

Director of Admissions Shelley Dodd gave background on the process. She shared that the Trustee's Scholarship required all Wyoming students to apply by December 1. She explained that after that happens the Admissions Office runs a report to double-check their curriculum and then looks at list of students. She emphasized that the key was applying before December 1, adding that sadly, some students think they are not coming to UW and then miss the deadline. She stated that once her office ran the report, then the committee looks at the students' high school GPAs, ACT scores, and curriculum. She explained that while typically 75 are awarded, only 50 are accepted. She elaborated that there are some students in the pool that are the highest achievers, with 4.0 GPAs and ACT score of 35, who come to UW. She gave an example of a student who

had offers from Harvard and Stanford as well. She stated that they were not trying to cut the 25, but that some students simply do not choose UW, which typically amounts to about 25. This brings the total awards to 50. She discussed waitlists if all things were equal, such as a 4.0 GPA and 33 ACT score. She added that there was currently never waitlists because of how the decisions were made. She informed the Board that last year the students who received the Trustee's Scholarship had an average GPA of 3.98 and an average ACT of 33, noting that the scholarship was attracting the very best students. She concluded that although they lost a few, the University knows that some of the students who are offered the scholarship won't come, which is why 75 scholarships are offered to get to the target of awarding 50.

Vice President Axleson stated that there are more high achievers and that her office would add more detail, and if the Board did not wish to decide by Friday, then they could review it later.

Trustee True encouraged the use of a waitlist and felt that it was viable, and looked good on the surface. He expressed his other concern for the on-campus living requirement. He stated that from an institution standpoint he understood it and supported it, but recognized that UW was struggling with housing quality. He wondered if that would be a disincentive for top scholars, knowing that after freshman year, they would still have to live on campus in order to receive that money. He added that if UW had new student housing, he would be more in favor of that requirement. He encouraged the contemplation of this. He concluded that the adjustments in the meal plan were doable, but that housing requirement was a disincentive.

Trustee Massie commented that these were good questions. He wondered if it was premature for the Board decide on this matter without the recruitment plan. He stated that rather than getting more detail on this, if the Board should proceed outside of the matter with the larger recruitment picture. He also noted that every year UW reported to the legislature on the Hathway and the offering of other scholarships. He stated that other monetary resources available to students on campus should be considered together with these scholarships.

Trustee President MacPherson requested more information and deferred action on the overall plan, noting that action could be taken only on the change to the meal plan.

Trustee Palmerlee asked if the Board could have more information before addressing the big picture.

Trustee President Macpherson confirmed that the Board would wait for more information before making a decision.

AGENDA ITEM TITLE: **Education Initiative Update**, Palmerlee/Reutzel

CHECK THE APPROPRIATE BOX(ES):

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

Trustee Palmerlee introduced Dean of the College of Education Ray Reutzel. Trustee Palmerlee shared that a new executive director had been hired and asked Dean Reutzel to give update on the topic. Trustee Palmerlee explained that it was a very difficult search, but that Rebecca Watson had been chosen for this unique position. He noted that she would be terrific moving forwards in the position.

Dean Reutzel expressed his hope that the Trustees had each received the document. He brought their attention to the fact that the UWyo Magazine focused on the Education Initiative. He noted that it was a wonderful read, and outlined the 5 major aspects it had covered. He referenced Trustee Palmerlee's statements on the new executive director, and reiterated that it was a difficult search. He likened the process to looking for the smallest needle in the largest haystack. He elaborated that there were two camps in education reform, getting rid of the College of Education or moving around it and working with other schools for teacher education preparation. He stated that it was necessary to find someone who could bridge the gap. They had been really looking at folks who had experience with reform of schooling and working with teacher education on the college level. He added that 10 professors had been nominated to work on adjusting the Daniel's Fund grant money and to work with Executive Director Watson in various groups with the Daniel's Fund. He continued that this would be broken into two groups. He also discussed the Strategic Planning Steering Committee with Wyoming stakeholders, and discussed the process the program would undergo and the different groups involved. He noted there would be eight groups to figure out what the recommendations should be for each of the programs in the college in order to move them towards preeminence. He released some of the faculty members on these committees. He explained that they were also looking to do two things. The first would be to hire an outside process evaluator that would look at how the College of Education was going about this process with a program research evaluation. This would be done so that the Trustees have confirmation that this process didn't just look good. He expressed that this was important to make sure that all were held accountable. The second thing they were looking to do was to make sure that there were students in the program who would serve as the role of disruptors. He commented that although this seemed strange, a college had a tendency to look at itself and think that it is doing well. He continued that the last thing the College of Education needed to do was to say that nothing was wrong. He felt that there needed to be people who asked the hard questions so the College didn't

get self-satisfied in this process, so each group would have an identified disruptor. He referenced his meeting over the summer with the Daniel's Fund, and stated that following that meeting, he had a TEI meeting. He explained that during these meetings they discussed what was specifically meant by preeminence and how this could be measure this. He noted that they also addressed how the initiative would impact teachers and the experience with the K12 system. He summarized that this was a far ranging discussion. He continued that this was an overwhelming project. He noted that he thought that Wyoming could do this because of its size and because there was only one college of education, which made everything work better. He added that there was faith that they were on the right path, and that Linda Childers was pleased with where things are and where they were going. He explained that this organization was providing support without manipulating the outcomes. He really appreciated the fact that they had been hands off and were listening to where the College of Education needed to go, which was important. He added that since this meeting, Executive Director Watson had come to campus several times to engage in a leadership retreat and a faculty meeting. She had worked in small groups to address the TEI, and looked into the reorganization of the colleges. He added that Executive Director Watson was being well received, and was not shy to push back when she felt it was needed. He added that she needed to maintain a collaborative side and needed independence. He noted that she would be arriving in Laramie on Friday evening. He explained that they would organize the strategic planning committee and program study groups, and then identify what would drive them forward. He continued that they would be creating a handout with the guiding principles that would be proposed to the TEI board. He emphasized that this program of research would result in a process that was outcome focused, data driving, and empirically tested, and would be transparent and accountable. He expected to identify measures to live up to the guiding principles, and then follow the principles and provide baseline data to demonstrate, in an accountable way, that they were measuring what was important. He concluded that the outcome would be improving what students know and can do.

Trustee Bostrom remarked that it was important to get stakeholders from state in this process. He felt that there should be a good effort made to involve the business community in this group of people as disruptors or to serve on committees. He explained that an outside organization that had previously been worked with was the Wyoming Business Alliance, and noted that they had a strong relationship with the Daniel's fund and that they were in the process of applying or receive a grant to be involved with the K12 education system. He felt that it was important to involve them in the University's efforts and encouraged Dean Reutzel to make sure the business community was involved.

Dean Reutzel responded that he and Executive Director Watson would be having lunch with Bill Schilling, President of the Wyoming Business Alliance. He noted their involvement as a part of that granting process, adding that they would like to put something in the grant.

Faculty Senate Chair Shaw thanked Dean Reutzel for his presentation. He addressed the goal of being top-tier, and referenced national and international standards. He added that he liked the idea

of disruptors, but felt that the term sound negative, and suggested calling them challengers or another term, such as change agents.

Trustee President MacPherson thanked Dean Reutzel.

AGENDA ITEM TITLE: **Strategic Enrollment Plan**, Axelson

CHECK THE APPROPRIATE BOX(ES):

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

Vice President for Student Axelson noted that all of the efforts were being advanced. She stated that she and Associate Vice President for Undergraduate Education Anne Alexander were coaching the enrollment management planning committee, who would be part of the strategic planning committee. She noted that they would be working with external consultants, including the Huron Consulting Group to determine components. Vice President Axelson then shared how the process would work and how it work with strategic planning and the timeline.

Vice President Alexander said that behind the scenes, they had been gathering baseline data on who was successful when coming to the University. She noted that the data warehouse with Oracle would be important. Vice President Alexander stated that they would do recruiting for all types of students. She stated that they needed to focus on strategic efforts for retaining everyone. She added that they needed to look at programs that had workforce needs and that they needed to scale-up the STEP Program and other good programs, such as Honors.

Vice President Axelson noted that they would focus on pricing, where tuition was, and what the University's scholarship portfolio was. She stated that they would also look at the market and recruit accordingly. She noted that the next step would be to appoint a taskforce and move forward with that.

UW President Nichols added that growing enrollment at UW was critical. She stated that they needed to focus on what their potential was without adding a lot of new resources. She added that it was important to consider how to retain students and graduate students in four years as well. She noted that using a consultant would be good as it would give the University a national perspective.

Trustee Dick Scarlett asked when the scholarships were "recycled."

Vice President Axelson stated that after the Hathaway Scholarship, the programs had four years to maintain going forward.

Trustee John McKinley then provided the Board with the percentages of Wyoming high school students who attend UW upon graduating, noting that it was important to capture a larger percentage of those students and to make certain that those students going to community colleges

planned on attending YW afterwards. He added that it was important to try to implement this as soon as possible, so that it would affect the next class coming in.

Trustee Dave True stated that after looking at enrollment numbers, he was a little disappointed that the transfer numbers were down. He noted that he was a strong advocate for partnering with community colleges. He asked when the University would begin to see larger numbers of transfers from the community colleges.

Vice President Axelson noted that there was also a drop-off in some community college enrollments. She added that it was important to consider size of the colleges, their entering classes, and how they were sustaining to graduation. She then said that there needed to be more scholarship support for transfer students.

Vice President Alexander noted that it was important to foster the increase in students from community colleges. She added that Patrice Noel was the director for transfer relations, so they would be in contact with her to determine any other programs that could be expanded.

Faculty Senate Chair Scott Shaw noted that there was a group of students in the tops of their classes that go to other state universities and asked how that number was changing over time.

Vice President Axelson stated that they needed to get a better grasp on this, noting that UW would never be able to attract some students based on family history, etc.

Vice President Alexander noted that there were making an effort to tackle those students and make them stay as best as they could. She stated that for example, they were sending letters to high ACT scorers.

UW President Nichols stated that these high achievers were needed at the University. She noted that UW was not going to be able convince students because of its great price, so its message needed to change. She stated that if an Honors college could be created to provide private-like education in a public setting, with smaller classes, hands-on opportunities, etc., more students would be interested in attending.

Trustee Mel Baldwin noted that he was a great supporter of UW and wondered why there were not more students advancing their education past high school. He stated that there was a culture in the state to do other things that did not involve continuing education. He also mentioned that families want their kids close, and many times Laramie is around seven hours away. Trustee Baldwin then said that if the University had better dorms, more students would be interested in taking scholarships and living on campus.

Vice President Axelson noted that it was important to welcome students and their family networks and support systems to the University to think of how to retain and support these students.

Trustee Jeff Marsh stated that academic advising needed to improve, as a bad experience at the origination was bad.

Vice President Axelson responded that they had been working with Center for Advising and Career Services to reboot advising.

Trustee John MacPherson stated that he urged them to follow what Special Advisor Alyson Hagy had done and to monitor the community college programs.

AGENDA ITEM TITLE: **Peer and Aspirational Peer List Update**, Schueler

CHECK THE APPROPRIATE BOX(ES):

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

Mr. Schueler thanked the Board for their feedback from the August conference call. He specifically thanked Trustees Massie and Sullivan for the comments they had made during the meeting. He expressed his hope that some of the Board's concerns had been addressed in the new document he had distributed. He summarized the Board's previous comments on flagships, salaries, regions, metrics, and their concerns on aspirational peers. He then shared the changes he had made such as with the flagship metric. He discussed flagship and land-grant missions. He explained that he looked to the regional score and increased the weight of what being closer to UW meant. He also cleaned up the data to make it more transparent and understandable, and adjusted the NSF numbers. He noted his excitement to have scoring. He then discussed the average data on federal grants, remarking that he had taken the information from the agencies directly. He also added some information on distance education and the outreach mission. He shared some of the metrics that were added to the peers. He also discussed efforts to make this more transparent. He explained that a peer institution handbook provided a definition of sources and weights of every score. He noted that most metrics were events with a score of one, but that some had been upgraded with higher weights such as the land grant mission. He also included some scoring and formulas in the presented document. He detailed another change; the switch from the term aspirational peers to the term stretch peers. He recognized that the word aspirational was a careless naming choice. He clarified that this document was not meant to determine who UW aspires to be, and was not supposed to determine its direction. He continued that it was more of a look at the current place in time, and felt that it was better to name them stretch peers. He noted that there were 9 different flagships schools, 16 land grant schools and some that were both land grant and flagship. He felt that this was an interesting comparison group for UW. He also noted that 12 institutions were located in small cities and that four of them had a cowboy or agriculture-related mascot. He then reviewed each of institution and the reason they were on the list. The top three schools on the sheet were Idaho, Reno, and Nevada, all of which were research and flagship institutions. He expounded that Idaho was in the WWAMI system, was of small size, and was located in a small city. He noted that he had accessed their mission in their strategic plan. He added that Idaho had a similar number doctoral students, an emphasis on their engineering college, and an incoming class with similar ACT scores. He explained that New Mexico State had a similar number of graduate and PhD students and similar grants. He noted that Rhode Island was in a similar situation as a land grant and flagship institution with similar faculty, doctoral

students, and grants. It was also in a small town of 5,000 people and had a rural feel. He noted that Utah State was not a flagship. He then shared information on the other east coast schools listed. He explained that Maine was also the only research university in its state, and was a rural, land grant, flagship institution. He stated that Oklahoma State had average grants, was located in a small city, and had similar average ACT scores. This university, along with Montana State and South Dakota State were all land grant institutions with similar research schools, and were all located in small cities. He concluded by stating that North Dakota was also a land grant institution with full time grants similar 5-year grants, and similar enrollment.

Trustee Marsh expressed his appreciation for Mr. Schueler's work. He discussed credence to the information requested on workload. He added that it made a difference that UW was an outlier for faculty workload. He thought that Mr. Schueler's suggestion pulled UW back in line where it should be.

Trustee MacPherson stated that UW needs a consistent list of peer institutions as this could create other issues. He added that when someone asked the question of how UW compared to its peers, there was a point in time when the peers depended on the question being asked and that peers would be developed to get right response to the question.

Chair Shaw stated that he liked the change from aspiration to stretch. He felt that UW was founded on high-minded ideals to be one of the very best universities. Although some might say difficult, he felt that is where UW should be. He understood the need for benchmarks to measure progress, but didn't want to see UW lose this its idealism. He added that during the process of strategic planning, UW could look at other peers to see what they are doing. He also expressed his thought that one of the ways to move ahead was to work harder and dream bigger and think of things UW had not done yet.

Mr. Schueler recognized Chair Shaw's comments and replied that he felt UW needed to have a strong individual policy development method. He wanted to pull away from the policy directions and isolate those. He emphasized his intention that peers were selected independent of policy decisions going forward. He did not want to be making those dreams, as those were not his decision. He wished to provide the ability to compare UW to other positions. He noted that all of these institutions were aspiring to be best in their field and that regardless of where the schools sits, they could all aspire to dream big dreams.

Trustee Sullivan thanked Mr. Schueler for his work. She asked what the data of peer institutions helped UW to determine and what it did not.

UW President Nichols responded that UW did not want to look just like it peers. She emphasized the importance of her preceding statement. She continued that what a peer list does was provide a set of institutions to look at in order to see where UW sat in comparison to a set of peers that has commonalities. She noted that Mr. Schueler had done really good work, and that she had gotten out of it, UW's strengths and where it sat ahead of its peer lists. This led her to think about what it could be doing to market these strengths. She stated that there were things that set UW apart

that were very marketable, but that UW was not marketing. She felt it also gave a good look at where UW's peers ahead of it, which was important to know in order to determine how to close the gap. She also noted that this revealed where UW was totally unique, adding that it wanted to grow in this area. She thought that UW did not want to be just like peers, but wanted to use this information to assess itself.

Trustee True commented that this was great work. He referenced a question that had come up previously if maybe there were components of UW that this peer list might not be the best comparison for, such as for a specific college or other unit. He asked if this could be used as a template by those other units to fine tune a better peer lists for what was specifically being looked at.

Mr. Schueler replied that it could be. He stated that one of the reasons he had put together the handbook was to explain how to get to his results and provide an instruction manual if someone wanted to replicate his results if they could. He noted that he had included his formulas and definitions so that someone else could pick up this work, even in a few years.

Trustee MacPherson thanked Mr. Schueler for his work.

Trustee Massie asked what should be done with the list of peer institutions.

UW President Nichols noted that she had added this to the agenda so the trustees could see that they were analyzing peers against peers. She stated that they were not focused on adopting the research, but rather having conversations about it. She added that implementing this list would be on an institutional level.

Trustee Massie moved to adopt the list as the set of institutional peers; Trustee Marsh seconded [see attachment B].

Trustee Marsh stated that this list could be used for strategic planning.

Trustee Palmerlee noted that he agreed with adopting the motion. He added that he would add a friendly amendment that the motion include clarification that adoption of this list does not exclude colleges or units from doing their own analysis and identifying their own list of peers. The friendly amendments were accepted by both Trustee Massie and Trustee Baldwin.

All trustees were in favor. Trustee McKinley was not in the room.

AGENDA ITEM TITLE: **Workload Update**, Miller

CHECK THE APPROPRIATE BOX(ES):

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

Provost Miller noted that she had put together a presentation that was less focused on the specifics of workloads, but rather included information about where faculty put their time and efforts, as well as their job descriptions. She then presented the Board with the Terney Diagram of faculty work, detailing the work of faculty members. Provost Miller noted that she admired faculty who were engaged in all areas, including research, while mentoring undergraduate students. She then shared some numbers for how faculty spend their time, specifically noting the time they put into their courses. She also shared the importance of preparation time for courses.

Provost Miller then discussed the time it takes to do other tasks, such as mentoring, grant writing, research, book research, etc. She noted that people who are doing these tasks well are putting in a lot of hours. She shared the information 2016 job description form and its expectations. Provost Miller added that this would be a key management tool for Academic Affairs. She noted that moving forward, they would do an analysis of the job description forms and review their findings with the deans.

Trustee McKinley asked how the progression toward the workload was going with this new tool in place.

Provost Miller noted that there was no new data past what had been last presented to the trustees, which she stated was why they would be doing a more in-depth analysis in the coming weeks. She stated that she hoped to have every faculty member at the new workload soon, as Associate Vice President for Academic Personnel and Budgets Tami Benham Deal was also working on this.

Senate Chair Shaw noted that the 2016 job descriptions had been submitted.

Provost Miller stated that her understanding was that faculty had agreed to the forms by signing an agreement through e-mail. There was then further discussion of whether this was done or not.

Senate Chair Shaw asked what would happen in cases in which the individual did not agree with what was being assigned to them.

Provost Miller responded that they had already had a few cases come to their attention, and they had worked through them with the deans.

Trustee Marsh stated that he did not understand. He noted that this was a job description, so it did not make sense to have a sign off. He added that the person either agreed to the assigned contract or they did not; there was no grey area. He noted that at the end of the day, this was an employer to employee relationship.

Provost Miller stated that every faculty member was individual, while each department was a team. She noted that if faculty members were stronger teachers, they should teach more, and vice versa with research. Provost Miller then shared a sports analogy relating to departments and teamwork. She noted that more and more applicants had instructional experience because it gave them a competitive edge. She also stated that faculty members saw UW as a repository of society's knowledge.

Trustee McKinley clarified that there would be a reevaluation in 2017. He asked if this was the process in which she UW President Nichols would fine tune the ideal relationship.

Provost Miller responded yes. She noted that the department heads were the managers of the faculty, and it was up to them to balance the work of the faculty.

Trustee Wava Tully asked what valuing the national league over the local team meant, in response to the sports analogy.

Provost Miller responded that this meant that faculty within particular departments valued what was happening in their fields overall, over what is happening in their departments.

UW President Nichols stated that she was impressed that the faculty really love the University. She said that it was important not to lose that.

Senate Chair Shaw then made a coffee analogy, in relation to faculty workloads. He noted that faculty were all different and that everyone's job descriptions were affected differently in this process.

Trustee True clarified that if a faculty member was strictly instructional, and the 3-2 workload expectation, it would be fair to say that the expectations were associated with slides 5, 6, and 7 on the presentation.

Provost Miller replied that yes, this was the case.

Trustee MacPherson thanked Provost Miller for her presentation.

AGENDA ITEM TITLE: **Report on Student Debt**, Nichols

CHECK THE APPROPRIATE BOX(ES):

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

UW President Nichols began her presentation on student debt. She started by mentioning that Trustee Massie had brought up the topic of student debt at the retreat in August, and since then, she had been working with the Financial Aid director to better understand student debt.

Enrollment and Policy Strategist Mary Aguayo provided the Board with the statistics of how many students did or did not take out loans. She noted that the numbers coincided with the cost of tuition, scholarships, and federal aid. She then gave the Board a breakdown of the numbers of scholarships and grants provided to students in the last year. Strategist Aguayo also provided the Board with details on students receiving the Hathaway. She noted that she had compared student debt nationally from Mr. Brian Schueler's peer institution chart. She said that UW was less likely to take out loans and in turn, the students had lower balances. Strategist Aguayo shared worked on graduate and professional students' debt, by noting that graduate students were less likely to take out debt compared to professional students, and professional students' debt varied greatly by demographics. She then shared specifics on each program.

Trustee McKinley stated that he really appreciated all of this information. He noted that Wyoming's overall debt appeared to be much lower than its peer institutions'. He stated, however, that some debt statistics were deceiving, as the average appeared to not represent the whole well. Trustee McKinley noted that it would be more helpful for him to see the median for students' debt. He added that knowing what scholarships were available to different students would help in providing more accurate information.

Strategist Aguayo replied that she would provide the Board with the median numbers.

Trustee Massie stated that this was important to keep in mind. He added that it was important to note that UW had the lowest tuition of any major University, especially as the consideration for a tuition increase is discussed. Trustee Massie noted that he thought it was important to provide this information ahead of time, so he had gone on the website prior to the meeting and found comparator information, which he provided to the Board in a handout. He then shared the information from his handout with the Board. He noted that something important to remember was that though UW's tuition was low, it was not much lower than the average. Trustee Massie

added that there had been a consumer report published in August that discussed how student debt affected communities by delaying marriages, cars, houses, etc.

Trustee Michelle Sullivan stated that the Board needed to set goals to discuss how to decrease student debt, so that students after graduation can take opportunities in the state they would not normally be able to take if they had a lot of debt.

Senate Chair Shaw noted that graduate student debt was low, while the cost of graduate student education was much higher. He stated that graduate students were not likely to come to the University without funding. He then added that a large portion of graduate students' research grants were from faculty members, which he noted was important to consider when looking at faculty workloads.

AGENDA ITEM TITLE: **Open Discussion on Items for Board Members on Any Topics**

CHECK THE APPROPRIATE BOX(ES):

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

Trustee MacPherson stated that the open lunch was a time for the Board members to talk about any additional items not found in the regular agenda, including complaints, operations, subjects, etc.

Trustee Baldwin began by noting that hosting commencements in the IPF ought to be reconsidered, as the College of Education had their commencements the previous spring in the IPF, and there was indication that this was not a good location for this.

Trustee Sullivan stated that as some of the trustees may now, she serves as a trustee on two foundations. She noted that she had seen interest in early childhood in Wyoming for many years. She stated that the College of Education faculty were presenting real interest in early childhood experience and long-term health.

Trustee Massie began by stating that despite the difficult environment of budget cuts, UW President Nichols was doing a great job. He commented on her involvement in the process and her transparency. He also noted that the FCAC had a great group of people. Trustee Massie added that when deciding how to address the state it would be important to add the impact these cuts had had on UW.

Trustee Gubbels noted that he thought today's meeting had been informative, as he had originally thought faculty members taught two to three hours per day and then took the rest of the day off.

Trustee Tully asked about student debt and what it consisted of. She then asked how some students did not have any debt.

Trustee Baldwin stated that he thought the main problem was just room and board, and he was unsure how to lower that cost.

Trustee Tully noted that she thought it was just general debt all over the United States that was the problem.

Trustee Scarlett stated that as a banker, he knows that a bank is grown by getting more customers. He noted that it was important to consider how to better attract students to the University. He

stated that it was critical for the counselors in school, especially those out of state, to get UW's message across.

Trustee Palmerlee stated that it was important to remember that UW's focus was to better education students. He added that the even included the education of students in pre-school through 12th grade.

Trustee McKinley said that he had observed how well-received the evening event at the retreat was and wondered if it would be worth considering a one day retreat in Laramie and also a meeting with a location elsewhere in the state.

Trustee MacPherson noted that the retreat had a negative connotation, but that meeting outside of Laramie might had merit. He also stated that costs had been under what they historically were for the retreat. He mentioned that he had received half a dozen letters from people in the public thanking him for hosting the retreat.

Trustee True noted that he wanted to continue to have the open time block available, like they were currently having.

Trustee MacPherson asked if there were any more comments.

Trustee Bostrom stated that he would like to echo the others' thoughts. He mentioned that the Board had been through a lot. He added that UW President Nichols had been doing well with the budget cuts.

Staff Senate Chair Gunnerson said that she wanted to let the Board know how appreciative she was of the transparency they had during these hard times.

Chief Academic Officer for the Superintendent of Public Instruction Brent Bacon stated that it was all about the budget and revenue. She shared that there had been many budget cuts affecting the people of Wyoming. She noted that she was an advocate for UW. She mentioned that the State of Wyoming did not plan on imposing any administrative cuts, but she added that those cuts could still possibly happen.

Trustee MacPherson noted that even though things were tough, they could be more difficult. He reminded the Board of all of the cuts in Gillette that had caused people to lose their jobs.

Academic Officer Bacon provided the Board with updates on the Department of Education. He explained the Every Student Succeeds Acts (ESA), which would ultimately allow students to have choices when they graduate. He noted that they had an accountability model in Wyoming and were working with stakeholders on the project.

ASUW President Michael Rotellini stated that he had been enjoying the meetings due to the level of discussion. He noted that he wanted to discuss the culture on campus. He stated that he hoped for there to be a culture of more proactive freshmen on campus and that he was excited for the future.

Senate Chair Shaw thanked the Board for lunch. He noted that he wanted to follow-up on student recruitment and issues of better retaining top performing students. He stated that the summer between students' eleventh and twelfth grade years was important. Senate Chair Shaw then provided other examples of how students could be recruited during the summer months.

UW President Nichols added that this open session was similar to listening sessions, as related to the strategic plan. She noted that if there were any previously discussed topic that the trustees would like to see added to the agenda, to let her or Deputy Secretary for the Board of Trustees Shannon Sanchez know.

AGENDA ITEM TITLE: **University Strategic Plan Update**, Nichols/Miller

CHECK THE APPROPRIATE BOX(ES):

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

UW President Nichols updated the Board on the Strategic Plan. She noted that she had a lot of ideas and added that the purpose of having a strategic plan was to be transparent about where UW was headed. She stated that the Strategic Plan was a five-year road map that had been approved in August. UW President Nichols noted that the day the plan was approved, Director for Institutional Communications Chad Baldwin had put out a press release, including noting that the call for nominations was open. She then directed the Board to the first page of the handout, which included the development of the plan. UW President Nichols explained the layout of the membership of the leadership council. She added that after reminding people about nominations, 175 nominations had been received. She then shared the breakdown of the nominations with the Board. She noted that she had met with ASUW, Faculty Senate, and Staff Senate already. UW President Nichols stated that the selections of the council needed to include both genders, all colleges, diversity, etc. She added that she had met with Provost Miller and had put together a draft leadership council and would send that out the following day.

UW President Nichols then named some of the members of the council, including April Brimmer Kunz as the representative for the UW Foundation, Trustee Marsh as the representative for the Board of Trustees, Tim Wilson for the Alumni Association, and Matt Whiesnant as the Athletics representative. She added that the full council needed to be confirmed by Monday or Tuesday, as the official strategic planning process kickoff would take place on Friday. She then distributed the schedule to the Board. UW President Nichols noted that Dr. King Alexander would be a speaker at the event and shared his background. She then shared Dr. Alexander's schedule. She noted that he would give the keynote for the strategic planning kickoff event and that it would be a personalized talk. She stated that the event would conclude with dinner at her house. UW President Nichols added that the leadership council would then do 12 topics in listening sessions and that there would be co-facilitators for each topic. She stated that some of those nominations for co-facilitators had already been provided. She asked the trustees to join them next Friday for this event and invited them to the lunch and dinner.

Senate Chair Shaw gave a historic perspective to the Board, noting that he had been at the University for 27 years, and there had been no academic plan. He noted that he had been at UW through the course of many academic plan attempts that had dissipated. He added that including the history of academic plans in the presentation would be interesting.

UW President Nichols stated that she had read two position papers from plan #4 and that they had been well done. She noted that the leadership council could begin with that.

AGENDA ITEM TITLE: **Construction Updates**

CHECK THE APPROPRIATE BOX(ES):

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

Facilities Committee Update

Trustee McKinley stated that the facilities committee had met the day prior, and he provided the Board with a brief summary of the topics they discussed. He noted that one resolution and one motion had been discussed by the committee. He then discussed one of the topics, which was the need for a new power plant facility on the Northwest corner of campus. Trustee McKinley stated that it was anticipated that Vice President Mai and his staff would provide presentation at the November meeting. He then discussed the Science Initiative and provided the details for that program. He added that an electronic copy of these details had been provided electronically. Trustee McKinley noted that the site would be ready for groundbreaking in October. He added that the High Altitude Performance Center and the Arena Auditorium were both on time and on budget. He stated that in regards to the BSL3 Facility, he reminded the Board of the discussion about where to leave the current incinerator. He noted that they were proceeding with this issue and that Vice President Mai could provide more information.

Vice President Mai provided the Board with other facilities updates. He stated that the University had been keeping an eye on Lewis Street coordinate area in relation to the long-range plan. He then added that a few minor changes had been made to the High Altitude Performance Center exterior discussed by Matt Kibbon, which would add a cost savings. He stated that they had moved HVAC systems from the roof to other locations.

Vice President Mai noted that he also had a resolution regarding the Science Initiative that the facilities committee requested to present to the Board. Trustee McKinley noted that the facilities committee had worked on this. Trustee McKinley moved to approve the Science Initiative resolution as presented [see attachment A].

Trustee Mike Massie seconded the motion. Call for the vote; the motion passed with a unanimous decision

All trustees were in favor; the motion passed unanimously. Trustee MacPherson asked that this resolution be sent to Associate Dean Greg Brown.

Trustee McKinley then provided the Board with another motion. Trustee McKinley moved that the University of Wyoming administration proceed with all steps necessary to complete the design

document and construction document phases necessary for construction of the Science Initiative building as available funds allow, and will proceed in a timely manner as set forth in the current timeline developed by the Administration.

Trustee Marsh seconded the motion.

All trustees were in favor; the motion passed unanimously.

Vice President Mai explained the motion before the Board to buy the Phi Kappa Alpha fraternity house. Trustee Marsh moved that the Board of Trustees authorize the UW administration to acquire the Pi Kappa Alpha fraternity house at or below appraised value; second from Trustee Baldwin. Call for the vote; the motion passed with a unanimous decision.

Trustee Scarlett moved that the Board of Trustees authorize the UW administration to acquire the Alpha Tau Omega fraternity house at or below appraised value; second from Trustee Sullivan. Call for the vote; the motion passed with a unanimous decision.

Vice President Mai brought the final motion before the Board, which was the UW plaza. Trustee Scarlett moved that the Board of Trustees authorize the UW administration to amend the ground lease with University Plaza, LLC to include Lot 13 and to execute an updated cross easement between the University, HIS, and University Plaza, LLC; second from Trustee Sullivan. Call for the vote; the motion passed with a unanimous decision.

Vice President Mai added one additional motion relating to the High Bay Research Facility and the equipment in the facility. He noted that this motion would allow the UW administration to enact a loan to the College of Engineering to purchase equipment at High Bay. He then discussed the details of the loan.

Trustee McKinley moved to authorize the UW Administration to enter into the necessary departmental loan agreement up to a maximum of \$6.5 million for purchasing the required equipment for the High Bay facility and providing for the timely repayment of said loan by dedicated future funds.

Trustee Palmerlee seconded. He then asked if an existing list had been created or if there was a shopping list for the equipment.

Vice President Mai explained that it was not a shopping list, but the items had already been identified.

Trustee Massie added that the loan would amount to up to \$6.5 million. Vice President Mai agreed. Trustee Palmerlee agreed as well.

All trustees were in favor; the motion passes unanimously.

Proposal for Conference Center Kitchen Expansion

Executive Director of Residence Life & Dining and the Wyoming Union Eric Webb explained to the Board the issue at hand of the Conference Center kitchen expansion. He stated that UW catering operated out of the Crane Hill dining hall, which was a facility more than 60 years old. He noted that efficiency wise, all of the food was trucked and shipped to that location, while almost all of the big UW events were at the Conference Center of Gateway Center. Executive Director Webb explained that the idea was to expand the kitchen in the UW Conference Center, as the land Crane Hall was on was needed for future student living.

Trustee Marsh moved to expand the kitchen in the UW Conference Center.

Trustee Scarlett seconded.

Trustee Pamerlee asked about the profits for UW Catering.

Executive Director Webb noted that UW Catering and Events had been profitable for years even though it has not always been profitable. He mentioned that the profits are spread between both, UW Catering and Events and UW Dining.

Vice President Mai stated these are section II revenues, and section II has been excluded from any sweeps. He mentioned that the entities that raised revenues directly tied to the operations could be involved in the process. Vice President Mai asked Executive Director Webb where the 2 million came from and if this is all RLDS operations.

Executive Director Webb answered that if the project would involved all dining operations, and not any from the residence side.

Trustee True inquired if this would affect the student meal preparation at all.

Executive Director Webb answered that this was completely independent from any student meal preparation with exception of catered event for club/student organization.

All trustees were in favor; the motion passed unanimously.

UW Real Estate Presentation

Vice President Mai mentioned he would discuss the long-term leases at the meeting next month. He referenced given to the Board and pointed out the major properties owned by the University.

Trustee McKinley thanked Vice President Mai for putting the map together. He mentioned that he believed it is important that categories for properties, like AMK, be on separate list. Trustee McKinley suggested there be a column for long-term or deferred maintenance issues that the Board may be facing. He added there are potential maintenance costs that the Board should be aware of, so there is proper maintenance funding in place.

Vice President Mai added he is hoping to get UW President Nichols out this weekend to see item 11, which is the President's Cabin by Centennial. There was discussion on how the values were generated.

Real Estate Manager Josh Decker stated the values including billing, contents, and total values are from replacement values for insurance purposes. He added that the land values are the best estimate arrived from public information and data that is available in the area. We have not looked at the values from the perspective if we wanted to change the use of the properties.

Real Estate Manager Josh Decker added most properties had been acquired or transferred to the University throughout years. He mentioned that the Livestock Center was acquired in 1891, and the most recent acquisition was the SARCE in 2003.

AGENDA ITEM TITLE: **Economic Diversification**, Benson/Farkas/Caldwell/Boswell

CHECK THE APPROPRIATE BOX(ES):

- Work Session
- Education Session
- Information Item
- Other

Specify:

MINUTES OF THE MEETING:

Vice President Boswell introduced Chief Executive Officer of the Wyoming Technology Business Center Jonathon Benson, Assistant Dean of the College of Business Steve Farkas, and Computer Science Department Head James Caldwell. He recalled that the Trustees had heard from Governor Mead during the summer regarding his search for a plan to diversify the state's economy over the next 20 years, and move away from reliance on minerals. Since then, there had been many meetings. Vice President Boswell noted that UW had put together an informal document for use at last Board meeting that gave several proposals for the Governor that took steps towards diversification of the state's economy. The steps involved UW internally and externally. He also noted that President Nichols had asked three members of UW to work with the Wyoming Business Council to think about these ideas. After this request, there was a long meeting between members of the Wyoming Business Council, these three appointed people and Vice President Boswell, which was then followed by a meeting with Governor Mead. Vice President Boswell noted that a more complete write up of this could be found in the Board's materials. He explained that the materials detailed what was discussed with the Governor in the meeting. He added that he could not offer any explanation on the thinking of the Wyoming Business Council, but that they had also put together a document that included some input from the three appointed individuals from UW. He noted that this document was being reworded at the request of the governor. Vice President Boswell commented that it was unknown how the governor would use this document. He stated that the governor had asked for names to consider for a taskforce, which was one of UW's suggestions. He explained that the basic premise of the discussion was that Wyoming needed a new set of eyes on the economic diversions efforts in the state, as no one was satisfied with the current efforts. He elaborated that the suggestion was to draw on the experiences of the Tier 1 Engineering Task Force and its plus and minuses, and its work towards strengthening the College of Engineering. On that task force, there had been people with strong, successful careers who were strong players on the international scene, not just the Wyoming scene, and who had a tie to UW. This had provided a fairly strong explanation of current efforts in the College of Engineering. Vice President Boswell noted that the taskforce had its rough spots, but that the end result was a pretty significant movement away from status quo, and strong progress towards strengthening the Tier 1 program. He added that the suggestion was to not be satisfied with the current players in this effort; the topic needed more minds, something with which the Governor agreed. The question was how accomplish this though. Vice President Boswell noted the tendency to do a lot of

studying, but not saying how this would be accomplished. He added that this is not something one could just dream up, but required discussion and thoughtful examination. He continued that time after time, people say that Wyoming needs to do this, but no one does it. The question now was how to move towards accomplishing change. He reiterated that the UW perspective is that it should not be directing this effort or telling Wyoming how to do this, as it has its very specific responsibilities, and didn't know how to accomplish this. He stated that although there was no one else that knew exactly how to do this there were some with theories. In summary though, no one had a clear idea of how this would move forward. He noted that the Board could find his write up from the meeting with the Governor in the materials in the report. He summarized that the basic take away from this meeting and from the task force was the several items that President Nichols was interested in pursuing. He suggested having the three people that took part in these meetings share their views on the topic. He noted that some sober reflection needed to occur as UW moved forward on this effort. He prompted the Board to think back 15 years ago when the state was scrambling with low revenues. He acknowledged the existence of study groups that came up with possible solutions that went nowhere. He noted the efforts of a committee led by now-Senator Hines who went out around the state and did presentations to groups about a personal income tax, even though the plan was dead on arrival. Vice President Boswell explained that there was no support for this effort, including from the Governor. He continued that this indicated that any effort going forward had to have significant support behind it. He brought up Dr. Rob Godby's work regarding attracting new companies and industries, and Dr. Godby's question of if the tax structures supported this and if Wyoming got something from this. Vice President Boswell continued that this is another difficult element because you want to make sure that the recommendations are not dismissed. He emphasized that UW needed to move forward with its own efforts as an institution in order to participate in state's economy. He added that those efforts are in tandem, and that UW needed to be doing its own work. He referenced page 32 in the Board report that detailed some of things that had been discussed in the meeting with the Governor. This included potential new degree programs, increasing computer science graduates, internship opportunities, career services development, technology transfer and enhancing the efforts in faculty spinoffs & startups.

Trustee President MacPherson stated that when the Governor had asked where UW was, Trustee MacPherson felt that the Governor had thought there was a written plan. Trustee President MacPherson stated that another meeting had been scheduled and that UW was getting its toes held to fire. He agreed with Vice President Boswell's earlier statements. It was his opinion that the Business Council should take lead on this effort and that UW should play a supportive role, although he had the impression that things had somehow gotten turned around from this.

Dr. Caldwell stated that the Governor had expressed continued interest in computer science, and wanted to diversify the economy by increasing jobs in technology. He continued that part of this thinking was that starting a software company for instance, is a low overhead business. He felt that the Governor was certainly interested in diversifying the economy in lots of other ways, but that it was his opinion that the Governor was putting an emphasis on building more tech jobs in

Wyoming. Dr. Caldwell referenced a study that was done by a department head from the University of Washington Computer Science department. The study showed that 70% of all STEM jobs are computer related jobs. He mentioned that there are many disciplines included in STEM, but a lot do not have the prospect for work. He talked about how nationally, there are far more graduates in areas like biology than there are jobs available, while there are typically not enough students that in Computer Science and Math. There were 170 students in the department when Dr. Caldwell started as department head, and of those, about 30 were graduate students. The first year that he was department head, there were 18 students who graduated with their bachelor's degree. Last year, the number of graduates grew to 42. Dr. Caldwell mentioned that the numbers for enrollment in his department is continuing to grow, and while this is the national trend, the University's growth is less than what is seen in other departments. When Dr. Caldwell first started as department head 18 years ago, almost all of the graduates with a Computer Science degree has left the state to work. He mentioned that there are not only more opportunities for students to stay in the state for work when they graduated; there are more students that want to stay. Dr. Caldwell started an industrial affiliates program that reached out to companies to hire the students. Companies pay a small yearly fee to be a part of the program, bringing in a small income to the department and helping students to connect with the different companies that they could work for. He mentioned that this program was the key element to bring Underwriters Lab (UL) to Laramie. There are currently 16-17 employees, most of which are graduates from the University. Dr. Caldwell talked about the fact that out of the four of the efforts that he is working on that are similar to UL, UL is a success, there are 2 that are failures and one other is promising and could bring up to 60 software jobs to Laramie. He brought up ideas that could help to institutionalize this. An idea is to do more active recruiting that will help to grow the enrollment in the computer science department.

Assistant Dean Farkas mentioned that his perspective in terms with economic development is probably a little bit different from that of Dr. Caldwell's. He discussed that he has worked with many economic development agencies around the nation. He noted that he was committed to align business experiences to what is done with the college and opportunities across campus, which will allow the University to collaborate and create new value streams. He mentioned that he has been in a part of the original formation of the Wyoming Business Council and he has always felt that Wyoming had a unique value proposition to offer. He believed that there are opportunities to grow the economic diversification for the businesses around the state and the University can play a huge role in that. Assistant Dean Farkas read quotes from an article that he found in hopes to support his instincts. He remarked that entrepreneurs tend to start their companies in areas that they are familiar with or have lived in before. He then referenced a quote from the Foundation Board Meetings, which was, "How do we pull Wyoming back to the University of Wyoming?" He talked about how that was a key item in thinking strategically about how the University of Wyoming played into economic diversity and growing its economy. He discussed what was meant by the role of the University of Wyoming. One main point was how graduates were incentivized. He mentioned the WWMMI Program and wondered if there might be opportunities to adapt the

program for Wyoming businesses. The thought was that maybe there is a way to incentivize students to bring their talents back to the state if they were to leave and study elsewhere. Another thought was to increase communications on success and available assistance. Assistant Dean Farkas mentioned that there should be a dedicated communication strategy on what our role is in supporting business startups and next stage business development. He added that many times businesses were not aware of the research that was being done by the faculty and the talent developing in the students. He asked how UW could increase the line between innovation and business needs and opportunities. He noted that the University needed to look internally, think more collaboratively, and think more multidisciplinary because of the current economic climate of the University. Assistant Dean Farkas talked about the idea of increasing entrepreneurship across the University colleges. He noted that the first thing to look at was what the current landscape looked like from taking research and innovation to commercialization. He mentioned that entrepreneurship could take many forms and that there was an opportunity for the University to decide what it wanted its entrepreneurship to look like and create a centralized culture of entrepreneurship. Assistant Dean Farkas mentioned that one of the great parts of his job was the opportunity to work with alumni and the various advisor boards on campus. He noted that there was an incredible wealth of talent and expertise to attract and serve as mentors to students and local businesses. He talked about how UW could create organizational structure, centralized focus and accountability. Assistant Dean Farkas then mentioned there was a centralized group of accountable individuals who could articulate the value proposition of UW around the research people and the students that aligns with the State's economic diversity objectives and new business development. He noted that UW needed to think about providing objective assessments about what the opportunities would look like and be realistic about what the industrial targets look like. Assistant Dean Farkas added that something that needs to be considered was how to connect startups with existing businesses so that the existing businesses could understand what the landscape of innovation means.

Chief Executive Officer Benson mentioned that the Wyoming Technology Business Center was a business development program here at the University. He stated that the focus of the center was to stimulate the growth and development of early stage technology in entrepreneurial companies. He noted that the idea was to combine space with access to shared services and business and management advice for early stage companies. There is a 30,000 square foot facility on campus, with 20,000 leasable square feet. Chief Executive Officer Benson mentioned that the building was called an incubator as opposed to an office building because it helped companies to grow larger and faster than they would otherwise. The goal is for new clients in the incubator to grow a \$3-5 million business with a 10-20% net profit margin, which is a building block in any economy because this kind of company can stimulate other people to start a business. He noted that not too long after opening the Wyoming Technology Business Center, the entrepreneurship ecosystem in Laramie/Wyoming was not naturally spitting out the \$3-5 million businesses, at a very fast rate. Chief Executive Officer Benson discussed how the Wyoming Technology Business Center helps people to start thinking about opening up a business, including the networking educational group,

Entrepreneur-to-Entrepreneur (E2E). E2E's goal is to help show that real people can be an entrepreneur. Chief Executive Officer Benson discussed with the board the \$30K Business competition and mentioned that two of his clients were University of Wyoming students. He talked about natural diversification and the best way to obtain it is through startups. Chief Executive Officer Benson talked about the Casper startup challenge, and the entrepreneurship competition. He mentioned that these competitions are a way to get people to start their own business. Chief Executive Officer Benson mentioned that three ideas to diversifying the economy include recruiting companies to move to Laramie, helping the current companies in Laramie grow, and focusing on the startup companies.

UW President Nichols stated there should be a plan for workforce development that would be brought to the governor. She mentioned that there are two ways for the University to be significant in economic development. One thing is to make sure that the University is supplying an educated workforce needed to drive the economy in the correct sectors. She added it was then on the University to grow those majors, so that it could produce the correct number graduates working with the graduated so that they are staying in state with their jobs and internships. UW President Nichols talked about her interest in getting a tourism and hospitality major as fast as possible for the University. She also discussed the need to work on entrepreneurship on campus and suggested that the minor becomes a major. UW President Nichols stated that Provost Miller needed to get involved. She addressed Chief Executive Officer Benson and stated that the University can work with him to help build a strong Tech Transfer and work with faculty that has research that has the opportunity to become a startup.

Trustee Scarlet stated that he believed the University did not take advantage of the resources of recruiting in Jackson Hole, Wyoming. He mentioned that there was a lot of opportunity in Jackson Hole with a large amount of high tech individuals with homes in Jackson. Trustee Scarlet noted that there was a talent pool in Jackson that the University should take advantage of.

Trustee President MacPherson asked Trustee Scarlett if he had any specific ideas on how to take advantage of the opportunities and how to structure them.

Trustee Scarlet stated that UW needed to attend these meetings and offer resources. He brought up a student that had an idea of a drink that started in Jackson Hole that has now taken off.

Assistant Dean Farkas talked about how he has had active discussions with Liza Millet and Sandy Hessler from Silicon Couloir. He mentioned that there are a number of startups in Jackson Hole ranging from manufacturing to technology. In these discussions, there was talk about opportunities for collaboration. Millet wanted to arrange a meeting with Central Wyoming College administration and the College of Business. Assistant Dean Farkas discussed the arrangement and talked about how students could participate in the startup institute. An idea brought up was to host the 30K competition final presentation in Jackson.

Trustee Sullivan discussed the idea that when students graduate from UW, they would normally leave the state and some end up coming back to the state. When they come back to the state, they

are looking for communities with a quality of life, quality schools, and affordability. She mentioned that the University needed to think about the alumni network and how to connect with them to potentially bring people back to the state after leaving. She recognized that the strength of the college of education was linked to the quality of schools around the state. Trustee Sullivan mentioned that a challenge in Jackson was that it was difficult to live there because people cannot afford it. She inquired how to engage dynamic individuals that can help in structures that are not just getting on a board. Trustee Sullivan mentioned to have a task force, but added that a problem was that it would probably be the same people that were always on boards or task forces.

Vice President Boswell stated that part of the problem with the Tier 1 Taskforce was that it took a lot of time. He talked about the discussions about whom can one engage in this discussion without committing them to endless months of meetings? This conversation has not been resolved. Vice President Boswell mentioned that some of the discussions could be done offline and informally because of the amount of people that have other things to do.

Trustee Marsh mentioned that the Leadership Council should have input from the Business Council. He talked about other challenges that included how hard it was to invest in infrastructure. Having some computer science graduates to develop a consortium with regard to integrating. . He then talked about a person who did a startup through the incubator and moved to Colorado. Trustee Marsh stated that the university should tap into the younger brainpower that has come through the University.

Trustee Palmerlee talked about seeing a CPA from Buffalo that was in town trying to hire an accountant. The CPA mentioned that the University is not producing enough accountants to service smaller communities. Trustee Palmerlee inquired with Vice President Boswell if was a compilation of efforts that have been thought of on the topic of economic diversification so that the same efforts are not thought of again if they did not work in the first place.

Vice President Boswell responded that Shawn Reese at the Business Council did assemble some of the information. Vice President Boswell believed that many of these efforts failed because of lack of leadership and until strong leaders are identified to shepherd these efforts, they will continue to struggle. He mentioned that the existing processes are not sufficient and if we try to work within the existing processes, we need to figure out what we can make different. This will take a very small number of talented people to lead this. Vice President Boswell stated that there have been many good ideas, but no follow through in terms of actually accomplishing the goals.

Trustee True discussed the economic viability of the State of Wyoming. He mentioned that what was discussed is the diversification away from energy. He stated that the Board should look at diversification in addition to, as opposed to, replacing energy because energy will drive Wyoming's economy and it is still what is going to be here years and decades to come. Trustee True talked about how there are many different types of energy that is in Wyoming and within each segment, there is even more diversification. He suggested that we focus on the different segments within each energy industry. Trustee True mentioned that the regulatory burden is going

to drown the state if we are not careful. He mentioned a different project, which is about 8 years into the project and millions of dollars were spent, even though there is nothing in ground yet. Trustee True noted that the state cannot change the federal regulations, but Wyoming should look into changing its own regulations. He mentioned the State OSHA Operation and talked about the need for both enforcement and consulting. Trustee True discussed that the state needs to retain recent graduates from the University, but he also mentioned that a challenge is there are economic restrictions in the state of Wyoming that make it difficult to hire someone with experience. He mentioned that what will attract people to the state is the quality of life.

Trustee McKinley added that the energy industry is the backbone of what happens in the state of Wyoming. He emphasized that the discussion of economic diversity should build upon the idea of the energy industry. Trustee McKinley added that the ideas of Economic Diversification for the state and generating additional revenue for the state should be discussed separate from each other. He noted that the focus needed to be on Economic Diversification, workforce development, and the education of people necessary to do that. Trustee McKinley mentioned the state can't have economic diversification if there are people that want to say that they like Wyoming like it is and don't want to see it change. Trustee McKinley talked about how there might be certain areas in Wyoming that will benefit from the Economic Diversification and certain areas that won't have the opportunities that other will have. He added that the state could not afford to spread resources so far to please every segment of the state in the initial economic diversification. He referenced the discussion about past successes and failures and how those need to be points to learn from moving forward in the discussion of Economic Diversification. Trustee McKinley noted if there was a taskforce put into place, there needed to be a small task force as opposed to a larger one. He mentioned that a Colorado outfit has discussed coming to Wyoming and is a perfect example of the building backbone industry in Wyoming.

Trustee Gubbels inquired about how the greenhouse in Jackson is doing. Trustee Scarlett answered that the greenhouse seems to be doing well but he doesn't know the bottom line.

Trustee Sullivan noted that the state should remember the not-for-profit sector as there is an opportunity for a generator. She added that there is a very robust philanthropic sector in Wyoming and there is an opportunity to engage in conversation about program related investment that could benefit for the generation of local vitality.

Trustee Marsh inquired what types of credit is allowed for students that take advantage of internships. Dr. Caldwell responded that students could receive up to 3 hours of internship credit.

Staff Senate President Mark Gunnerson mentioned that a problem for Wyoming is that the state is not a popular place for 17-30 year olds. He discussed that he feels that there must be something missing. Staff Senate President Gunnerson wondered if this ties into the discussion on entrepreneurship and economics

Vice President Boswell mentioned that Economic diversification is a difficult conversation. He talked about the conversation of quality of life issues becomes something very difficult to try to

tackle. He added that as of right now, the state is not being successful in progressing in the discussion. Vice President Boswell noted that the way to go about tackling economic diversification is to address the discussion in some form of manageable bites. He suggested that the Governor's office and the University should both look at the approach in more manageable bites. He added that one area that the University should look at is with the alumni and keeping track of where the graduates go upon graduation and looking at if the numbers improve after a couple of years.

Trustee McKinley mentioned that he thought the law school still does keep track of their graduates as described by Vice President Boswell. He noted that the law school used the information for purposes of planning, recruitment and placement of their students.

AGENDA ITEM TITLE: **Presentation of Materials from Meeting with Legislators**, Boswell

CHECK THE APPROPRIATE BOX(ES):

- Work Session
 Education Session
 Information Item
 Other Specify:
-

MINUTES OF THE MEETING:

Vice President for Governmental and Community Affairs Chris Boswell updated the Board on the meeting with legislators. He then referred to page 35 of the report, in which he referenced student numbers at the University, tuition, capital construction, articulation, community colleges, and UW's relationship with K-12 education and the state.

Trustee MacPherson stated that those topics has been addressed in some degree and noted that the administration was working on them.

Trustee McKinley noted that it was important to realize that though administration may be working through these topics, the perception in the community said differently. He stated that being more proactive responses would continue to build support and trust at the University.

Trustee MacPherson asked if sending a letter to the legislators as a follow-up would serve any purpose.

Vice President Boswell noted that it depended on whether anything had been done about it or not. He stated that giving examples of capital construction priorities or continued discussion on projects provided value. He noted that agencies always said they were making progress, but there needed to be evidence of that.

Trustee MacPherson noted that he would have Deputy Secretary Sanchez put this topic on the agenda for six months later so the Board could see what it had accomplished.

Vice President Boswell stated that it should be sooner than six months. He added that sending a report or email would be a good idea as well.

Trustee True noted that he encouraged correspondences to take place soon. He stated that it was important to let the legislators know that the Board had taken action, there was articulation, and there was a plan going forward. He noted that he appreciated the opportunity to meet with legislators, as it had been a positive experience. Trustee True stated that communication with the

legislature was critical and that he encouraged the Board to provide a brief, meaningful response to them.

Trustee McKinley noted that legislators were planning on attending strategic planning listening sessions around the state, which he thought showed a movement forward.

Trustee MacPherson asked if an e-mail could be drafted including Trustee McKinley's comments.

Trustee Boswell noted that he would do that. He then suggested that the trustees try to host meetings with the legislators on the budget proposal. He stated that he wanted to move away from the "steak and a budget" way of meeting with the legislators and allow them to have a larger role in the strategic planning. Trustee Boswell noted that they would try to have four to six meetings around the state to help legislators recognize the importance of the process and incorporate them into the discussions.

Trustee MacPherson suggested that the e-mail be sent out prior to those meetings and that the e-mail be separate from the budget discussion, so that the right message would be sent.

Trustee Sullivan asked if it made sense to have a personal outreach at those meetings.

Vice President Boswell stated that the most active trustees with local legislators would be the most successful in the moving the UW message. He noted that it was important for the trustees to know the issues and to be prepared to talk about them. There was further discussion as if there need to be formal follow up.

Friday, September 16, 2016

Business Meeting

Coe Library, Room 506

Trustee MacPherson began the business meeting by sharing a letter from the Staff Senate executive committee to the Board. He then noted that he had asked the Staff Senate to get policies affecting staff to the trustees a week in advanced of the Board meetings.

Staff Senate President Gunnerson noted that he understands Staff Senate was not always able to review policies as some policies were proposed by Board committees before the meeting began. He noted that since many of those meetings were open, representation from the Board could be sent to gather some information. He stated that they were probably seeing the information around the same time the Board was.

Trustee MacPherson stated that that was the case in some instances. He noted that it was not easy to function if action could not be taken, and action could not be taken if materials needed to be taken care of. He stated that this topic ought to be deferred to the next meeting. Trustee MacPherson noted that if there was a desire to monitor committee meetings, the Board would need to be consulted.

Trustee MacPherson stated that if the Board waited until October, they would have a limited amount of time. Trustee Massie stated that it would be helpful to get meeting materials as far in advance as possible, so the senates could see what they look like.

Trustee MacPherson noted that he understood this concern. He stated that Deputy Secretary Sanchez had been doing a great job and that she was not responsible for getting the materials to everyone, but rather this was the responsibility of the vice presidents and anyone who wanted to make a presentation. He noted that people were welcome to attend Trustee committee meetings.

Staff Senate President Gunnerson stated shared governance also relied on the person trying to gather the information, as well and they could be more proactive to get some information as well.

Senate Chair Shaw noted that he would address this briefly. He stated that shared governance was very important. He noted that a large portion of the faculty on Faculty Senate were on nine-month appointments, so it was very difficult for the full senate to convene during the summer. He also stated that the executive committee was very busy, so it was great that this was happening. Senate Chair Shaw noted that it would be desirable for government bodies to be involved as appropriate. He stated that he did not realize revisions to UW regulations were necessary for a change in retirement benefits. He noted that he did not want the Board to be afraid of the senate.

Trustee MacPherson stated that input and transparency were both important concepts. He noted that on the other hand, the Board only met once per month, while UW operated 12 months out of

the year. He added that they needed to work together throughout the year to deal with business matters facing UW. Trustee MacPherson stated that the Board's goal was to be transparent and that anyone at the table was able to receive information in advance of the meetings.

Trustee Sullivan noted that one of the challenges the Board faced related to the website. She stated that she was unsure if the meetings were updated and consistent on the website.

Trustee Marsh noted that he concurred with Trustee MacPherson's statements and that he thought the Board was not as engaged as they needed to be with the UW regulations. He stated that at the end of the day, it was the Board's responsibility, and the Board needed to be aware of any regulations that might cost the institution significantly.

Senate Chair Shaw stated that he goes to the website to watch for the meeting date and agenda. He noted that there were some earlier drafts that could have been shared sooner. He also stated that they did not get innovated with flood or comments public or faculty since the reports were so long.

Trustee MacPherson noted that materials were supposed to be uploaded to the website when the trustees received them. There was further discussion on materials on both websites.

UW President Nichols noted that she had talked to Deputy Secretary Sanchez about this and that they would continue to have discussions about it. She stated that she would take some ownership for this problem, as she and the appropriate vice presidents were not getting materials out a week in advance. She noted that they would do better at this.

Trustee MacPherson stated that the trustees were responsible as well.

Roll Call

Secretary for the Board of Trustees Jeff Marsh took roll.

Trustees participating: Mel Baldwin, Dave Bostrom (on phone), Larry Gubbels, John MacPherson, Jeff Marsh, Mike Massie, Dave Palmerlee, Dick Scarlett, Michelle Sullivan, Dave True, Wava Tully, and John McKinley. Ex-officio Trustees: University President Laurie Nichols and ASUW President Michael Rotellini were in attendance. Governor Matt Mead was not in attendance; Policy Director Mary Kay Hill participated on his behalf. Wyoming Community College Commission Executive Director Jim Rose was not in attendance. Superintendent of Public Instruction Jillian Balow was not in attendance; Chief Academic Officer Brent Bacon participated on her behalf.

Approval of Board of Trustees' Meeting Minutes

Trustee John MacPherson noted that the minutes were posted, but given the length of the minutes and the time constraints between the past meeting and the current one, he thought it would be best to defer the approval of those minutes until the October meeting. There were no objections.

Reports

ASUW

ASUW President Michael Rotellini outlined the initiatives and legislation that ASUW would be discussing in the next few months. He stated that UW would be hosting the Shanghai Normal Delegation, which would give UW students an opportunity to have a dialogue with these students. He stated that this would take place on September 22 and would give students an opportunity to learn about other cultures. ASUW President Rotellini then noted that the fall senate retreat would take place on September 24, in which the senate would outline what they hoped to accomplish over the next year. He then mentioned the Pokes Vote Initiative that would take place in October, which was geared towards helping students become educated about and prepared for the voting process. ASUW President Rotellini noted that ASUW also had tentative date for dinner with the Governor. He added that ASUW would be traveling to speak with the Wyoming High School Student Council Association on November 15 in Cheyenne. ASUW President Rotellini then discussed current legislation, which included gender neutral bylaws. He added that ASUW had legislation coming up in regards to alcohol sales with athletics and program fees legislation. He then commented that the senate had been working to make the position of student legal services permanent.

Staff Senate

Staff Senate Chair Arron Sullivent provided the Board with updates on the Staff Senate. He began by noting that he had given each of the trustees a copy of the Staff Senate newsletter. He explained that the newsletter included information on the FCAC. He then mentioned that the senate would be participating in a highway clean up that afternoon. Senate Chair Sullivent then commented that they had finished voting for their employee of the quarter, who would be announced in October. He added that Staff Recognition Day was coming up and that they had many awards to give away. He then encouraged Board members to nominate staff members for awards. Senate Chair Sullivent

noted that they had been working on making their parking appeals committee more transparent. He then thanked the Board for their conversation on that issue.

Faculty Senate

Faculty Senate Chair Scott Shaw began his updates by stating that the senate had met for its first meeting of the academic year on Monday, August 29. He noted that they had started the year with a crisis of governance as the current chair-elect Tucker Readdy decided to step down. He added that that meant the senate had the need to go into an immediate special elections process, which he noted was proceeding. Senate Chair Shaw stated that they currently had one nominee come forward—Senator Michael Barker from the Department of Civil Engineering. He added that some members of the Board might remember him as was chair of the senate three years prior. He noted that the nominations would be accepted up until September 26, which was their next regular meeting that trustees were welcome to attend if they were available. Senate Chair Shaw stated that they planned to have a new chair-elect by the end of October and that that person would immediately follow him and represent Faculty Senate at the trustee meetings for this academic year. He noted that the FCAC and revenue subcommittee would both report information at the next senate meeting, which would help the senate in evaluating and ratifying the financial plan that is being proposed. He stated that in terms of legislation, a draft resolution had been developed pertaining to the changes in retirement benefits. Senate Chair Shaw noted that they were trying to work out all of the details as some people may have slipped through the crack and lost benefits they should have deserved. He stated that he hoped to see a pipeline between the Faculty Senate and strategic planning.

Senate Chair Shaw then discussed the revisions to the Haub School of Environment and Natural Resources, noting that the Faculty Senate executive committee had been active in reviewing those revisions. He stated that some concerns had been raised, one of which was the concern of the change to a degree-granting status. He noted that provision 6-702 stated that the academic planning committees be involved in the process of revising academic programs. Senate Chair Shaw stated that in the future, the Faculty Senate would like to be involved in anything relate to academic programs. He noted that one of the key points from the September meeting was that there was a concern that something might happy very quickly ahead of strategic planning. Senate Chair Shaw stated that the Haub School executive committee raised issues as to why the directorship was now a deanship, and that caused faculty members to worry about broader proliferation of administration. He noted that there had been a lot of confusion among faculty in the unveiling of the new Haub degree duplication of content, as it put demands on the department and on the faculty. Senate Chair Shaw stated that the faculty thought that this would draw people away from the major and put more pressure on the faculty to teach in that program without getting the resources. He noted that he hoped there would be more communication going forward.

Trustee Baldwin asked if he could make a request for proposed items of action, especially related to an approval of personnel on pages 21 and 22. He asked these be remove so he could declare a conflict of interest and not vote.

Trustee MacPherson responded that yes, anyone at any time could be removed from the Consent Agenda.

Public Testimony

Associate Dean of the College of Arts and Sciences Greg Brown provided the Board with updates on the Science Initiative. He stated that Wyoming research scholars had focused on undergraduate research support. Dean Brown then provided the Board with the numbers of students in the program. He noted that the Initiative had been an effect tool in recruiting students from the Front Range and Montana. He gave a specific example of a student who had turned down Brown University because of this program and its ability to give her real research her freshman year. Dean Brown then mentioned that the Learning Actively Mentoring Program (LAMP) had begun this past summer and had involved faculty and students working to develop active learning curriculum. He stated that he was pleased to report that they had seen positive adaptation of active learning in the classroom this fall. He noted that once the active learning classrooms are built, there will be faculty who are able to effectively teach and use the rooms properly. Greg Brown then explained to the Board that he had been working with the Foundation to focus on the Research Scholars program. He noted some gifts they had already received. He then mentioned that leadership in the college was looking to implement a third program, which would be the Competitive Research Innovation Program (CRIP), which would be open to all science and math students. He then shared the logos and press release for this program.

Trustee MacPherson thanked Dean Brown for the updates.

Committee of the Whole- REGULAR BUSINESS

Board of Trustees Committee Reports

[Note- Committees of the Board will be discussed during a regular work session of the meeting. Those listed below will provide reports during the regular Business meeting.]

Trustee Standing Committees

Audit and Fiscal Integrity Committee (“Audit Committee”)

Jeff Marsh (Chair)

Trustee Marsh stated that the committee had met with the external auditor. He noted that the committee had suggested that the Board move to accept auditor and a downward adjustment of \$40,000 in their fee. He added that with that suggestion, the Board extend the two-year contract, as well as the four-year contract, and fix the fee contract. Trustee Marsh discussed how the firm was the only firm in Wyoming that was available. He added that the committee had recommended that the Board accept this and move to accept the proposal from the firm including the reduction fee and extension of the contract for two years. Trustee True seconded. Trustee Marsh stated that this would be through 2018.

Trustee True asked why this was being done.

Trustee Baldwin noted that had fine presentation from the firm, and that the Board needed to consider this two-year extension. He noted that it would cause disputation if we did not continue with this firm, given the current fiscal changes.

Trustee Marsh stated that the committee had decided not to get the extra service and those could be done in-house, especially there was a new fiscal system.

Trustee McKinley asked if the extension would go through June 30, 2018.

Trustee Baldwin responded yes and asked if it would be effective as of July 1, 2016, to which Trustee Marsh replied yes.

Trustee MacPherson stated that there had been a Wyoming Supreme Court case about approving something that would outlive the term of board members who were voting. There was further discussion on the topic.

Trustee Massie asked if it were considered an extension if the extending contract expired.

Trustee Marsh said that with regard to the works is the financial statements that is last piece and extends beyond this. He noted that it was paid through that body of work.

Vice President Mai noted that the last time there had been an extension, it was four years. He reminded the Board that they had not gone through the competitive bid process because there were no other Wyoming firms.

Associate Vice President for Administration Janet Lowe stated that this particular firm had been under the name of auditor for the past 30 years. She noted that it was typical not to see this in an audit, but that it was needed as the background in going through the new fiscal system. Associate Vice President Lowe noted that the reduction to this year's fee and the negotiation of the new fee were not to exceed the 3% increase.

Trustee Marsh noted the specific numbers of reductions. Trustee Palmerlee moved to amend the motion to include pending review from the general counsel. Trustee Marsh accepted the amendment with the second.

Trustee Massie stated that he was not clear if they had an existing contract with the firm. He noted that if it were expired, the firm would need to be contacted. He then stated that if it were possible as a board to delegate an employee of UW, he wanted the review to come first before something were approved.

Vice President Mai added that legal reviewed all contracts to make sure they were aligned.

Associate Vice President Lowe stated that this was done in the form of an engagement letter.

Trustee MacPherson noted that he preferred to defer the discussion until the counsel was there, and then they could proceed in the appropriate manner.

Trustee Massie removed his motion.

Trustee McKinley asked if the existing contract provided for their ability to finish current work and their ability to interact with them without requiring further action.

Associate Vice President Lowe responded yes. She stated that the audit firm continued their work under this engagement this letter for middle November. She noted that it was ongoing under an existing contract until financial statements were approved in November.

Trustee McKinley moved to table the motion until the October meeting. All trustees were in favor.

Trustee Marsh stated that the audits were fine and that he had nothing else to report. He noted that some bonds needed refinanced, but they were going to postpone this until the October meeting.

Financial Management and Reporting Committee (“Financial Committee”)

Dave True (Chair)

Trustee True noted that the committee had not had a meeting. He stated, however, that the committee had asked if Vice President for Administration Bill Mai could provide an update as to the progress of the implementation approved with Oracle and Huron Consulting Group.

Vice President Mai stated that the contract was signed and there were people on campus working on it. He added that it would be best for the trustees to hear from Director of Shared Business Services Megan Hanneman on the subject.

Director Hanneman provided an update. She noted that since the retreat, the contract with Oracle had been signed. She noted that the new system was branded as Wyocloud, and it included financial, Human Resources, grant management, and reporting. She added that they were making progress on student reporting and that over the next 10 weeks, they would complete phase I of the configuration process. She shared further details of the implementation timeline.

Trustee Scarlett asked if there any been any obstacles with the system thus far.

Megan responded that they had encountered anything they were not anticipating.

Facilities contracting committee

Trustee John McKinley stated that the report for the committee had been delivered the previous day when the summary was given.

Facilities Contracting Committee (“Facilities Committee”)

John MacPherson (Chair)

This topic was discussed in the work session portion of the meeting.

Budget Committee

John McKinley (Chair)

Trustee McKinley stated that the committee did not meet. He noted, though, that the administration had submitted the supplemental budget to the Governor's office.

Honorary Degrees and Awards Committee "Honorary Degree Committee"

Laurie Nichols (Chair); Mike Massie (Trustee Chair)

UW President Nichols provided the Board with updates regarding the Honorary Degrees and Awards Committee. She began by distributing the 2017 honorary degree call for nominations. She stated that they had met on Wednesday, and the committee had had a good meeting. She added that they had talked about the role and charge of the committee and had reviewed the document. UW President Nichols noted that she did make some modifications for last year. She shared the changes to number three and the last bullet with the Board. She noted that the bullet change was a standard procedure.

Trustee Massie stated that he had nothing to add.

UW President Nichols noted that she would meet with the committee and look at it one more time, and then the call would be posted.

Liaison to Other Boards

- *UW Alumni Association Board – Wava Tully*

Trustee Wava Tully provided the Board with a report from the UW Alumni Association Board. She stated that the Alumni Board meeting was happening at that moment. She noted that the Alumni Association had identified its major goals for 2016-17, which she stated were similar to the ones that had been talked about during the past three days. Trustee Tully shared the board's goals, which including goals in revenue and to maintain excellence in service students. Trustee Tully noted that the board was committed to work with UW and UW President Nichols and stay close to mission and values. She added that they planned to foster the mission of loyalty and to do this by hosting many gatherings and receptions. Trustee Tully then shared more numbers and events with the Board.

- *Foundation Board – Jeff Marsh & Dave Bostrom*

Trustee Jeff Marsh updating the Board on the UW Foundation Board. He stated that they had had their meeting the previous week. He noted that in their meeting, they had discussed their fundraising, which was just north of \$60 million.

Trustee Dave Bostrom added that the UW Foundation raised a record \$63 million. He noted that they wanted to work with UW, relative to fundraising in various units. He added that matching funds had been important. He stated that the UW Foundation was well managed and involved and were a tremendous asset.

- *Haub School of Environment & Natural Resources – Michelle Sullivan*

Trustee Michelle Sullivan updated the Board on the Haub School of Environment and Natural Resources. She noted that Indy Burke had left the Haub School in very good shape, and there was a lot of momentum and strong team leadership throughout the school. She stated that the school was supportive of UW President Nichols and her fundraising goals going forward. Trustee Sullivan noted that they had set their foundation for new leadership and would be beginning the national search shortly, which would be led by Provost Miller and the search committee. She stated that as was referenced prior, the Haub School had launched its first degree program, which was interdisciplinary. Trustee Sullivan stated that it was Doug's goal to have 20 students in the next five to ten years, noting that the school already had 20 degree seekers at its initial launch. She then mentioned that fundraising for the Haub School remained strong. Trustee Sullivan mentioned that they were working on infrastructure.

- *Energy Resources Council – Dave True*

Trustee Dave True provided the Board with updates on the Energy of School Resources. He stated that there was an emphasis put on collaboration and making certain everyone was on the same page. He then explained a trip the group had taken to China. He added that further 15 research projects had been selected to be funded by \$2 million in appropriation from the legislature in the previous session. Trustee True added that a draft summary was presented orally to the joint mineral committee in August. He noted that the school had 50 national and international experiments. He then proceeded to share the school's enrollment numbers.

- *Cowboy Joe Club – John McKinley*

Trustee John McKinley provided the Board with updates on the Cowboy Joe Club. He began by noting that the club would be holding their fall meeting that afternoon, but other than that he had nothing else to report. He then reminded the Board that the Cowboy Joe Club annual auction would be held on Sept. 30 in Cheyenne prior to the away game at Colorado State University.

Committee of the Whole- Consent Agenda (Items Requiring Action)

1. Approval of Contracts and Grants – Gern
2. Approval of Personnel – Provost Miller
[Note: Distributed in advance using the Trustee secure website]
3. Approval of Revisions to UW Regulations – Haub School of Environment and Natural Resources
4. ~~Approval of UW Start-Up Money for Equipment Purchase – Mai/K. Miller (approved during work session)~~
5. ~~Approval of Proposal for Conference Center Kitchen Expansion (approved during work session)~~

Trustee MacPherson asked for a motion to approve contracts and grants, as listed in the report. Trustee Massie moved to approve the motion. Trustee Tully seconded. All trustees were in favor; the motion passed unanimously.

Trustee Sullivan requested to remove pages 21 and 22 from the personal section for Trustee Baldwin. She then moved to approve the personal section, minus pages 21 and 22. Trustee Marsh seconded. All trustees were in favor; the motion passed unanimously.

Trustee Massie moved to approve pages 21 and 22 of personal. Trustee Marsh seconded. Trustee Baldwin abstained. All trustees were in favor; the motion passed unanimously.

The Board then discussed approval of revisions to UW regulations. Trustee John MacPherson stated that on a personal level, he did not quite understand the meaning of provision #6 on page 75 of the Board report. He then read the provision.

Provost Kate Miller noted that Vice President and General Counsel Rick Miller inserted this language and that this was standard language as part of the regulations for each college.

Trustee MacPherson commented that he was not sure if he understood the implications of this provision.

Trustee Mike Massie noted that he had concerns. He said that he thought one of those provisions was worth reviewing. He stated that this regulation had been written a long time ago, and the Board needed to consider when it was written. Trustee Massie referred to the regulation and the ability of faculty to make changes to the UW regulations. He noted approval of the changes to regulations rests with the Board. Trustee Massie stated that he also had amendments to make.

Trustee John McKinley noted that his concern over section #6 in the Haub School of Environment and Natural Resources regulation. He stated that he had looked at UW regulations throughout other colleges and noted that this was identical to the language found in the College of Education regulation. Trustee McKinley noted that he was not comfortable with section #6.

Faculty Senate Chair Scott Shaw noted that he agreed that the authority to approve changes fell on the Board. He stated that the faculty of each school should have the authority to make proposed changes to the regulation, and then those changes should be brought to the Faculty Senate, and then to the president and the trustees. He also noted that the wording was confusing, as the Haub School was considered a "school" and not a "college" like other academic units. He noted this could lead to confusion of which faculty were considered to be members of the Haub School, as many of them also taught in other colleges.

Trustee Massie commented that clarification on this issue could be found in section #4A.

Trustee McKinley stated that Senate Chair Shaw's comments raised issues. He then moved that this be tabled until the next meeting when the general counsel was in attendance. Trustee Marsh seconded. All trustees were in favor; the motion passed unanimously.

Trustee Massie noted that there were two other things to pass on to interim General Counsel Tara Evans. He stated that the first item was on page 73 of the report, which was whether the term "school" should be used, or if "college" were better. He noted that the second item was on page 74, section 4A. He noted that the section should read "voting members should include deans and faculty members sharing appointments in a college" instead of "sharing appointments in another college."

The Board then return to a previous discussion from a work session regarding changes to the Trustee scholarship. Trustee John MacPherson asked if the Board thought this item should be acted upon or tabled. Trustee Dave Palmerlee said that he thought it should be tabled.

Trustee MacPherson commented that there was no motion, so the item would be tabled until the October meeting. Trustee Massie asked if the item could be tabled until the October meeting. He stated that it may be considered in context of a larger policy.

Trustee MacPherson said that he agreed with the tabling and noted that he would make sure that UW President Nichols approved the agenda.

New Business

There was brief discussion on if Board meetings should be held at the Gateway or at Coe.

Date of Next Meeting: October 19, 2016 (Conference Call)

Adjournment

The Board adjourned public session and then held a group training.

Respectfully submitted,



Shannon Sanchez
Deputy Secretary, Board of Trustees



Laura Shevling
Senior Administrative Assistant

Other Action Already Taken:

9-15-16 @ 9:55 a.m. - Peer & Aspirational Peer List Update (work session discussion/approval)

Trustee Massie moved to adopt the set of the institutional peers as presented; second from Trustee Baldwin. Trustee Palmerlee offered a friendly amendment that the motion include clarification that adoption of this list does not exclude colleges or units from doing their own analysis and identifying their own list of peers. The friendly amendments were accepted by both Trustee Massie and Trustee Baldwin. Call for the vote; the motion passed with a unanimous decision.

[list of peers—Attachment B]

9-15-16 @ 12:35 p.m. – [during Construction Updates work session]

Science Initiative – Priority Status for University of Wyoming

Trustee McKinley moved to approve the Science Initiative resolution presented [see Attachment A]; Trustee Massie seconded the motion. Call for the vote; the motion passed with a unanimous decision.

9-15-16 @ 12:38 p.m. – [during Construction Updates work session]

Science Initiative - Proceed with Design and Construction Documents

Trustee McKinley moved that the University of Wyoming administration proceed with all steps necessary to complete the design document and construction document phases necessary for construction of the Science Initiative building as available funds allow, and will proceed in a timely manner as set forth in the current timeline developed by the Administration; second from Trustee Marsh. Call for the vote; the motion passed with a unanimous decision.

9-15-16 @ 12:40 p.m. – [during Construction Updates work session]

Pi Kappa Alpha

Trustee Marsh moved that the Board of Trustees authorize the UW administration to acquire the Pi Kappa Alpha fraternity house at or below appraised value; second from Trustee Baldwin. Call for the vote; the motion passed with a unanimous decision.

Alpha Tau Omega

Trustee Scarlett moved that the Board of Trustees authorize the UW administration to acquire the Alpha Tau Omega fraternity house at or below appraised value; second from Trustee Sullivan. Call for the vote; the motion passed with a unanimous decision.

UW Plaza

Trustee Scarlett moved that the Board of Trustees authorize the UW administration to amend the ground lease with University Plaza, LLC to include Lot 13 and to execute an updated cross easement between the University, HIS, and University Plaza, LLC; second from Trustee Sullivan. Call for the vote; the motion passed with a unanimous decision.

9-15-16 @ 12:45 p.m. – [during Construction Updates work session]

Item #4 - Approval of UW Start-Up Money for Equipment Purchase (work session discussion and approval)

Trustee McKinley moved to authorize the UW Administration to enter into the necessary departmental loan agreement up to a maximum of \$6.5 million for purchasing the required equipment for the High Bay facility and providing for the timely repayment of said loan by dedicated future funds; second from Trustee Palmerlee. The motion passed with a unanimous decision.

9-15-16 @ 12:50 p.m. –

Item #5 - Approval of Proposal for Conference Center Kitchen Expansion (work session discussion and approval)

Trustee Marsh moved to approve the proposal for a kitchen expansion in the UW Conference Center as presented and recommended; second from Trustee Scarlett. The motion passed with a unanimous decision.

Science Initiative

Priority Status for University of Wyoming

WHEREAS, the Wyoming Legislature recognized the critical importance of a strong and vibrant science program at the University of Wyoming and issued its directive to appoint a task force to improve teaching, research, and student enrollment in the core sciences;

WHEREAS, the Governor of Wyoming created the task force and from 2014 to present has continued to encourage the progression towards a top-tier Science Initiative at the University of Wyoming;

WHEREAS, following recommendations from the task force, the report to the Governor, and the Governor's recommendations, in 2015 the Legislature provided one-time funding for programmatic Science Initiative elements, funds for planning and design of a new Science Initiative building, and set aside initial funding for a new building;

WHEREAS, recognizing the need for continued funding of the programmatic side of the Science Initiative and the programs initial successes, the 2016 Legislature established permanent on-going programmatic funding;

WHEREAS, the Wyoming Legislature recognized the critical importance of providing permanent funding for a new Science Initiative building, and the 2016 Legislature appropriated \$100,000,000 in one-time funding for the new Science Initiative Building;

WHEREAS, the University of Wyoming hired a nationally renowned team and the Level I planning phase for the new Science Initiative facility has been completed;

WHEREAS, the University of Wyoming through the Science Initiative Leadership Team has from 2014 to date made great progress in implementing the strong core elements necessary to achieve the goal of moving the overall core sciences programs at the University of Wyoming towards a Top-Tire status;

WHEREAS, the University of Wyoming Board of Trustees and Administration recognize the critical importance of the Science Initiative to a strong Land Grant University, the importance of a strong science curriculum for UW students and those throughout the state's education system, and the importance of the Science Initiative to further growth and diversification of the State of Wyoming;

THEREFORE, it is RESOLVED,

1. The University of Wyoming states and declares one of the highest priorities for new facilities and buildings at the University of Wyoming is the Science Initiative building;
2. The University of Wyoming recognizes and continues its strong support of the implementation of the programmatic Science Initiative elements necessary to move towards Top-Tier programs; and
3. The new Science Initiative building is necessary to continue the progress and reach the goal of having Top-Tier Science Initiative programs at the University of Wyoming.

University of Wyoming Peer Institution Snapshot

Institutional Characteristics							Carnegie Classifications (2015)							Faculty & Research					Student Body				Private Giving			
Institution Name	City	State	Derived Peer Ranking	Is Land Grant ^{[1][2]}	Institution is both Land Grant and Flagship ^{[1][2][3]}	Distance from UW (miles) ^{[1][2]}	Institution Grants a Professional Degree in Medicine ^{[1][2]}	Basic Classification ^{[1][2]}	UG Program ^{[1][2]}	Graduate Program ^{[1][2]}	Enrollment Profile ^{[1][2]}	UG Profile - Time and Term ^{[1][2]}	UG Profile - Selectivity ^{[1][2]}	UG Profile - Transfers ^{[1][2]}	Size & Setting ^{[1][2]}	Num. Faculty on Tenure Track or with Tenure ^{[1][2]}	Federal Grants and Contracts ^{[1][2]}	Num. Earned doctorates (422 ranked) Percentile score ^{[1][2]}	Num. Full-time graduate students ^[1] (684 ranked) Percentile score ^{[1][2]}	Total R&D expenditures (632 ranked) Percentile ^{[1][2]}	5 Year Ave. Federal Grants from NSF, NIH, NIFA & DOE (2011-2015)	2013 Enroll. ^{[1][2]}	2008 Enroll. ^{[1][2]}	2014 Incoming Class 25th Percentile ACT Score ^{[1][2]}	2014 Num. Students Exclusively Enrolled in Distance Ed. ^{[1][2]}	FY15 Endowment (\$M) or DCF/FMAC ^{[1][2]}
University of Wyoming	Laramie	WY	1	X	X	0	No	RU/H	Bal - HGC	D H/S	H-UG	4 YR - FT	MS	HTI	L4/NR	601	\$ 48,416,944	34	24	30	\$28,640,638	12,778	12,067	22	1,573	\$481,469,024
UW Proposed Close Peers																										
University of Idaho	Moscow	ID	2	X	X	680	Yes ^[1]	RU/H	Bal - HGC	D STEM	H-UG	4 YR - FT	S	HTI	M4/NR	444	\$ 68,813,321	38	33	24	\$32,674,940	12,024	11,791	20	916	\$239,602,961
University of Nevada-Reno	Reno	NV	3	X	X	758	Yes - M	RU/H	Bal - HGC	D Comp - MedVet	H-UG	4 YR - FT	S	HTI	L4/NR	551	\$ 98,644,011	33	24	25	\$33,546,985	18,776	16,867	21	476	\$306,587,240
New Mexico State University	Las Cruces	NM	4	X		627	No	RU/H	Prof + A&S - HGC	D Comp	H-UG	4 YR - FT	I	HTI	L4/NR	577	\$ 97,025,281	33	24	21	\$26,497,136	16,765	17,239	18	1,890	\$221,005,235
University of Rhode Island	Kingston	RI	5	X	X	1753	No	RU/H	Bal - SGC	D Comp	H-UG	4 YR - FT	S	LTI	L4/R	538	\$ 76,805,263	34	31	24	\$31,933,507	16,387	15,904	22	225	\$131,655,326
Utah State University	Logan	UT	6	X		324	Yes - V	RU/H	Bal - HGC	D H/S	VH - UG	4 YR - MFT	S	HTI	L4/NR	702	\$ 136,124,080	32	31	18	\$33,340,875	27,812	15,099	20	4,883	\$314,687,843
University of Maine	Orono	ME	7	X	X	1861	No	RU/H	Prof + A&S - HGC	D Comp	H-UG	4 YR - FT	S	LTI	M4/R	405	\$ 35,800,000	41	28	23	\$21,247,331	11,247	11,818	21	592	\$185,612,561
Oklahoma State University-Ma	Stillwater	OK	9	X		581	Yes-M&V	RU/H	Prof + A&S - HGC	D Comp - MedVet	H-UG	4 YR - FT	MS	HTI	L4/R	862	\$ 67,392,729	18	12	22	\$32,896,071	26,073	22,995	22	1,409	\$877,548,906
Montana State University	Bozeman	MT	10	X		407	No	RU/H	Prof + A&S - HGC	D STEM	VH - UG	4 YR - FT	MS	HTI	L4/R	466	\$ 68,572,340	.	29	22	\$43,744,937	14,852	11,976	21	347	\$142,660,761
South Dakota State University	Brookings	SD	12	X		491	No	RU/H	Prof + A&S - SGC	D STEM	VH - UG	4 YR - FT	S	LTI	L4/R	362	\$ 37,316,949	50	27	29	\$19,976,839	12,525	11,995	20	1,016	\$104,903,422
The University of Montana	Missoula	MT	13			566	No	RU/H	Bal - HGC	D STEM	H-UG	4 YR - FT	S	HTI	L4/R	495	\$ 42,910,740	49	42	29	\$17,335,743	14,525	14,207	20	504	\$172,756,142
North Dakota State University	Fargo	ND	14	X		581	No	RU/H	Prof + A&S - HGC	D Comp	H-UG	4 YR - FT	S	HTI	L4/R	410	\$ 46,538,383	35	27	19	\$23,057,922	14,629	13,230	21	1,038	\$133,978,262
UW Proposed Stretch Peers																										
Kansas State University	Manhattan	KS	16	X		496	Yes - V	RU/VH	Prof + A&S - HGC	D Comp - MedVet	H-UG	4 YR - FT	MS	HTI	L4/NR	790	\$ 100,230,292	26	17	17	\$52,253,396	24,581	23,520	22	2,115	\$488,935,540
University of Nebraska-Lincoln	Lincoln	NE	17	X	X	463	No	RU/VH	Prof + A&S - HGC	D Comp	H-UG	4 YR - FT	MS	LTI	L4/R	1036	\$ 136,067,977	16	14	13	\$58,454,176	24,445	23,573	22	992	\$1,538,070,689
West Virginia University	Morgantown	WV	18	X	X	1347	Yes - M	RU/VH	Bal - HGC	D H/S	H-UG	4 YR - FT	S	LTI	L4/NR	1017	\$ 83,166,293	24	15	19	\$44,819,668	29,466	28,840	21	2,976	\$533,998,851
Colorado State University-Fort	Fort Collins	CO	28	X		57	Yes - V	RU/VH	Bal - HGC	D Comp - MedVet	H-UG	4 YR - FT	MS	HTI	L4/R	996	\$ 191,481,103	20	14	12	\$80,857,365	31,186	28,882	22	2,578	\$281,355,223
Clemson University	Clemson	SC	31	X		1315	No	RU/VH	Prof + A&S - HGC	D Comp	H-UG	4 YR - FT	MS	HTI	L4/R	848	\$ 64,157,687	21	11	19	\$41,973,908	21,303	18,317	26	809	\$648,610,563
Texas Tech University	Lubbock	TX	60			571	No	RU/VH	Bal - HGC	D Prof	H-UG	4 YR - FT	MS	HTI	L4/R	998	\$ 34,015,799	13	10	19	\$11,960,256	33,111	28,422	22	2,262	\$546,229,422
University of New Mexico-Ma	Albuquerque	NM	85			434	Yes - M&D	RU/VH	Bal - HGC	D Comp - MedVet	H-UG	4 YR - MFT	S	HTI	L4/NR	1005	\$ 186,875,800	20	14	15	\$40,221,211	28,592	25,754	20	1,565	\$1,023,004,219
Washington State University	Pullman	WA	96	X		686	Yes - V	RU/VH	Bal - HGC	D Comp - MedVet	H-UG	4 YR - FT	S	HTI	L4/R	874	\$ 132,105,811	17	13	11	\$77,943,390	27,642	25,352	19	2,863	\$885,776,795
University of Utah	Salt Lake City	UT	125			329	Yes - M&D	RU/VH	Bal - HGC	D H/S	H-UG	4 YR - MFT	S	HTI	L4/NR	1473	\$ 256,671,000	13	8	7	\$191,237,079	32,077	28,211	21	1,010	\$1,023,004,219

Data Sources: Carnegie Foundation ^{[1][2]}, IPEDS Data center ^{[1][2]}, NSF ^{[1][2]}, The College Board ^{[1][2]} and NACUBO ^{[1][2]}

Key	
	Pink colored universities are close peers
	Gold shaded institutions are stretch peers
	Blue accented boxes indicate the same characteristic/value as UW
	Green accented boxes indicate near match with UW (+/- 1/4 a standard deviation - roughly +/- 10% of distribution)

^[1] University of Idaho participates in WWAMI and the Washington-Idaho Regional Veterinary Medical Education Program but does not currently (2016) have a standalone medical or veterinary school
^[2] Please note - some academic fields may be underrepresented in this metric

Revised 9-15-16

**Personnel Section
Board of Trustees Meeting
September 14-16, 2016**

(brought forward following discussion during Executive Session)

A. Items for Action Recommended by the President

APPOINTMENTS

1. Administration

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

Academic Affairs

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Period</u>
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Academic Affairs

Benham Deal, Tami	Associate Vice President	\$195,000	9/1/2016 – 8/31/2020
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Tami Benham Deal received a B.S. (1981) in Elementary Physical Education, a M.S. (1988) in Physical Education, and a P.E.D. (1989) in Motor Development from the University of Indiana, Bloomington. Dr. Benham Deal has been a professor in the Division of Kinesiology and Health at the University of Wyoming since 1989. Dr. Benham Deal has also served as Associate Dean in the College of Health Sciences and most recently Interim Associate Vice President for Personnel and Budgeting in the Office of Academic Affairs.

College of Education

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Starts</u>
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Dean's Office

Watts, Rebecca L.	Executive Director	\$198,000/FY	09/19/2016
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Rebecca Watts received a B.A. (1992) in Communication from Sangamon State University, a M.A. (1997) in Communication from the University of Illinois, and a Ph.D. (2013) in Higher Education Leadership from Ohio University. She has served as the Associate Vice Chancellor for P-16 Initiatives for the Ohio Department of Higher Education since 2012. Dr. Watts will serve as Executive Director of the Trustees' Education Initiative.

2. Faculty

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

College of Agriculture and Natural Resources

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Starts</u>
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Department of Plant Sciences

Tekiela, Daniel	Assistant Professor	\$81,000/FY	05/23/2016
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Daniel Tekiela received a B.S. (2011) in Natural Resource and Environmental Sciences: Fish and Wildlife Conservation from the University of Illinois and Ph.D. (2015) in Plant Pathology, Physiology, and Weed Science: Invasion Ecology from Virginia Tech. Dr. Tekiela has been a Graduate Research Assistant at Virginia Tech since 2011.

College of Arts & Sciences

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Starts</u>
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Department of Chemistry

Hill, Caleb	Assistant Professor	\$70,104/AY	08/23/2016
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Caleb Hill received a B.S. (2009) in Chemistry from Jacksonville State University, and a Ph.D. (2014) in Physical Chemistry from the University of Alabama. Dr. Hill has been a Postdoctoral Research Fellow at the University of Texas since 2014.

Department of Criminal Justice

Schweitzer, Kimberly A	Assistant Professor	\$65,004/AY	08/23/2016
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Kimberly Schweitzer received a B.S. (2010) in Psychology from the University of North Dakota, a M.S. (2013) and Ph.D. (2016) in Psychology from the University of Wyoming.

Department of Geography

Crane, Nicholas	Assistant Professor	\$64,500/AY	08/23/2016
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Nicholas Crane received a B.A. (2006) in Comparative Cultural Studies, a M.A. (2008) and Ph.D. (2014) in Geography from The Ohio State University. Dr. Crane has been a Visiting Professor at Wesleyan University since 2014.

Department of Modern & Classical Languages

Jaramillo, Camilo	Assistant Professor	\$58,128/AY	08/23/2016
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Camilo Jaramillo received a B.A. (2007) in Literatura from the Universidad de los Andes and a Ph.D. (2016) in Hispanic Languages and Literatures from the University of California, Berkeley. Dr. Jaramillo has been an Instructor at the University of California, Berkeley since 2008.

Department of Music

Favley, Joseph T.	Assistant Professor	\$56,004/AY	08/23/2016
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Joseph Favley received a Bachelor of Music Education (2003) from Eastern Michigan University, a Master of Music (2007) in Horn Performance from the University of Cincinnati College, and a Doctor of Music Arts (2011) in Horn Performance from the University of Miami. Dr. Favley has been the Director of Marching and Athletic Bands, Associate Director of Bands and Horn Professor at Utah State University since 2013.

Markley, Benjamin D.	Assistant Professor	\$57,000/AY	08/23/2016
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Benjamin Markley received a Bachelor of Music (2005) in Piano Performance from Fort Hays State University, a M.A. (2007) in Music Performance and Composition from New York University, and a Doctor of Musical Arts (2010) in Jazz Studies from the University of Colorado. Dr. Markley has been a Visiting Assistant Professor at the University of Wyoming since 2008.

Department of Political Science

Potter, Michael R Assistant Professor \$71,000/AY 08/23/2016

Michael Potter received his B.A. (1998) in History from West Virginia University, a M.P.A. (2005) and a Ph.D. (2012) in Public Administration and Public Affairs from Virginia Tech. Dr. Potter has been an Assistant Professor at Appalachian State University since 2011.

Department of Psychology

Barry, Robin A Assistant Professor \$70,008/AY 08/23/2016

Robin Barry received a B.A. (1996) in Political Science and Communication from the University of Michigan, a M.A. (2005) and a Ph.D. (2010) in Clinical Psychology from the University of Iowa. Dr. Barry has been an Assistant Professor at the University of Maryland since 2010.

De Young, Kyle P Assistant Professor \$68,004/AY 08/23/2016

Kyle De Young received a B.S. (2004) in Psychology and a B.A. (2004) in Philosophy from the University of Iowa, a M.A. (2008) and a Ph.D. (2011) in Clinical Psychology from the University at Albany. Dr. De Young has been and Assistant Professor at the University of North Dakota since 2011.

Looby, Alison R Assistant Professor \$70,008/AY 08/23/2016

Alison Looby received a B.A. (2002) in Psychology from the University of California, San Diego, a M.A. (2007) and Ph.D. (2011) in Psychology from the University at Albany. Dr. Looby has been an Assistant Professor at the University of North Dakota since 2011.

Global and Area Studies Program

Pearson, Zoe Assistant Professor \$64,500/AY 08/23/2016

Zoe Pearson received a B.A. (2005) in Geography from the University of California, Los Angeles, a M.A. (2010) and a Ph.D. (2015) in Geography from The Ohio State University. Dr. Pearson has been an Instructor at The Ohio State University since 2014.

College of Education

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Starts</u>
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Department of Professional Studies

DaFoe, Eric C Instructor \$65,004/AY 08/23/2016 to 06/30/2017

Eric DaFoe received a B.A. (2006) in Psychology, a M.Ed. (2008) in Counseling and a Ph.D. (expected 2016) in Counselor Education from the University of North Texas. Mr. DaFoe has been an Assistant Director at Center for Play Therapy since 2013. The title of this tenure track position will convert to Assistant Professor upon receipt of documentation of degree completion.

DeDiego, Amanda C Instructor \$65,004/AY 08/23/2016

Department of Professional Studies

Amanda DeDiego received a B.S. (2009) in Psychology and a M.S. (2012) in Community Counseling from the University of North Georgia, and a Ph.D. (expected 2016) in Counselor Education from the University of Tennessee. Ms. DeDiego has been a Graduate Research Assistant and Volunteer Coordinator at the University of Tennessee since 2013. The title of this tenure track position will convert to Assistant Professor upon receipt of documentation of degree completion.

College of Engineering and Applied Science

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Starts</u>
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Department of Civil & Architectural Engineering

Befus, Kevin M Assistant Professor \$83,052/AY 08/23/2016

Kevin Befus received a B.S. (2008) in Geology from Wheaton College, a M.S. (2010) in Geological Sciences from the University of Colorado, and a Ph.D. (2015) in Geological Sciences from the University of Texas. Dr. Befus has been the U.S. Geological Survey Mendenhall Research Fellow since 2015.

Department of Petroleum Engineering

Dejam, Morteza Assistant Professor \$87,000/AY 01/17/2017

Morteza Dejam received a B.S. (2007) in Petroleum Engineering /Reservoirs from Petroleum University of Technology, a M.S. (2009) in Chemical Engineering/Hydrocarbon Reservoirs from Sharif University of Technology, and a Ph.D. (2016) in Petroleum Engineering from the University of Calgary. Dr. Dejam has been a Lab Instructor and Teacher Assistant at the University of Calgary since 2013.

Saraji, Soheil Assistant Professor \$89,004/AY 08/23/2016

Soheil Saraji received a B.S. (2004) in Petroleum Engineering from Petroleum University of Technology, a M.S. (2007) in Petroleum Engineering from Sharif University of Technology, and a Ph.D. (2013) in Petroleum Engineering from the University of Wyoming. Dr. Saraji has been a Postdoctoral Research Associate at the University of Wyoming since 2014.

Tahmasebi, Pejman Assistant Professor \$89,004/AY 08/23/2016

Pejman Tahmasebi received a B.S. (2007) at Sahand University of Technology, a M.S. (2009) from Tehran Polytechnic, and a Ph.D. (2012) in Mining and Metallurgical Engineering from Amirkabir University of Technology. Dr. Tahmasebi has been an Associate Research Scientist at the University of Texas since 2014.

College of Health Sciences

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Starts</u>
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Division of Social Work

Havig, Kirsten K Assistant Professor \$60,000/AY 08/23/2016

Kirsten Havig received a B.A. (1994) in Anthropology and Women Studies from the University of Missouri, a M.S.W. (1998) from the University of South Carolina, and a Ph.D. (2010) in Social Work from the University of Missouri. Dr. Havig has been an Assistant Professor at the University of Oklahoma since 2011.

School of Pharmacy

Oung, Alvin Clinical Assistant Professor \$90,000/FY 07/29/2016

Alvin Oung received a Pharm.D. (2014) from MCPHS University. Dr. Oung has been completing his residency and was a Clinical Instructor at the University of Colorado Anschutz Medical Campus.

3. Academic Professionals

It is recommended to the Trustees of the University of Wyoming that the following extended-term-track academic professional appointments be approved as indicated.

College of Arts & Sciences

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Starts</u>
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Department of Mathematics

Quade, Eric Assistant Lecturer \$55,008/AY 08/23/2016

Eric Quade received a B.S. (2005) and a Ph.D. (2012) in Mathematics at the University of Wyoming. Dr. Quade has been the School Chair of Math and Science and an Instructor of Mathematics at Laramie County Community College since 2015.

College of Education

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Starts</u>
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Department of Educational Studies

Katzmann, Jason M Assistant Lecturer \$66,936/AY 08/23/2016

Jason Katzmann received a B. S. (1994) in Human Biology from Texas Women's University, a M.A. (2000) in Integrated Natural Science from Colorado College, and a Ph.D. (2007) in Biological Education from the University of Northern Colorado. Dr. Katzmann has been a Visiting Assistant Professor at the University of Wyoming since 2007.

GLOSSARY OF PERSONNEL TERMS

Academic Professional

Person other than faculty, engaged primarily in activities that extend and support the teaching, research, extension, and service missions of the University. There are four categories of academic professional: Extension Educators, Lecturers, Research Scientists, Post-Doctoral Associates. Individuals belonging to any of the first three categories can hold extended-term-track appointments under certain conditions.

Academic-Year (AY) Appointments

Appointments in which the regular period of employment includes the fall and spring semesters (nine months) of each year, with no accrual of vacation leave. Most faculty members and academic professionals hold AY appointments. AY employees typically receive their nine-month salaries and benefits spread out over the 12 months of each calendar year.

Adjunct Faculty

An adjunct appointment is the appointment of an individual to an academic unit that recognizes special discipline-related expertise but carries no financial obligation per se. Adjunct appointments can include qualified non-academic personnel or faculty with other academic affiliations. Adjunct appointments carry no rights to remuneration, tenure, or employment-related privileges and are normally for three years, with renewal possible.

Archives Faculty

This special faculty designation is reserved for archivists of the American Heritage Center. Archivists are responsible for acquiring original resource material to support academic research and teaching, organizing the material physically and intellectually, and teaching faculty, students and others to use these materials. There are three archivist ranks: Assistant Archivist, Associate Archivist, Archivist.

Assistant Professor

Indicates tenure-track appointments of individuals who hold the terminal degree in their discipline. This is the usual entry-level faculty rank.

Associate Professor

In addition to the qualifications of an Assistant Professor, Associate Professors have established a strong reputation in scholarship and teaching. Generally, faculty hired as Assistant Professors are promoted to the rank of Associate Professor at the time tenure is granted.

Clinical Faculty

Clinical faculty appointments allow experts in health-related fields to contribute to the training of UW students in allied disciplines. Clinical appointments are for at most one year at a time and carry no rights to tenure or extended terms. Clinical faculty members may be salaried members of the UW faculty, in which case their reappointment is subject to annual performance reviews. There are also adjunct clinical faculty appointments, which typically involve health-care professionals whose normal employment is outside the university. Adjunct clinical appointments carry no financial commitment from the University.

Emeritus Faculty

Tenured faculty who retire after long and distinguished service are eligible for emeritus status upon their retirement. The designation is honorary and carries no necessary commitment of space or remunerative employment. By analogy, extended-term academic professionals may be eligible for emeritus status upon retirement. (Emeritus=masculine, emerita=feminine, emeriti=plural)

Extended-Term Appointment

Academic professionals who have successfully completed probationary terms (usually six years) may receive six-year appointments called extended-term appointments. The term also applies to certain librarians and archivists who hold faculty status. These employees are eligible for extended-term appointments after five-year probationary periods. Extended terms for these employees are five years in length. Academic professionals, librarians, and archivists who are in the probationary period are on the extended-term-track.

Extension Educator

These academic professionals provide non-credit education to off-campus clientele through UW's Cooperative Extension Service. There are three ranks of Extension Educators: Assistant Extension Educator, Associate Extension Educator, Senior Extension Educator. All Extension Educators are in the College of Agriculture.

Faculty

Members of the permanent faculty include tenured or tenure-track Assistant Professors, Associate Professors, and Professors. Also included are tenure-track individuals who hold the rank of Instructor while completing their terminal degrees. Librarians and archivists also hold faculty status. They are eligible for extended terms instead of tenure.

Fiscal-Year (FY) Appointments

Appointments in which the regular period of employment is the entire calendar year, with accrual of annual vacation leave. Faculty members who hold administrative positions with summer responsibilities often have FY appointments for the duration of their administrative terms.

Full-Time Equivalent (FTE)

A measure of the time commitment expected of an employee or a set of employees. For example, two full-time employees or four half-time employees constitute 2.0 FTE.

Instructor

Tenure-track faculty member who does not yet hold the terminal degree in the appropriate field. UW requires verification of degrees in the form of official transcripts. UW does not grant tenure to faculty members who hold Instructor status at the time of the decision.

Leave of Absence Without Pay

Academic and administrative personnel may request leaves without pay for periods normally not in excess of one year, for purposes consistent with the professional enhancement of the employee and the advancement of the University's stature.

Lecturer

A category of academic professional involved largely in classroom instruction. Lecturers may be appointed to three ranks: Assistant Lecturer, Associate Lecturer, Senior Lecturer.

Library Faculty

This faculty designation applies to employees of the University Libraries. There are three ranks of library faculty: Assistant Librarian, Associate Librarian, Librarian.

Part-Time Employee

Any employee holding less than a full-time equivalent position (FTE less than 1.0).

Post-Doctoral Associate

Post-Docs are doctorally qualified academic professionals seeking greater professional development and research investigation, before obtaining permanent employment. Post-Doctoral appointments are temporary.

Probationary Faculty

This term refers to tenure-track faculty members who are working toward tenure and to academic professionals, library faculty, and archive faculty who are working toward extended-term contracts. The probationary term for academic professionals is generally six years, with yearly reviews and re-appointments. For librarians and archivists, it is five years. Faculty members who are on tenure-track appointments typically undergo the review for tenure in the sixth year of employment.

Professional Development Leave

Extended-term academic professionals who have completed six years of service at the University are eligible for professional development leave. The purpose of development leave is to enhance performance, to conduct special studies, or in some other way to enhance an individual's ability to contribute to the University. Development leaves can be granted with or without pay, are the prerogative of the academic unit in which the academic professional is located, and are generally similar to sabbatical leaves for faculty.

Professor

In addition to the qualification of an Associate Professor, "full" Professors have attained wide recognition in their professional fields for scholarship or other creative activity and have gained recognition for superior teaching and service.

Research Professor

Person with demonstrated superior capacity for research contributions, who is employed solely on external funds, and who holds a terminal degree. These appointments are made only at the Professor level and for not more than one year at a time. They are renewable.

Research Scientist

An academic professional whose primary responsibility is to conduct research. There are three ranks for Research Scientists: Assistant Research Scientist, Associate Research Scientist, Research Scientist.

Review Year

Year in which a reappointment review occurs for probationary employees. Normally, tenure-track faculty members undergo mandatory reappointment reviews in their first, second, and fourth years, with optional reviews in the third and fifth years. A review for the tenure decision occurs no later than the sixth year. An explanatory flow chart appears at the end of this glossary. In some cases employees start with credit toward a tenure or extended-term decision, based on their previous experience. In these cases the review year is the number of years of service at UW plus the number of years of credit.

Sabbatical Leave

Sabbatical leave may be granted to any tenured member of the faculty for the purposes of increasing professional competence and usefulness to the University. A minimum of six years service at the University must precede each period of sabbatical leave, although no right accrues automatically through lapse of time. Sabbatical leaves are normally granted for either a half year (full pay) or a full year (60% of salary). A faculty member who fails to return to the University after a sabbatical leave must repay the amount of compensation received from the University during the sabbatical. Faculty members may not use sabbatical leaves to pursue degrees.

Temporary Appointment

A short-term appointment without rights to tenure or extended term. Most temporary appointments are for one semester or one academic year.

Tenure-Track Appointment

Indicates a probationary faculty appointment prior to the award of tenure. Tenure-track positions generally require six years to tenure, but fewer years may be required based upon level of previous experience and accomplishments.

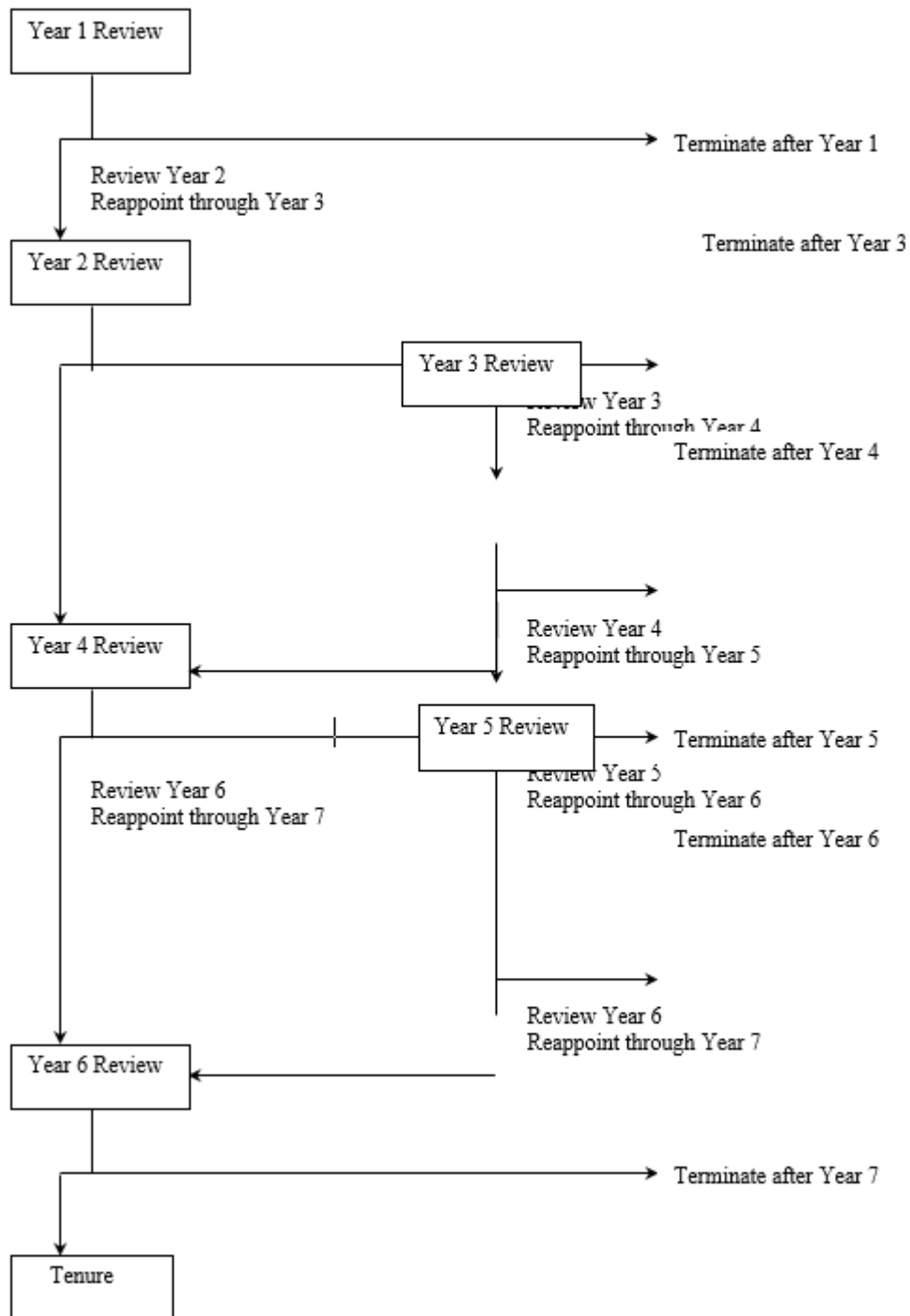
Terminal Degree

Typically the highest earned degree in a field of study. Examples include the Ph.D. (a variety of fields), the M.D. (medicine), the Ed.D. (education), M.F.A. (fine arts), M.Arch. (architecture), and J.D. (law).

Visiting Appointment

Indicates a non-permanent, non-tenure-track faculty appointment. Most visiting appointments are for one year.

FLOW CHART FOR FACULTY REAPPOINTMENTS



B. Items for Information

The changes in appointments and reappointments listed below are for the information of members of the Board of Trustees.

RESIGNATIONS

1. Faculty

Academic Affairs

<u>Name</u>	<u>Rank</u>
<i>Haub School of Environment and Natural Resources</i>	
Burke, Ingrid	Director/Professor

College of Agriculture and Natural Resources

<u>Name</u>	<u>Rank</u>
<i>Department of Animal Science</i>	
Cammack, Kristi Marie	Associate Professor
<i>Department of Molecular Biology</i>	
Sylvester, Anne	Professor

College of Arts & Sciences

<u>Name</u>	<u>Rank</u>
<i>African-American and Diaspora Studies</i>	
Pimblott, Kerry L	Assistant Professor
<i>Department of Art</i>	
Hunt, Elizabeth Moore	Associate Professor
<i>Department of Chemistry</i>	
Varga, Krisztina	Assistant Professor
<i>Department of Geography</i>	
Legleiter, Carl J.	Associate Professor
<i>Department of History</i>	
Poblete, JoAnna U.	Associate Professor
<i>Department of Psychology</i>	
Penningroth, Suzanna L.	Associate Professor
Scott, Walter D.	Professor
<i>Department of Theatre & Dance</i>	
Huizinga, Sharon M.	Assistant Professor
<i>Latina/o Studies</i>	
Fonseca, Vanessa R.	Assistant Professor

College of Business

<u>Name</u>	<u>Rank</u>
<i>Department of Accounting</i>	
Embree, Joy Lynn	Assistant Professor
Kidwell, Linda A.	Associate Professor
Sims, James E	Assistant Professor

College of Education

<u>Name</u>	<u>Rank</u>
<i>Department of Professional Studies</i>	
Sun, Qi	Associate Professor
<i>Department. of Elementary & Early Childhood Education</i>	
Mielke, Tammy L.	Assistant Professor

College of Engineering and Applied Science

<u>Name</u>	<u>Rank</u>
<i>Department of Mechanical Engineering</i>	
Zheng, Yuan	Assistant Professor

College of Health Sciences

<u>Name</u>	<u>Rank</u>
<i>Family Medicine Residency Program - Casper</i>	
Radosevich, Thomas E.	Clinical Associate Professor
<i>School of Nursing</i>	
Liebl, Lori D	Assistant Professor
<i>School of Pharmacy</i>	
Namdar, Rocsanna	Clinical Assistant Professor

University Libraries

<u>Name</u>	<u>Rank</u>
Morse McGill, Tierney Ann	Associate Librarian
<i>Coe Reference Department</i>	
Proctor, Julia L.	Assistant Librarian
<i>Research & Instruction</i>	
Mayer, Jennifer	Associate Librarian
White, Philip B.	Assistant Librarian

2. Academic Professionals

Academic Affairs

<u>Name</u>	<u>Rank</u>
<i>School of Energy Resources</i>	
Ramsey-Walters, Sarah L	Assistant Lecturer

College of Agriculture and Natural Resources

<u>Name</u>	<u>Rank</u>
<i>Cooperative Extension Service</i>	
Ibarra, Josefina	Associate Extension Educator
Kettner, Callie	Assistant Extension Educator
<i>Department of Agricultural and Applied Economics</i>	
Geiger, Milton E.	Assistant Extension Educator
<i>Department of Family & Consumer Sciences</i>	
Bardsley, Melissa M.	Assistant Extension Educator

College of Arts & Sciences

<u>Name</u>	<u>Rank</u>
<i>Department of Botany</i>	
Wright, Brianna R	Associate Lecturer

College of Health Sciences

<u>Name</u>	<u>Rank</u>
<i>Division of Social Work</i>	
Dole-Izzo, Elizabeth S.	Associate Lecturer
Haney, Carolyn D.	Associate Lecturer
Walters, Heath B.	Associate Lecturer
<i>School of Nursing</i>	
Wislowski, Ann M	Assistant Lecturer

DECEASED

College of Arts & Sciences

Name Rank
Department of Geology & Geophysics
Heller, Paul L. Professor

University Libraries

Name Rank
Science Reference
Nelson, Michael L. Associate Librarian

CHANGES IN APPOINTMENTS

1. Faculty

College of Arts & Sciences

Name Rank
Department of Communication & Journalism

Price Schultz, Cynthia J. Department Head
Dr. Price Schultz will serve as Department Head in the Department of Communication and Journalism.

Smith, Kenneth L. Professor
Dr. Smith ends his appointment as Department Head and continues as a tenured Professor in the Department of Communication and Journalism.

Department of Geology & Geophysics

Eggleston, Carrick M. Interim Department Head
Dr. Eggleston will serve as Interim Department Head in the Department of Geology and Geophysics.

Department of Theatre & Dance

Wilson, Margaret A. Interim Department Head
Dr. Wilson will serve as Interim Department Head in the Department of Theatre and Dance.

Department of Zoology & Physiology

Prather, Jonathan F. Director
Jonathan Prather will serve as Director of the Life Program.

Gender and Women's Studies

Connolly, Catherine R. Professor
Dr. Connolly ends her appointment as Director and continues as a tenured Professor in Gender and Women's Studies.

Zare, Bonnie Sue Director
Dr. Zare will serve as Director in the Gender and Women's Studies program.

College of Business

Name

Rank

Department of Economics & Finance

Barbier, Edward B. Department Chair

Dr. Barbier will serve as Department Chair in the Department of Economics and Finance.

Godby, Robert W. Associate Professor

Dr. Godby ends his appointment as Department Chair and continues as a tenured Associate Professor in the Department of Economics and Finance.

Phillips, Owen R. Professor

Dr. Phillips ends his appointment as Associate Dean and continues as a tenured Professor in the Department of Economics and Finance.

College of Education

Name

Rank

Department of Elementary & Early Childhood Education

Chamberlin, Scott A. Department Head

Dr. Chamberlin will serve as Department Head in the Department of Elementary and Early Childhood Education.

Leonard, Jacqueline Professor

Dr. Leonard ends her appointment as Head of the Science Math Teaching Center and continues as a tenured Professor in the Department of Elementary and Early Childhood Education.

College of Engineering and Applied Science

Name

Rank

Department of Chemical Engineering

Alvarado, Vladimir Department Head

Dr. Alvarado will serve as Department Head in the Department of Chemical Engineering.

Department of Mechanical Engineering

Coon, Dennis N. Professor

Dr. Coon ends his appointment as Department Head in Chemical Engineering and continues as a tenured Professor in the Department of Mechanical Engineering. He will serve as H.T. Person Professor.

College of Health Sciences

Name

Rank

Division of Communication Disorders

Jones, David L. Professor

Dr. Jones ends his appointment as Provost and Vice President of Academic Affairs and returns to the Department of Communication Disorders as a tenured Professor. Dr. Jones will also serve as Associate Dean in the College of Health Sciences.

College of Law

Name

Rank

Duff, Michael C. Professor

Professor Duff ends his appointment as Associate Dean and continues as a tenured professor in the College of Law. He will serve as the Centennial Distinguished Professor.

University Libraries

Name

Rank

Goldenstein, Cheryl E. Department Head

Ms. Goldenstein will serve as Department Head in Library and Access Services.

Research & Instruction

Calkins, Kaijsa J. Department Chair

Ms. Calkins will serve as Department Chair of Research and Instruction Services.

SABBATICALS AND PROFESSIONAL LEAVES

1. Faculty

Any tenured member of the University faculty may apply for a sabbatical leave for the purpose of increasing the recipient's professional competence and usefulness to the University. Sabbatical leave time may be used for research, writing or study at a place of the recipient's choosing. University personnel holding tenured faculty rank whose duties are primarily administrative are also eligible for sabbatical leaves. A minimum of six years of academic service at the University must precede each period of sabbatical leave, although no right accrues automatically through lapse of time.

Sabbatical leaves are not ordinarily available for the purpose of obtaining an advanced degree. A faculty member who fails to return to the University for at least one academic year immediately following a sabbatical leave is obligated to repay the amount of compensation received from the University during the leave. Leaves for a full contract year are compensated at a rate equal to 60 percent of the employee's annual salary; leaves for a half-contract year are compensated at the employee's existing rate for the period.

College of Agriculture and Natural Resources

Name

Rank

Period

Year(s)

Department of Agricultural and Applied Economics

Coupal, Roger H. Professor Fall 2016

Dr. Coupal will use this sabbatical to advance the research and professional relationships at the Universidad del Valle for the purpose of enhancing a long-term integrated research and extension program in natural resource management in adding an economic component to ongoing development efforts in creating a Decision Support System. Additionally, he will advance research in Wyoming and the Rocky Mountain Power Area in economic modeling of electricity systems.

Smutko, Leonard Steven Professor Spring 2017

Dr. Smutko, through his work as Excellence Chair in Natural Resources with the Haub School and Ruckelshaus Institute at the University of Wyoming, has worked to establish a national reputation in teaching and outreach programs in collaborative decision making. The purpose of the sabbatical leave will be to advance his research program in the application and efficacy of participatory decision making in natural resources management and policy and enhance the visibility of the University in scholarship in this field.

Department of Ecosystem Science and Management

Norton, Jay B. Associate Professor Fall 2016

Dr. Norton will use his sabbatical leave at the ancient Wrocaw University in the cultural hub of Wrocaw in southwestern Poland. He will use the time to develop relationships with Polish scientists and students for future collaborative research and exchange programs. Intended outcomes include carrying out a collaborative research project on ecological restoration/reclamation; writing and submitting articles that synthesize his recent work on sustainable agriculture and rangeland reclamation for both research and extension publications; and revising and updating his graduate/undergraduate Soil Fertility course to approach the material from a soil health and management perspective that may be appealing to a broad range of UW students.

Department of Plant Sciences

Norton, Urszula Associate Professor Fall 2016

Dr. Norton will use her sabbatical leave at the Wrocaw University of Environmental and Life Sciences in Wrocaw, Poland. She will conduct a research project in collaboration with Dr. Agnieszka Medynska-Juraszek, an Assistant Professor in the Institute of Soil Sciences and Environmental Protection, an internationally recognized scientist in biochar research. The main scope of this research is to learn the effectiveness of using biochar as possible soil amendment to improve cropping systems in marginally productive soils, similar soils in Wyoming. She will draw on expertise at WU and prepare her teaching portfolio for the upcoming spring 2017 graduate-level class she is offering at the University of Wyoming.

College of Arts & Sciences

Name Rank Period Year(s)

Department of Anthropology

Innes, Pamela J. Associate Professor Fall 2016

Iceland is among the European countries affected by rising numbers of immigrants but; unlike most of the EU nations, Iceland had not felt significant effects from migration until the late 1990s and so is new to the process of determining how to manage and integrate newcomers. Professor Innes intends to investigate Icelanders' perceptions of immigrants' willingness and ability to learn Icelandic, the national language, by administering a questionnaire and conducting individual and focus group interviews. The information resulting from these activities will assist social scientists and legislators who are actively working to create, implement and evaluate policy measures meant to facilitate integration and assimilation, including the requirement that immigrants take courses in Icelandic, meant to facilitate integration and assimilation.

Department of Art

Carlisle, Ashley H. Associate Professor Spring 2017

Associate Professor Carlisle will complete an interactive art installation to fulfill a newly awarded National Science Foundation (NSF) Grant Broader Impact component. This work is scheduled to be exhibited at the Berry Bio-Diversity Institute in the summer of 2017 before it is shown around Wyoming. Carlisle will also travel to China to create a new body of work and form promising international connections with the largest metal casting foundry in the world. She plans to complete two residencies: (1) in Ucross, Wyoming for the NSF Art Installation completion, and (2) Sanbaocun, China and Nanchang, China to begin working on a new body of sculptural works.

Hardy, Leah M. Professor Spring 2017

Professor Hardy will fabricate a body of sculptures to be exhibited nationally and internationally based primarily on Australian flora and fauna while in residence in Australia and New Zealand. Hardy has a pending Fulbright Core Fellowship for a 4-month fully funded residency at the University of South Australia in Adelaide, Australia as well as an invitation to be a visiting artist at Blue Bathub Press in Auckland, NZ. Recruitment abroad will bolster the number of future international students at UW while establishing new links to Australian and New Zealand institutions at which UW students can study abroad.

Ritchie, Mark E. Professor Spring 2017

Invitations to serve as a visiting artist at Guangzhou Academy of Fine Art in Guangzhou China and Blue Bathub Press in Auckland, New Zealand offer Mark Ritchie the opportunity to continue to execute drawing-based relief prints and lithographs that examine the nature of "wild" and "domestic" in other horse cultures and collect source materials through drawing in neighboring Mongolia and Australia, respectively. He will exhibit his work, lecture, and act as visiting artist in both China and New Zealand while meeting faculty and students in China and establishing relationships with artists and arts organizations in New Zealand. Between international residencies he will return to Wyoming to respond to drawings completed during travel and produce prints in his home studio. These will be submitted to venues for future exhibition opportunities. While in Wyoming, he will also collect comparative source information through drawing from BLM horse herds and holding facilities.

Department of Botany

Miller, Steven L. Professor Fall 2016

The objective is to allow Professor Miller to explore ways of expanding his study of fungi in southeast Asia through international research opportunities for students. He will travel to Thailand and Laos to develop long-term cooperative projects centered on building collaborations in the study of fungal biodiversity between USA and SE Asia. This sabbatical will provide the framework for funding opportunities and long-term integrated research with scientists and students in southeast Asia, and supporting the goal of strengthening internationalization highlighted in the Botany Department, College of Arts & Sciences and University of Wyoming UP4 University Planning documents

Department of English

Fitch, Andrew J. Associate Professor Academic Year 2016-2017

Dr. Fitch will use his sabbatical to complete two books already under contract. Since publishing, an expansive collection of interviews with contemporary poets in 2014, Dr. Fitch has begun work on two new interview collections, that offer a comprehensive oral history of leading poetry press (Nightboat Books and Ugly Duckling Presse respectively). At the same time, Dr. Fitch will offer his field exemplary models of successful small presses, along with providing new methodological possibilities by bringing contemporary poetry's co-producers (publishers, editors, designers, etc.) into the conversation.

Department of Geography

Chen, Yi-Ling Associate Professor Academic Year 2016-2017

Dr. Chen will use the sabbatical year to undertake a comparative study about the formation of social rental housing in Europe, the USA and East Asia. She will work with Professor Richard Ronald in the University of Amsterdam for six months, and then visit Seoul Institute in South Korea, National University of Singapore, and Academia Sinica in Taiwan for six months. This research is based on her long term collaborations with urban researchers on East Asian cities and her involvement in the social rental housing movement in Taiwan. The project will meet the pressing needs of policy makers in Taiwan and bring a new comparative perspective to the study of housing.

Minckley, Thomas A. Associate Professor Spring 2017

During his sabbatical, Dr. Minckley will engage with stakeholders in Southeastern Arizona about the conservation and restoration of desert wetland. Goals include completion of manuscripts regarding the growth, development and response of wetland ecosystems to wet and dry cycles in the past and to work with stakeholders on developing strategies for the restoration of these system on private and public lands. The outcomes of these activities and experiences will be brought back to the University of Wyoming and enhance my ability to teach Natural Resource Conservation based courses that encourage stakeholder engagement.

Department of Geology & Geophysics

Chen, Po Associate Professor Fall 2016

Dr. Chen's sabbatical time will be spent making a significant upgrade to his seismic tomography software, which have been highly successful and received recognitions from other leading experts in the field. The target applications of the upgraded software will be hydrogeophysics projects led by WyCEHG and subsurface (renewable) energy resource explorations.

Sims, Kenneth W. Professor Fall 2016

Forecasting volcanism is critical to Ecuador's state of health. Professor Kenneth Sims' University of Wyoming High Precision Isotope Laboratory is one of a few laboratories in the world capable of measuring both the long- and short-lived U- decay series isotopes; these unique isotopic measurements provide an important chronometer of the timescales of shallow magmatic processes leading to better models for eruption forecasting. Dr. Sims' application for sabbatical leave in fall 2016 will enable him to both conduct fieldwork in Ecuador and collaborate with Ecuadorian volcanologists with an eye toward forecasting the world's most dangerous volcanoes, both in Ecuador and beyond (including Yellowstone).

Department of History

Brose, Michael C. Associate Professor Academic Year 2016-2017

Dr. Brose will research non-Chinese people who were employed in the governments of two Chinese dynasties (Yuan & Ming, 1260-1600 CE). He will use new quantitative approaches and methods to analyze his historical data, and will publish his results in online digital maps and traditional print book formats. His research will help us understand the history of those two critical dynasties, and how the legacy of non-Chinese people at that time shaped the evolution and current national outlook of the People's Republic of China.

Department of Mathematics

Heinz, Stefan Professor Spring 2017

Dr. Heinz will intensively collaborate with colleagues of the German wind energy research alliance consisting of departments of Oldenburg University and the Fraunhofer Institute for Wind Energy and Energy System Techniques. The goal is the improvement of computational methods and demonstration of their efficient and accurate wind energy predictions. The sabbatical will significantly enhance opportunities for external wind energy funding and will contribute to UW's leadership in renewable energy research.

Department of Modern & Classical Languages

Steele, Rebecca E. Associate Professor Academic Year 2016-2017

Dr. Rebecca Steele will use the sabbatical leave to conduct research on literary monsters in female-authored German-language texts of the 19th century. This project will address the paradox of monsters in an age that was considered enlightened and investigate the parallel discriminations of monstrous creatures and their female creators. Dr. Steele will conduct research at the Staatsbibliothek in Berlin Germany and will work with Department of Philosophy and Humanities at the Institute of Philology at the Freie Universität Berlin.

Department of Music

McGee, Blake A. Associate Professor Fall 2016

Associate Professor Blake McGee will use the sabbatical to explore multiple facets of improvised performance in the area of classical Avant-garde and develop curricular elements to be incorporated into current department courses. Exploratory collaborations will be conducted with composer David Vayo (Prof. Wesleyan University of Illinois), Balinese gamelan master I Made Lasmawan (Colorado College), and Tome Nunn (San Francisco based instrument builder and performer) and will result in live performances and a published recording through an anticipated residency at the National Music Centre of Calgary. The techniques developed in these collaborations will then be used to create methodologies for incorporating improvisation into studio teaching and chamber music classes.

Przygocki, James T. Professor Spring 2017

Professor James Przygocki will develop instructional and pedagogical videos on violin, viola cello, and double bass. The primary source for these will be students and teachers in the UW String Project. This program is a teacher-training program that currently employs 14 UW music students and has enrollment of approximately 100 children with a 15-year history of success. Videos will serve as a resource for students, parents, teachers and other professionals, as well as a recruiting tool for prospective UW students, accessible for free world-wide through the UW string Project website.

Department of Physics & Astronomy

Brotherton, Michael S. Professor Fall 2016

Dr. Brotherton proposes to develop new expertise with cutting-edge astronomical instruments via a two-month stay at the European Southern Observatory (ESO) headquarters in Garching, Germany. He will initiate new astronomy projects investigating black holes with Carlos De Breuck (ESO) and new collaborations with other ESO scientists. He will also visit with collaborator Professor Zhaojui Shang (Tianjin Normal University, China) to complete a federally funded project using Hubble Space Telescope data to better measure the masses of black holes. These efforts will make Professor Brotherton's research more competitive for tight grant dollars, and will lead to opportunities for his research students at the University of Wyoming.

Department of Political Science

Cawley, R. Gregg Professor Spring 2017

Dr. Cawley plans to complete a book length manuscript loosely organized around the subject of the so-called "tea Party" movement. The book will use this movement and various political controversies associated with it to demonstrate the importance of conflict for retaining a vital democratic government.

Department of Psychology

McCrea, Sean M. Associate Professor Fall 2016

Dr. McCrea will conduct several projects with anticipated grant funding and develop international research collaborations. These involve 1) improving the self-management of diabetes in rural patients in Wyoming, 2) reducing the costs of negative reactions to criticism in groups (in collaboration with researchers in the University of Konstanz, Germany), and 3) learning analytic tools and beginning a new collaboration with a researcher at the University of Lisbon, Portugal.

Department of Sociology

Painter, Matthew A. II Associate Professor Spring 2017

Dr. Painter plans to use his sabbatical to expand his research on family wealth inequality by examining the connection between family and later-life health and wealth. His research will identify targetable populations (e.g., young mothers, couples with non-marital births) with the goal of providing foundational research for future policy-relevant research that reduces social inequalities while strengthening the resources of individuals and families.

Department of Theatre & Dance

Knight, Marsha F. Professor Academic Year 2016-2017

Professor Knight will spend a two semester sabbatical in New York City to focus research on a major revision of *Six Songs* from Ellis, an original full-length dance/theatre production based on oral histories of immigrants who passed through Ellis Island. Production by the Department of Theatre and Dance is proposed 2018/19, followed by extensive tour to schools and communities. Additionally, Professor Knight will collaborate with Dance Theatre of Harlem (DTH) artists in anticipation of DTH extended residency at UW, supported by the Excellence in Higher Education Endowment (Fall '17). Early plans include a world premier ballet created during the residency, and extensive campus engagement. Observation of rehearsals and training at Dance Theatre of Harlem, The Juilliard School, and continued study of Baroque dance practice and Royal Academy of Dance is confirmed.

Selting, Leigh W. Professor Academic Year 2016-2017

Professor Leigh Selting will spend his year-long sabbatical in New York City, engaged in four distinct creative projects: 1) work as a production assistant/rehearsal assistant of a world premier Off-Broadway play, 2) work as an assistant producer of the internationally acclaimed *Under the Radar* Theatre Festival with the Off-Broadway Public Theatre, 3) serve as production assistant on a new feature film directed by Tony Award nominee John Cariani, and 4) work with one of the leading talent agencies in NYC, the BRS/Gage Group Talent Agency in the casting of Broadway, Off-Broadway, regional theatre, television and film.

Department of Zoology & Physiology

Goheen, Jacob R. Associate Professor Fall 2016

Dr. Goheen will spend his sabbatical working on (1) the ecology of savanna small mammals with partners from the National Museums of Kenya; and (2) the conservation of hirola and onagers, two of the world's most endangered species of large mammals. These efforts will strengthen ties between the University of Wyoming and international partners in wildlife conservation.

Prather, Jonathan F. Associate Professor Fall 2017

Dr. Prather will use this sabbatical to continue to grow as a researcher, a teacher and a leading scholar in his field. Specifically, he and his students will visit the laboratory of a collaborator at UT Southwestern to develop new ways of using light to activate and inactivate specific populations of neurons in the brain. The Prather lab will also host students from UT Southwestern to train them in specialized techniques and to characterize currently unexplored neural circuits. Dr. Prather will also use that time to compose and edit a textbook of Ornithology for which the Johns Hopkins University Press has asked him to serve as a co-editor. Finally, he will recruit members of his field to join him in a research symposium devoted to understanding the neural basis of mate choice in animals and how that relates to the neural basis of decision making in humans. Dr. Prather has been approved to delay his sabbatical until the 2017-2018 academic year.

Gender and Women's Studies

Connolly, Catherine R. Professor Fall 2016

Dr. Connolly plans to accomplish two goals -- first, to write an article for peer-reviewed publication, such as *Women and Politics*, that addresses how an elected official's minority sexuality impacts campaigning, policy, and policy making, and second, to draft a book proposal on the same topic. Dr. Connolly's research and subsequent publications is the first of its kind, and will inform our understanding of minority group representation and public policy development in US politics.

Global and Area Studies Program

Watson, Marcus D. Associate Professor Spring 2017

Dr. Marcus Watson plans to build a strong foundation of knowledge in the society and culture of Buluk, a rural kingdom of 100,000 living mostly as subsistence farmers in the Upper East Region of Ghana, West Africa. This foundation supports Dr. Watson's current study, which focuses on the impact and reception of digital media in Sub-Saharan African societies such as Buluk. He asks: How does a collectivist society, such as Buluk, change in the face of digital media, which may connect residents with faraway others but on the basis of alienating them increasingly from those who remain physically present?

College of Business

<u>Name</u>	<u>Rank</u>	<u>Period</u>	<u>Year(s)</u>
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Department of Economics & Finance

Choi, Nicole Y.	Associate Professor	Academic Year	2016-2017
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Dr. Choi will use her sabbatical to expand her research programs and develop external collaborations by visiting the finance departments at the University of Alaska, Anchorage and Sungkyunkwan University in Seoul, South Korea.

The research focus will be on investigating professional money managers' view on a level of international corporations' social responsibility, measured by Environmental, Society and Governance factor.

Janus, Thorsten M.	Associate Professor	Academic Year	2016-2017
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Dr. Janus will spend his sabbatical at Bate College in Lewiston, Maine. He will work closely with Daniel Riera-Crichton and present their research at the Liberal Arts Colleges Development Economics Conference and the Northeast Universities Development Consortium Conference. His primary research focus will be to extend his existing work on the economic aspects of civil wars and the causes and effects of international capital flows.

College of Education

<u>Name</u>	<u>Rank</u>	<u>Period</u>	<u>Year(s)</u>
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Dept. of Elementary & Early Childhood Education

Buchanan, Michelle L.	Professor	Spring	2017
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Dr. Buchanan will use this sabbatical to document the impact of professional development on the ways Early Childhood Community Partnerships grantees area dressing school readiness and evaluating the outcomes of their efforts. The early childhood program, housed in the Department of Elementary and Early Childhood Education, will provide training to programs on the Wyoming Early Learning Foundations and the Instructional Foundations for Kindergarten school readiness assessment in the fall of 2016. Sabbatical research will consist of evaluating the impact of PD on program practices during the spring of 2017.

Manyak, Patrick Charles	Associate Professor	Fall	2016
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Dr. Manyak will conduct research on writing instruction in a third-grade classroom. This research will build on his three years of collaborative instructional development with the teacher, a project that has led to 76% of her students scoring at proficient/advanced on the state assessment of writing, well above the state average of 51 %. In fall, 2016, he will conduct thorough fieldwork in the classroom, collecting the data necessary for him to carefully describe the instruction and robustly analyze student outcomes, thus allowing him to produce research articles on the project and to share findings and materials with students and Wyoming teachers.

College of Engineering and Applied Science

<u>Name</u>	<u>Rank</u>	<u>Period</u>	<u>Year(s)</u>
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Department of Civil & Architectural Engineering

Mukai, David J.	Associate Professor	Academic Year	2016-2017
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Dr. Mukai plans to spend his sabbatical as a Guest Professor at the Tokyo Institute of Technology Structures Laboratory. While there, he will focus his research in applying Survival Analysis to Building Stocks. He will spend extended time on this as it is a technique that can be used to assess competing hazards to buildings.

College of Health Sciences

<u>Name</u>	<u>Rank</u>	<u>Period</u>	<u>Year(s)</u>
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Division of Kinesiology and Health

Porter, Christine M.	Associate Professor	Academic Year	2016-2017
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Dr. Porter will spend her sabbatical at Cornell University publishing extensive results from the \$5-million, USDA-funded Food Dignity action research project she has led with Cornell, UW and Wyoming, New York and California community collaborators for the last five years. She will learn lessons from Cornell's new food system minor and community-engaged learning programs to bring back to UW programs, co-develop food system digital teaching "products" from Food Dignity, and plan actions for developing and funding to build on the extensive foundations of that project.

School of Nursing

Purtzer, Mary Ann	Associate Professor	Fall	2016
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Dr. Purtzer will spend time studying structures, processes, and curriculum that facilitate a culture of transformative learning within an academic environment. The aim is to improve student learning and clinical practice of future nurses; however, little is known about how to successfully integrate transformative learning a nursing department with diverse faculty and staff, and multiple programs and educational levels. To learn more on-site and phone interviews of key personnel will be conducted at academic institutions with transformative-learning centers, including Meridian University, the University of Toronoto, and the University of Central Oklahoma.

College of Law

<u>Name</u>	<u>Rank</u>	<u>Period</u>	<u>Year(s)</u>
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Donahue, Debra L.	Professor	Fall	2016
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Dr. Donahue will spend her sabbatical producing a comprehensive, history of the Wind River Reservation, the legal relationship between the Eastern Shoshone and Northern Arapaho Tribes and the federal government, and the development of tribal self-government. Dr. Donahue will spend the summer and fall semester compiling information from published and unpublished sources as well as local oral traditions. The book will fill a conspicuous gap in the literature; the sabbatical will enhance Dr. Donahue's teaching in Indian law and strengthen relationships between the Reservation and the University of Wyoming.

Feldman, Stephen M.	Professor	Fall	2016
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Professor Feldman plans to research and write three interconnected articles on postmodernism and law. During the 1990s, he wrote numerous articles and essays exploring postmodern jurisprudence, particularly as it related to Constitutional Law. Those publications culminated in a book, *American Legal Thought From Premodernism to Postmodernism: An Intellectual Voyage*. In this sabbatical, he will examine why postmodernism is so often denigrated today in jurisprudence and other fields. He will trace recent philosophical developments concerning a postmodern concept of the self (or agent) and explore implications of those developments for jurisprudence. Finally, he will consider how those implications for postmodern jurisprudence relate to First-Amendment free-speech issues in the digital age.

Kalen, Sam	Professor	Fall	2016
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Professor Kalen will collect remaining information from various sources and libraries for two different projects; second, he will prepare manuscript drafts for those two projects. Both projects expand upon prior scholarship: The first explores the history of federalism, examining the relationship between the state and federal governments; and the second analyzes how the field of ecology played a role in Congress' development of the National Environmental Policy Act.

SABBATICALS AND PROFESSIONAL LEAVES

2. Academic Professionals

The purpose of professional development leave is to allow academic professionals to enhance their performance, to conduct special studies, or in some other way to undertake planned activities related in a substantial manner to the individual's role at the University.

To be eligible to apply for professional development leave, academic professionals must have been granted an extended-term contract. Initial requests may be submitted no earlier than the seventh year of academic service. If granted, the leave may be taken no earlier than the eighth year. Subsequent leaves must be preceded by a minimum of six additional years of academic service, although no right accrues automatically through lapse of time. Other conditions for professional development leave are generally those that apply to sabbatical leave for faculty.

An academic professional who fails to return to the University for at least one academic year immediately following a sabbatical leave is obligated to repay the amount of compensation received from the University during the period of his or her leave.

College of Arts & Sciences

<u>Name</u>	<u>Rank</u>	<u>Period</u>	<u>Year(s)</u>
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Department of Geography

Hamerlinck, Jeffrey D.	Senior Research Scientist	Academic Year	2017-2018
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Dr. Hamerlinck intends to conduct research in geographic visualization techniques as a visiting scholar at the Queensland University of Technology in Brisbane, Australia. The work will utilize the QUT Science and Engineering Centre's Cube environment, one of the largest interactive digital display systems in the world. In addition to enhancing his technical knowledge and expertise, the project will create new avenues for basic and applied geographic research within WyGIS and result in new opportunities for geospatial STEM collaborations across the UW campus. Dr. Hamerlinck has been approved to delay his sabbatical until the 2017-2018 academic year.

Department of Geology & Geophysics

Campbell-Stone, Erin A.	Senior Lecturer	Fall	2017
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Dr. Campbell-Stone will travel throughout the state of Wyoming to photograph and document geology for the updated edition of *Roadside Geology of Wyoming*. As she travels she will explore new project locations for the geology summer field camp. She will also work on the textbook *Energy and Society: The Grand Challenges of Energy Sustainability*, and will begin curriculum development for the Geology of Wyoming course, which is no longer offered but is popular with students. Dr. Campbell-Stone has been approved to delay her sabbatical until the 2017-2018 academic year.

Department of Music

Sinift, Sherry L.	Associate Lecturer	Spring	2017
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Ms. Sinift's professional development leave will help to deepen her knowledge of the significant pedagogical approaches embodied in the Kodály method and the Dalcroze method through research, observation and participation in workshops. This will enable Professor Sinift to expand her syllabus for string pedagogy classes; enhance the training of the teachers in the UW String Project; develop appropriate Dalcroze and Kodály based activities for the young students who participate in the UW String Project and the students in her violin studio; and give her an opportunity to scrutinize the Kodály influenced method book entitled *The Essential String Method* for possible use in the UW String Project.

College of Education

<u>Name</u>	<u>Rank</u>	<u>Period</u>	<u>Year(s)</u>
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Department of Elementary & Early Childhood Education

Baldwin, Nikki A.	Associate Lecturer	Fall	2016
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Ms. Baldwin will use her professional development leave to examine how childcare providers across Wyoming are using the Wyoming Early Learning Guidelines and Foundations (preschool standards) as a guide in preparing the children and families they serve for the transition to kindergarten. She will visit the programs of home-based child care providers from six Wyoming communities including Laramie, Rawlins, Star Valley, Evanston, Rock Springs/Green River, and Casper. Insights gained from these visits will inform the creation and dissemination of new curriculum resources and professional development trainings linked to the Early Learning Guidelines and Foundations which will be made available to providers and parents throughout the state.

LEAVES OF ABSENCE WITHOUT PAY

1. Faculty

Academic Affairs

<u>Name</u>	<u>Rank</u>	<u>Leave Dates</u>
<i>Honors Program</i>		
McConigley, Nina S.	Assistant Professor	03/01/2016 to 07/31/2016

College of Agriculture and Natural Resources

<u>Name</u>	<u>Rank</u>	<u>Leave Dates</u>
<i>Department of Molecular Biology</i>		
Sylvester, Anne W.	Professor	09/15/2015 to 06/30/2016

RETIREMENTS

1. Faculty

Academic Affairs

Name

Rank

American Heritage Center

Ewig, Richard G. Associate Archivist
Academic Affairs recommends with emeritus status.

College of Agriculture and Natural Resources

Name

Rank

Department of Agricultural and Applied Economics

Ballenger, Nicole S. Professor
Academic Affairs recommends emeritus status.

Bradley, Edward B. Associate Professor
Academic Affairs recommends board retirement.

Department of Animal Science

McCormick, Richard J. Professor
Academic Affairs recommends board retirement with emeritus status.

Department of Family & Consumer Sciences

Weigel, Randolph R. Professor
Academic Affairs recommends board retirement with emeritus status.

Department of Molecular Biology

Roth, Don A. Professor
Academic Affairs recommends board retirement with emeritus status.

Department of Veterinary Sciences

Raisbeck, Merl F. Professor
Academic Affairs recommends board retirement with emeritus status.

College of Arts & Sciences

Name

Rank

Department of Botany

Hartman, Ronald L. Professor
Academic Affairs recommends board retirement with emeritus status.

Lauenroth, William K. Professor

Department of Communication & Journalism

Smith, Conrad Professor
Academic Affairs recommends board retirement with emeritus status.

Department of Geology & Geophysics

Frost, B. Ronald Professor
Academic Affairs recommends board retirement with emeritus status.

Department of Mathematics

Hobart, Sylvia A. Associate Professor
Academic Affairs recommends board retirement with emeritus status.

Shader, Chanyoung Lee Associate Professor
Academic Affairs recommends emeritus status.

Department of Music

Barnhart, Stephen L. Professor
Academic Affairs recommends board retirement with emeritus status.

Hensel, Larry L. Professor
Academic Affairs recommends board retirement with emeritus status.

Department of Physics & Astronomy

Johnson, Paul Elvin Professor
Academic Affairs recommends board retirement with emeritus status.

Department of Sociology

Machalek, Richard S. Professor
Academic Affairs recommends board retirement with emeritus status.

College of Business

Name Rank

Department of Economics & Finance

Shaffer, Sherrill L. Professor
Academic Affairs recommends board retirement with emeritus status.

College of Education

Name Rank

Department of Counselor Education

McGriff, Deborah L. Associate Professor
Academic Affairs recommends emeritus status.

Department of Professional Studies

Warren, Jane A. Associate Professor

College of Engineering and Applied Science

Name Rank

Department of Atmospheric Science

Rodi, Alfred R. Professor
Academic Affairs recommends board retirement with emeritus status.

Department of Chemical Engineering

Morrow, Norman R. Professor
Academic Affairs recommends board retirement and emeritus status.

Department of Computer Science

Cowles, John R. Professor
Academic Affairs recommends board retirement with emeritus status.

Department of Electrical and Computer Engineering

Legowski, Stanislaw Professor
Academic Affairs recommends board retirement with emeritus status.

Whitman, David L. Professor
Academic Affairs recommends board retirement.

Department of Mechanical Engineering

Garnich, Mark R. Associate Professor

College of Health Sciences

Name Rank

Division of Medical Education and Public Health

Gantenbein, Rex E Professor
Academic Affairs recommends board retirement with emeritus status.

Division of Social Work

Schatz, Mona S. Professor
Academic Affairs is recommending emeritus status.

School of Pharmacy

Martin, Linda G. Professor
Academic Affairs recommends board retirement with emeritus status.

College of Law

Name Rank

Parkinson, Jerry R. Professor
Academic Affairs recommends board retirement with emeritus status.

University Libraries

Name Rank

Collection Development

Van Arsdale, William O. Associate Professor

Research & Instruction

Garcia, Jenny L. Associate Librarian

2. Academic Professionals

College of Agriculture and Natural Resources

Name Rank

Cooperative Extension Service

Hininger, Scott Senior Extension Educator

College of Arts & Sciences

Name

Rank

Department of Communication & Journalism

Wiltse, Eric M. Senior Lecturer

Academic Affairs recommends emeritus status.

College of Education

Name

Rank

Department of Elementary & Early Childhood Education

Wiig, Diana L. Associate Lecturer