

**THE UNIVERSITY OF WYOMING**

**MINUTES OF THE TRUSTEES**

**November 16-18, 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**  
**November 16-18, 2016**

**WORK SESSIONS**

Revenue in Athletics, Burman .....	1
Management Audit Report Update & Other Gov. and Community Affairs Topics, Boswell.....	7
Department of Health Report on Residencies, Asay/Wyoming Dept. of Health.....	8
Professor of Practice Update, Bostrom .....	12
Residence Halls Discussion, Nichols/Axelson/Eric Webb/Mai .....	13
Strategic Enrollment Plan, Axelson/Alexander/Rose Martinelli .....	17
Modification to Trustee Scholars Award, Axelson.....	18
UW Regulations Related to Residence Halls, Axelson .....	19
UW Reserve Policy and Cash Balances, McKinley .....	21
Response of the Financial Crisis Advisory Committee to the FY18 Budget Reduction Plan, Dr. Steven Bieber.....	25
FY18 Budget Reduction Plan, Nichols.....	26
Voluntary Separation Program, Miller/Evans.....	31
Huron Consulting Group Recommendations, Laws .....	33
Introductions and Recognitions, Mai .....	35
Education Initiative Update & Introduction of Rebecca Watts, TEI Director, Palmerlee/Reutzel .	36
Reestablishment of the Executive Committee and Revisions to the Trustee Bylaws, MacPherson, Evans.....	38
University Travel and Reimbursement Policy – Addition of Travel by University Provided Aircraft, Mai/Gern/Evans .....	41
Update on UW Regulatory Structure Review, Evans .....	42
UW Regulation Modifications –Haub School of Environment and Natural Resources, Evans/Miller .....	43
Academic Program Review Process Update, Miller.....	45
University Strategic Plan Update.....	46
• On Campus Listening Sessions, Miller	
• Statewide Listening Sessions, Nichols/Boswell	
Science Initiative Discussion, Miller/Bostrom/Boswell .....	48
UW Administration Costs – Compared to Peers – Review of ACTA Claims – Nichols/Koller.....	52
Open Discussion on Items for Board Members on Any Topics .....	54
Tuition & Update on Program Fee Proposal, Nichols/Godby/Mai.....	56
Audited Annual Financial Reports, Mai/Lowe.....	61
Sick Leave, Mai ( <i>note this topic was added during the Board of Trustees meeting</i> ).....	62
Construction Updates, Mai .....	64
• Facilities Committee Update	
• Real Estate Presentation – Listing of UW Properties Including Long-Term Leases and other Ownership Interests (UW campus and off-campus properties)	
• Satellite Heating/Cooling Plant	
• Mick and Susie McMurry High Altitude Performance Center – Guaranteed Maximum Price	

**BUSINESS MEETING**..... 66

## **Roll Call**

### **Approval of Board of Trustees Meeting Minutes**

October 19, 2016 (conference call)

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

October 19, 2016 (conference call)

## **Reports**

ASUW

Staff Senate

Faculty Senate

## **Public Testimony**

[Scheduled for Thursday, November 17, 2016, at 11:30-12:00 p.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 – Miller [Note: Distributed in advance using the Trustee secure website]
3. Approval of Revisions to UW Regulations – Evans
  - UW Regs 1-102 and 2-178 (re: Residence Halls)
  - UW Regs 1-1, 5-1, 5-408, 5-804, 7-580 (re: Haub School of Environment and Natural Resources)
4. Approval of Bylaws – MacPherson/Evans
5. Approval of Policy related to Alcohol Sales at Athletic Events – Burman
6. Approval of Operating and Capital Facilities Reserve Policy – Mai
7. Approval of Modification to Trustee Scholars Award – Axelson
8. Approval of Mineral Lease (per discussion during executive session) – Mai
9. Approval of Degree Elimination [Self-Design Major (SDM)] – Miller
10. Approval of Mick and Susie McMurry High Altitude Performance Center – Guaranteed Maximum Price – Mai
11. Approval of FY18 Budget Reduction Plan – Nichols

**New Business**

**Old Business**

**Date of Next Meeting – December 14, 2016 (Conference Call)**

**Adjournment**

**THE UNIVERSITY OF WYOMING**  
**MINUTES OF THE BOARD OF TRUSTEES**  
**November 16-18, 2016**  
**Marian H. Rochelle Gateway Center, Salon D/E**

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, November 16 through Friday, November 18, 2016. The meeting was held at the Marian H. Rochelle Gateway Center, Salon D/E. The Facilities, Audit and Fiscal Integrity, Budget, Financial Management and Reporting, and Honorary Degrees and Awards committees met Wednesday morning, November 16. The Board begin with Executive Session at 4:00 p.m. on Wednesday, November 16.

On Thursday, November 17, the Board meet in public session. The meeting was called to order at 8:02 a.m. Director of the Vetrans Service Center Marty Martinez share information on Veterans' Day, the Veterans' Assistance Funds, and the importance of financial support for veteran students. He added that fundraising for this grant will occur every year. Four students from the Veterans' Center also attended the meeting and each introduced themselves. The Board covered a variety of topics on Thursday such as budget reductions, enrollment, and residence halls. There was a reception that evening with the trustees, scholarship students, and other invited guests.

On Friday, November 18, the Board met in public session and covered topics such as tuition and fees, construction updates, and strategic planning. The Board also held their business meeting.

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

CHECK THE APPROPRIATE BOX(ES):

- Work Session
- Education Session
- Information Item
- Other

Specify:

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MINUTES OF THE MEETING:

UW Athletics Director Tom Burman explained that he was before the Board to ask for their approval of a responsible choice plan to allow for beer and wine in War Memorial Stadium in 2017. He noted that there would be strong controls to keep fans safe. He stated that it would likely reduce concealed alcohol brought into the stadium.

Athletic Director Burman noted that by allowing beer and wine sales, it would reduce binge drinking among students. He noted that the sale of beer and wine had become standard operating procedure throughout the nation, and that the vast majority of schools in the region had incorporated beer and wine sales into their operations. He explained that UW would bid this process and follow all UW regulations to secure 3-5 vendors who would be responsible for providing TIPS trained professionals at all football and basketball events, as well as potentially at any concerts held at the University. He continued that they would work with vendors and the liquor commission to determine proper number and location of selling stations. Vendors would use their state approved licenses, and would work closely with liquor commission. They would also be required to provide sufficient man power to manage the process.

Athletic Director Burman noted that UW had already begun to work with state liquor commission, and noted that UW had received grant funding for scanners to check for fake IDs, as well as for hand stamps and armbands. He detailed that patrons who wanted to buy alcohol would go to an ID check station where their ID would be scanned to check for fake IDs, at which time they would be given hand stamps and a highly visible armband. When they proceeded to a sales stand, they would have to give their ID again, their hand stamp will be checked, and they would not be allowed to purchase more than 2 beers per visit. He noted that the cost would be between \$6-8 per beer or wine. He added that vendors and other security would be taught to look for intoxicated fans. There would also be a no re-entry policy, and that open container would be closed down in the parking lots at the beginning of the game. He recognized that this will be an adjustment for fans, but highlighted that it will allow police to focus inside the venue, rather than being spilt.

Athletic Director Burman also explained when the serving of alcohol would end. He noted that the Wyoming Liquor Commission would provide training to the Landmark staff, signs would be installed to show the rules, there would be coordination with SafeRide, and an active social media campaign on policies and consequences. He also stated that they would provide the first \$30,000

of sales annually to Student Affairs to support alcohol programming. Policies and procedures would be reviewed and they would return to the Board in the fall of 2017. He added that they had met with many student groups, and that ASUW and the Student Wellness Advisory Committee had both provided a resolution of support for this action.

Trustee President MacPherson called for a motion on the topic. Trustee Marsh moved that the Board approve the modification to the University's alcohol and other drugs policy to include sale of alcohol at athletics and other special events as presented on page 1 of the Report; second from Trustee Bostrom. Trustee Massie requested clarification regarding locations for this authorization. Trustee Marsh amended his motion to clarify that, "the University proposes modifications to Appendix A to UW Regulation 2-39 to allow to sale of alcohol at Athletics and/or Special Events in War Memorial Stadium and the Arena Auditorium"; Trustee Bostrom accepted the amendment to the motion.

ASUW President Rotellini stated that there had been a large number of surveys conducted and that there was a lot of constituent input. He noted that students overwhelmingly supported the sale of alcohol in the Arena Auditorium and War Memorial Stadium. He noted that ASUW passed a motion to support this. He noted that he had worked with other student groups to see the larger scope, all of whom supported or explicitly did not oppose it, indicating that students want to see this on campus.

Trustee Massie provided some additional information on the topic. He noted that there was a lot more debate nationally than had been presented. He shared his research and the many studies that pertain to this matter [Note: research studies were uploaded in advance of the Board meeting to the Trustees public website.] He referenced a compilation of data from the National Institute on Alcohol Abuse and Alcoholism conducted in 2014 on the prevalence and effects of college drinking. He summarized that the conclusion of the study was that many students come to college with established drinking habits, and habits that become worse when they get to school, mainly due to unstructured time and widespread availability of alcohol and inconsistent enforcement of underage drinking. He noted that this presents a dilemma as to how to establish positive relationship with students without making them stop to show IDs all the time.

Trustee Massie discussed a companion article to the study that talked about binge drinking on campus and helicopter parents. He also discussed the important role that is assumed by schools to be a moral authority and say that it is not alright to drink underage. He felt that when a university gives up that moral authority, it has more problems. He then shared some statistics on the effects of alcohol, highlighting that one of the largest factors that leads to failure of students was drinking. He emphasized that the most vulnerable time for students is the fall semester of their freshman year. He stated that students who attend schools with prominent athletics and Greek systems tended to drink more, referencing articles and other information sources that discuss this issue. He also discussed the discrepancy in quality of information. He stated that news stories and academic studies that looked at data from a lot of schools often have varying conclusions.

Trustee Massie highlighted three studies which were published in academic or government publications and have not been refuted. One study looked at these types of policies effect on game attendance at mid-level football programs (which included Mountain West Conference teams).. Another study looked at the correlation between drinking at Division 1 football games and increases in reported rapes by 41% by home games. This study also noted an increase in DWIs. This study reported that 77% of students interviewed agreed that reduction alcohol on campus would be effective in decreasing sexual assault. The last study Trustee Massie referenced the University of Colorado's experience with halting the sale of alcohol at sporting events. They saw a dramatic decrease in assaults, arrests, ejections, and student contact with the judicial affairs office, all of which continued to remain low. He also pointed out the large push back and resentment from cutting off the sale of beer.

Trustee Massie also shared a link to a New York times article that discussed the culture of alcohol on campus. A survey of students found that even though presenting an ID was required to purchase alcohol at the games, when it was taken back to a stadium full of students it was easy to give to friends, which created a lot of underage drinking. He emphasized that he wanted to make sure that the Board has an understanding of the literature and views on this. He felt that even though this motion was confined to football and basketball, there would be no separation between this and going to the theatre, and he suspected that there would then be request to serve beer and wine at other events. He expressed his unsureness as to if UW had ever served alcohol before at football games, but stated that the enthusiasm UW fans had for football and basketball and was not built on drinking. He felt that if the Board decided not to do this, it wouldn't affect the enthusiasm of the fans. He thanked the Board for allowing him the time to speak.

Trustee President MacPherson asked UW Police Chief Samp to speak.

Chief Samp stated that many good points had been made. He noted that there were issues with the tailgating culture. He stated that this plan tried to balance this issue. He referenced the First Lady's underage drinking initiative, and noted the correlation between alcohol and sexual assault. As a law enforcement officer he was alright with safe, legal, and responsible use of alcohol, adding that there needed to be a clear line for underage drinking. He explained that when this topic was first brought up, his gut reaction was that this could be good if done properly. He noted that there were few points that he would not bend on, including the no re-entry policy. He explained that this measure would stop some binge drinking and prevent people from leaving the stadium to drink off campus. He also detailed some of the issues with hard alcohol. He emphasized the importance of keeping people in the stadium.

Trustee Scarlett referenced the pregame drinking in the parking lot, and asked if law enforcement would not allow people into the game if they were already drunk. Chief Samp responded that they do occasionally deal with this. He stated that most fans were very well behaved, but that this does happen. He discussed the police officers training to identify signs of inebriation and various measures in place to discourage drinking and driving.

Trustee Sullivan asked ASUW President Rotellini to elaborate on the discussion and debate that took place at the ASUW meeting when this topic was discussed. ASUW President Rotellini stated that it was a candid discussion. He informed the Board that there had been discussion of regulation and issues with underage drinking. He noted that the center of much discussion was the safety of students. ASUW felt that this policy would cut down on the incentive for 21 years old students to sneak in outside alcohol. He stated that ASUW looked at the core ideology behind this and the changes the student body wished to see going forward. He added that it was something that was overwhelmingly supported by campus. He continued that ASUW really looked at how to make this safer for students, and the long term plan for this policy. He also noted that the theatre already served alcohol, and that the campus was trusting students to make good decisions. He and ASUW felt that this policy along with the alcohol education measures that were being taken would be beneficial for students moving forward. [Note: formal ASUW resolutions on this topic can be found on the Board of Trustees public website.]

Policy Director Hill noted that the Governor's Office had received a lot of correspondence regarding this matter, and that the correspondence was overwhelming in favor of selling alcohol at these events. She stated that the argument most frequently brought up in the correspondence was that alcohol was currently available for those that purchased seats in the Wildcatter Suites, but not for those that purchase a \$30 seat. She also noted that when Governor Mead took office he implemented increased measures to deal with drunk driving and other alcohol consumption issues. She added that results showed that when were people given the right information and tools, such as SafeRide, it could be an educational situation.

Trustee Massie addressed the notion of serving alcohol in the Wildcatter vs. the entire stadium. He discussed how the state had provided matching funds for the Wildcatter and the conversation that took place regarding alcohol with the Albany County delegation. He noted that the President of UW at the time said that serving alcohol in the Wildcatter was going to be the exception. He noted that there had been assurance of close scrutiny before anyone gets into Wildcatter, as well as other responses that indicated the necessity of alcohol in fulfilling the Wildcatter's purpose of fundraising for the Athletics program. Trustee Massie then discussed other differences between amenities offered in the Wildcatter vs. those in general stadium seating, such as free food, the ability to be out of any adverse weather conditions, good bathrooms with no wait, and other excellent services. He continued that the Wildcatter was an entirely different experience. He reiterated that it was meant to be the exception, not an excuse to serve alcohol. He added that he had received a lot of correspondence on the matter, and that he had written back. He wanted to make sure people understood the history on the topic. He also noted the lack of response to the research he had presented, and that ASUW had not received this research.

Trustee Bostrom stated that he had attended Governor's Economic Forum and that he had been contacted by about 30-40 people about the issue at hand. He stated that overwhelmingly, people felt that this was an appropriate action if managed properly, which included enforcing no-re-entry, and controlling amount of beer and wine that can be purchased. He asked how the number of

times that people went back to the concessions would be controlled, as well as how this would contribute to the overall reduction in alcohol consumption.

Chief Samp stated that there were many different mechanisms that could be used to prevent alcohol being brought into the stadium. This could range from improved signage to actual searches, although he doubted that the general population would approve of searches being conducted. He stressed that education was the key to reducing the amount of alcohol snuck into the stadium. He also discussed penalties for sharing alcohol with those underage and security cameras in the stadium.

Athletic Director Burman stated that something unique to Wyoming was that the state liquor commission wanted to see this succeed. He continued that if UWPD was not focused on the tailgate area, they could come into the stadium and watch the student section. This would give them the ability to notice students without armband who were holding beer. He discussed the challenges with a limited police force in Albany County and the widespread range of tailgating locations. He then made reference to the University of Colorado study discussed by Trustee Massie and noted that in 2014 the University of Colorado reinstated beer and wine sales, which implied that they must have found some way to manage it. Trustee Massie replied that he was aware of this, and that this decision was based on raising revenue, not on student outcomes. He added that he had done an extensive amount of research on this topic.

Trustee MacPherson asked Vice President of Student Affairs Sara Axelson to give the perspective of the Student Affairs office.

Vice President Axelson stated that over the years, when informal discussion had arisen on this topic, she had been vehemently opposed, but that the proposal currently before the Board was significantly different. She believed that Athletics had done everything possible to be safe, and that this policy would actually increase enforcement of alcohol control. She stressed that she was deeply concerned with alcohol use with students. She noted that the A-Team had studied this carefully, and looked at all aspects of enforcement. After this thorough process, the A Team did not oppose the action going forward. She added that the Student Affairs Wellness Advisory Board supported this recommendation, and that she felt Athletics and law enforcement had done their due diligence.

Trustee Bostrom remarked that all positions had been stated and called for the question.

Trustee Sullivan noted that she had been compelled by both arguments. She recognized the connection between alcohol and sexual assault that was not a hidden issue on campus. She stated that she would be willing to support this if the University watched this matter carefully and made a commitment to a deeper examination of sexual assault on the campus.

University President Nichols shared Trustee Sullivan's concerns. She stated that she had charged a group with putting together a plan to do more mandatory training and education on campus.

A roll call vote was taken and the Board voted and the motion passed with a majority decision. (Trustees Massie and Baldwin opposed the motion; Trustee Palmerlee was not in attendance).

<b><u>Vote</u></b>	<b><u>Trustees</u></b>
<b>No</b>	Baldwin, Mel
<b>Yes</b>	Bostrom, Dave
<b>Yes</b>	Gubbels, Larry
<b>Yes</b>	MacPherson, John
<b>Yes</b>	Marsh, Jeff
<b>No</b>	Massie, Mike
<b>Yes</b>	McKinley, John
<b>n/a</b>	Palmerlee, Dave- no vote
<b>Yes</b>	Scarlett, Dick
<b>Yes</b>	Sullivan, Michelle
<b>Yes</b>	True, Dave
<b>Yes</b>	Tully, Wava (phone)

Passed with majority decision - 9 to 2 [Trustee Palmerlee was not in attendance]

Agenda ITEM TITLE: **Management Audit Report Update & Other Governmental and Community Affairs Topics**, Boswell

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other                      Specify:
- 

MINUTES OF THE MEETING:

Vice President Boswell stated that the Management Audit Committee was an arm of the state legislature and gave general background information on the committee and their function. He also detailed the audit process that took place with the selected entities. He noted that UW had responded to the committee's report and that they put forth a second report after this response. Another response from UW was then sent to the committee that addressed their recommendations. He summarized the committee's questions and recommendations, and the actions that UW had taken to begin implementing its suggestions. He emphasized that UW has been very responsive to the recommendations. He added that UW would be meeting with the Management Audit Committee on December 6, 2016 in Cheyenne.

Trustee McKinley asked if there were any areas where UW could better address the recommendations given in the management audit report. Vice President Boswell stated that since so much of this is in progress, UW would have to see if it is had been done to the satisfaction of the committee. University President Nichols commented on the need to work on a compensation policy.

Vice President Boswell referenced page 35 in the report, the letter sent from the Trustees to all members of the legislature. He noted that he had forwarded the members of the Board a summary of the central points of many topics discussed at the Board's 2016 Retreat. He explained that the letter discussed UW's continued interested in many subjects including the program review process, budget cuts, changes coming in financial and administrative systems, transfer and articulation efforts, and the articulation summit. He made a note of the strategic planning efforts, the disappointment in enrollment numbers, and tuition and fees.

Trustee President MacPherson thanked Vice President Boswell for his work on the letter, and thought it was excellent.

Faculty Senate Chair Scott Shaw agreed with President Nichols' comments related to compensation. He noted that the only part of Recommendation 5 that was address was 5.5, which addressed the workload. He stated that compensation for staff was difficult to address in the current fiscal climate, but was something that the University needed to keep eye on.

AGENDA ITEM TITLE: **Department of Health Report on Residencies**, Asay/Wyoming  
Department of Health

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other                      Specify:
- 

MINUTES OF THE MEETING:

Consultant Meredith Asay presented on the topic via phone. She introduced Tom Forslund, Director of the Wyoming Department of Health. She then gave background on the study that was required by a legislative footnote. She noted that the Governor's Policy Director Mary Kay Hill could add information as well. The idea for the study by the Department of Health came from Governor's Office after UW additional funding for its Cheyenne clinic. Ultimately, the shortfall in Cheyenne was covered from reserves, but this was a onetime fix. She noted that the Cheyenne clinic has had shortfalls for the last several years. The study was conducted between March and October, during which time she, Dean of the College of Health Sciences Joe Steiner, and Director of Medical Education Kevin Murray, worked with the Wyoming Department of Health to ensure that it had the inclination that needed for the study. She added that she was happy to answer any questions after the presentation and discuss what the conversations with UW administration had been so far in discussing the next steps.

Director Forslund introduced staff from his policy unit, Stefan Johansson and Franz Fuchs. He explained that they conducted the study assigned to them by the Governor and Legislature. He noted the preliminary and final reports on the study that had been given to various entities including the Legislature's the Labor, Health and Social Services Committee, the Joint Appropriations Committee, and the Legislative Service Office. He summarized the methods used to conduct the study.

Mr. Johansson reiterated that this study was commissioned by the Wyoming Legislature in its 2016 budget bill and gave details of the bill's specific request. He shared the history of the topic and the other studies that had been done. He emphasized that the study focus on the big picture; what was the core purpose of the residency programs, what was the role of the state, was it still valid, how effective is the program, and what alternatives were there in achieving these outcomes. He discussed the structure of the study that included gathering background information, reviewing operations, and considering alternatives. He stressed that they were not providing recommendations, just a decision tree of options. He shared how the residencies were designed as part of overall the medical education system and information on the supply of physicians.

Trustee Scarlett made an inquiry about the definition of non-federal MD supply.

Mr. Johansson responded that these were MDs not working for the federal government, and did not count as public health workers. It was not a comprehensive measure of supply, but was the only number that had been tracked since 1970s.

Mr. Johansson shared the history of medical education, and how decreases in physicians lead to federal support for doctors. He added that the number of residencies were not growing at same rate. He explained that residencies had become bottlenecks for physician supply, and that the UW residency program was conceived at the peak of some of the shortages. Shared further history of the program and the previously proposed solutions in the 1970s. He then shared various recommendations made and actions taken from earlier reports.

Trustee Massie stated that this information seemed to counter what the Board had heard all along, specifically the understanding of the authorization the Legislature made in 1979, with regards to the prohibition that Wyoming could not apply for federal funds.

Mr. Johansson stated that they found no written evidence of this prohibition. He noted that the hospitals have residencies listed in the hospitals, and so were eligible to receive this funding, but since these programs were not in hospitals, they could not receive these federal funds. He added that there had been resident caps in the state starting in 1996, and that he was not sure if hospitals were receiving these funds. He also noted that from the CMS, the hospitals were not claiming the costs. Mr. Johansson refocused the discussion on the core purpose of the program, which was increasing the number of family medicine physicians in the state, improving the distribution of physicians across the counties, and providing indigent care to the uninsured. He shared the clinical revenue and costs for each site, as well as any subsidies each site receives. He asserted that in general, UW residency programs were more efficient in training doctors, and that Wyoming's program was better at managing education costs than national the average. He discussed the below average, but improving, Board exam pass rates and the efficiency of the facilities. He shared various outcomes of the programs including poor retention of doctors in Wyoming compared to the investment Wyoming makes in each doctor. He noted that retention is better in Casper than Cheyenne, and shared further data on the residencies, including the disparity in the distribution of physicians by county. Mr. Johansson noted alternative options through a decision tree, which was displayed in the PowerPoint and in the Board report (see attachment A).

Trustee Sullivan asked why Montana, Utah and Idaho had higher retention rates.

Mr. Johansson stated that there was no good answer, but that it may be because some programs were more integrated with undergraduate medical education. He added that very few WWAMI graduates go to UW residencies. He also referenced the fact that whether physicians stayed in Wyoming often depended on who they married

Consultant Asay replied to Trustee Sullivan's question, noting that not all was in WWAMI control, and that some of the recruitment and retention efforts needs to be done outside of the residencies. She discussed stronger retention and recruitment that could be done by providers in the state with

the residency program. She referenced her conversation with Provost Miller and University President Nichols and the plan moving forward.

Policy Director Hill stated that the Board of Trustees evaluated this 167 budget every year and noted the various difficult questions it presented. She remarked that the Governor was looking at these as well as how much of the general fund it gets. She emphasized that a significant amount goes to this program every year. She discussed the reports and policy makers are not discontent with the product being provided. She thanked the Wyoming Department of Health, noting that this information allowed the state to evaluate what step to take next. The question was posed of if the necessary tools to succeed had been given. She relayed the Governor's position that 167 was under review of UW and the Board of Trustees. She underscored the belief and assignment of UW and the Board to come up with the right path to move forward, in order to ensure the goals of the program were met and to come up with measureable accomplishments. The Governor's office was interested to know how UW would like to proceed with the next step.

University President Nichols stated that after this report came out she met with Provost Miller and others to discuss what to do next.

Consultant Asay stated that the Wyoming Department of Health study was simply part one, and that further steps need to be taken. She suggested reaching out to experts in the field of future rural medical needs, and on medical education at universities. This consisted of having someone look at Wyoming and other rural states projections for healthcare needs and jobs, as well as examining the University's medical education program and its funding. They could then tell UW exactly where it was in comparison to other schools and give projections for the next 5-10 years for health care. She added that the goal was to make students good health care providers, and that UW was the only residency program run without a medical school or attached to a hospital. She felt that such a unique structure required additional guidance and other options.

University President Nichols discussed how UW was preparing doctors, the different approaches to rural healthcare, and the increased reliance on DNPs and PAs. She felt that because UW has a DNP program, it needed to take a look at WWMAI, DNP, and the entire supply to see how residency fits into that.

It was affirmed that Idaho and Montana's residencies are provided in a hospital setting.

Trustee Marsh asked if it was possible to find out from their net costs what it was costing those institutions and how it was changing. He also discussed the impact of changing trends in health care on recruitment, and looking at what neighboring states do.

Trustee Massie stated that Tom Gallanger, Manager of Research & Planning of the Wyoming Department of Workforce Services, had put together a database that projected future primary healthcare needs in Wyoming.

Director Forslund noted that it was an option for Wyoming to recruit people from outside the state to work for the hospital, as opposed to educating students and hoping they would end up staying in the state.

Trustee True asked for Director Forslund to elaborate on the follow-up.

Director Forslund explained that the JAC had asked for a follow up and additional data. This was then presented to the LSO.

Mr. Johansson shared figures for each residency program. He noted that the JAC asked them to estimate return costs from the WWAMI program. He noted that this was different because WWAMI graduates have to come to pay back their loans. Retention of WWMAI students was initially very high, but dropped significantly to 51% from 2001-2009. This led to an estimate of 40-47% retention. He explained the costs for physician retention.

University President Nichols asked if a copy of the responses to the JAC questions could be provided.

Mr. Johansson replied that this would be provided

Director Forslund stated that this report was finished, and that their involvement was essentially done.

Trustee MacPherson thanked everyone involved for their efforts.

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

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other                      Specify:
- 

MINUTES OF THE MEETING:

Trustee Bostrom began his presentation on the Professor of Practice. He started by noting that he had wanted to vote on the item today, but one of the protocols had not been followed. He shared the process that had occurred and the information that had been gathered on the Professor of Practice. He noted that the Board would vote on this at the December meeting.

Faculty Senate Chair Scott Shaw discussed the progress that had been made on the Professor of Practice since May. He explained the key points to the discussion and research that had been done. He added that a main concern of the faculty was that the title might erode the rank/term of the professor, so different titles had been recommended. Chair Shaw also shared suggestions regarding credentials and student advising, as well as other concerns held by faculty members.

Trustee John MacPherson stated his concerns with the process that had been taken. He noted that it was important to obtain input from all of the stakeholders involved. He added that the timeframe ought to be adjusted to give the Board more time to review items. He then reminded the Board that once an item was approved, it could be amended to what was deemed appropriate.

Chair Shaw commented on the Faculty Senate's timeframe, noting that Senate members only had nine-month appointments. He added that the Senate does not meet during the summer, making legislation such as this one challenging.

AGENDA ITEM TITLE: **Residence Halls Discussion**, Nichols/Axelson/Eric Webb/Mai

CHECK THE APPROPRIATE BOX(ES):

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

University of Wyoming President Nichols addressed the Trustees about the Residence Halls. She mentioned that the Residence Halls were not in horrible condition, however they are not modern and don't offer amenities that students are seeking. UW President Nichols added that this does become a competitive factor when recruiting students and conversations about modernizing the Residence Halls have begun. She stated that Vice President for Student Affairs Sara Axelson and Executive Director of Residence Life, Dining Services and the Wyoming Union Eric Webb have traveled to peer institutions to see what they have in their Residence Halls (see attachment C).

Vice President Axelson stated that as students visit campus, a message that was continually heard was that the Residence Halls were not competitive. She mentioned that she traveled to South Dakota State University, Colorado State University and University of Northern Colorado over the summer and all three schools have had major renovations to their Residence Halls.

Executive Director Webb shared the outline for the plans for the Residence Halls. He compared the layouts of the three schools that were visited over the summer to that of UW's Residence Hall layout and then shared sample layouts for new suites at the University. He added that from a recruiting and student satisfaction standpoint, it was critical for the University to update their housing. Executive Director Webb described to the Board the ideas for the updates to the Residence Halls. He also discussed the financial advantages of implementing these updates. Executive Director Webb stated that the proposed changes to the Residence Halls could help drive revenue.

Trustee Jeff Marsh asked why the University still doesn't show profitability at Bison Run with it running at 100% occupancy. Executive Director Webb discussed Bison Run with the Board. He mentioned that the property was sold to UW with the idea that rental rates and profitability could raise in 5-7 years from the purchase. He added that the market was overbuilt now with the Grove and the Point opening and the University has been forced to keep the rates for Bison Run lower.

Executive Director Webb mentioned that the plan was to begin doing work as soon as this spring and construction would begin on Hill and Crane that would make them open in the fall of 2020. He also discussed the funding for the construction and mentioned how some other universities have obtained the funding for similar projects.

Trustee President MacPherson asked how close UW is to its bonding capacity.

Vice President for Administration Bill Mai answered that there was not much bonding capacity within the current bonding structure. Trustee President MacPherson stated his concern that if the University was near its bonding capacity, UW would need to find an alternative way to obtain the money. He added that before the University spent time, money and effort on this project, the University needed to be sure the financing mechanism was legal.

Vice President Mai mentioned that there was wide agreement that something needs to be done with the Residence Halls and added that the Governor and legislators have been involved in the discussion for 3 years now. He noted that with the help of the legislature, the University could be given more opportunities for funding. He added that there were some issues to consider which include what was the right size for UW going forward and noted that there may need to be some projections for this project.

Trustee Mike Massie asked why the previous work on residence halls had been disregarded. He brought up questions that came up in previous meetings that had been addressed, however it now seemed like UW was starting over and added that those questions would still need to be answered. Trustee Massie noted that there was still a need to update the residence halls.

Vice President Axelson noted that there were certain elements of the previous plan that would be incorporated into this plan, but the key was enrollment growth. She added that there is a lot that needs to be worked through.

Trustee John McKinley stated that he does agree that the residence hall issue was important and it was necessary for the planning process to happen. He mentioned that his concern about the one-page summary was that the University needs to make sure that there was not excess capacity throughout campus. Trustee McKinley shared with the Board information from previous years about the occupancy of Campus housing.

Trustee Mel Baldwin added that his concern was that the University does not have the room to build more Residence Halls and until there was more land, the University will have to build high rise.

Trustee Dick Scarlett mentioned that there was a large parking lot near Crane/Hill and inquired if there could be underground parking. He also asked if there was the possibility of going to the other side of Grand Ave to building housing.

UW President Nichols stated that she has read the Malum study. She assured the Board that the study would not be completely thrown out. She mentioned that a problem with the plan was that the scope of the project was too large and added that the University did not need 2000 beds as the study originally suggested. UW President Nichols discussed phase I of the study and mentioned that the plan was to have three village style buildings with about 200 beds each.

Trustee Massie stated that on the previous study, there were 2000 beds because the projected enrollment over 20-30 years would make 2000 beds desirable. He mentioned that if the new plan would be somewhere around 700 beds, and if the upcoming proposals to have more freshmen live on campus are passed, it could become problematic.

UW President Nichols noted that four of the Residence Halls would still be active.

Vice President Axelson stated that the goal was to grow enrollment by 1700-2000 freshmen. She added that the Washakie Halls would still be at the University, but the new plan for housing would be in place to attract more students.

Executive Director Webb noted that the previous plans were not being thrown out. He added that Phase 1 of the project was to have three suites that would fit in the current land that the University has and the rest of the housing would consist of the current Washakie halls. He noted that there could be some expansion as UW grows and mentioned that there would be another village some day in the future. Executive Director Webb stated that the goal was to get the current plan off the ground.

Trustee Marsh asked if South Dakota State University went through the same thing in 2008. UW President Nichols answered that they finished the last set buildings two years ago. Trustee Marsh asked what the per unit cost was for South Dakota State University. UW President Nichols stated that she could track the information down for Trustee Marsh. She mentioned that there were seven buildings built in a village style, and each building in phase I, was about \$10 million per building with 200 beds. She added that phase II had three more buildings at about \$12 million.

Vice President Axelson noted that what was in discussion right now is to make a plan that was feasible financially and will meet enrollment goals. She added that there could not be enrollment growth without new facilities.

Trustee McKinley stated that the capacity of the Washakie halls was about 1850 beds and if there were 600 beds added the new capacity would be 2400 beds. He mentioned that the current enrollment for freshmen is 1400 and that leaves about 1000 beds of growth capacity.

Vice President Axelson replied that the issue was not whether the University needs the space. She added that what needs to be added to the mix was the appealing value of the suite style housing.

Executive Director Webb added that as the University gets the suite style housing, some of the rooms in the Washakie housing would become Standard and Queen sized single bedrooms.

Faculty Senate Chair Scott Shaw discussed historical perspective for the University. He mentioned that it would be thoughtful if there was housing built for the University that could still be used in the next 200 years.

Trustee President MacPherson asked if there was any action needed from the Board.

Vice President Axelson answered that what was needed was to have an active discussion in order to indicate that the planning process can continue.

[Note: There was a short break in the residence halls discussion for Public Testimony]

AGENDA ITEM TITLE: **Strategic Enrollment Plan**, Axelson/Alexander/Rose Martinelli

CHECK THE APPROPRIATE BOX(ES):

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

Consultant Rose Martinelli provided an overview of the Strategic Enrollment Plan and why this plan was being pursued (see attachment B). She mentioned that the state of Wyoming did not have a good college going culture, and that as a five-year enrollment plan starts to come together, the areas that need to be thought through were the ones that UW had an opportunity to influence quickly. Consultant Martinelli discussed the importance of increasing transfer student enrollment, as well as directing students to the correct institution, such as a community college, to bring their college career with. She also discussed the importance of increasing retention of students. Consultant Martinelli then discussed the details of UW's three-phase approach to increasing enrollment. She discussed what the different phases entail, as well as the importance of recruiting, enrolling, and retaining students. Rose Martinelli explained some of the ways they were developing this enrollment plan, such as interviewing students and comparing UW to its peer institutions. She also discussed how UW was tracking students to help them succeed and pass classes. Consultant Martinelli shared the next steps in the process and the timeline. She noted that she had been working with a variety of stakeholders and how enrollment management was everyone's business. Consultant Martinelli mentioned that the next step is to agree on the vision for the University and balancing its role as a land grant and flagship university.

Vice President for Student Affairs Axelson mentioned that the Huron Consultants previous work was dovetailing well into the enrollment plan. She added that all of the efforts were coming together very well.

AGENDA ITEM TITLE: **Modification to Trustee Scholars Reward**, 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 stated that she was seeking approval to change the Trustees' Scholars Program (see attachment D). She noted that they had been doing a lot of programming to attract high-achieving students and that they wanted to adapt the program to stay within the budget. She shared information about the current cost of the scholarship, adding that much of the money was going off campus. The proposed change would keep students in university housing. Vice President Axelson also noted that students would be able to choose their meal plans in the residence halls, which would save the fund money. She emphasized that they were trying to get away from cash payments to Trustee Scholars. Over all this change would support occupancy, keep resources on campus, and contain the scholarship budget.

Trustee Massie asked how these provisions compared to other scholarships UW offered, as well as how the requirements lined up with those in Athletics. Vice President Axelson responded that she could not fully address the Athletics' scholarships. She then shared more details regarding the scholarship itself.

Trustee Massie stated that he did not want to diminish this scholarship or make it a lesser award. Vice President Axelson replied that this would still be a competitive top award.

AGENDA ITEM TITLE: **UW Regulations Related to Residence Halls**, Axelson

CHECK THE APPROPRIATE BOX(ES):

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

Vice President Axelson began her presentation on the UW Regulations related to residence halls. She started by noting that there were three Huron Consulting Group recommendations relating to the residence halls. She noted that one recommendation was to allow for pets to live in housing. She then explained this regulation change. Vice President Axelson added that this proposed change had gone to the Faculty and Staff Senates, as well as ASUW and the Residence Hall Association (RHA). She noted that Faculty and Staff Senates and RHA were in support of the regulation, while ASUW had some concerns. She then explained the second regulation change, which would bring the live-in policy distance requirement down to a 30-mile radius.

Trustee John McKinley stated that his question was in regards to Regulation 1-102. He asked for Vice President Axelson to verify that the data coincided with this regulation change. He then asked if this regulation change would affect those living in Cheyenne negatively or positively. He stated that he would like to be better able to understand the request.

Vice President Axelson explained that the data supported students doing better when living on campus, as they were able to engage in campus and academic support systems. She then provided the numbers of students in Cheyenne who would be affected by the live-in policy change. She explained that the Freshman Senate had voted to support a 60-mile radius, but she noted that in working with Huron, they thought the radius was too generous as a matter of policy. Vice President Axelson added that in going forward, more students living on campus would help student success.

ASUW President Michael Rotellini stated that both ASUW and Freshman Senate had passed UW Regulation 2-178 with regards to allowing pets in the residence halls. He noted, however, that the Senates were concerned about the 30-mile radius. He proceeded to explain the Senate's concerns.

Trustee Jeff Marsh stated that he thought that the pet policy was fine, but that he hoped there would be additional parameters and fees for maintenance.

Vice President Axelson stated that they were working through the policies and fee structure for this regulation change. She noted that the specifics were not decided upon yet. She then responded to the live-in policy and housing purchased off-campus and noted that there was a lot of data supporting the fact that students need to live on campus.

Trustee Michelle Sullivan discussed the appeals process. Vice President Axelson noted that an appeal had to be submitted to the executive director of Residence Life and Dining Services, and the reasons were related to health or finances typically.

Trustee Dick Scarlett asked how many pets would be allowed. Vice President Axelson stated that she was working through the policy. She then discussed some of the specifics of the policy.

Trustee Mel Baldwin stated his concerns with the proposed change.

Trustee McKinley asked if the policy would be provided to the Board before they voted on it. Vice President Axelson noted that they had not intended on providing policy. She stated that they could hold it if necessary.

Trustee MacPherson stated his concerns with voting at that time on the policy change.

Vice President Axelson noted that they had the regulation, but they did not have the policy. Vice President Axelson added that service animals and emotional support animals were different. She noted that this regulation change would go beyond that.

Trustee Massie moved that the first part of Item #3. *Approval of Revisions to UW Regulations – Evans, UW Reg 2-178*, be removed from the Business Meeting Proposed Items for Action list and be approved by the Trustees at this time, noting this approval would include adoption of proposed policies regarding pets as outlined in the modification of the UW Regulation as presented to the Board in the report; second from Trustee Sullivan. A vote was taken, and the motion passed with a majority decision – 8 to 2. (Trustees McKinley and Baldwin opposed the motion; Trustees Palmerlee and Tully were not in attendance).

Trustee McKinley then requested removal of the second part of Item #3. *Approval of Revisions to UW Regulations – Evans, UW Reg 1-102*, for vote during the Business Meeting scheduled for Friday, November 18, 2016.

AGENDA ITEM TITLE: **UW Reserve Policy and Cash Balances**, McKinley

CHECK THE APPROPRIATE BOX(ES):

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

Trustee McKinley gave a short historical perspective on UW's reserve and cash accounts. He clarified that this was a discussion of one-time funds currently available at UW, and not funds from the block grant, tuition revenue, residence life funds, or other reoccurring revenue sources. He noted that one item on the management audit several years before was a request for UW to get its fiscal house in order, something which had been an ongoing process. He commented that the administration supported this, and that there was an evaluation and implementation of a new campus-wide fiscal system. He noted that the change to the new system was currently underway.

Trustee McKinley detailed the resolution passed by the Board in January 2016, which establish two official reserve accounts: an operations reserve account and a capital facilities reserve account. Trustee McKinley noted that historically it had been the practice at UW to have reserves in an unofficial fashion. He reminded the Board that the purpose of having the official reserve accounts was to put sideboards on those official reserve accounts so that people understood what was in them, and to provide more transparency for those accounts and the purpose of those funds. He noted that both reserve accounts required the UW President to establish a policy for the funding amount and the source of funds. He added that UW President Nichols joined the University the previous May and that on her first Monday she began to address the budget cut and the implementation of the new fiscal system. From that point on, the administration had been working with various accounts around campus, an effort that was separate from the budget process, to come up with goals and policies required by the resolution.

Trustee McKinley stated that there had been a historical reserve account that rolled over from year to year. He then gave a brief summary, stating that the resolution for both reserve accounts required the UW President to submit the goal and policy to a budget committee who would then make a recommendation to the full board. He elaborated that what was being proposed was moving \$50 million to the operations reserve account and \$20 million to the capital facilities reserve account. This would leave \$40 million remaining for Academic Affairs ongoing operations. In addition, there would be \$16.5 million earmarked to implement various elements of the budget reduction plan, which would be one time funds used to backfill as UW transitioned through budget cuts. There would also be approximately \$9.5 million remaining at the unit level for operating and already committed projects. He added that UW President and the administration presented a one-page summary of the operations reserve and capital reserve policy to the budget

committee. The budget committee revised it, and the revised version had then been provided to the Board.

Trustee McKinley highlighted several key elements of the document. The operations reserve account would contain a minimum of 10% of UW's annual operating budget. Additionally, any transaction that would reduce the balance to below 10%, or that took place below that threshold, would require a request by the UW President and approval by the Board. The document also contained a reporting requirement that provided for regular reporting by the administration to the Board on the balances and the five categories. There was also a provision that the operations reserve account would be initially funded by \$50 million on or before January 31, 2017. He continued that the policy established that the capital facilities account would be used for construction, renovation, and repair, and that the goal was to have this fund contain an initial \$40 million, although the official initial funding was set at \$20 million. He noted that there were three categories of specific earmarks for this fund. The breakdown of this was \$5 million for general construction reserve, \$10 million for residence life and dining services, \$5 million for the distributed power project. He reiterated that the capital facilities reserve account also would be funded with \$20 million on or before January 31, 2017. He concluded by noting that the initial funds for both of these official accounts would be provided by moving funds from other reserve accounts, and that if money was spent out of these new reserve accounts, there needed to be a plan to refill the accounts.

Trustee Baldwin added his support for the committee's recommendation. He believed that it was necessary to have these reserve accounts. He acknowledged that there had been reserves in past, but felt that they had been shaky. He thought that this was much more transparent and appropriate.

Trustee True asked what caused the above \$50 million and below Board involvement.

Trustee McKinley responded that it was not above or below \$50 million that triggered Board involvement, but rather the variance from 10%. He communicated that there had been substantial discussion on this issue, and that the vote was split 3 to 1 for this change.

Trustee Massie stated that the budget committee compromised on this issue. He expressed that the primary reason for this change was to provide flexibility to the UW President to administer the account. He recognized that there was a question as to what was the appropriate role for Board as opposed to the President. He elaborated that the 10% figure would be about \$56.5 million for the current year and that based on this policy, if the balance in account was at \$56.6 million or above that, the President could use that money without consulting the Board, as long as it did not cause the account to fall below the 10% minimum. He added that the policy encouraged the President to look at all of the surplus accounts, noting that there was currently over \$130 million in surplus accounts across the University. Although some of this was being drawn in to populate the official reserve accounts, there was a reason for having this decentralized money in the colleges and programs. At the same time, this required the President, Vice President of Administration, and Provost to keep on top of those surpluses to ensure that the money was being used. If it was not

being used and there was better purpose for it, the president could draw it in to the central accounts and use it. He then referred back to Trustee True's question, explaining that this could be done as long as it did not go below that minimum. He added that it was the committee's decision on the role of the president, and that to do this this would increase UW's flexibility. He concluded that it would only become the interest of Board of Trustees if the account dropped below the minimum reserve.

Trustee True felt it difficult to support the varying guidelines if an account was above or below a particular threshold. He noted that the Board had that in the original motion, but that a posed amendment was made to this. He felt that the Board had already that decision back then. He recognized that the Board could reverse it, but believed that the original decision was still sound. Secondly, he commented that this was a new concept at the University. He thought that it was the duty and responsibility of the Board to maintain full knowledge and full fiduciary responsibility of the reserve accounts. He understood that there were many reserve accounts spread all over the University, and supported that this would pull funds to a central location, but felt it necessary to acknowledge that this is a new concept. He believed that it was the Board's responsibility to watch over this effort and to shepherd it. He asked what made the \$56.5 million less important than the \$56.45 million. He felt that if the money was in the reserve account it should all be subject to the same conditions. He added that UW has had some historical challenges with control of a lot of flexible money, and that for those reasons, he didn't support the different treatment of same dollars.

Trustee MacPherson agreed with Trustee True's comments. He emphasized that this was not a reflection on the current administration. He felt that the Trustees had been working to organize the finances of UW, and that until this was fully accomplished, the Board should monitor all of the finances that it can. He referenced an instance under a former president in which he unilaterally took \$450,000 and put it in a house. Although this was incomprehensible, that possibility exists if those reserve accounts were not monitored by the Board of Trustees. He concluded his statement by expressing that he had a problem with changing the policy from what the president had recommended.

Trustee McKinley made reference to Trustee True's point on the one-page policy. He explained that the operations reserve accounts guidelines would require an amendment to resolution made in January 2016, solely with regard to the operations reserve account language. He clarified that the committees purpose with that amendment was to align these policies.

Trustee Marsh considered this to be an opportunity for the Board to communicate more effectively with the President, and to provide guidance to the President. He noted that unless the President had a specific request, he was comfortable with what the Board decided in January.

Trustee Scarlett did not want to be in a position where the members of the Board became micromanagers. He felt that it was reasonable and a vote of confidence in the President and the Provost to go from 15% to 10%.

Trustee Massie stated the he was in support of this policy, adding that all the folks who talked against it each noted how different UW's current president was from previous president. He felt that this element was in itself an important reason for the departure. He thought it essential to determine the balance between what the Board does vs. the day to day operations of the person on the ground, and that this was a good place to start. He continued that the Board approved a budget every year, which for the current year was \$546 million. He noted that the President could move money around as well as expend money out of categories without coming to the Board, and that this was a lot more than the reserve account. He considered this a modest policy compared to the grand authority of the President in administering a \$546 million budget. He also pointed out that there was over \$130 million in surplus money at UW, and that if the Board was concerned with the President being able to spend money in the reserve account, there was \$130 million that the President could utilize without consulting the Board. He emphasized the need to define the role of the President vs. the role of the Board of Trustees.

Trustee McKinley stated that during the committee discussion, there were concerns that as originally presented and consistent with the January 2016 resolution, the President had to come to Board of Trustees for spending out of those reserve accounts. It was his belief that the President would come to Trustees, which would provide more transparency in the need for using those reserve funds. He felt that what was originally proposed, which was consistent with what was passed in January, provided the necessary mechanisms and transparency. An additional concern he had that had not been mentioned was with the 10% rule. He reiterated that the UW FY17 operating budget was currently just over \$567 million, which made 10% percent about \$56.7 million. He asked what made that last penny so special. Currently, the account was below that threshold, which implied that the President would have to come to the Board for any desired transaction. He added that the UW operating budget would change annually, for which 10% could be easily calculated. It was his point of view that any time action was being taken, he anticipated that the President would want to inform board, so he didn't see need for the break between the 10% level. That was a summary of both sides of discussion with committee. He then affirmed that the recommendation from the committee was the policy as revised, which would also require an amendment to the operations reserve policy passed in January 2016.

Trustee Massie moved that the Board accept the recommendation from the Trustee Budget committee as presented, revised from the original policy approved during the January 2016 meeting, and provided in advance of the meeting (see attachment N); second from Trustee Sullivan. There was clarification that this motion included both the amendments to the resolution and policy. The motion passed with a majority decision, 6 to 4. Trustees MacPherson, Marsh, McKinley, and True opposed. Trustees Palmerlee and Tully were not in attendance.

Trustee McKinley asked that the old attachments in the January 2016 minutes be updated.

Trustee Bostrom added the comment that we are in different era which was an era of trust. He felt that the Board needs to manage the reserve carefully, and hoped that the President would inform the Board about the use of those dollars even if the account was above 10% and it was not required.

AGENDA ITEM TITLE: **Response of the Financial Crisis Advisory Committee to the FY18 Budget Reduction Plan**, Dr. Steve Bieber

CHECK THE APPROPRIATE BOX(ES):

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

Financial Crisis Advisory Committee (FCAC) Chair Bieber thanked the Board and noted that he was speaking on behalf of the FCAC. He noted that the experience had been deeply personal and thanked the members of the FCAC. He then shared his background with the Board. He added that the FCAC's primary goal was to assess the integrity of UW, as was reflected in UW Regulation 6-41. Chair Bieber stated that each member of the committee had taken their responsibilities seriously, and with positive attitudes. He added that he had learned the importance of getting a fiscal system and strategic plan established at the University. He noted that UW had helped them in achieving their tasks and that many open meetings and listening sessions had been established.

Chair Bieber added that on October 18, 2016 the draft plan had been distributed to the community, and on October 31, 2016, there was a meeting to consider the changes to the draft plan. He noted that the committee was not recommending financial exigency. He stated that the proposed plan managed to keep the integrity of the University and prevents substantial harm. He added that this would be a change at the University, as many faculty and staff were being let go. Chair Bieber noted that some of the impacts from the changes in FY17 were still being realized and the proposed changes from FY18 would not be fully known until July 2017. He stated that it was important to realize that UW would be affected after these decisions went into effect. He added that he had faith in the leadership and the strategic planning process going forward.

Trustee MacPherson thanked Chair Bieber and noted the Board's appreciation for his and the committee's work.

AGENDA ITEM TITLE: **FY18 Budget Reduction Plan**, Nichols

CHECK THE APPROPRIATE BOX(ES):

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

University President Nichols explained the FY18 budget reduction plan. She thanked the FCAC for their invaluable work. She referenced pages 126 and 127 of the report and the guiding principles behind the planning efforts. She noted that page 128 gave the completed FY17 budget reduction. She highlighted item #6, the retirement incentive, and noted that when this was first presented to all employees there were many takers. She added that the buy-out program took all of the savings from FY17, so there were no actual savings in FY17, as it was used this to pay the incentive. She shared further details of the reduction.

University President Nichols explained to the Board that \$19.3 million will have been saved in FY17, which would be repeated in FY18, for a total of \$39 million saved in those two years. She reminded the Board of the total savings target of \$41 million. She referred to Page 130, which contained the recommendation for the FY18 budget reduction plan. She stated that the target was to reduce the budget by \$10 million, and that the first piece of this would be part of a permanent budget reduction. In addition, \$3-5 million of this \$10 million would be biennial budget reduction. She noted that the reason UW was reducing more, was to do internal reallocations that would take care of several structural deficits. One of such deficits was the utilities budget, so part of the cut was to reallocate dollars to the utilities budget. She also discussed the new Oracle fiscal system and the annual bill owed to that company. She clarified that it was her goal to work toward salary increases for staff and faculty. She stated that this will not happen this year, but is a hope for next year.

University President Nichols detailed the \$10 million reduction presented on pages 130 and 131. She noted that if the University was successful at reaching all targets, it would cut approximately \$10.3 million, but estimated that the cuts would total about \$10 million. She discussed the first item, a faculty separation incentive program. She then explained differences in this proposal from the FY17 proposal.

She stressed the need for less employees, as 85% of the budget went toward personnel. She felt it was impossible to cut 10% of budget without reducing personnel, and noted that the goal of downsizing through attrition. She stated that the previous summer's separation incentive was largely taken by staff, so the FCAC tried to determine how to incentivize faculty separation. She noted that the program would be for faculty only, and would try to encompass feedback from the

faculty. She added that the overall goal was \$4 million in savings through the separation, with \$2 million of that being permanently being eliminated from the budget. She explained that half of these positions would be permanently eliminated, and half would be returned to the Provost for recruitment in high need areas. She noted faculty support for putting some positions put back.

University President Nichols then discussed vacancies. She noted the efforts to save vacancies, adding that only a small number of essential positions had been filled. She stated that at that moment there were 20 vacancies in the central pool that have not been released. She suggested eliminating 12 of those vacancies, which would create a savings of \$750,000. She emphasized that these are current vacancies, so no one would be losing their jobs.

The third item discussed by University President Nichols was the division reductions. She explained that the committee took recommendations from the division heads and came back with the current recommendation presented in the chart. She stated that some figures were lower than the originally given target. She explained that the committee went back to its principals, talked about the impact of the recommendations, and created what it thought to be the least-damaging proposal. She then shared the various amounts and percentage presented in the materials. She brought the Board's attention to page 131, discussing the various strategies of the vice presidents and describing the summary chart.

The final item University President Nichols discussed was operational efficiencies. She discussed Huron's role in helping UW to see areas where it could become more efficient and save money, while not impacting its core mission. She explained that Huron worked for approximately 11 weeks, and came back with list of 17 recommendations. University President Nichols noted her and other members of the administration's analysis and consideration of these recommendations. She noted that the presented materials showed those recommendations that she supported for the University at this time.

Trustee Massie noted that because his wife works at Student Health, he would leave the room during any discussion of that because of a conflict of interest.

University President Nichols discussed the information on revenue growth found on page 132, adding that this would be discussed the following day.

Trustee MacPherson commended the work done by University President Nichols on this matter, and noted the Board's gratitude and appreciation.

Trustee True thanked University President Nichols for the helpful chart she presented. He asked how shifting the funds worked, as it was not reducing the overall budget of UW. He understood that it reduced the ongoing state block funding, but wondered how shifting between funds worked towards reducing the overall budget.

University President Nichols stated that as Section II funded vacancies became available they were held. She noted that UW was an whole University, and it was not fair to only have half impacted by the budget cuts. She explained that they continued to downsize positions in Section II, just as

in Section I, and that many Section II positions had been eliminated. This created flexibility and openness. She gave an example of this flexibility's usefulness in the division of Student Affairs.

Trustee Massie referred to the table and asked about a particular transfer of Section II funding.

Vice President Axelson responded that this was bridge funding and a readjustment of overall of fees.

Trustee Massie iterated that if either this or the aforementioned topic were discussed he would have to leave due to conflict of interest.

Trustee Gubbels asked if it was possible to cut \$5 million from Academic Affairs.

University President Nichols affirmed that it was possible, but that this came back to the core mission of student success. She stressed that first and foremost the University existed to provide an education to students. She discussed where within the University that the core mission happens and trying to minimize impact to students. She also noted that number one in the plan was the faculty separation incentive, so when coupled with Academic Affairs' \$2 million cut, there was really a \$4 million total cut from Academic Affairs.

Trustee McKinley thanked University President Nichols, the FCAC and many others across campus for working towards a common goal. He noted that he was refocusing the discussion for purposes of further Board action. He referenced the document entitled "Plan for Budget Reduction at UW for the FY17 and FY18 Biennium" located in the Board packet on page 126. He noted that he would be focusing on pages 1-6 of this document as pages 7-8 dealt with the long term fiscal plan, which was not a part of the budget reduction. The information on pages 7 and 8 were different agenda items for the following day. He noted that the first two pages are the summary and introduction, and so began on the third page (page 128 of the Board report). He stated the two primary elements of the plan; permanent reductions in the block grant Section I funding and internal reallocation of funds at UW to accomplish the goals and objectives of the President. He initially focused on the block grant Section I funding cut. He referenced the letter requesting a \$35 million budget cut and the additional penny plan cut for a total reduction of \$42 million. He explained the figures presented on page 128, noting that the President would need to cut an additional \$3 million to 5 million from the block grant in FY18, and that somewhere between a \$2.5-5 million permanent budget cut would have to happen. He skipped the material on page 129, because it was only potential savings, and continued on to page 130. This page address internal cuts and reallocations. He reiterated that a portion of this would be needed to finish out the \$42 million. This document showed the proposed reallocations to achieve the goals that the President had articulated. He added that the faculty separation incentive was a separate item on the Board's agenda. He suggested carving out that item from of the Board's action on this plan. He noted that the faculty separation program was important, but was not a part of block grant budget cut.

Trustee MacPherson suggested voting on that part of the plan separately.

Trustee McKinley stated that University Regulation 6-41 Section 7 required the Board to approve, modify and approve, or reject the financial plan which is pages 128-131 of the report. He also noted the other aspect of revenue enhance, which was on the agenda for the following day. He felt that the Board needed the necessary motions to carve out faculty separation incentive and revenue enhancement items from the plan, in order to focus on the budget reduction. The Board could then take action on budget reduction for block grant. The other item he noted was that because of Trustee Massie's declaration of conflict, the Student Health item on the FY18 plan and the \$300,000 Student Affairs' component would have to be removed and acted on separately as well.

He also clarified that the Board had already passed the FY17 plan, a lot had already been approved and rolled into the budget. This meant that the Board was not modifying the budget, but addressing the plan presented by the President.

Trustee Bostrom asked if Item 11 of the consent agenda needed to be pulled and done in three sections: first, dealing with the completed changes in FY17, second, addressing page 130, the FY18 budget reduction plan, which was not part of block grant reduction, and third acting on the revenue growth plan. He wanted to ensure the Board did not mix the block grant reductions with internal efficiencies.

Trustee Bostrom removed the item from the Business Meeting Proposed Items for Approval list.

Trustee McKinley moved for approval of A Plan for Budget Reduction at the University of Wyoming for the FY17-18 Biennium, October 2016, contained on pages 128 and 129 of the Trustees Board report, dealing solely with the Fiscal Year 2017. He noted that this was the block grant section budget cuts and this was already rolled into the budget previously approved by the Board; second from Trustee Bostrom. The motion passed with a unanimous decision.

Trustee McKinley moved for approval of the FY18 Budget Reduction Plan contained on pages 130 and 131 of the Trustees' Board report, excluding item number 1. under the Permanent Budget Reduction Target heading, and excluding Student Affairs reduction line listing \$300,000 under item number 3., and excluding Student Health reduction line listing \$275,000. Trustee McKinley noted that for clarification, the reason for excluding these items was to allow for full Board participation and addressed the noted conflict from Trustee Mike Massie; second from Trustee Bostrom. Trustee McKinley noted that these were not cuts to the Section I block grant, but rather internal reallocation for efficiencies determined prudent by the University President. He reminded the Board that the University President gave the utility budget as an example and the ability for these funds to be used for those costs. The University President had also provided other examples for potential uses for these reallocations. Trustee Bostrom seconded the motion.

Trustee Massie cautioned using this explanation. He expressed that it was his understanding that still \$3 million was still needed in order to fulfill all the cuts requested by the Governor and the

penny plan. He stated that the administration needed to be given some flexibility so that if they needed to take some money from these funds to meet those reductions, this could be done.

Trustee McKinley stated that it was fully understood that reallocations may be needed to be used to accomplish the full \$42 million block grant reduction. He noted that Item #3 was approximately \$5.9 million, which provided about 2 times the amount necessary for the President to accomplish that, although it was too early to figure out how much is needed to accomplish the reduction. He affirmed that this plan provides dollar amount necessary to achieve it, but the specific cut it had not been expressly identified.

Trustee President MacPherson anticipated that the Board would get a further report from the administration at the appropriate time.

All trustees were in favor; Trustee McKinley's motion passed unanimously. Trustees Tully and Palmerlee were not present.

Trustee Massie left the room.

Trustee McKinley moved that the reductions in line in Item #3, the \$300,000 in Student Affairs, and line item under Item #4, the \$275,000 in Student Health, be approved for reallocation purposes. Trustee Baldwin seconded the motion.

Trustee McKinley noted that many people used Student Health when he attended UW, and was not sure how this reduction would impact students access to quality local healthcare.

University President Nichols noted that this topic would be a part of the upcoming presentation from Huron. She explained that when they looked at UW's Student Health operations in comparison to its peers, it had the lowest ratio of student to healthcare providers. Huron's recommendation was to downsize the staffing around direct provides, which she believed would entail the removal of three FTE positions, to bring UW closer to the mean ratio of student to healthcare providers. She was confident that students would still receive excellent healthcare. All were in favor. Trustees Tully, Palmerlee, and Massie were not present.

It was noted that the faculty separation incentive was the next item on the agenda.

AGENDA ITEM TITLE: **Voluntary Separation Program**, Miller/Evans

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other                      Specify:
- 

MINUTES OF THE MEETING:

Provost Kate Miller began her presentation on the voluntary separation program. She explained that it was a separation program and not a retirement program (see attachment D). She noted that it was geared toward faculty who had had many years of service and may be eligible for retirement. She added that only tenure track and extended term professionals, who had had a certain number of years of service were eligible for the program. Provost Miller stated that the program had limited funds and explained that it was not a program of entitlement. She noted that the separation of individuals must be of the best interest of the University, as to be determined by department heads, deans, and herself. She then explained some of the details of the application process, noting that not all of the specifics had been determined yet. Provost Miller noted that accepted applications would receive one-time payments of nine months of salary, including a maximum of \$150,000 in payout. She then explained how vacation and sick leave would be paid out. She noted that if the program were approved, it would be announced on December 1, applications would be accepted through February 1, and acceptances would be announced March 1.

Faculty Senate Chair Scott Shaw asked if there was an estimation of how many faculty members would take the separation incentive. Provost Miller responded that she was unsure of how many would apply. She noted that the initial numbers were that 25% of eligible faculty might take it, but she was unsure.

Trustee Michelle Sullivan asked how many faculty were eligible. Provost Miller said that her recollection was 197 faculty members. She noted that if 25% of people took the incentive, the ballpark would be around 50 faculty members.

Trustee John McKinley noted that he applauded the concept of the “voluntary separation program.” He stated that he did, however, have a personal problem with paying and rewarding people to retire. He noted that it was important to consider the cost associated with it. He added that he was having a hard time seeing why it was important to take one-time funds to pay people to retire.

Provost Miller responded that she understood the concerns. She noted that this concept was very common in corporate downsizing. She stated that it allowed the University to preserve some

younger faculty, while allowing the opportunity to seek other kinds of faculty members at the same time.

Trustee Dick Scarlett asked what this process would cost. Provost Miller explained the costs associated with the incentive. She noted that there was a one-time savings, as well as an ongoing savings associated with it.

Trustee Dave Bostrom explained that this process also occurred in some school districts in Wyoming. He noted that it gave incentive to people who were close to retiring, and often times, more expensive. UW President Nichols explained more about the costs and savings associated with the incentive.

Trustee Bostrom moved that the University of Wyoming of Trustees approve the voluntary separation incentive program as presented; Trustee True seconded the motion. Trustee Sullivan requested a friendly amendment to change the motion to instead request the administration to continue fleshing out the details of this proposal and consider approval at a later time. Trustee True noted that he concurred with the comments regarding providing more information and details to the Trustees before a decision be made. Trustee True then requested this motion be tabled until tomorrow, Friday, November 18, 2016. Trustee McKinley seconded the motion to table the original motion. The motion passed with a unanimous decision.

AGENDA ITEM TITLE: **Huron Consulting Group Recommendations**, Laws

CHECK THE APPROPRIATE BOX(ES):

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

Huron Consultant Andrew Laws discussed the 11-week performance improvement project that had just concluded (see attachment E). He noted that the purpose of this effort was to help UW identity and develop opportunities to enhance revenue. He explained that after visiting with various entities on campus as well as working with a steering committee, 13 sets of recommendations were developed. These recommendations presented with those from the FCAC to develop the budget reduction plans. He shared information on the governance of the committee, the project timeline, and stakeholder engagement and interaction. He explained the criteria and weighting of the recommendations. He then shared their primary recommendations, noting that there were both immediate and long-term opportunities. Consultant Laws discussed UW procurement operations, suggested changes and expected savings, and shared the next steps for implementing this option. Laws then discussed the changes that could be made to IT, such as campus distribution of IT team members. He next addressed the recommendations related to reducing the amount of vehicles and centralizing operations in Fleet Services, and shared potential saving. He also suggested adopting the state policy regarding UW's long term disability benefits policy better than the state and shared potential savings and other details. He then discussed changes to Student Health. He finalized his presentation by sharing details about recommendation implementation, the timeline for WyoSolutions, and the next steps for UW to take.

Staff Senate President Mark Gunnerson asked about the timeline regarding the long-term disability policy. Consultant Laws was not aware specific dates regarding this policy. University President Nichols planned to implement it in FY18, July 1, 2017. Interim General Counsel Evans noted that long-term disability benefits would still available but the cost would be transferred to the employee.

Trustee President Macpherson asked if the items presented to the board were the recommendations. Consultant Laws affirmed those are Huron's recommendations.

Trustee Scarlett asked members of the administration for their perspective.

University President Nichols referenced page 130 of the budget reduction plan and noted that the items presented by Consultant Laws were the same items. He just gave more detail on how the savings would occur. She noted that Consultant Laws' savings estimates were much higher than

those she had presented because those were the real savings need to get to FY18. She explained that Huron had presented efficiency studies and given three separate numbers; a low, mid and maximum savings. For FY18 she presented the lowest number because that needed to be saved in FY18. She hoped to go beyond this savings, especially in procurement.

Consultant Laws discussed procurement savings results with other institutions and the approach used by administration for the FY18 estimates.

Trustee President MacPherson asked about a timeline for implementing these items. Consultant Laws responded that this was case by case, but that there was support for implementing most within the outlined three years' period.

University President Nichols added that work had already begun on some recommendations such as the second bullet of enrollment, optimizing tuition and fees, and transfer. She noted the earlier strategic enrollment plan presentation.

Trustee Marsh noted that if an employee elected to pay for the long-term disability benefits they would be tax-free. He also felt it important to note that this policy was in alignment with what was seen in private industry and other educational institutions.

AGENDA ITEM TITLE: **Introductions and Recognitions**, Mai

CHECK THE APPROPRIATE BOX(ES):

- Work Session
  - Education Session
  - Information Item
  - Other                      Specify:
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Vice President for Administration Bill Mai introduced the Board to UW's new Associate Vice President for Human Resources, Jeanne Durr. Vice President Mai noted that UW was excited to have Ms. Durr on campus, as she had excellence experience in human resources and would bring a wealth of knowledge to campus. He shared Ms. Durr's background and educational experience, including that she had received her juris doctor degree.

AGENDA ITEM TITLE: **Education Initiative Update & Introduction of Rebecca Watts, TEI Director**, Palmerlee/Reutzel

CHECK THE APPROPRIATE BOX(ES):

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

Dean of the College of Education Ray Reutzel began by introducing Rebecca Watts, the Trustees Education Initiative (TEI) director. He noted that she had provided tremendous help and her talents had been well displayed throughout her efforts. He stated that Trustee Dave Palmerlee was unable to attend, so he was standing in for him in introducing Rebecca Watts. He added that Rebecca Watts had begun her service in September and the shared more of her background.

Director Rebecca Watts shared the structure of the TEI (see attachment F). She noted that there would be a community feedback group and that people would be surveyed on their perspectives, opinions, etc. She added that the community college presidents would provide the site for the town hall meetings. She stated that there were eight different program study groups and then explained these. Director Watts added that many stakeholders, including the College of Education faculty, K-12 teachers, superintendents, etc. would all be involved. She then explained how the process would be evaluated and move forward.

Trustee Dick Scarlett asked if local school board members were included in the process, to which Director Watts responded yes.

Trustee Michelle Sullivan asked what early childhood was, to which Director Watts explained was pre-K through age eight.

Trustee Jeff Marsh asked how Director Watts saw the process going with the local school districts and if it made sense for the Board to be a part of some of that. Director Watts noted that every opportunity for involvement would be taken. She stated that monthly Wyoming Department of Education meetings were attended, in which state superintendents, deans, associate deans, staff, etc. were involved.

Dean Reutzel began discussion on the National Advisory Board had not been named thus far, but Arthur Levine would be the chair of that board. He then discussed the strategic planning committee, program study groups, and education stakeholder study groups, stating the criteria, stakeholders, and the roles of the board. He added that item by having a contract for research support would allow them to have research support for the program study groups. He stated that

each member of the program studies could not do research, so providing this research support would help them move forward in an informed way.

UW President Laurie Nichols thanked Dean Reutzel for his discussion and asked for him to speak about the community college president discussions. Dean Reutzel stated that the meetings had gone well and thanked UW President Nichols for making the meetings possible. He added that one thing that had shocked him with his meeting with the president of Northwest Community College was that over 60 elementary education majors were going out of state for their degree program. He noted that UW needed to work on the transition by using community colleges as a platform for getting degrees into the state. Dean Reutzel commented that sites needed to be added at community colleges. He noted that having student teachers in these districts helped as well. He stated that the community college presidents were anxious to work with the University to provide platforms and support.

AGENDA ITEM TITLE: **Reestablishment of the Executive Committee and Revisions to the Trustee Bylaws**, MacPherson/Evans

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other

Specify:

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MINUTES OF THE MEETING:

Trustee John MacPherson presented to the Board on the reestablishment of the executive committee, which included revisions to the bylaws. He began by noting that they were unable to change the word “president” to “chair”. He then stated that the first material change was with respect to section 5-2, which included information on the ad hoc committee. He noted that the provision recommended by the committee provided trustees the ability to appoint an ad hoc committee to address business. Trustee MacPherson stated the second substantive change, which included information on the executive committee. He noted that the revised provision proposed having five members of the Board serve on an executive committee. He stated that they had suggested that the president, vice president, secretary, treasurer, as well as the former president, serve on the executive committee. He noted that the executive committee would meet with the president and conduct routine business. He added that the executive committee was allowed by law, and then shared the specifics. Trustee MacPherson then discussed more specifics of this bylaw change. He noted that after knowing the facts, the Board would be able to motion to approve the change, discuss, and then allow time for amendments.

Trustee McKinley moved that the Bylaws of the Trustees of the University of Wyoming, as drafted and presented on pages 147-160 of the University Board of Trustees report, be approved as indicated by the modification shown in red line in that draft; second from Trustee Scarlett.

Trustee Mike Massie began by making some amendments. He noted that he found 7-1 troubling, and he added that statutes ought to be followed when the Trustees make decisions. He added that there ought to be three members on this committee. He then stated that the statutes also explained that the executive committee was to be entrusted with routine business, and emergencies were not routine business. He noted that the only exception was that routine business could be defined in the bylaws.

Trustee Massie moved to amend the motion made by Trustee McKinley with the language he (Massie) presented for Section 7.1 – Executive Committee as presented and distributed in advance of the meeting (see excerpt below); Trustee Sullivan seconded the motion to amend the original motion.

*Proposed Amendment from Trustee Massie to Section 7.1 of the Trustee Bylaws*

#1

Section 7-1. EXECUTIVE COMMITTEE

The Executive Committee shall consist of ~~five~~ **three** members of the Trustees: the President of the Trustees who shall serve as Chairman, ~~the immediate past President of the Trustees,~~ the Vice President of the Trustees, ~~the Secretary of the Trustees, and the Treasurer of the Trustees~~ **and one additional member appointed by the board President.** The Executive Committee shall have authority to **conduct the routine business of the board, which shall consist of** meeting with the University president to exchange information and discuss issues and **fulfilling the responsibilities assigned to it in the University regulations.** ~~to act for the Trustees in all routine business matters wherein immediate decisions and actions are deemed necessary for the present welfare of the University.~~ All such actions of the Executive Committee shall be reported to the Trustees at their next regular or special meeting and ratified when appropriate, and shall be entered in full upon the minutes of such meeting of said Trustees.

Trustee McKinley noted that he thought the executive committee should have authority to meet with the president, exchange issues, and act on behalf of the trustees on routine business actions, when necessary. He stated that the executive committee needed to address issues of routine business and be necessary for the president and the welfare of the University. He noted that he was not in favor of making a list of routine business items, as one would likely be forgotten, causing issues in the future. He added that the executive committee was not a quorum of the Board and could not take official action. Trustee McKinley then explained more information regarding the routine business item of the executive committee. He noted that with regard to the second proposed change, he was fine with having five members on the executive committee. He then provided more information regarding how this would affect the bylaw changes.

Trustee Massie noted that he agreed with many of Trustee McKinley's comments. However, he again stated his concern with the wording for routine business and immediate need. He noted this meant the executive committee would be able to define what is routine and immediate themselves. Trustee Massie noted that the Board needed to put conditions on routine matters and define what this meant. He noted the current language was too general and board.

Policy Director Mary Kay Hill recommended the Board consult general counsel or the attorney general's office.

Faculty Senate Chair Scott Shaw thanked Trustee Massie. He shared the background information he gathered on this topic and the historical use of the executive committee. He noted that this was originally in use when it was challenging for trustees to travel to Laramie and there was not technology such as conference calls. He noted that this would have an impact on public perception

as well. He noted that even if the committee was not used, it would give the impression of small groups making decisions behind closed doors.

Trustee Marsh stated that this committee would not be used to conduct business or anything beyond its stated purpose.

Trustee Sullivan noted she felt comfortable with the language, but asked for general counsel's opinion on the number on the executive committee.

Interim General Counsel Evans noted that it was her legal opinion that 5 members met the legal intent of the statute.

The vote was then called on the amendment. Trustees Massie and Sullivan were for the amendment, all other trustees were opposed. Trustee Palmerlee and Tully did not vote as they were absent. The amendment failed.

Trustee True then transitioned the Board into a discussion of the terms of service on the committee, specifically noting that in the near future the Board's immediate past president would not be on the Board so could not serve on the committee. Trustee True moved to amend the original motion, and documents presented for decision, to include the following language in Section 7-1. Executive Committee (page 152), "...the immediate past President of the Trustees, if such person remains on the Board..." Trustee Marsh seconded the amendment to the motion. Motion passed with a unanimous decision.

Trustee Marsh then directed the Board's attention to article #7, Fiscal and Legal Affairs Committee on page 155 of the Board report. He asked if there needed to be special mention of a federal funds audit. The Board noted they were comfortable with the current language and no changes were made.

A vote was taken on the original motion made, to include the amendments made by Trustee True, passed with a majority decision. Trustees Sullivan and Massie opposed. Trustees Palmerlee and Tully were not in attendance (see final document in attachment F).

AGENDA ITEM TITLE: **Travel Policy re: Aircraft**, Mai/Gern/Evans

CHECK THE APPROPRIATE BOX(ES):

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

Vice President Mai explained that he was working with Auxiliary and Fleet Services to make the necessary changes for this topic (see attachment G). He added that Auxiliary Services had already taken funding the transportation pilot, but that money received from charging for the flights would go into covering the salary of the pilot.

Trustee President MacPherson thanked those involved in this modification.

AGENDA ITEM TITLE: **Update on UW Regulatory Structure Review**, 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 Tara Evans shared background information on the UW Regulatory Structure Review. She noted that the next checkpoint would be in January, when inventory would be completed. She stated that this task was not easy, but it was doable. She noted that she would provide an update in January.

Trustee McKinley suggested that agencies review the regulations. He noted that streamlining and removing outdated regulations should be at the top of the priority list.

Interim General Counsel Evans noted that she did not want it to be piecemeal. She added that they would repeal presidential directives and make them policies or regulations. She then explained the process of directives and regulations.

AGENDA ITEM TITLE: **UW Regulation Modifications – Haub School of Environment and Natural Resources**, Evans/Miller

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other                      Specify:
- 

MINUTES OF THE MEETING:

Provost Kate Miller began her presentation on the UW Regulation modifications to the Haub School of Environment and Natural Resources. She started by referring to pages 165-221 of the Board report. She noted that changes from the September meeting regarding the title change from director to dean of the Haub School. She noted that this version incorporated the Board's suggestions and the comments from Faculty and Staff Senates, as well as ASUW. She added that she was asking for approval from the Board on the changes.

Trustee MacPherson noted that this was on the Consent Agenda. He then asked for any discussion or comments.

Trustee Baldwin moved that the Board remove the topic from the Business Meeting Proposed Items for Action list and approve the documents as presented to the Trustees found on page 165-221 of the Board of Trustees report; Trustee Sullivan seconded this request/motion.

Trustee McKinley stated that he had a question regarding section IV of the proposed regulation. He noted his concerns and added that he was looking for an explanation to how the regulation would be affected. Interim Vice President Evans noted that this language was already in several of the regulations and noted that it could be stricken, if the Board desired.

Trustee McKinley moved to amend the motion and strike Section IV on page 221 from the proposed regulation; second from Trustee Baldwin.

Trustee Sullivan asked what the purpose of the original language was.

Trustee MacPherson stated that if the Board were to vote in favor of the provision, they would be disregarding the necessary input provided by stakeholders.

Trustee Massie noted that there was a line that stated that if an amendment was adopted, the adopters would have to come to the Board for approval. He added that the Board retained its rights to approve the amendment.

Trustee True requested clarification on the amendment to the motion, and whether Trustee McKinley intended to remove all language, or was the amendment intended to strike action and

reinstate the proposed text. To which Trustee McKinley stated that the amendment would include the old language and the new language—completely stricken from the document. There was additional discussion regarding the language and its purpose, intent and whether it was more for internal use.

Trustee McKinley retracted his original amendment to the motion and requested a new amendment to the original motion. Trustee McKinley moved the following:

With regards to proposed regulations regarding the Haub School for Environment and Natural Resources, specifically Section IV, found on page 221 of the University of Wyoming Board of Trustees report, be deleted and removed and all language that is currently proposed whether stricken or additional language, be deleted and removed from the regulation.

Trustee Baldwin seconded the amendment to the original motion. The amendment to the original motion passed with a majority decision; Trustee Sullivan opposed. [Trustees Palmerlee and Tully were not in attendance.]

Motion to approve the documents as presented to the Trustees found on pages 165-221 of the Board of Trustees report, and with the amendment made by Trustee McKinley and approved with a majority decision, passed with a unanimous decision.

AGENDA ITEM TITLE: **Academic Program Review Process Update**, Miller

CHECK THE APPROPRIATE BOX(ES):

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

Provost Kate Miller updated the Board on the academic program review process. She began by reminding the Board that the previous spring it had been determined that UW would review a number of academic programs, targeting those programs which had had less than 50 graduated in the past five years. She noted that they worked with deans to determine which programs would be eliminated. She added that they then followed the process as stated in UW Regulation 6-43 to communicate to affected parties. Provost Miller added that the window to receive comments would remain open until December 16. She noted that so far, comments had been received in her office or had been e-mailed and that she had received 120 comments thus far. She added that once all of the comments are received, they would be distributed to Faculty and Staff Senates, as well as ASUW. She stated that as was stated in the UW Regulations, Faculty Senate would have 60 days to submit written review to the Provost, and she would then consider those in her office and make a recommendation to the President, who would make a recommendation to the Board. She noted that this process would likely be done in May. The programs up for elimination were then discussed.

Provost Miller noted that the faculty would draft an initial strategic plan in March, and Faculty Senate's comments would then be compared to provide program review recommendations.

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

CHECK THE APPROPRIATE BOX(ES):

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

Vice President for Academic Affairs and Provost Kate Miller provided the Board with updates on the University Strategic Plan. She noted that there would be 125 listening sessions around campus by December 16. She added that each of the sessions were recorded and on WyoCast. She stated that the process had been positive, including comments from many individuals. She noted that Trustee Marsh had also attended these listening sessions. Provost Miller stated that they would continue to steer conversation where they discovered more gaps. She noted that once the sessions were finished, the topical session leadership and SPLC would meet again, moving forward to assimilate all of the information collected and move towards an initial strategic plan.

Trustee Marsh noted that there were 23 recordings online at that moment. He thanked Provost Miller for shifting the opposition into a vision for the future. He stated that the concerns needed to be a part of the dialogue. He also added that the Strategic Plan was a team effort to move the institution forward. He noted that having interactions with academic personnel was rewarding.

UW President Nichols thanked Provost Miller for her hard work. She noted that the work to date that had been on the campus, but now they were moving into statewide listening sessions to hear from constituent groups.

Vice President for Governmental and Community Affairs Chris Boswell stated that page 226 of the Board's packet was no longer relevant, and he provided a new sheet of reference for the Board (see attachment G). He noted that there would be ten meetings around the state. He added that UW President Nichols would be leading the meetings and that Provost Miller may attend many of the meetings as well. He then asked the trustees to attend the meetings as well, if they were in the areas during the scheduled times. Vice President Boswell added that getting community members to attend was very important.

Vice President Boswell noted that the meeting in Laramie would be off campus, but the other locations would be hosted at the community colleges. He stated that these sessions would provide an opportunity for separate interactions with legislators around the state.

Trustee Marsh noted that there were ag experiment stations in Powell that they should try to visit when in Cody.

Vice President Boswell discussed some of the hosting logistics and details of the trips to Evanston and Douglas.

Trustee True noted that he would reach out Ann Rochelle. He stated that it was important to have more information on these sessions before personally contacting people.

Trustee Dave Bostrom noted that UW Foundation members, Cowboy Joe Club, and alumni were all great resources as well.

UW President Nichols explained that they envisioned the set-up would begin with a short 15 minute PowerPoint on the current state, data about the University, enrollment, etc. She mentioned that then they would talk about the Strategic Plan and open the time to dialogue.

Trustee Bostrom asked how many on-campus listening sessions would happen in Casper. Provost Miller explained that there would be 125 on the UW Campus and that Casper would have a listening session when they traveled around the state. Trustee Bostrom stated that more needed to be done in Casper.

AGENDA ITEM TITLE: **Science Initiative Discussion**, Miller/Bostrom/Boswell

CHECK THE APPROPRIATE BOX(ES):

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

Trustee Bostrom noted that the Science Initiative was the last step in a long process that had taken place. He referenced the School of Energy Resources, NCAR Supercomputing Center, the Enzi STEM building, High Bay Research Facility, and the new Engineering building, commenting that math and science were the basis for all of these, so the Science Initiative was extremely important. He noted that the money for Science Initiative building had been appropriated, but also that there was a possibility that the Legislature could change this. He also discussed a suggestion made to resell this initiative to the Legislature due to the changes in its membership. He then discussed his suggestion to create a video that detailed the initiative's history and importance. He suggested that the Trustees present the completed video and accompanying factsheet to legislators and have conversations with them about this topic. He also suggested that they then report back to the Board when this was completed. He wanted to discuss if this would be the right approach, how go about this, and how to measure what had been done.

Vice President Boswell explained that the Legislators had an interesting question before them in the Science Initiative. He added that the University's goal was to preserve the decisions that had already been made. He reminded the Board of how the funding came about for two arms of the Science Initiative, the building and the program, and the details of this funding. Vice President Boswell noted that the \$100 million funding for the building was outstanding at that moment. In 2015, the Legislature appropriated \$3 million to begin planning for the building. Part of this was used for Level 1 planning, and in March 2016, the Legislature appropriated an addition \$3 million to purchase properties, and three additional appropriations that totaled \$100 million. He explained that \$51.2 million had been appropriated for the Science Initiative and was arguably in the bank. He noted that it was currently sitting in an account at the State Treasurer's Office, but felt that in the coming weeks it would be set aside and banked for this facility. There were two additional appropriations, each for \$24.4 million. The first was planned to arrive at the end of the 2017 fiscal year, the source of which was state investments. He added that this \$24.4 million was backstopped by state's rainy day fund, and that if the \$24.4 million was not available on at the end of the FY17, the rainy day fund would be tapped for these funds. The final component, the second \$24.4 million, takes the same route as the first \$24.4 was planned to be delivered at the end of the FY18 for this project. He commented that in 2017, the Science Initiative would be third in line for these investment funds, but reiterated that the rainy day fund backstops all of them. In 2018, the Science

Initiative would be second in line for the investment return funds. He wanted to make clear to the members of the legislature that they did not have to appropriate anything, as the funds had already been appropriated. He referenced the potential issues given the state's fiscal circumstances, and discussed other projects that were also receiving state funding, highlighting the reconstruction of the State Capitol Building. He noted the fact that 10-11 years ago the School of Energy Resources (SER), and Energy Innovation Center (EIC) and didn't exist. He discussed Dr. Mohamed Piri's work in the engineering building that had been expanded into the EIC, and was now being expanded into the High Bay Facility, funded by private and state funds. He discussed the Enzi-STEM and its labs, invoked the image of a Science Initiative building that enabled a different way of teaching freshman and sophomore level lecture classes through active learning. He emphasized that the Science Initiative facility would offer a remarkable next step. He noted that Dean of the College of Engineering Michael Pishko, and Dean of the College of Education Ray Reutzel would be on Science Initiative video talking about the importance of the Science Initiative. He emphasized the need to communicate that the Legislature had made a commitment to this initiative and that the University was moving forward with it. He was not sure if it was the best strategy, but it was a possibility.

Trustee MacPherson thanked Vice President Boswell for his explanation. He added that the Trustees already designated this as their top priority. He asked what other concrete plans or actions can be taken to ensure that already committed funds are not diverted. He hoped have an outline or plan created to ensure that these funds stay as appropriated.

Trustee Bostrom stated that this was an educational effort for people who were not familiar in depth with what UW had done with STEM activities, and felt that it was important for the legislature to understand this. He noted the importance of having the trustee's dedicated to educating legislators on this matter. He also felt it important that the Science Initiative team communicate with the legislature.

A delegation from the Science Initiative was then introduced. This included Greg Brown, Director of the Science Initiative Leadership Team and Associate Dean in Arts and Sciences, Professor in the Department of Physics and Astronomy Chip Kobulnicky, Junior Physics student Logan Jensen, and Cynthia Weinig, professor in the Department of Botany. He pointed out that in the 15 months since the start of the program there had been much interest in the initiative from many colleges across campus. He added that all University initiatives work together to create a large impact (see attachment O)

Dr. Kobulnicky described his experience taking 9 students to the Apache Point Observatory. He noted that UW had joined a top-tier research consortium of 7 other universities, and that through this consortium, students and researchers have access one most advanced telescopes in the world at Apache point, New Mexico. He likened it to the UW Libraries joining the Greater Western Library Alliance. He noted this as a first step in transforming all science programs that would prepare student for jobs in a complex workforce.

Logan Jensen explained that he was a Junior, Trustees scholar, honors student, and President of the Society of Physics Students. He noted the incredible opportunities he has had as an undergraduate such as being an observer and operator at the University's Infrared Observatory. He also discussed his participation in a nation-wide solar research project for the total solar eclipse. He described his experience at the Apache Point Observatory, noting that it was made possible due to the Science Initiative. He noted that these opportunities would be very beneficial in his future.

Dr. Weinig asked Logan to elaborate on his role in elementary outreach.

Logan described his eclipse project, its primary focus, and its involvement with middle and high school student groups. He noted that he and Dr. Mike Pierce would be focusing on outreach in state, coordinating and training students on how to collect data and take full experience of the eclipse.

Dr. Brown noted that the Board had received a set of talking points on the Science Initiative, which he was happy to continue working on to help the Board communicate the importance of the Science Initiative. He also noted that it was decided to have a kick-off meeting for the Level II planning for Science Initiative building.

Dr. Weinig added that the talking points were effective, but perhaps highlighted points 2, 3, 4. She discussed students' desire to do research. She then discussed the need to participate in teaching and research.

Faculty Senate Chair Scott Shaw applauded Dr. Greg Brown and his accomplishments and shared their history together. He did not want the Board to lose sight of field courses. He noted Page 3 of the Science Initiative materials and made comment on the appearance of the materials.

Trustee MacPherson stated that the Board heard in executive session where the University was with property acquisition, but noted that this was only part of the equation, and that facilities construction was the other component.

Trustee McKinley stated that he could give the Board an update from Facilities Committee after Provost Miller had presented. He asked if the presenting group could share the four pillars of the initiative and the research side of it.

Dr. Weinig highlighted the value of these centers to UW. She gave the example of genetic researching in greenhouses, and shared the importance of having functioning greenhouses. She stated that UW greenhouses regularly lead to failure in experiments. She noted that UW was highly ranked for getting plant genome research, but could do much more with the research and funding it received. She added that students' projects were not working well either due to issues with the greenhouses. She stated that if UW was trying to compete with other institutions for multi-million dollar awards it was necessary to focus on this. She also discussed the Center for Advanced Scientific Imaging (CASI). She stressed that UW was not looking for a handout, but viewed the legislative funding as a collaboration.

Dr. Kobulnicky stated that CASI was a core component for the Science Initiative, recognizing the need for a central place for scientific instrumentation and other shared resources.

Trustee MacPherson thanked the delegation for their presentation.

Trustee McKinley briefly reviewed the discussion from the Facilities Committee. He noted that at the previous meeting the Board instructed the administration to proceed with schematic design documents, adding that this process had begun. He noted the meeting with the architect, Vice President Mai, and Dr. Brown, and stated that they were going forward with the schematic design phases of Science Initiative. He noted that the actual construction costs were estimated to be \$71 million, He added that Vice President Mai was working with the architect, and noted the approximate timeline for these and other construction efforts.

Vice President for Academic Affairs and Provost Kate Miller stated that all of the University's initiatives needed to work together to create a larger result, even though they evolved semi-independently. She noted how recruitment of outstanding science and engineering students was intertwined with outreach and K-14 instruction. She added that interdisciplinary research was the most dynamic type of research. She continued that she had consulted some stakeholders to begin a taskforce on STEM integration, in order to make sure UW was taking full advantage all resources, and integrating outreach. She stressed the importance of initiatives working together and the possibility of creating a steering committee to monitor communications and integrate efforts.

Trustee MacPherson asked Vice President Boswell to share with the Trustees what they can do to aid efforts to receive funding from the Legislature.

Vice President Boswell suggested speaking with the legislators on the importance of the Science Initiative, thanking them for their support, and reminding them of the state's commitments.

AGENDA ITEM TITLE: **UW Administration Costs Compared to Peers - Review of ACTA Claims**, Nichols/Koller

CHECK THE APPROPRIATE BOX(ES):

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

University President Nichols discussed the letter that UW had received from ACTA. She noted that the letter was dated September 23, 2016 and sent to each Trustee. She explained that the letter addressed data gathered from IPEDS (the Integrated Post-Secondary Education System), and added that any institution that gets federal funding must fill out an IPEDS report. She continued that this letter looked at institutions' administrative costs and funds for institutional support (i.e. not instructional support). They compared UW to its peers in the Mountain West Athletic Conference (MWC), although UW does not consider this its peer base. The letter presented findings that UW's administrative cost had grown significantly, by 33%, although spending on instructional support had grown only by about 10%. She added that attached to the letter was the comparative analysis with other institutions in the MWC, and that University of Nevada-Reno was UW's only near peer on the list, although the University of New Mexico and Colorado State University were stretch peers. She then explained that Sue Koller, Manager of Institutional Analysis and Brian Schueler worked to develop and analysis of these costs using UW's near peers. This analysis was show on pages 236-238 of the Board report. She added that #2 on page 235 was informative, and explained administrative support, executive level, and other management activities. She shared more details on the analysis noting that UW was at the top in terms of institutional spending on administrative costs. After that analysis, she asked Manager Koller to investigate changes in UW's cost reporting.

Manager Koller noted that she had provided a copy of this information in spreadsheet form to the Board. She explained that her office looked at all publically available information regarding compensation benefits vs support services. It was found that UW's compensation and benefits went up about 3%, and its supplies and services went up 349%. The findings were that non-personnel dollars fluctuate significantly over time. It happened that the selected five years were some of the biggest changes in dollars. She added that this trend was consistent among UW's near peers. She gave the examples of University of Utah, Utah State and UNLV, all of whom had increased percentages of personnel costs (see Board of Trustees report and attachment H).

Associate Vice President for Fiscal Administration Janet Lowe then spoke on the topic and introduced Accounting Manager Junita Carroll. She explained that they analyzed the approximately \$10 million non-personnel increase from 2009-2014. She referenced the provided

definition of institutional support, and explained that half of the \$10 million does not belong in institutional support. She described the way in which the financial system works, commenting UW must track information for its annual audited financial statements and IPEDS. She shared the different functions of the system and how spending was tracked. She addressed the \$3.5 million endowment that was required for maintenance for the Enzi STEM building. She explained that this expenditure was categorized under institutional support, and was not reclassified as a permanent endowment. This effectively overstated institutional support. She also discussed repairs, maintenance and utilities expenditures that had the wrong function attached to them. Errors on the part of UW's accounting and as well as limitations of the financial system caused this. She stated that with the new system, there was great attention being given to how these functions were captured in order to create a better system. She apologized for the accounting errors. Associate Vice President Lowe also pointed out the volatility of non-personnel expenditures. She emphasized the need to look at total costs of institutional support compared to instructional costs.

Staff Senate President Gunnerson asked if the figures for 2016 were accurate. Associate Vice President Lowe replied that they are very accurate and from the audited financial statements.

Trustee True asked if the University was going to respond to the letter.

University President Nichols stated that this was something that she and Trustee President MacPherson could work together to give a response. She stated that these were national reports, and that giving feedback on what was really happening would be beneficial.

Trustee Scarlett was doubtful that the figures accurately represented the University due to the previous lack of a good accounting system. Associate Vice President Lowe stated that UW's accounting system did not meet its needs, and expressed the hope that the new system would allow for better reporting.

Trustee Sullivan expressed her opinion that the Board should send a response letter. She appreciated the opportunity to examine this question. She noted that benefit of more deeply understanding this issue and the IPEDS data system.

University President Nichols stated that the campus was committed to reducing administrative overhead. Although UW may be comparable to its peers, personnel costs have gone up from roughly \$20 million to \$36-37 million during this time period. She discussed possible explanations, but noted that costs have in fact gone up, and that this is something that would be looked at going forward.

Associate Vice President Lowe added that the line detailing personnel costs includes compensation as well as benefits and health costs.

AGENDA ITEM TITLE: **Working Lunch—Open Discussion by Trustees**

CHECK THE APPROPRIATE BOX(ES):

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

Trustee Sullivan distributed several books that she had ordered for the Board.

Chief Academic Officer for the State Superintendent Brent Bacon commented on the Hathaway bill and its ongoing changes. He noted work on the statute to modify success curriculum among other adjustments. He discussed the Tribal Relations Committee and the Indian Education for All bill that addressed curriculum and instruction about Native Americans. He also mentioned several bills relevant to UW including a civic education bill, a State Board of Education bill that added the Dean of the College of Education to the board, and several student digital information bills.

Trustee Sullivan commented on the Indian Education for All bill and a series of new videos produced on the process that happened through state parks and cultural resources.

Staff Senate President Gunnerson made an inquiry about sick leave and insurance. Trustee President MacPherson responded that Vice President Mai would discuss that topic later in the day.

Trustee McKinley noted that someone from outside of Albany County had mentioned their concern about a recent Boomerang article that cited faculty, staff or other community members comments regarding the trustees and administration. He asked if Faculty Senate Chair Shaw had any insight into the faculty perspective on this article. Faculty Senate Chair Shaw stated that the article resulted from a reporter taking notes at an open session of the Faculty Senate. He added that he didn't have any further interaction with the reporter and did not answer any follow-up questions. He noted that the parts attributed to him in the article were from discussion during the open session of the meeting. He explained that the revisions to the Trustees' Bylaws had been misunderstood, as there was the perception that there would now be more business done behind closed doors. He commented on an editorial published in the Boomerang two weeks ago about transparency and openness. He noted that University President Nichols had been very busy this year and that this was not a normal year with the budget crisis, strategic planning, program reviews, and other activities. He noted that administration and Faculty Senate had already discussed ways to work together and open lines of communication.

Trustee President Macpherson stated that if there was a problem with faculty on campus he looked to Chair Shaw to share that with the Board. He also remarked that the Board has an open door policy and would like to hear these discussions and concerns.

Chair Shaw stressed that he did not take those matters to Boomerang, and that Faculty Senate meetings were open. He noted that the faculty, staff and students would like to have more communication with the administration and the Trustees.

Trustee President MacPherson told Staff Senate President Gunnerson that he expected him to also share staff concerns.

Staff Senate President Gunnerson stated that many staff members had been here long time, and that he felt as if the new administration and Board was a positive thing. He also acknowledged struggles with middle management. Trustee President MacPherson noted that it was a tough time for everyone.

Trustee Scarlett stated that it was not “we” and “they”, but that the University was a team, and that everyone was trying to do the best they can for UW. He felt that the legislature was involved in this as well. He felt that everyone had the University’s best interests at heart. He asserted that no one likes change, but that the leadership of former Board President Dave Palmerlee and current Board President John MacPherson have been concerned with these issues.

Trustee Marsh commented on the event the previous night with students helped to bring into focus what the Board was about. He stressed that the Board does care and felt that it should do events like that more often. He also addressed the need for increased interaction with faculty and staff. He stated that he came over for staff recognition in April, but needed to do things like that again. He commented that he would be going to the ROTC ball that evening. He acknowledged that the Board could be spread thin and that it can be hard work. He stressed that the Board tries to have these interactions, and welcomes them.

Chair Shaw stated that he met Trustee Marsh at one of the lunches at take-a-trustee-to-class day. He emphasized that social things were important. He discussed a Faculty Senate meet and greet with the Trustees that he attended two years ago. He added that it was hard for faculty to get to the Board meetings, so it goes a long way when the Trustees were on campus interacting with people.

Staff Senate President Gunnerson expressed his belief that UW should celebrate its people more. He noted staff awards, but added that other things could be done to recognize people. He gave the example of a staff member that has been at UW for 36 years, and has never used a day of sick leave, adding that there were people like that all over UW.

Trustee President MacPherson welcomed this type of dialogue.

AGENDA ITEM TITLE: **Tuition & Update on Program Fee Proposal**, Nichols/Godby/Mai

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 the discussion on tuition and the update on the program fee proposal. She reminded the Board that she had given them the FY18 document, and it had a page discussing revenue enhancement. She noted that a subcommittee had been created to look at revenue enhancement and diversifying revenue. UW President Nichols stated that Dr. Rob Godby had chaired the committee. She noted that they were not looking for approval, but rather, they were looking to give the Board an update on the progress.

Vice President for Administration Bill Mai stated that they were actually looking for action to be taken on one piece of the tuition policy, which could be found on page 240 of the materials. He noted that he was there to talk about the tuition policy, and how under that policy, there was indication for the Board to take action at its November meeting. He reminded the Board to recall that the current policy was a 4% increase, and the division of that 4% increase was laid out under item C. Vice President Mai noted that he had suggested in the budget committee meeting that instead of earmarking those uses for 4% increases, they should carve off the first 1% for T&P increases. He suggested that the remaining 3% not be earmarked, but be allowed to become a part of general operations which would be allocated in the FY18 discussion.

Trustee Dave True expressed his appreciation for the thoughts and drivers behind the 3% and noted that he fully understood the concept. He stated that when the Board had originally discussed this policy, it had talked to many different groups, one of which had been students, who were a very significant group. He also recalled that paragraph C was significantly influenced by what ASUW had stated and how they bought into a policy of a 4% annual increase. Trustee True noted that he thought that the University had ran into challenging waters but that the University was considering backtracking on its earlier discussion. He stated that because of that, he was tempted not to support this recommendation, as it was an obligation he had made to the student body.

Trustee John MacPherson noted that the Board had struggled with tuition every year. He cited that when this was developed, it was the intention to have it serve as model moving forward. He acknowledged that there had been student support for the reasons Trustee True had noted and that altering this may create some problems.

ASUW President Rotellini stated that when ASUW had looked at this originally and conducted presentations around campus, students were supportive of the tuition increase when they knew

where it was allocated. He added that rates of approval within student groups went up when the purpose of these funds were clearly understood. He stated that ASUW was supportive of the 4%, but they wanted to make sure this action was accountable and transparent. He added that the students had not received information about this and that he could not support this until it was vetted by his constituency. He noted that personally, he agreed with Trustee True in that it appeared to be a bit of a bait and switch.

Vice President Mai noted that he thought that this was completely transparent and clarified that he was not wishing to change the policy but adjust where the funds went for this year. He highlighted the difficult budget times and discussed the many entities on campus that were being negatively impacted as well as other changes that had been made to the tuition policy.

Trustee John McKinley expressed similar concerns to those of Trustee True. He addressed the commitment that the Board had made and asked why there was a necessity to change the tuition policy at this time when there were other potential funds available.

Vice President Mai replied that it appeared to make sense to put tuition revenue in the general fund given the budget situation.

Trustee Massie referenced the policy, and focused in on section D, which stated that the administration may recommend modifications to policy or the distribution but shall consult with students and faculty before doing so. He noted that the Board used to decide these things in March, so it was possible to wait until January to decide. He encouraged the administration to share their ideas with the campus and field comments, so that they could then move forward in January and go from there.

Trustee Marsh stated that asking for input would provide good notice and would not derail what the administration was trying to do. He agreed with Trustee Massie's statement.

Trustee True noted that he did not disagree at all with approach in paragraph C, but that in being fair to students and the University, the Board should take action on reconfirming the 4% annual tuition increase. He stated that this provided planning and was not a reversal of anything the Board had done. He added that the University could then discuss with stakeholders how to distribute the funds. He summarized that he encouraged action on the 4%.

ASUW President Rotellini suggested carrying it over into February due to the winter break during which ASUW would not be meeting. Vice President Mai replied that this would not create a problem.

Trustee True moved to approve the Tuition Policy (see page 240 of the Trustees' Board Report), to reaffirm the 4% annual tuition increase and support action previously taken. He added that the motion was for this part of the policy, providing a note that by approving this part of the policy there would be time allowed for interested stakeholders to discuss the language in subparagraph C and provide comment. If there were to be any suggested changes to subparagraph C, they would need to come back to the Trustees for review and approval; second from Trustee Marsh.

Vice President Mai then moved into the fees discussion. He reminded the Board that in March of 2016 there had been a scattered approach in which there was a “parts catalog of fees” that was hard to piece together. He noted the difficulty of figuring out what a degree cost at UW. He continued that in March of 2016, his recommendation was to hold off on some of the course fees. He stated that this was due to their small significance and the question as to if there was a conflict with other available funding sources. He added that he had met with deans in April and May of 2016. Vice President Mai also recalled that the trustees agreed at that time not to continue the piece meal nature of the fees. He noted that this left several course fees unaddressed. He prompted the Board to look back at previous minutes, which would show that the discussion centered around if it was appropriate to consolidate more of these course fees into program fees.

Chair Rod Godby began his presentation by providing an update to the report he had given the Board in August (see attachment I). He noted that the revenue enhancement task force had been appointed by the president. He stated that the task force was committed to students and quality. Chair Godby added that one of the solutions was to establish a set of program fees. He began showing the Board through the fee book. He added that parents, students, and faculty understood costs. He stated that the current costs of UW was a 30%/70% model, with 70% of the funding coming from the state.

Chair Godby noted that the rest of the country was a 70%/30% model, with the majority of their funding coming from non-state resources such as tuition. He added that the the University had received generous support, but was now experiencing decreases. He noted that UW could cut back on services, or it could ask students to pay more if those services were of value. Chair Godby then shared information with the Board on UW’s costs, noting that UW was the most affordable flagship institution in the nation. He added that they wanted to maintain this. He shared information on program fees at other institutions. He then shared the four reasons the task force thought implementing a program fee would be good for the university. He discussed that when proposing the program fees, they wanted to ensure the improvement of the student experience on campus.

Chair Godby added that UW had average graduation and retention rates, but it could do better. He then shared the proposed college fees, noting that some would support student services. He added that where there were bottlenecks for required classes, a seat guarantee would be set. He then discussed the proposed advising program to be created and explained how it would ensure that students were taking the appropriate curriculum and would be career ready. Chair Godby then discussed the program fees for special areas and explained the process for determining program fees. He noted that they would do all they could to keep fees as low as possible. He then provided the Board with an example of the average impact these fees would have on a student. He added that he had already shared this information with ASUW, in 10-15 public town halls, and to the Faculty Senate. He stated that they were trying to achieve the goals of UW and the students, so it was important to have the students in support of this. He noted that students were most concerned with what they would get back from the increase in fees, and he added that they had tried to identify the additional benefits they would be receiving.

Chair Godby then explained the overall impact the fees would have on the University, including the increased amount of revenue collected. He stated that every program would need to develop a plan on how to use the fees. He noted that the next points that needed to be defined were included at the end of the report. He then shared how the fees changed and how that compared with other schools. He added that with these fees, UW would still be the most affordable institution. Chair Godby then discussed the return on average, and how this would increase student debt and student payments, but would still compare well as UW students were paid more on average than students at peer institutions. He then shared what students received after graduating. He added that the next step was to form a program fee committee and provided the Board with the next steps the committee would be taking. He mentioned the names of the members on the committee and noted that the timeline for the committee was short. Chair Godby stated that they would have business plans for units by the end of February. He added that those plans would be vetted and reviewed annually. He reminded the Board that UW still had the most affordable tuition and fee base in the country. He noted that a website would be created to explain the fees.

ASUW President Rotellini reminded the Board that each member had been handed a packet including ASUW resolution 2521. He noted that the resolution covered five main parts including: ASUW's support for UW President Nichols' budget reduction plan, the fact the program fee proposal was put together without student input, all fees brought before ASUW should clearly demonstrate the needs for the increases, the Board's need to create a floor and a ceiling for reserves, and an expression to the state legislature that students were the most valuable investment. President Rotellini stated that with the creation of the program fee committee, the fee proposal would be more transparent, which cleared up some of ASUW's concerns. He added that a student opinion would likely be determined by the March Board meeting. He then discussed the floor and ceiling ASUW desired for the reserves and explained that it was important that the fees students were paying needed to be directly benefitting the students.

Trustee Mike Massie noted that he had attended the ASUW discussion of the fee proposal. He then discussed the reserve policy that President Rotellini had mentioned. He stated that the program fee proposal was similar to a 19% tuition increase. He added that at the end of FY16, there was over \$135 million in various accounts across the University, many of which were being generated by fees. Trustee Massie noted that this brought into question why program fees were being proposed when there was \$135 million in unspent reserves waiting to be used. He stated that he would like to see where the money was sitting, why the money cannot be used, and why that money was not included in the report.

Trustee Jeff Marsh made a minor suggestion that the cashier checks be updated to the \$40 fee that could be paid with a credit card.

Trustee John McKinley referenced some of the processes that were included in the report, noting that they should be consistent among the colleges.

Trustee Michelle Sullivan thanked President Rotellini for his comments. She mentioned that there was a difference between the question of reserves and the fact that Chair Godby was looking to transform the way in which UW charges fees. She noted that in talking with students, there was enthusiasm for this transformation, so that they could have more transparency.

UW President Nichols noted that this had been an enlightening process for her as well. She stated that the University was trying to create a more transparent, fairer, stronger system. She noted that she had heard some stories on the campus that scared her, including students writing checks for supplies needed for a class. She stated that this was troublesome, as students had no ability to claim these supplies on financial aid. She noted that UW should always disclose costs.

Trustee Larry Gubbels asked how long the state would pay 70% of UW's costs.

Staff Senate Chair Mark Gunnerson noted that there was no staff representation on the committee. He stated that a lot of the staff at the University were also students and that staff explained these things to students as well. Chair Godby noted that staff was included on the original committee and students were not included. He added that he would take the make-up into consideration going forward. He then discussed the reserves and that the task force would look into that. He added that this proposal would close loopholes and allow management of programs to be tied directly to revenue enhancement. He noted that he hoped to have a full proposal by the spring.

Trustee Jeff Marsh thanked Chair Godby for putting the proposal into the appropriate perspective. He noted that it was important to realize what students get out of education in Wyoming.

AGENDA ITEM TITLE: **Audited Annual Financial Reports**, Mai/Lowe

CHECK THE APPROPRIATE BOX(ES):

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

Trustee Jeff Marsh stated that he would not be doing a formal report. He noted that the audit committee would be receiving the report on November 28 and asked the Board about a meeting on December 1 or 2.

Associate Vice President for Fiscal Administration Janet Lowe noted that she would strive to get all five audit reports to the Board before Thanksgiving.

Trustee John Macpherson stated that the Board could have one meeting in December unless another one was needed.

Trustee Dave Bostrom stated that the impact would not be back on the Professor of Practice by then.

Trustee MacPherson noted that Dean of the College of Engineering Michael Pishko said that that could be handled at the January meeting.

There was then discussion on what date to move the December meeting to. Trustee John McKinley suggested that there be an audit meeting separate from the other meeting on December 14.

Trustee Marsh asked Associate Vice President Lowe to share the three audit reports that were completed.

AGENDA ITEM TITLE: **Sick Leave** Mai

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other Specify:
- 

MINUTES OF THE MEETING:

Vice President for Administration Bill Mai noted that sick leave benefits have been a point of contention with lots of groups. He clarified that in June 2016, the Board changed the sick leave conversion policy as a part of the adoption of the early retirement/separation policy. The prior policy was that if an employee had 15 years of service and a sick leave balance when they retired, they could convert that balance to insurance in retirement. The employee would still have to pick up the employee share, but the employer pays 85% of it. The UW sick leave benefit applied only to people who retired from UW with 15 years of service. The change made by the Board in June was in conjunction with early separation policy. With the old policy, an employee could convert 960 hours to 36 months of coverage, which was a very generous benefit. He shared details on the cost of this policy. With the new policy, people who retired got up to 48 months of insurance if they retired by August 5, 2016. If an employee had 15 years of service on July 1, they were then grandfathered in to the old policy so that if they had 960 hours of sick leave and retired from UW, they could convert the 960 hours into 36 months of health insurance. He stressed that this was not taken away as these employees were grandfathered in. He noted that there were people who did not meet the July 1 cut off. In fact, of UW's current employees, those who did not take early separation, there are 750 employees who qualify for that benefit. If an employee's 15 years was achieved on July 2, they did not qualify. If such an employee did retire from UW with 15 years of service, they could be paid for half of their sick leave, paid at their current salary rate, but would have to retire under the current policy. This created a few problems with adopted language that could be easily addressed in a regulation clean up. He explained that there were now two ways to retire, the Board benefit, and the straight retirement. The Board benefit was still there, but the other was a non-Board benefit retirement. Both were intended to allow for sick leave conversion to insurance, if eligible, or to half of its sick leave.

Trustee President MacPherson stated that if on July 1, an employee had 15 years of service, they had a vested right in the old system. If not, they were then affected by the changed. Vice President Mai affirmed Trustee President MacPherson's statement. He then discussed the loophole created by the two retirements. He shared the loophole, in which one plan gets paid but one does not. It excluded the sick leave conversion even if an individual was grandfathered in. He stated that this was clearly not the Board's intent.

Vice President Mai explained that he had consulted with the trustee offices and UW president and, based on the direction given by general counsel, Vice President Mai had directed human resources to interpret in favor of the employee. He noted that no employee would be harmed by this mistake, and that this mistake would be corrected. Vice President Mai noted that UW needed to define what it meant to retire. He noted that it would make sense to mirror how the state handles this situation. He shared some specific examples to show the costs of the program. Vice President Mai noted that following the state's system would encourage proper use of sick time. He noted that if this policy was not changed, UW would be facing a large liability. Vice President Mai shared further details on how this would affect employees funded by section III funds.

Staff Senate President Gunnerson and Shaw noted they would visit with Vice President Mai when he came to their meetings.

Trustee President MacPherson noted that the Board would have language to review on this change in January 2017.

AGENDA ITEM TITLE: **Construction Updates** Mai

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other Specify:
- 

MINUTES OF THE MEETING:

**Facilities Committee Update**

**Real Estate Presentation - Listing of UW Properties Including Long-Term Leases and other Ownership Interests (UW campus and off-campus properties)**

**Satellite Heating/Cooling Plant**

**Mick and Susie McMurry High Altitude Performance Center – Guaranteed Maximum Price**

Trustee McKinley noted the Facilities Committee meet on Wednesday, November 18. The committee discussed the UW power plant and its proposed location north of the Ag building near Lewis street. He noted this facility project would provide an update to existing systems and increase capacity. He noted that the total cost for this project would likely be in the \$20 million range, but final numbers were still being developed. Trustee McKinley shared the sources for funding.

Trustee McKinley updated the Board on the BSL3 lab, and noted it was proceeding on schedule. He noted that as issues arose, UW was dealing with the contractor and the attorney general's office. He noted that the engineering building was proceeding on schedule and the AA renovation was in progress. He noted that the GMP for the Mick and Susie McMurry High Altitude Performance Center was about \$34 million, based on 100% completed construction documents.

Faculty Senate Chair Scott Shaw asked if the location for the new power plant was for sure going to be located by the Ag building. He noted that he thought this area was to be used for green space, and noted he was concerned that losing access to drive to the back of the building would affect faculty members who did field research.

Trustee McKinley noted that the planning process for the power plant preferred the Ag building location, and that it was consistent with the long range plan. He noted that construction would not start until the engineering building was finished.

Trustee Marsh moved to accept the recommendations from the Trustees Faculties Committee and approve the GMP (Guaranteed Maximum Price) of \$34,683,119 for the Mick and Susie McMurry High Altitude Performance Center; second from Trustee McKinley. Motion passed with a

unanimous decision. Trustees Palmerlee and Tully were not in attendance; Trustee MacPherson recused himself from the discussion and vote due to a conflict regarding this topic.

### **Satellite Heating/Cooling Plant**

GLHN Architects discussed the proposed plans for the west campus energy plant. They noted that this would be a coal and natural gas steam plant (see attachment J)

GLHN President Henry Johnston noted that the next 3-4 new buildings that UW was constructing would put UW over power capacity. He shared information on the current power plant, and the proposed locations for the new plant. He noted that the west campus site was preferred as that was the location for all the new growth on campus. President Johnston discussed efficiency issues with piping heating/cooling through the tunnels from the current plant, and noted that it would be most efficient to build the new plant on west campus. He shared further details on the amount of energy lost due to inefficiencies and the dollar amount of this loss. President Johnston shared details on the structure of the new power plant.

GLHN Mechanical Engineer Bill Koller shared conceptual drawings of the proposed power plant with the Board, and how the plan would fit in with UW's master plan.

President Johnston noted that this project would cost around \$27 million dollars, and shared which buildings the power plant would service. He noted there was a sense of urgency to this project, as new buildings would be coming online in the next several years.

Faculty Senate Chair Scott Shaw noted that this proposed location came as a surprise to the faculty. He noted that faculty in the Ag building would need to be able to drive behind the Ag building, and this proposed location would take away this access. He noted that there would be push back from the College of Ag.

Trustee True asked how the new power plant would interface with the current power plant. President Johnson responded that the new plant would take some load off of the old plant and would improve efficiency. There was further discussion on using coal or natural gas as a fuel source, and UW's long range construction plans.

Trustee True asked why initial estimates for this building were at \$20 million, and now they were \$27 million. Vice President of Administration Bill Mai noted that the original estimate did not include costs for tying old systems into the new system, and it was strongly recommended the systems were tied together. He noted that there would be some major maintenance funds and funds from construction to assist with costs.

**Friday, November 18, 2016**

**Business Meeting**

Marian H. Rochelle Gateway Center, Salon D/E

**Roll Call**

Secretary for the Board of Trustees Jeff Marsh took roll at 3:34 p.m.

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

**Approval of Board of Trustees Meeting Minutes**

- October 19, 2016 (conference call)

Trustee Mike Massie moved to approve the minutes. Trustee Dave Bostrom seconded.

**Approval of Executive Session Meeting Minutes**

- October 19, 2016 (conference call)

Trustee Massie moved to approve the executive session minutes, noting some additional information needed to be inserted upon approval. All trustees were in favor; the motion passed unanimously.

**Reports**

*ASUW*

ASUW President Michael Rotellini reported to the Board that in ASUW, Senate Bill #2514 had been passed, while another bill had been withdrawn. He then continued to share the various statuses of different bills and noted that all of the information was on the ASUW website.

*Staff Senate*

Staff Senate Chair Mark Gunnerson explained the legislation that the Senate was working on, including #225 which asked the administration to reconvene the employee benefits committee, as well as #227 which asked for notification in changes to UW Regulations. He then noted that the Staff Senate had held a Veteran's Day coffee, which has been well attended. He added that on November 28, they had participated in a food drive and helped nine families. Senate Chair Gunnerson explained that they were also doing a meat raffle. He added that they were also receiving nominations for the Staff Senate award.

*Faculty Senate*

Faculty Senate Chair Scott Shaw noted the topics that had been discussed during their previous meeting. He stated that they had discussed the topic of sick leave and that they were planning on meeting with Vice President for Administration Bill Mai on this topic. He noted that they had passed legislation #339, which included revisions to UW Regulation 6-715.

Trustee MacPherson asked if the health discussion had helped the staff, to which Senate Chair Gunnerson responded yes.

### **Public Testimony**

Professor Renee Leagrid asked the Board about the program review and elimination process. She noted she was in favor of program review, but that last spring there was a rapid review process for programs slated for elimination. She noted that this program review was not tied in with budget cuts, then why would UW hurry through the process, rather than wait for the strategic plan to be complete.

UW President Laurie Nichols noted that she was not present last spring when the program review process started. She noted that she did think the process was started because of budget cuts. She noted that it became apparent that UW needed to follow a regulation, so the process was slowed down and a whole academic year would be taken for the review.

Professor Legarid asked why this process was not put on hold until the strategic plan was done. President Nichols responded that Professor Legarid would see this happen with the strategic plan.

### **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 noted that the committee had meet and discussed several items, which had been addressed already at the Board meeting.

*Financial Management and Reporting Committee ("Financial Committee")*

Dave True (Chair)

No additional report was given.

*Facilities Contracting Committee ("Facilities Committee")*

John MacPherson (Chair)

Trustee MacPherson noted that the committee's topic had already been discussed during the regular Board meeting.

*Budget Committee*

John McKinley (Chair)

Trustee McKinley noted the committee had met on Wednesday, and most of their discussion had already been had during the regular Board meeting. However, he did note that UW's supplemental budget request had not yet been discussed. He noted that UW had sent several supplemental requests to the Governor, but only one of the items had a fiscal note. He noted there was discussion

of whether to keep the request with a fiscal note, but that UW wanted the request to be separate even if the Governor did not approve any funding for it. He briefly shared details on UW's other supplemental requests.

*Honorary Degrees and Awards Committee "Honorary Degree Committee"*

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

Trustee Massie noted that the committee had received 4 nominations for honorary degrees, and the committee had made a decision on one nomination. He noted that the committee would decide on the other nominations on November 30. He stated that the committee would begin the Trustees Award of Merit process this winter as well.

Liaison to Other Boards

- *UW Alumni Association Board – Wava Tully*  
Executive Director of the Alumni Association Keener Frye updated the Board. He shared how the Alumni Association was working with Admissions to recruit students. Director Frye also shared how he and UW Alumni Association Board President Tim Wilson were involved in the strategic planning process. He shared upcoming events and career fairs the Alumni Association was working on with others (see attachment K).
- *Foundation Board – Jeff Marsh & Dave Bostrom*  
Trustee Dave Bostrom noted that Foundation Board President April Brimmer Kunz was in attendance at the Board meeting. He noted that the Foundation had closed out FY16 as the highest fundraising year in history. He noted that the Foundation Board was actively involved in the strategic planning process, and that Foundation Board President had added several listening sessions. He noted that a Foundation Board vision planning committee had met in Denver as well. Trustee Bostrom noted that the Foundation was actively participating in the budget reductions.
- *Haub School of Environment & Natural Resources – Michelle Sullivan*  
Trustee Michelle Sullivan updated the Board on the Haub School. She discussed the dean search for the school and the search committee composition. She noted that there was to be a strong fundraising effort for the school, despite the current leadership transition. She shared additional details about the school (see attachment L).
- *Energy Resources Council – Dave True*  
Trustee Dave True updated the Board on the ERC. He noted that SER had begun its internal strategic planning process. He noted that the Carbon Management Institute has secured a large grant. He also discussed SER participation in the business council's product conference.
- *Cowboy Joe Club – John McKinley*  
Senior Associate Athletic Director Randy Welniak updated the Board on the Cowboy Joe Club. He noted that last fiscal year the club raised \$5 million dollars for its matching program. He shared information on projected fundraising, as well as information on the fall Cowboy Joe Club action that had already occurred.

Committee of the Whole- Items Requiring Action

**CONSENT AGENDA (Items Requiring Vote):**

- I. Approval of Contracts and Grants – Gern
- II. Approval of Personnel – Miller
- III. Approval of Modification to Trustee Scholars Award – Axelson
- IV. ~~Approval of Mineral Lease~~ (per discussion during executive session) – Mai [Removed from Consent Agenda during business meeting for a separate vote.- see motions below]

Trustee Massie moved to approve the three items above. Trustee Marsh seconded. All trustees were in favor; motion passed unanimously.

**Detail on other action taken**

1. Approval of Contracts and Grants – Gern
2. Approval of Personnel – Miller (see attachment M)  
[Note: Distributed in advance using the Trustee secure website]
3. ~~Approval of Revisions to UW Regulations – Evans~~
  - ~~UW Regs 1-102 and 2-178 (re: Residence Halls) (part two acted on during work session, action to be take on part one during Business Meeting)~~
  - ~~UW Regs 1-1, 5-1, 5-408, 5-804, 7-580 (re: Haub School of Environment and Natural Resources) (removed from this list by Trustee Baldwin for action during the work session)~~
4. ~~Approval of Bylaws – MacPherson/Evans (removed from the list for action during the work session)~~
5. ~~Approval of Policy related to Alcohol Sales at Athletic Events – Burman (removed from this list for action during the work session)~~
6. ~~Approval of Operating and Capital Facilities Reserve Policy – Mai (removed from the list for action during the work session. See attachment N)~~
7. Approval of Modification to Trustee Scholars Award – Axelson
8. Approval of Mineral Lease (per discussion during executive session) – Mai
9. ~~Approval of Degree Elimination [Self Design Major (SDM)] – Miller (removed prior to official meeting start—not considered at this meeting)~~
10. ~~Approval of Mick and Susie McMurry High Altitude Performance Center – Guaranteed Maximum Price – Mai (removed by Trustee Marsh for action during the work session)~~
11. ~~Approval of FY18 Budget Reduction Plan – Nichols (removed by Trustee Bostrom for action during the work session)~~
12. Tuition Policy – not on original agenda – see action below

**Items Requiring Action that were voted on separately**

**Approval of Revisions to UW Regulation 1-102 (re: Residence Halls) –**

No action was taken on this item after it was pulled from the list of proposed items for approval.

**Approval of FY18 Budget Reduction Plan-Voluntary Separation Incentive**

Trustee Massie asked that Trustee Bostrom's motion regarding the voluntary separation incentive that was tabled on Thursday, November 17 be removed. Trustee Bostrom withdrew his motion. Trustee Baldwin withdrew his second to the motion.

Trustee Massie moved that the Board of Trustees approve a faculty separation incentive that offers one-time separation for employees with 20 years of service or more with a goal of \$4 million in savings with \$2 million reduced from the FY18, as described by the handout dated November 17, 2016 (See attachment D). Trustee Bostrom seconded.

Trustee McKinley moved to amend the first bullet point of the second page of the handout in line four to read "salary, not to exceed \$150,000." Trustee McKinley also moved to amend by adding an additional bullet on the bottom of the handout to read that the expenditure for this voluntary separation program shall not exceed \$5 million. Trustee Marsh seconded both amendments.

There was further discussion on the amendments, particularly if the amendment to not exceed \$5 million was in conflict with the \$4 million sought to be achieved in savings. It was noted that it would take funds to implement this program, so having a higher cap on costs was acceptable. All trustees were in favor of the amendments. The question was then called on the motion as amended. All trustees were in favor; Trustees Tully and Palmerlee did not vote as they were absent.

Trustee McKinley noted that the first paragraph of President's Budget Reduction Plan regarding the Voluntary Separation Incentive had been removed by the Board when it was approving the plan yesterday. He moved that the Voluntary Separation Incentive paragraph be approved by the Board and the reference to needing to have 15 years of service be changed to needing to have 20 years of service.

Trustee Massie noted that he had referenced 20 years of service in his motion regarding this plan. Trustee Baldwin noted that this motion was to re-add this paragraph back into the budget reduction plan document and approve it.

All trustees were in favor. Trustee McKinley's motion passed unanimously. Trustees Palmerlee and Tully did not vote as they were absent.

#### **Approval of Mineral Lease (per discussion during executive session) – Mai**

Trustee McKinley removed the approval of the mineral lease from the consent agenda during the business meeting.

Trustee McKinley moved to authorize UW Administration to commence negotiations to lease certain mineral rights owned by the University. UW Administration will present the Board with a mineral lease for review and approval. Seconded by Trustee Sullivan. All trustees were in favor except Trustee Massie. Trustees Palmerlee and Tully did not vote as they were absent.

Trustee McKinley moved to authorize UW Administration to commence negotiations with a third party related to real property to allow for further development. UW Administration will present the Board with an amended ground lease for review and approval. Trustee Bostrom seconded. The motion passed.

**Tuition Policy – Mai (new item for consideration)**

Trustee True moved to approve the Tuition Policy (see page 240 of the Trustees' Board Report), to reaffirm the 4% annual tuition increase and support action previously taken. He added that the motion was for this part of the policy, providing a note that by approving this part of the policy there would be time allowed for interested stakeholders to discuss the language in subparagraph C and provide comment. If there were to be any suggested changes to subparagraph C, they would need to come back to the Trustees for review and approval; second from Trustee Marsh.

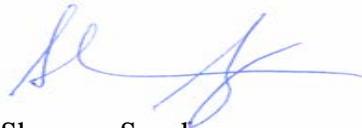
**New Business**

**Date of Next Meeting:** Thursday, December 1, 2016

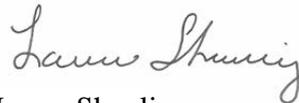
**Adjournment**

The Board adjourned at

Respectfully submitted,



Shannon Sanchez  
Deputy Secretary, Board of Trustees



Laura Shevling  
Senior Administrative Assistant

# University of Wyoming Family Practice Residency Study

1

**Franz Fuchs**

Policy Coordinator / Legislative Liaison  
Director's Unit for Policy, Research, and Evaluation



Wyoming  
Department  
of Health

Commit to your health.

## Legislative Requirements

2

- Footnote 2 to Section 167 of SEA 19 (2016 Budget Bill) required the Department of Health to conduct “...a comprehensive review of the state medical residency programs including the services provided; past, present and future revenue streams; alternative service delivery options; and alternative organizational structures...”

## Legislative Requirements

3

- Not a new topic. Studies have been conducted throughout the history of the residencies:
  - **1960-64**: WICHE studies
  - **1972**: Wyoming Medical Society study
  - **1974**: Dr. Joseph Report (foundational)
  - **1983**: UW report
  - **1985**: Legislative report
  - **1988**: Internal UW report
  - **2005**: Legislative report
  - **2009**: UW report

## Study Scope

4

This study focuses on the big picture:

- (1) What is the **core purpose** of the residency programs? Is this purpose still valid?
  
- (2) **How** are the programs meeting this purpose?
  
- (3) What **alternatives** does the State have in achieving the same outcomes?

# Study Scope

5

## **Part I:** Background

- ◆ The medical education pipeline
- ◆ Graduate medical education and funding
- ◆ The core purpose of the UW Family Practice Residencies

## **Part II:** Operations review

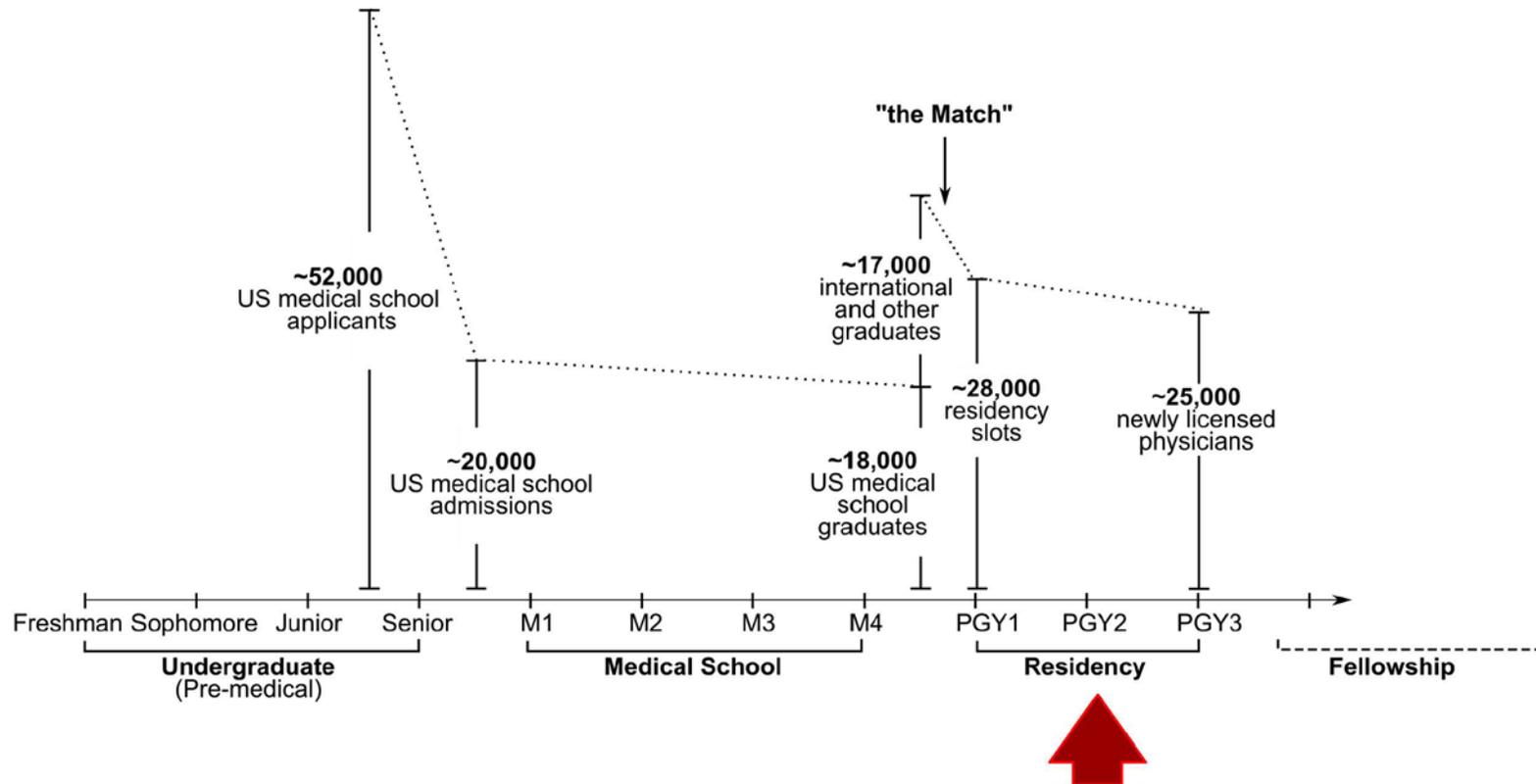
- ◆ Services delivered
- ◆ Inputs / Outputs
- ◆ Efficiencies and outcomes

## **Part III:** Alternatives

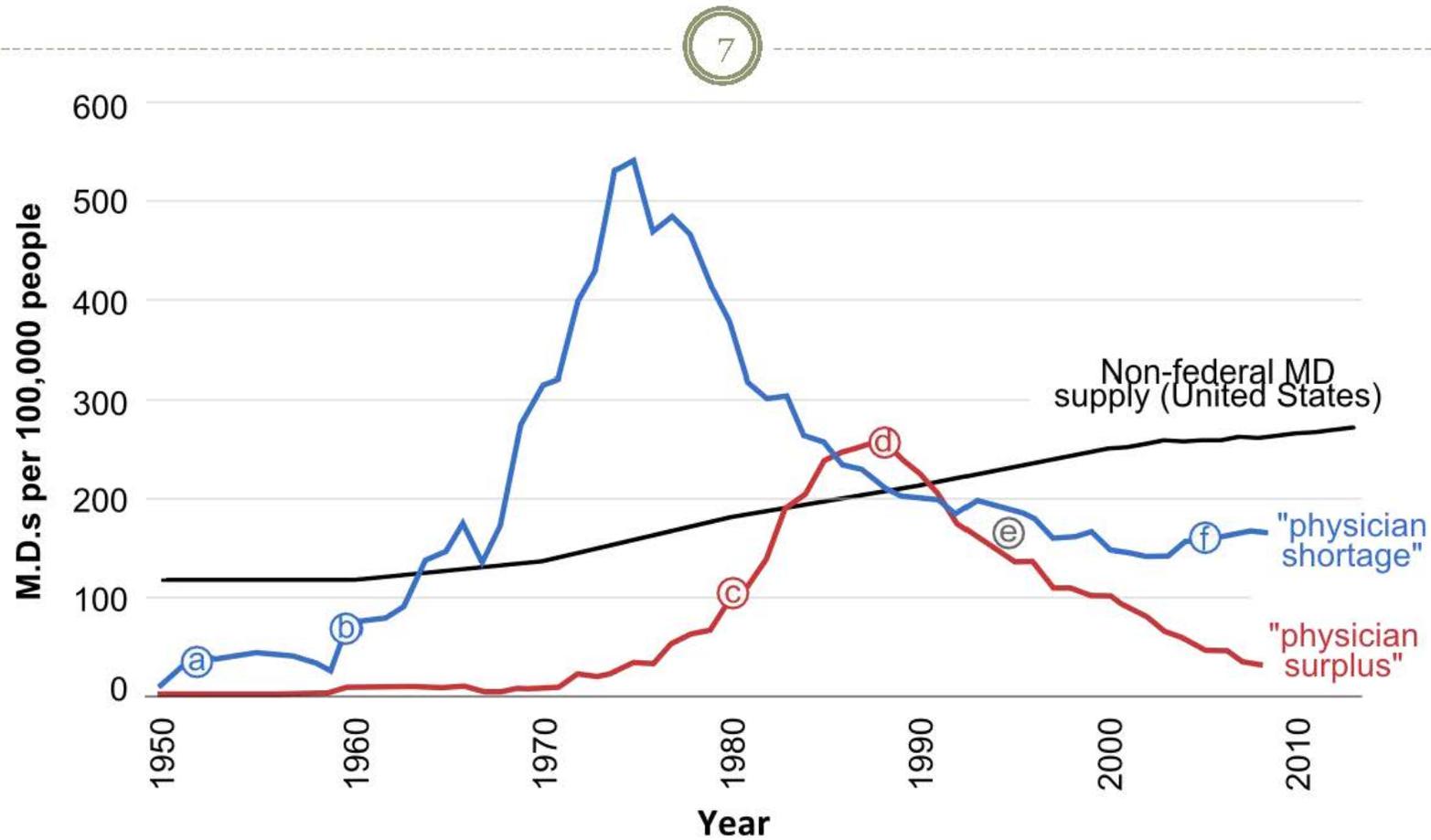
- ◆ Considerations
- ◆ Options

# Medical education overview

6

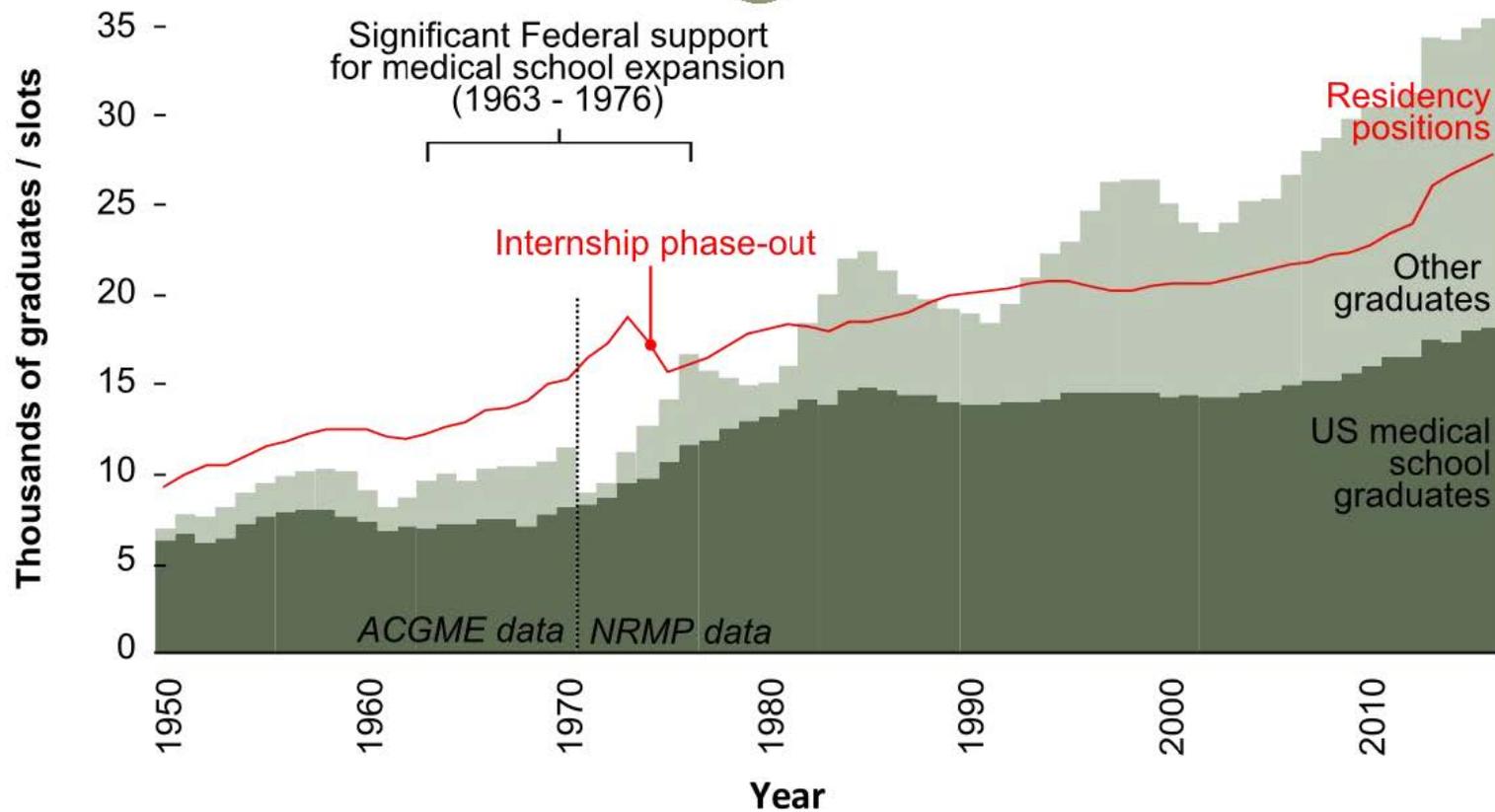


# Physician supply, 1950 - 2010



# Medical education, 1950 - 2010

8



# Residency History

9

## **UW Family Medicine Residencies established at peak of “physician shortage” crisis.**

- ◆ Frustration with previous efforts towards medical education in 1950s-1960s (e.g. WICHE)
- ◆ Options ranging from est. comprehensive system to contracting out.
- ◆ “Hybrid” model recommended by Medical Education Planning committee in Joseph Report.
  - Full spectrum of education in-State, integrated with community providers.
  - Contract out necessary rotations at medical centers.

## Residency History

10

### **Recommendations adopted by Gov. Hathaway and Gov. Herschler, funded by Legislature in 1975.**

- ◆ Appropriation in Governor's office due to UW faculty resistance.
- ◆ Casper site est. 1976, Cheyenne in 1979.
- ◆ Larger medical education system voted down in 1978, but pieces of the vision (e.g. Creighton contracts, WWAMI) gradually implemented later.
- ◆ **Unclear why residency program was not established in hospital to begin with.**

## Core Purpose

11

- Increase the number of family medicine physicians in Wyoming
- Improve distribution across counties
- Provide indigent care to uninsured

## Costs and Revenue

12

	Casper	Cheyenne	Total
<b>Revenue</b>	<b>\$3,581,079.30</b>	<b>\$1,854,761.18</b>	<b>\$5,435,840.48</b>
<b>Costs</b>	<b>\$8,292,213.67</b>	<b>\$6,921,214.17</b>	<b>\$15,213,427.84</b>
100-series	\$6,607,638.51	\$5,084,936.43	\$11,692,574.94
200-series	\$1,014,283.57	\$682,903.71	\$1,697,187.28
300-series	\$173,379.25	\$111,965.59	\$285,344.84
400-series		\$3,676.40	\$3,676.40
900-series	\$496,912.34	\$1,037,732.04	\$1,534,644.38
<b>SGF Subsidy</b>	<b>\$4,711,134.37</b>	<b>\$5,066,452.99</b>	<b>\$9,777,587.36</b>
<b>SGF Subsidy (%)</b>	<b>56%</b>	<b>73%</b>	<b>64%</b>

# Efficiencies

13

## **More efficient at training doctors**

- Average cost per graduate - \$407K
- National average est. \$420K - \$540K
- Quality of program improving, but is below average.

## **Less efficient at providing primary care**

- Marginal cost per FQHC visit - \$142
- National/State average - \$105

# Outcomes

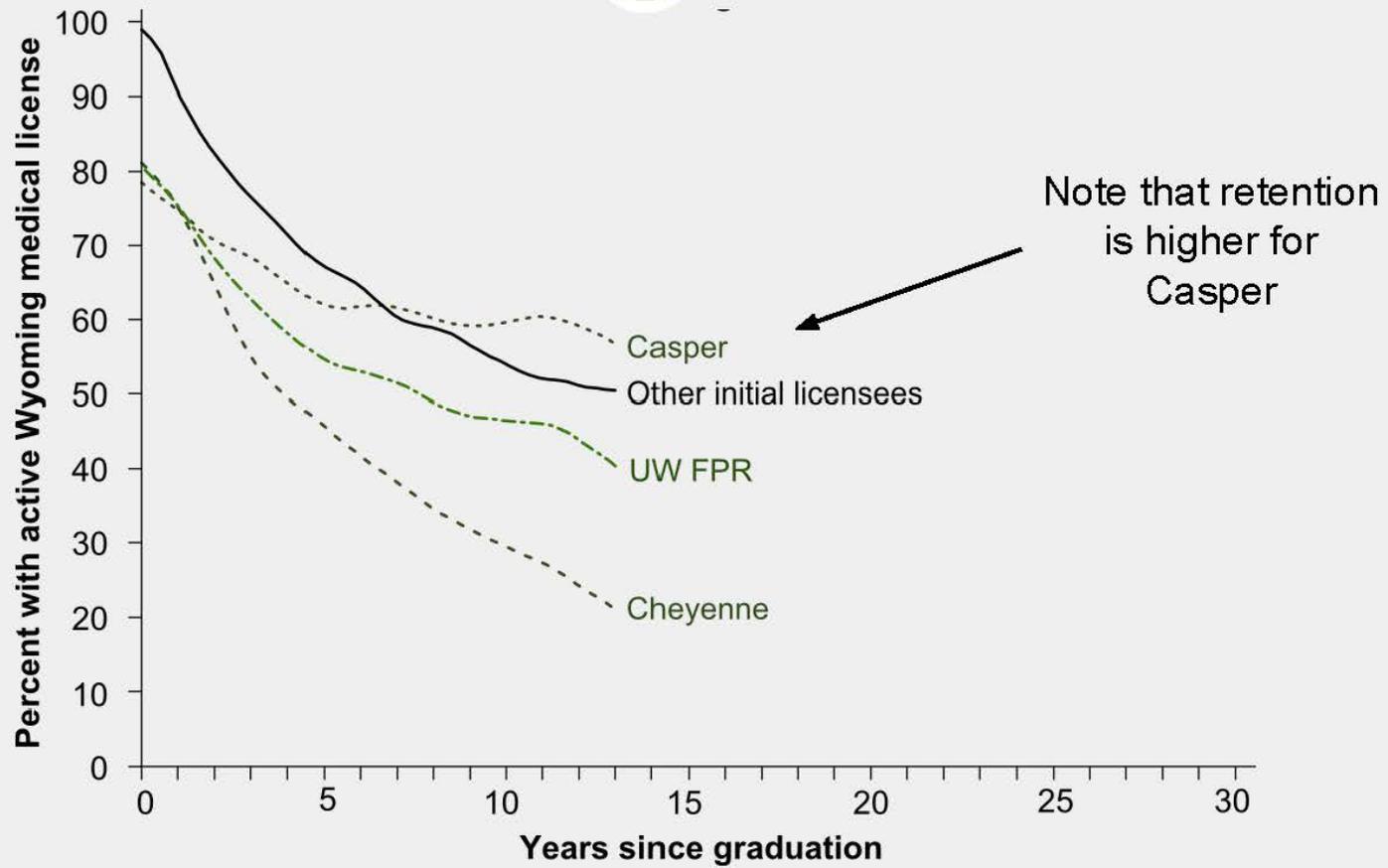
14

## **Retention is poor**

- Est. **23%** of future “doctor-years” in Wyoming.
- 1970 - 2006 in-State retention of 27% is **third-lowest** in nation (MT - 54%, UT - 53%, ID - 51%, CO - 51%)
- Cost per physician retained in-State: **\$1.77M** (65% of which is SGF)
- Over 30 years, this investment represents annual SGF cost of **\$51-71K** per graduate.

# Retention

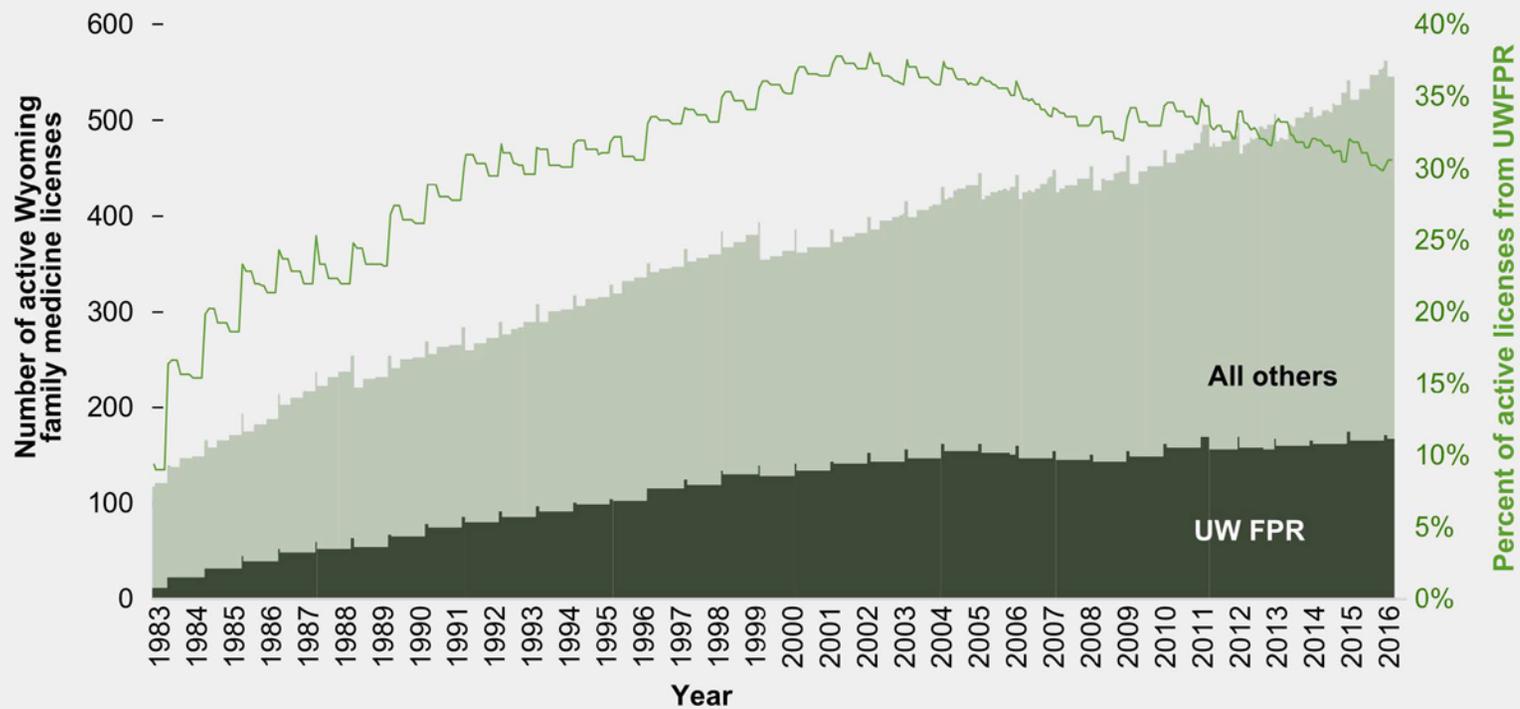
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# Outcomes

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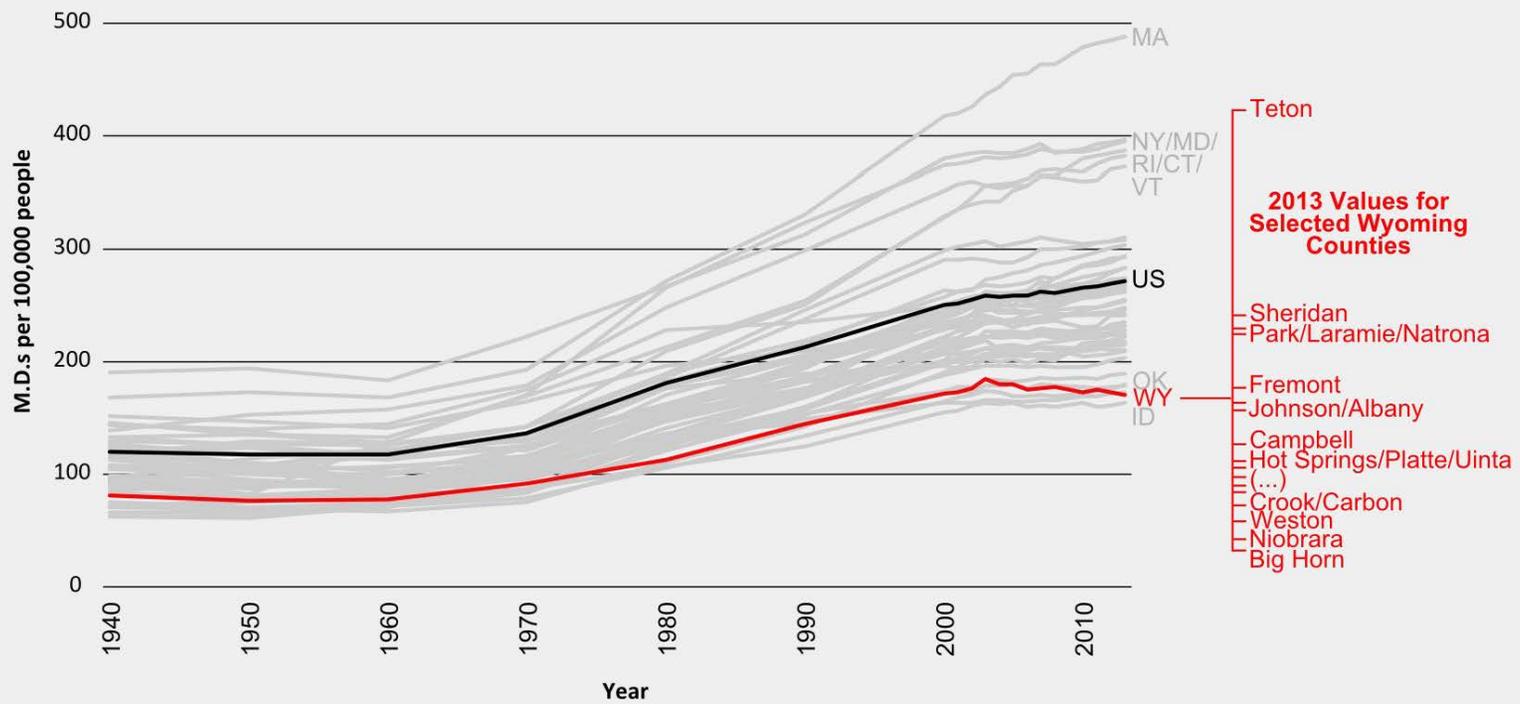
**UW residencies have contributed up to 40% of total family medicine physicians in Wyoming**



# Outcomes

17

## Disparities in physician supply across counties have grown



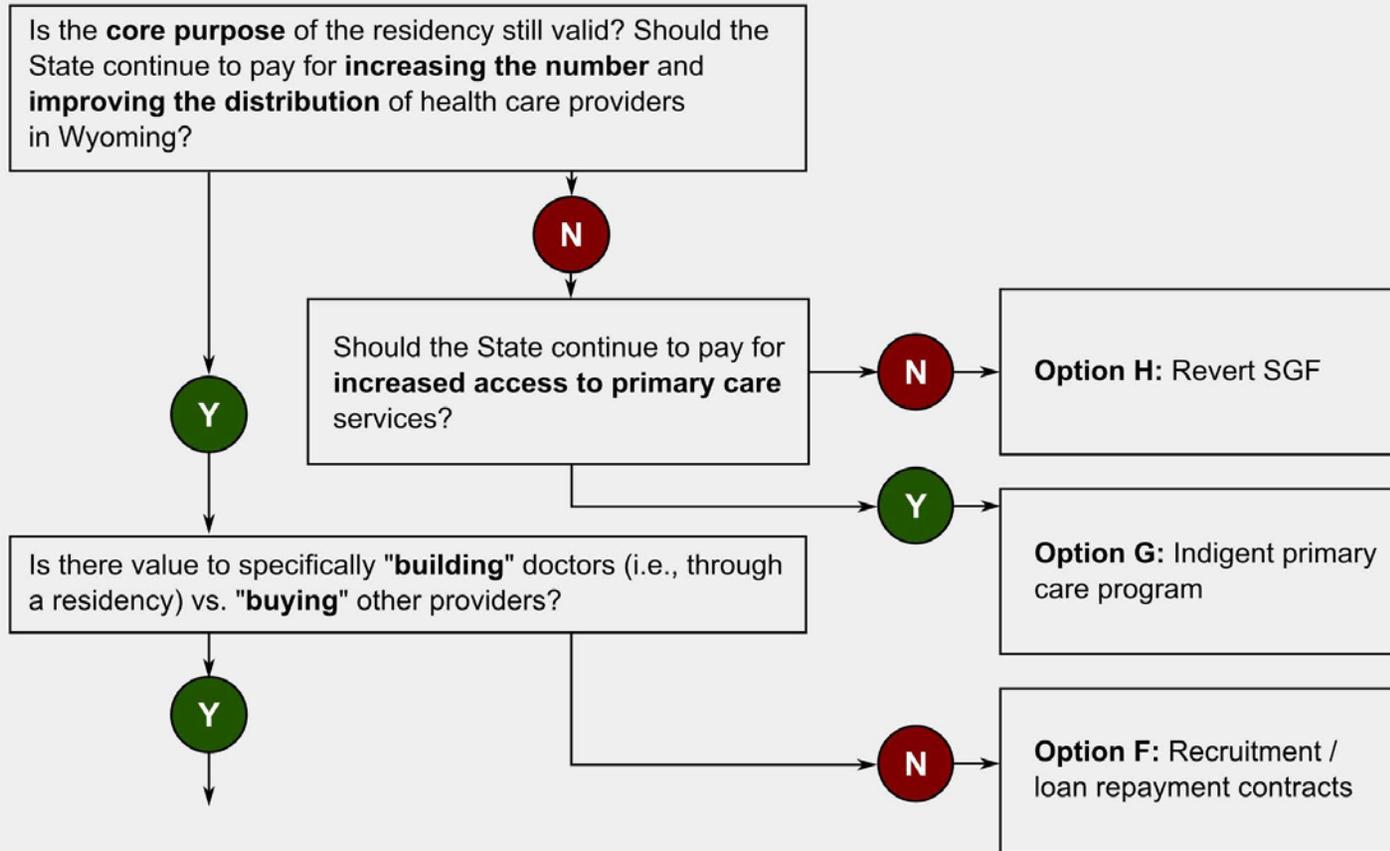
## Alternatives

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Is the **core purpose** of the residency programs still valid?

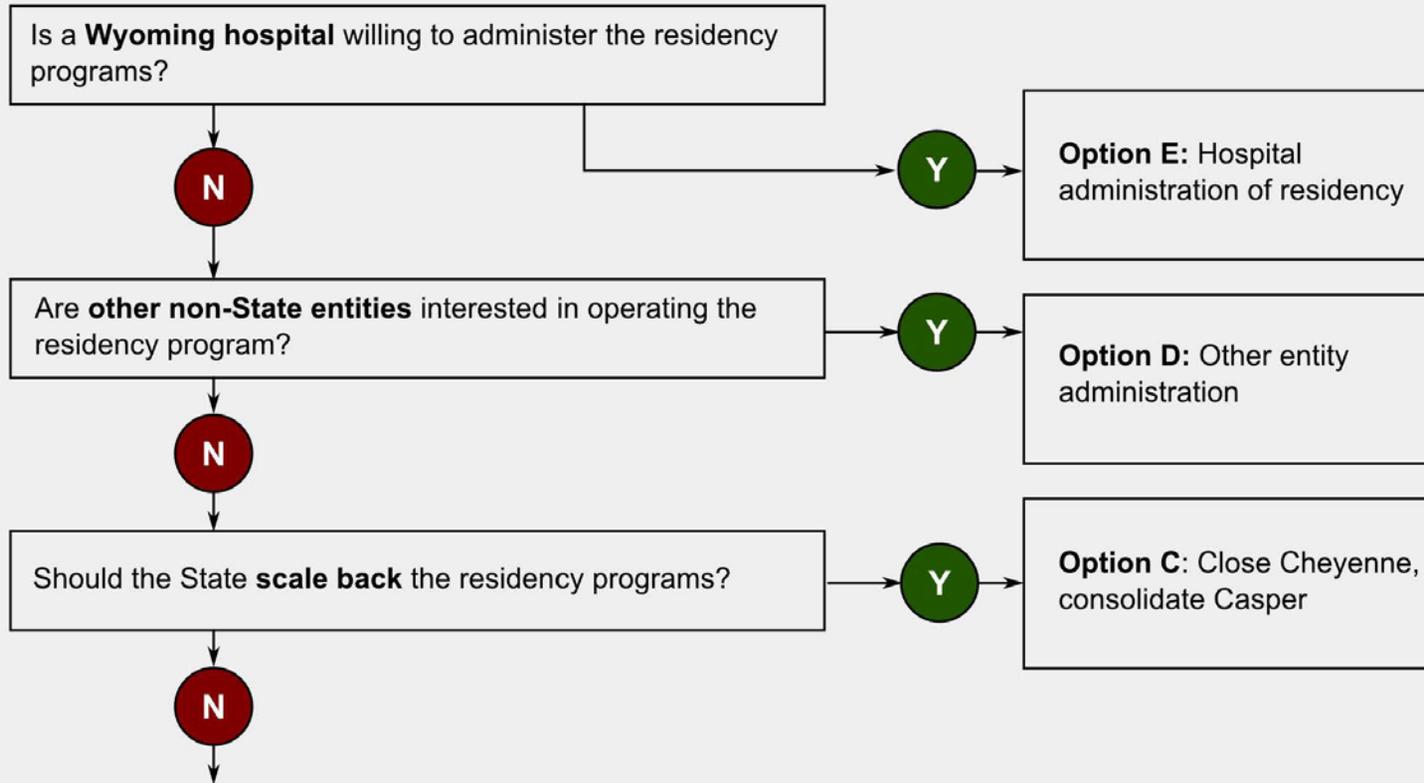
# Alternatives

19



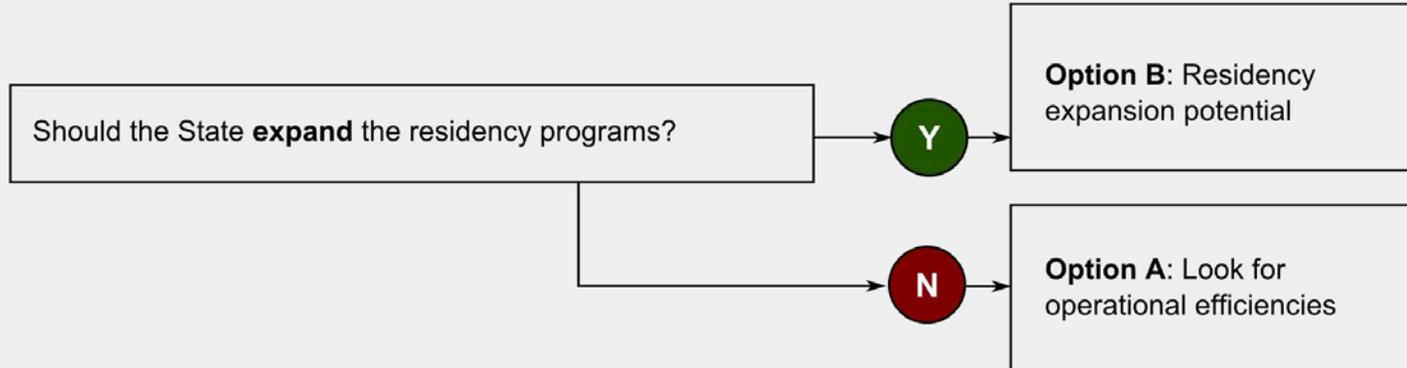
# Alternatives

20



# Alternatives

21



# Questions?



Wyoming  
Department  
of Health

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**Commit to your health.**



# STRATEGIC ENROLLMENT MANAGEMENT: UW BOARD OF TRUSTEES MEETING

November 17, 2016

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# AGENDA

1

Our Team

2

Introduction: What  
We've Learned

3

Project Overview:  
Approach

4

Timeline: Key  
Milestones

5

Expectations: Roles  
and Responsibilities

6

Appendix: SEM  
Task Force Survey

# THE HURON TEAM



**Rose Martinelli**  
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# INTRODUCTION

## WHAT WE'VE LEARNED

### Performance Improvement Findings: Opportunities



#### Improve Overall Student Retention

- University of Wyoming's First-Year retention is 4% lower than its 80% target
- For the last three years of available data, first to second year transfer student retention at UW is 72.5%<sup>1</sup>
- There is no clear "owner" of retention or student success



#### Increase Transfer and First-Time-Full-Time Enrollments

- Transfer headcount has declined by 290 students over the past 6 years<sup>2</sup>
- Transfer orientation is currently optional, and only 25% of UW transfers attend orientation



#### Address Current Pricing Strategies

- Tuition and fees for residents and non-residents are among the lowest in the nation: \$5,056 for residents, \$16,216 for non-residents
- Wyoming's "College-Going Rate" has decreased to 56%, from above 60%, despite the low cost of education

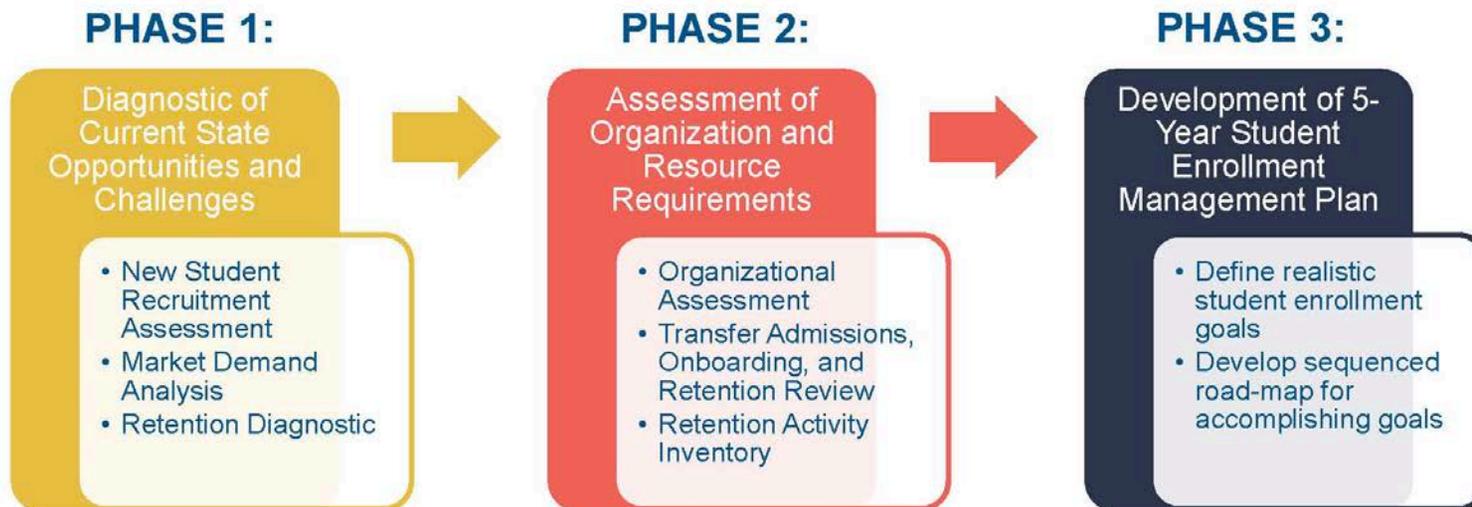


Help achieve  
President  
Nichols' goal  
of increasing  
enrollment by  
500 students

# PROJECT OVERVIEW

## APPROACH

The Student Enrollment Management Engagement will be divided into 3 key phases.



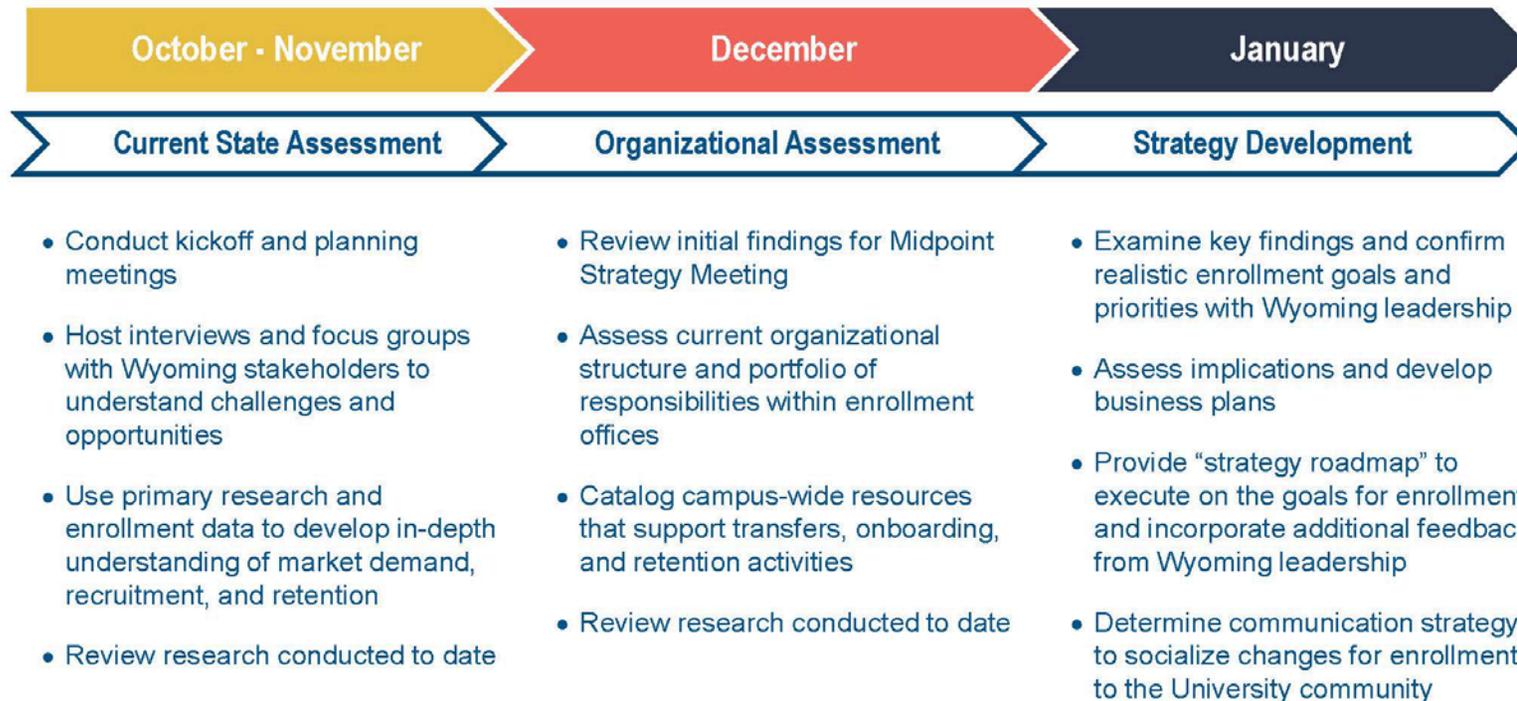
Over the coming weeks Huron will:

- Return to campus to conduct interviews with key stakeholders
- Upon receiving data, commence current state assessment data analysis
- Develop a presentation summarizing the current state in preparation for the Midpoint Strategy Meeting

# TIMELINE

## KEY MILESTONES

These 3 key phases will take place over a 12-week period.



# EXPECTATIONS

## ROLES AND RESPONSIBILITIES

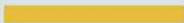
The roles and responsibilities for the Huron team and the University of Wyoming are outlined below:

		
Provide initial insight and foundation for understanding the current state of Wyoming's undergraduate enrollment and retention		✓
Conduct research to assess Wyoming's current state and areas for improvement	✓	
Agree upon unified future vision for undergraduate enrollment		✓
Propose strategic goals for achieving future state	✓	✓
Research, develop, and test options for execution, including defining success	✓	✓
Steer and facilitate: help identify trade-offs, inform decision-making, facilitate communications and coordination, and build buy-in	✓	
Actualize change: make decisions, assume key roles, and operationalize strategic goals		✓



# QUESTIONS?





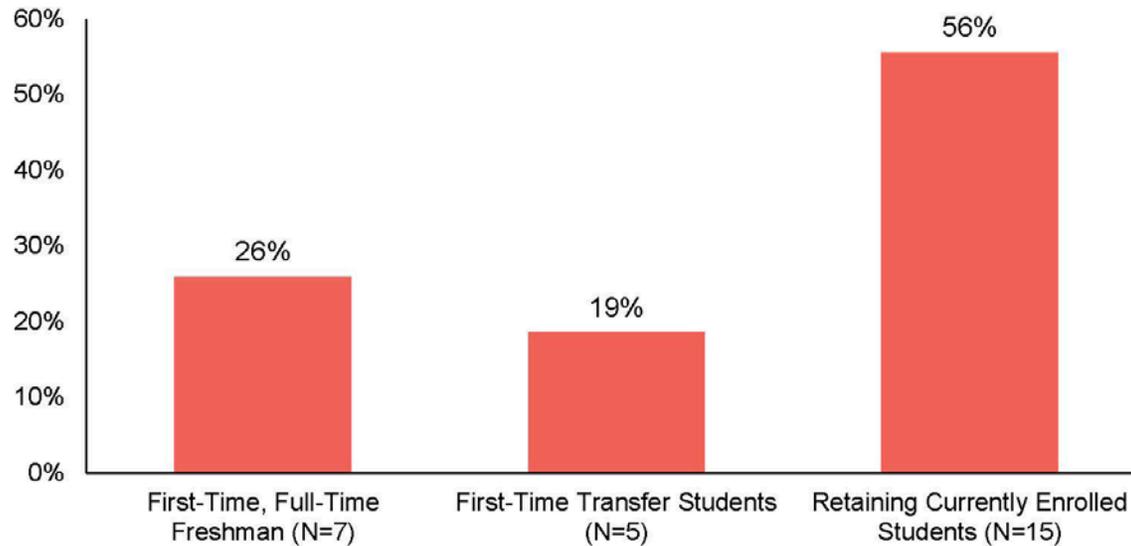
# APPENDIX:

## SEM TASK FORCE SURVEY

# SEM TASK FORCE

## SURVEY FINDINGS

**Question: The University has a stated goal of increasing undergraduate enrollment by 500 students for the fall of 2017. From the options listed below, what should be the primary focus of the University's enrollment efforts?**



# SEM TASK FORCE

## SURVEY FINDINGS

**Question: The University has a stated goal of increasing undergraduate enrollment by 500 students for the fall of 2017. From the options listed below, what should be the primary focus of the University's enrollment efforts? Please briefly explain your thinking for this response.**

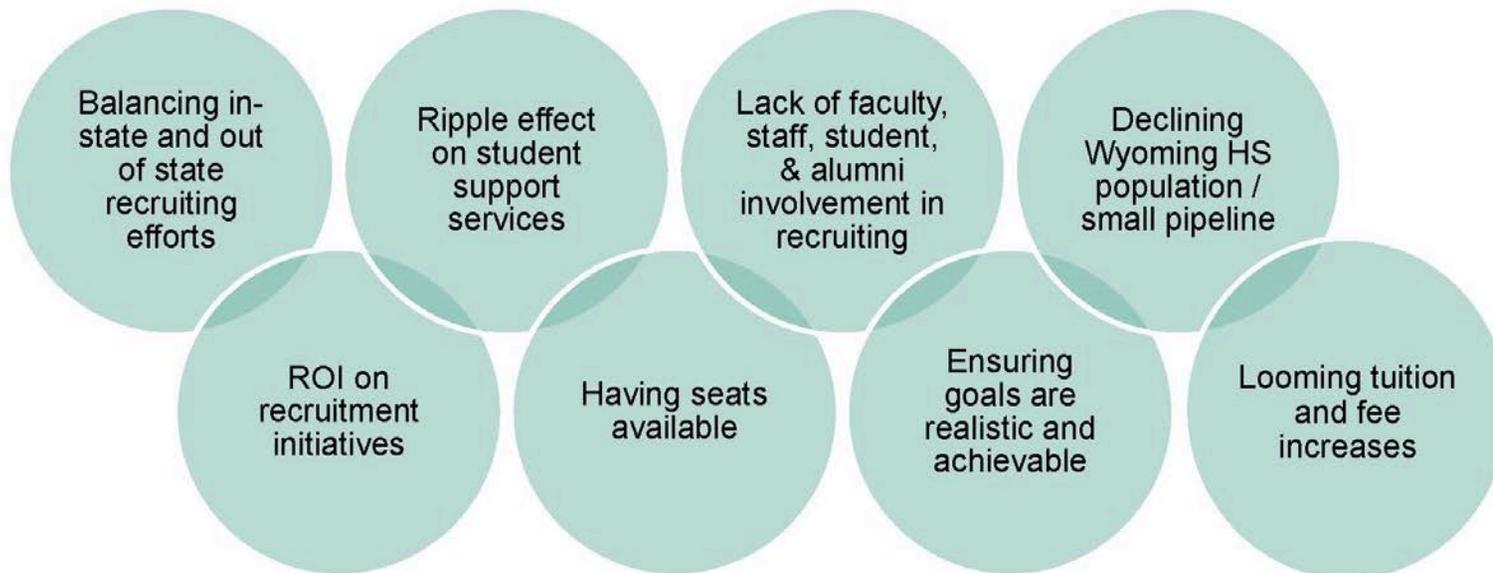
First Time Full Time	Transfer	Retention
<ul style="list-style-type: none"><li>• Increase yield by involving colleges and current students</li><li>• Opportunities to expand to new markets</li><li>• Create a college-going culture in WY</li></ul>	<ul style="list-style-type: none"><li>• Untapped opportunity, under-recruited</li><li>• Low-hanging fruit</li><li>• Improved Community College pipeline</li></ul>	<ul style="list-style-type: none"><li>• Make the most progress / impact right away</li><li>• Focus on the students who are already here, committed, and invested</li></ul>

- + Many responses emphasized the need to focus on all 3 simultaneously
- + Similar Concerns: time, resources, coordination

# SEM TASK FORCE

## SURVEY FINDINGS

Question: What are your concerns, if any, for the University's enrollment moving forward?



# SEM TASK FORCE

## SURVEY FINDINGS

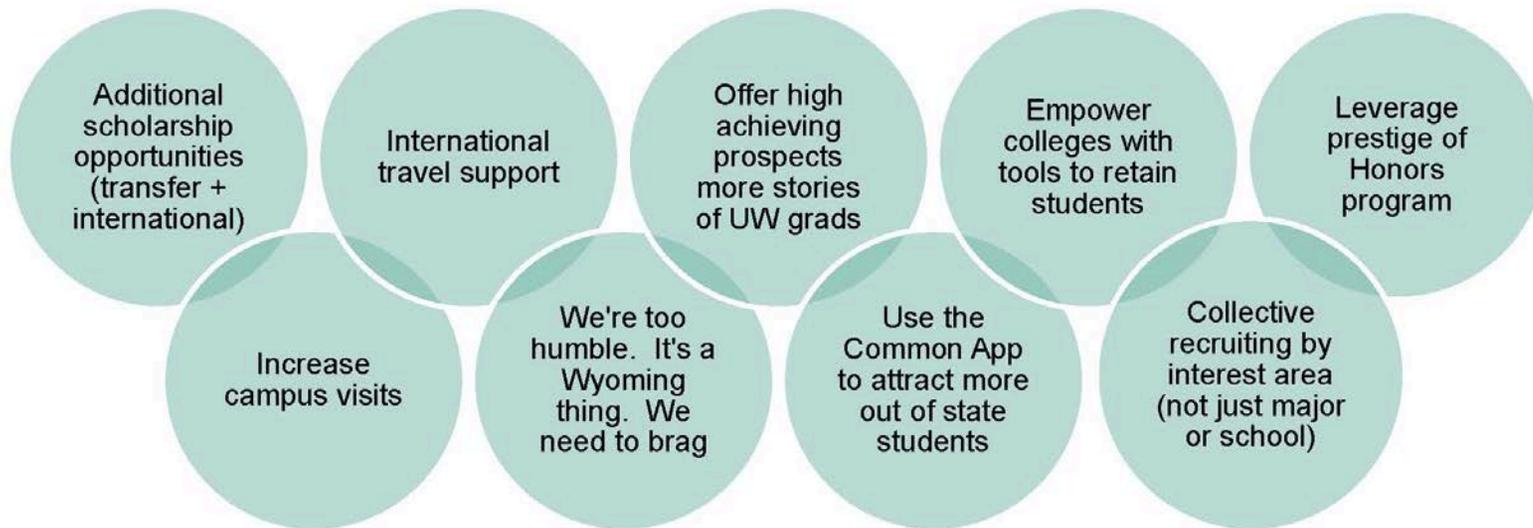
**Question: In your opinion, what is the University of Wyoming's value proposition? What are areas of strength relative to competitors?**



# SEM TASK FORCE

## SURVEY FINDINGS

**Question: Are there any missed opportunities that the University of Wyoming can take advantage of to attract and enroll the best class?**



# SEM TASK FORCE

## SURVEY FINDINGS

In your opinion, what does the ideal University of Wyoming student look like? What types of students get the most out of their University experience?



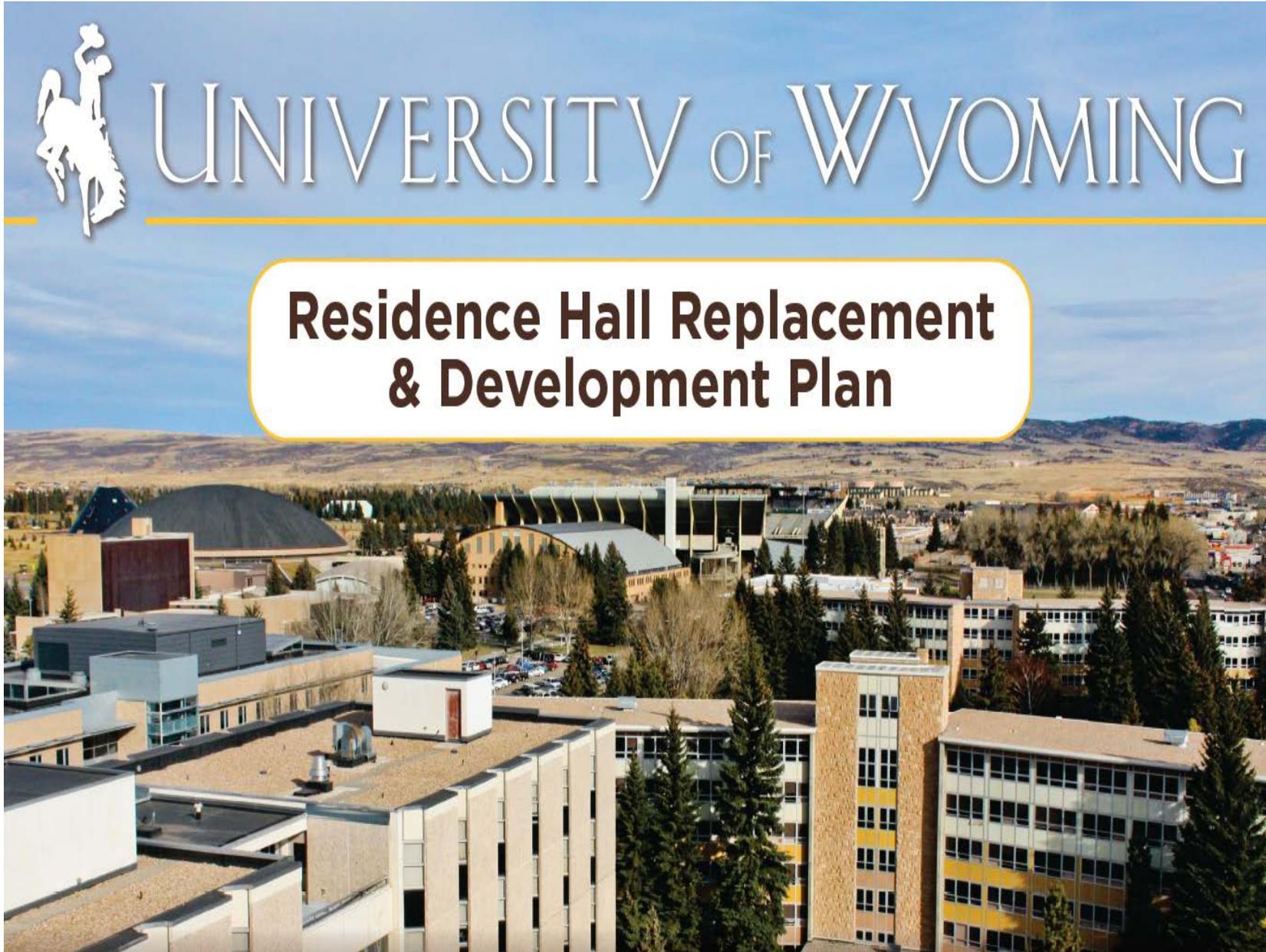
**ATTACHMENT C**

Residence Life & Dining Services						
Projected Net Revenue - without Hill/Crane Hall						
	Halls	Apartments	BRV	Conferences	Dining/Retail	UW Catering & Events
Revenue <sup>1,2</sup>	\$ 8,248,560	\$ 2,749,665	\$ 17,434	\$ 250,000	\$ 12,050,237	\$ 2,180,411
Management/Indirect Costs	\$ 2,103,448	\$ 596,537	\$ 120,820	\$ 270,463	\$ 9,233,195	\$ 1,885,370
Facility Costs	\$ 2,983,569	\$ 1,344,314	\$ 261,600	\$ 275,468	\$ 791,936	\$ 221,855
Utilities, Custodial, Maintenance, Physical Plant						
Bond Payments	\$ 1,567,945	\$ 185,750 <sup>3</sup>	\$ -	\$ -	\$ 906,289	\$ -
Total Expenses	\$ 6,654,962	\$ 2,126,601	\$ 382,420	\$ 545,931	\$ 10,931,420	\$ 2,107,225
Net Revenue	\$ 1,593,598	\$ 623,064	\$ (364,986)	\$ (295,931)	\$ 1,118,817	\$ 73,186
Total Housing Net Revenue	\$ 1,555,745					
Total Dining Net Revenue	\$ 1,192,003					
<sup>1</sup> Assuming 95% Hall Occupancy AY 2017- No fee increase <sup>2</sup> Assuming 89.5% Apartment Occupancy - No fee increase <sup>3</sup> Bond payment for Spanish Walk final payment \$184,625 in FY 2019						
Residence Life & Dining Services						
5 year Occupancy (15th Day of the Fall Semester)						
Residence Halls						
FALL	Actual (15th day)	Configured	% Occupancy			
16-17	1,692	1,960	86%			
15-16	1,933	2,150	90%			
14-15	1,864	2,019	92%			
13-14	1,901	2,112	90%			
12-13	1,934	1,963	99%			
UW Apartments & Bison Run Village						
	Fall	Spring	Summer	Capacity		
	October 31st	February 1st	June 30th			
16-17	582			656		
15-16	604	597		656		
14-15	619	598	599	656		
13-14	597	577	587	656		
12-13	610	608	611	656 Added BRV		



# UNIVERSITY OF WYOMING

## Residence Hall Replacement & Development Plan



# University of Northern Colorado



# South Dakota State University



# Colorado State University Laurel Village



# University of Northern Colorado Suite Style Room



## University of North Colorado Living Space in Suite



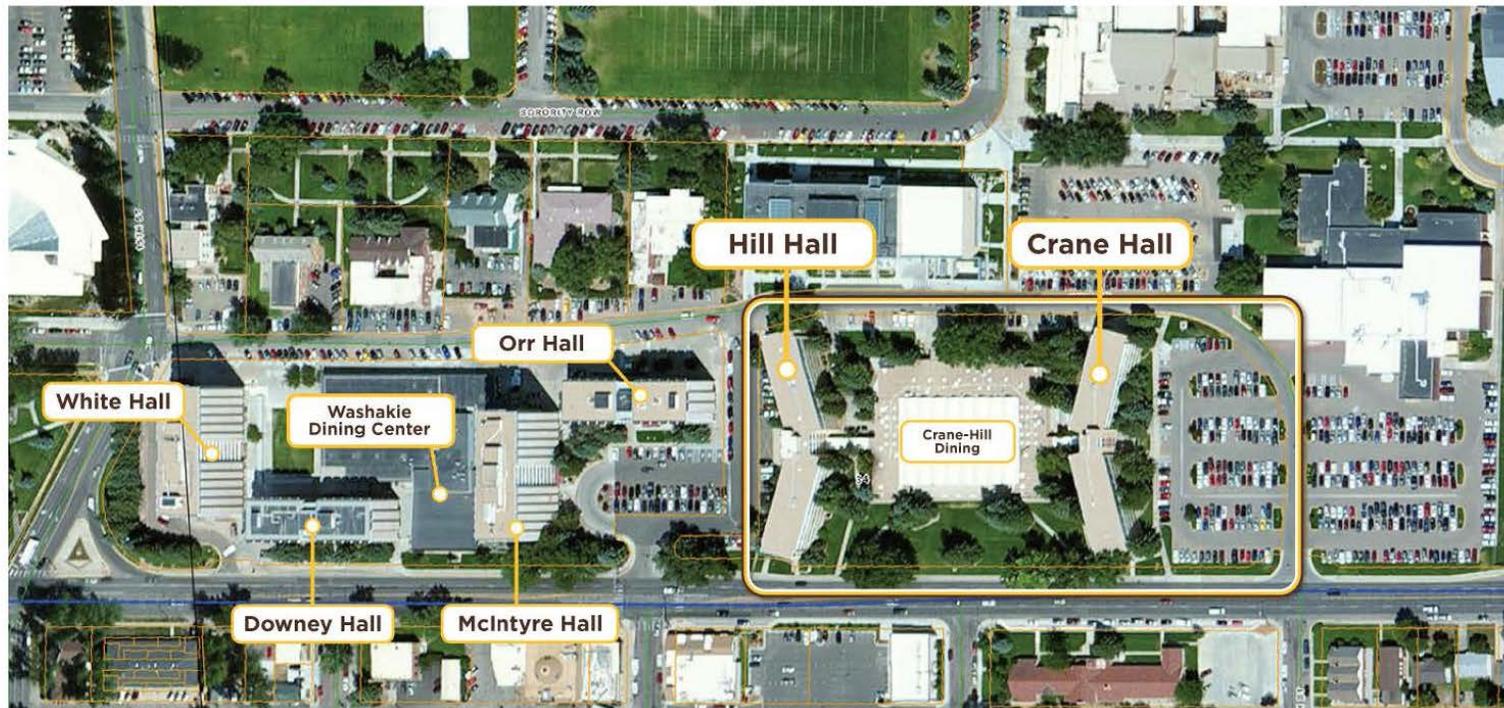
# University of Northern Colorado Game Room in Residence Hall



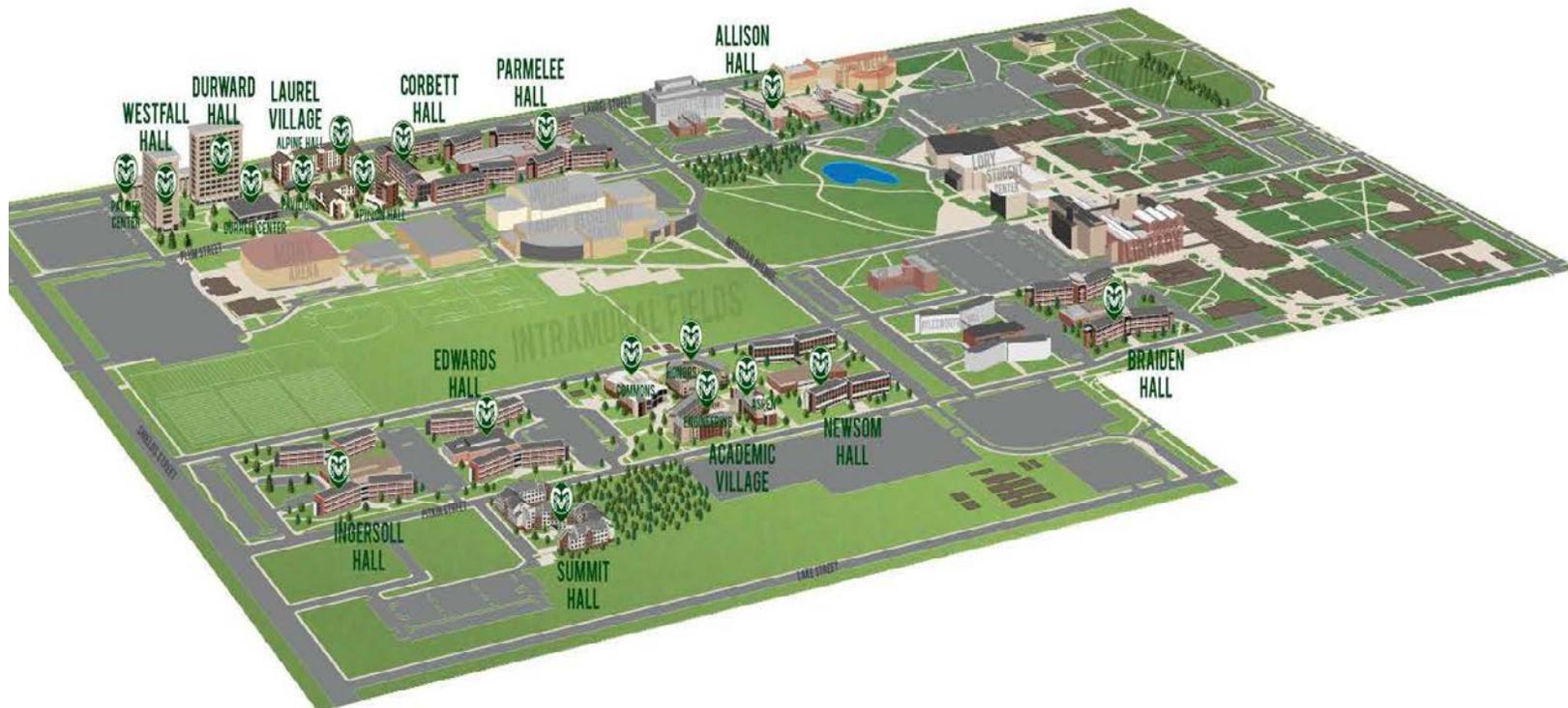
## South Dakota State University Honors College Lounge



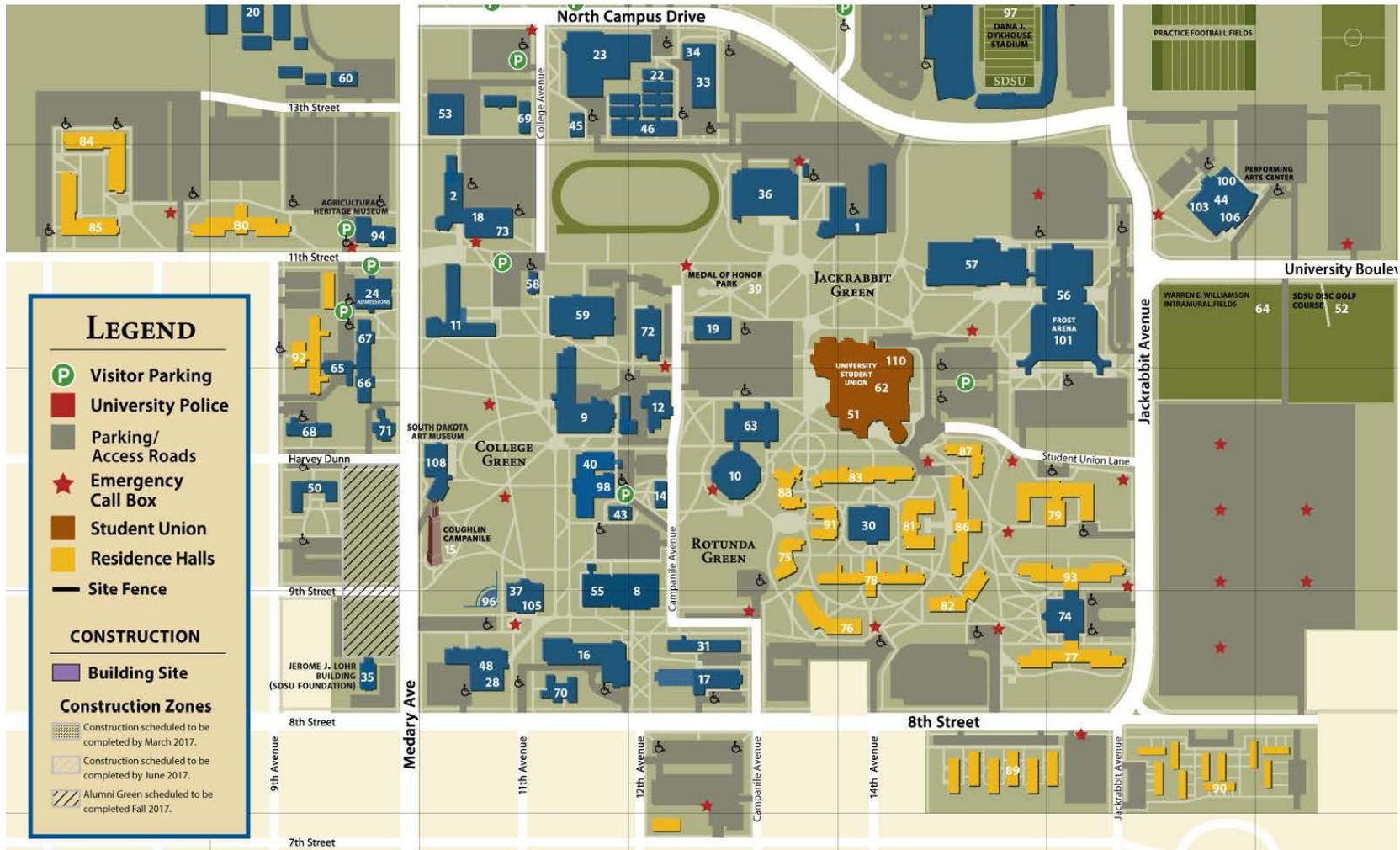
# Current UW Residence Hall Configuration



# Colorado State University



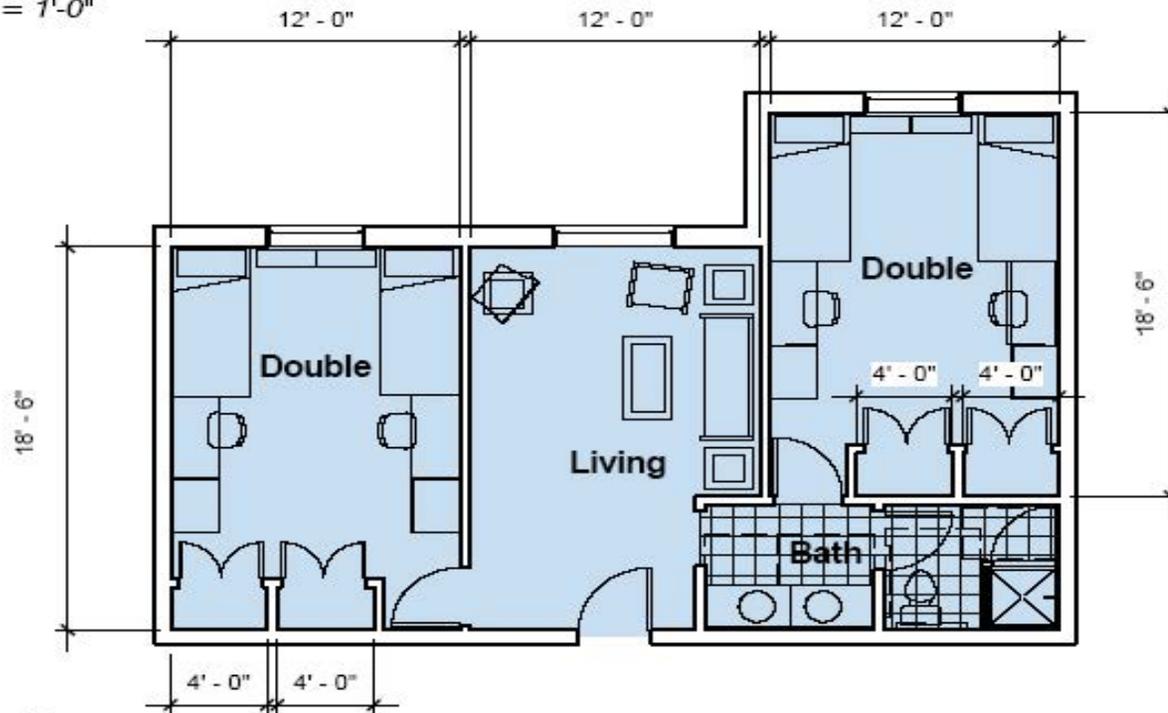
# South Dakota State University



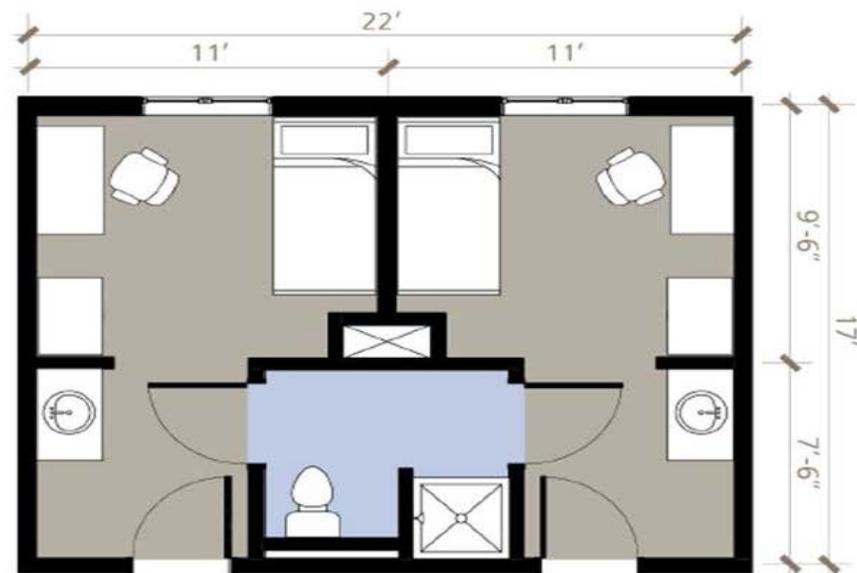
# Sample – Quad Suite

## Student Suite 1 - Double/Double

1/8" = 1'-0"



## Sample – Single Occupancy Suite



**ATTACHMENT D**

**Proposal for a Voluntary Separation Program for Faculty and Extended Term Academic Professionals**

Board of Trustees Meeting  
11/17/16

**General Information**

- Opportunity for faculty and extended term academic professionals to apply for the Voluntary Separation Program ("VSP"). Applicants will be required to submit a current comprehensive vitae.
- Eligibility requirement: Faculty or academic professionals who have been in rank at the University for at least 20 years as of August 31, 2017. These years do not have to be consecutive.
- Submitting an application to the VSP is voluntary for all eligible faculty and academic professionals. Faculty and academic professionals are encouraged to consider the program; however, no one is required or not required to apply. Application to the VSP will not in any way change the current employment relationship with the University.
- Pending Board of Trustees approval, the request for VSP applications will be announced December 1, 2016, and applications will be accepted through February 1, 2017.
- Deans will review all applications in their colleges and will submit a ranked list of applicants they want to accept into the VSP to the Provost by February 15, 2017. Faculty members or extended term professionals who also hold an administrative appointment and report to a vice president or the president will submit their application directly to their supervisor, with input from the Dean if applicable.
- Applicants will be notified whether or not their applications have been accepted no later than March 1, 2017.
- This VSP is not an entitlement. A fundamental requirement of this program is that any participation in the program must meet the needs of the University as determined by departmental and college administration, and ultimately is the decision of the Provost. Not every eligible faculty and extended term academic professional's application to participate in the program may be accepted. While it is the intention of the University to allow as many eligible members to participate in the VSP as possible, the University has a limited amount of funding for this program. Applications will be prioritized according to the methodology determined by the Provost to best support the College and University.
- Applicants accepted into the VSP must separate from the University between May 15, 2017 and August 31, 2017. An attempt will be made to honor the requested date of separation; however, the date may have to be modified to accommodate the unit's needs. Upon request by a dean, the Provost may grant exceptions to separation dates. If the

employee's separation date is also a retirement, they will need to work with HR for retirement counseling.

- Faculty and academic professionals who have academic year appointments will receive a one-time payment of their 9-month budgeted salary as of September 1, 2016, not to exceed \$150,000. For faculty or academic professionals who have fiscal year appointments, the one-time payment will consist of 9/12ths of their budgeted salary. All payments are subject to deductions required for taxes.
- The University may agree to additional provisions such as potential involvement in post separation research or instructional activities or access to lab, office or studio space. Such provisions, if agreed to, will be set forth in a Memorandum of Agreement.
- Accrued and unused vacation payments due to an employee at the time of separation from the University shall be paid in accordance with University regulations.
- For any accrued and unused sick leave, as part of the VSP, the employee will be allowed to choose one of two options: (1) converting up to 960 hours of accrued sick leave to a UW-paid contribution for group health insurance up to a maximum of 36 months; or (2) receiving payment for ½ of the current sick leave balance as of the employee's last working day up to a maximum of 480 hours. Pending approval by the Board of Trustees, this option will be an exception to the requirements outlined in UW Regulation 4-2.VI.B-C for the sole purpose of this Voluntary Separation Program.
- Accepted faculty and extended term academic professionals will be required to sign a Separation Agreement with a release of claims.

ATTACHMENT E



## University of Wyoming Performance Improvement Project

Fall 2016



## Project Overview

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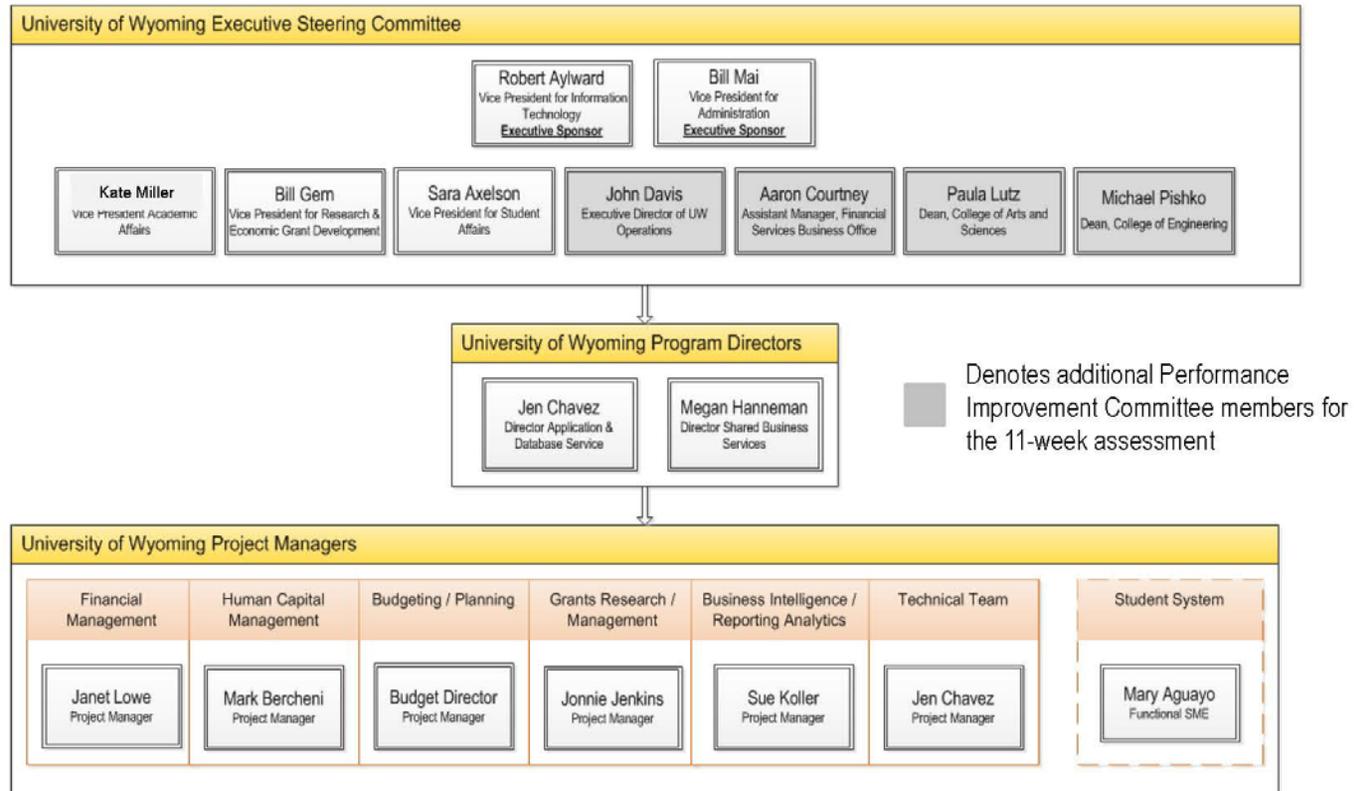
**The University of Wyoming engaged Huron to assist in the identification, prioritization, and development of business cases for opportunities to grow revenue and reduce costs.**

- Over the course of the 11-week project, Huron **interviewed 110 members of the UW community** to understand the current operating environment, identify opportunities for cost savings and revenue enhancement, and collect and synthesize data to inform our analyses.
- Huron **identified over 100 opportunities** during the initial phase of the engagement; the preliminary list was consolidated to 64 discrete menu opportunities that were presented to the Steering Committee for feedback and prioritization.
- Based on the Steering Committee's direction, Huron presented **13 business cases** that outline cost savings and revenue enhancement opportunities in operational, enrollment, student affairs, and student programming that have the potential to make a significant financial impact to the University.
- **Selected elements** from Huron's work, along with the work from the FCAC and other leaders on campus was designed, in-part, to assist President Nichols and the leadership team to develop the **plan for cost savings** presented to the Board of Trustees.



## Project Governance

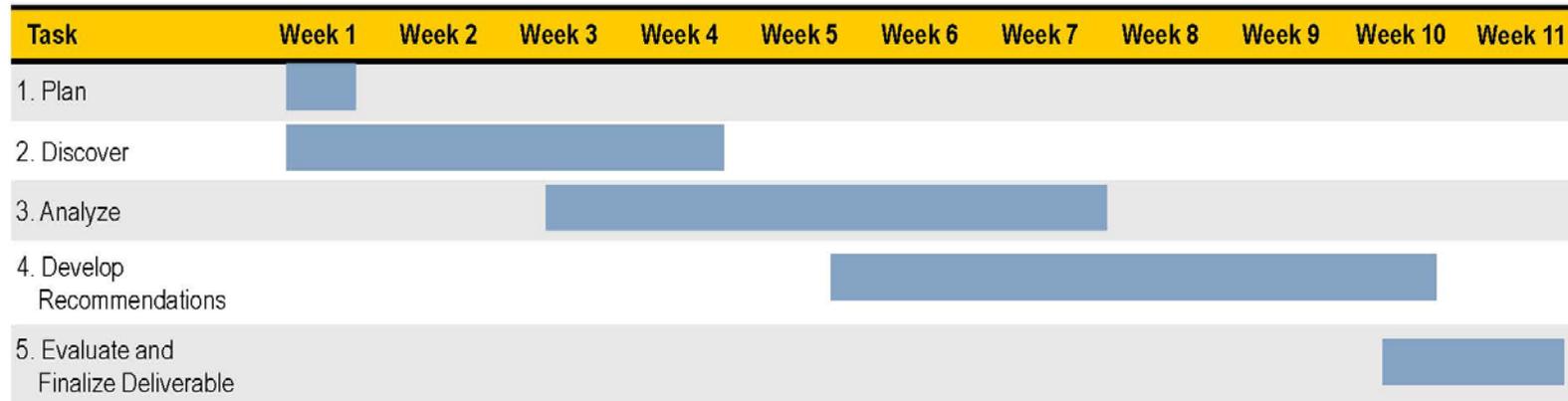
To provide guidance to this project, the Wyo Solutions Executive Steering Committee was augmented to include additional administrative representation and to include two Deans.





## Project Timeline

Huron met with the Steering Committee four times over the 11 week project to review methodology, share themes, develop criteria to prioritize opportunities, and to determine areas for business case development.



Steering Committee Meetings			
<p><u>July 27</u></p> <ul style="list-style-type: none"> <li>Reviewed methodology and approach</li> <li>Confirmed peer list for project benchmarking</li> </ul>	<p><u>August 10</u></p> <ul style="list-style-type: none"> <li>Reviewed interview themes</li> <li>Introduced project team members</li> <li>Established opportunity prioritization criteria</li> </ul>	<p><u>August 25</u></p> <ul style="list-style-type: none"> <li>Reviewed menu of opportunities</li> <li>Identified areas to develop into business cases</li> </ul>	<p><u>Sept 22</u></p> <ul style="list-style-type: none"> <li>Delivered menu of opportunities, including financial impact and implementation considerations</li> <li>Began implementation discussions</li> </ul>



## Stakeholder Engagement

In addition to interviewing 110 individuals, Huron engaged a number of University stakeholder groups over the course of the 11-week project.

### Project Communications

- President Introduction Letter (distributed 7/11/16)
- Project Overview handout (distributed during interviews)
- Communication to Deans (distributed week of 7/25)

### Direct Engagement

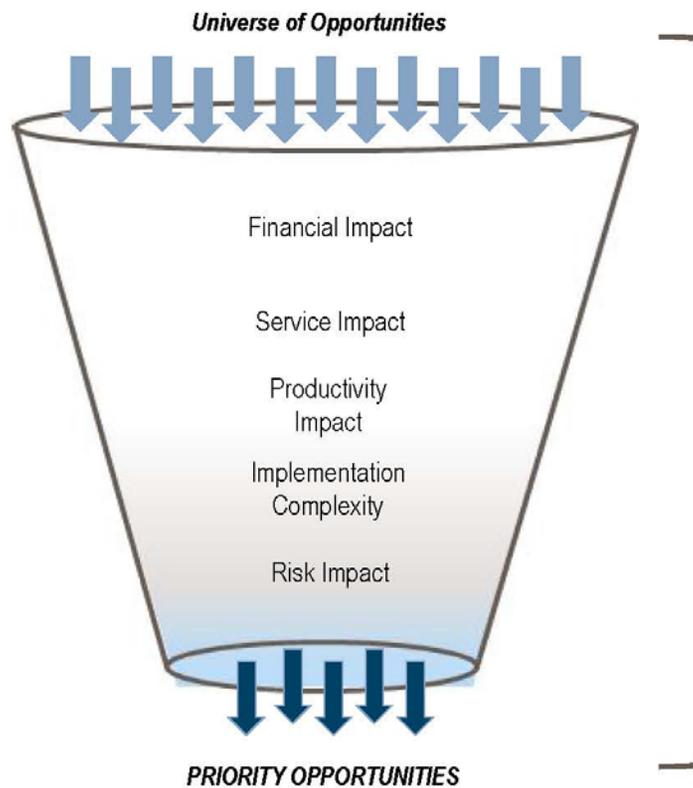
- Steering Committee
- President Executive Committee
- Dean's Council
- Financial Crisis Advisory Committee
- Board retreat
- Town hall meeting

**Huron and the Project Steering Committee agreed to a participatory process; the activity listed above was intended to inform faculty, staff, and leadership of the initiative and report out progress appropriately.**



## Opportunity Identification Process

During the August 11<sup>th</sup> Steering Committee meeting, the group decided upon the following criteria and weights to score opportunities.



*Huron worked with the Steering Committee to identify the following ranking categories and their relative weights:*

Criteria	Description	Weight
Financial	Amount of cost savings or revenue associated with the opportunity	40%
Service	Expected impact on service levels offered to students and employees	25%
Productivity	Expected impact the opportunity will have on efficiency and productivity for stakeholders	15%
Implementation	Expected time and effort required to implement	10%
Risk	Expected risk to the institution, including legal, public relations (reputational), or internal risk.	10%



## Opportunity Overview

Implementation will begin for a selection of opportunities immediately, while others will need longer lead time and further discussion before implementation.

Immediate Opportunities	Other Business Cases
FY 2017-18	To Be Further Discussed
<ul style="list-style-type: none"> <li>• Procurement: Strategically Source Selected Commodities</li> <li>• Pursue Vendor Partnership for Facilities Stores</li> <li>• Centralize Selected Information Technology Operations/Services</li> <li>• University Fleet Consolidation</li> <li>• HR Benefits: Amend Long Term Disability Policy</li> <li>• Reorganize Student Health Center Operations</li> </ul>	<ul style="list-style-type: none"> <li>• HR Benefits: Amend Domestic Partner Benefits</li> <li>• Enrollment: Optimize Tuition/Fees, Retention, Transfer Students</li> <li>• Pursue Vendor Partnership for University Bookstore</li> <li>• Amend Transit Routes and Parking Permit Structure</li> <li>• Amend Residential Life Policies</li> <li>• Explore Amended Student Health Fee and Third-Party Billing Options</li> <li>• Reorganize Outreach School</li> <li>• Restructure Facilities Staffing Model</li> </ul>

**Additional detail for each of the opportunities listed in the left-hand column is provided on the subsequent slides.**



## Procurement and Facilities Store

**UW has the opportunity to reduce supply expenses by leveraging its buying power, negotiating purchasing contracts, and outsourcing the Facilities Management supply purchasing function.**

### The Case for Change

- An analysis of the University's spending indicates that the UW has approximately \$83 million that can be strategically sourced
- Spending through existing purchasing contracts account for less than 5% of "addressable spend," or spend that can be reduced by negotiating contracts
- When supplies are requested, the Facilities Store goes through a lengthy bid process to procure supplies; while there is confidence that UW is getting a lower price, it can take up to six weeks for the supply to come in after going through this process creating a lag to complete work orders and maintenance tasks

### Goals and Projected Annual Impact (\$1.5 - \$3.3M)

1. Involve the campus throughout the strategic sourcing initiative to gain support and buy-in early in the process to optimize results
2. Assess potential vendors for MRO/Janitorial supplies; create and open RFP for services

### Implementation Work Group Members

- William Mai, (VP Administration)
- Janel Lowe (Associate VP for Fiscal Administration)
- John Davis, (Executive Director, University Operations)
- Martha Miller, (Manager, University Procurement Services)



## Information Technology Services

**Despite a recent consolidation, a significant number of distributed IT resources duplicate services provided centrally; available data indicate that these services are also less efficient than central services.**

### The Case for Change

- An analysis of HR data and interviews suggest that there are over 30 IT positions outside of University IT
- After interviews, a majority of those positions outside of central IT appear to perform similar services to central IT's Client Support Service group
- Through a consolidated service model and economies of scale, IT can more effectively pursue industry and peer benchmarks to achieve significant cost savings

### Goals and Projected Annual Impact (\$630K - \$1.1M)

1. Conduct a detailed analysis of services and associated activity provided at department levels to confirm and rationalize consolidation
2. Identify distributed resources that will not be included in IT consolidation

### Implementation Work Group Members

- Robert Aylward, (VP & CIO)
- Maggie Morrison, (Director, Client Support Services)
- Jennifer Chavez, (Director, Application & Database Services)



## University Fleet Consolidation

**In order to support its expansive footprint across the state, the University manages a substantial fleet of vehicles and operates a Car Rental Services operation.**

### The Case for Change

- Car Rental Services operates at near capacity during September, October, May, and June, but well below capacity during Winter months
- Over half (52%) of Car Rental Services expenses are from asset depreciation
- Despite variable demand, Car Rental Services vehicles average over 16,000 miles per year while distributed cars in Academic, Administrative, and Research units average under 5,000 miles per year

### Goals and Projected Annual Impact (\$100-\$300K)

1. Engage distributed units on viability of shared motor pool model and solicit feedback
2. Identify vehicles to move centrally into shared fleet and vehicles to sell
3. Develop model for crediting departments that will be moving vehicles centrally and departments that will be selling vehicles

### Implementation Work Group Members

- William Mai, (VP Administration)
- Shawn Fletcher, (Manager, Fleet Services)
- Carolyn Smith, (Director, Auxiliary Services)



## Long-Term Disability Benefit

**UW can adopt the State of Wyoming's long-term disability benefit to align with state-wide agencies, and reduce University operating expenses.**

### The Case for Change

- UW provides a benefit in long-term disability (LTD) that is beyond what State provides
- UW uses the State's plan (Standard Insurance Co.) for short term disability benefit, but not for LTD benefit
- UW's current LTD insurance (Lincoln National Life) contract is up for renewal in September 2016, creating an opportunity to change the current policy, giving employees the option to select, and pay for, the LTD coverage

### Goals and Projected Annual Impact (\$325K)

1. Communicate to employees the University's LTD policy will be changing once the existing plan is up for renewal
2. Work with the State of Wyoming to offer LTD benefit to University employees
3. Prepare internal infrastructure for employees to enroll in the State's benefit

### Implementation Work Group Members

- |                                    |  |   |
|------------------------------------|--|---|
| • William Mai, (VP Administration) | • Mark Bercheni (Associate Director Classification/Compensation) | Eric Goldenstein, (Associate Director Benefits & Records) |
|------------------------------------|--|---|



## Student Health

**Peer benchmarking indicates an opportunity to review current services offered by the UW Student Health Center, and align staffing levels to benchmark levels.**

### The Case for Change

- UW's administrative staff is the highest among selected peers
- In addition highlighting higher levels of administrative staff, benchmarking indicates that peers have lower levels of professional staff



### Goals and Projected Annual Impact (\$275K - \$350K)

1. Assess current tasks performed by current administrative tasks and identify opportunities for consolidation
2. Assess the current clinical staffing levels based on services performed, and align the staffing levels appropriately
3. Ensure service levels to students are not reduced when assessing staffing levels

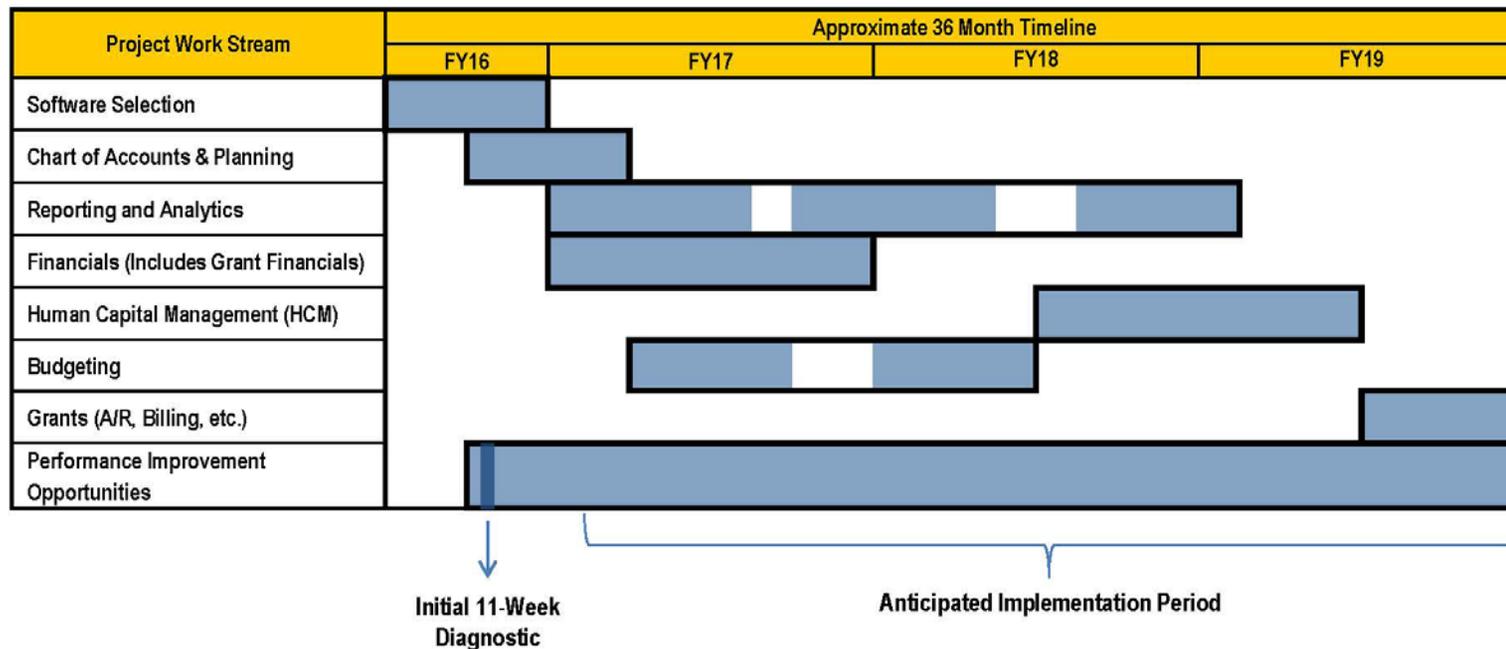
### Implementation Work Group Members

- Sara Axelson, (VP Student Affairs)
- Dr. Joanne E. Steane (Director, Student Health Services)



## Alignment of Implementation with Wyo Solutions

The implementation of selected opportunities will occur over the next several years and will be coordinated with the broader Wyo Cloud / Wyo Solutions project.





## Implementation Considerations

The University has a unique opportunity to align implementation of the efficiency and effectiveness opportunities identified with the broader Wyo Solutions project.

### Common Attributes

- Executive level sponsorship
- University leadership
- Community engagement
- Clear link between outcomes of administrative efficiencies and mission support



- Workforce Organization & Structure
- New Budget Model
- Performance Improvement Opportunities
- Diversified Revenue Plan
- Student Success
- Faculty Performance Support



- Modern Cloud Systems:
  - Financial Management
  - Human Capital Management
  - Grants Management
  - Budgeting
  - Supply Chain Management
  - Reporting & Analytics



## Next Steps

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**The analytical phase of the project is complete; next steps focus on deciding which opportunities to pursue and how implementation of efficiency opportunities aligns with the broader Wyo Solutions project.**

### **Huron:**

- Continue supporting WyoCloud implementation
- Support implementation efforts on as needed basis

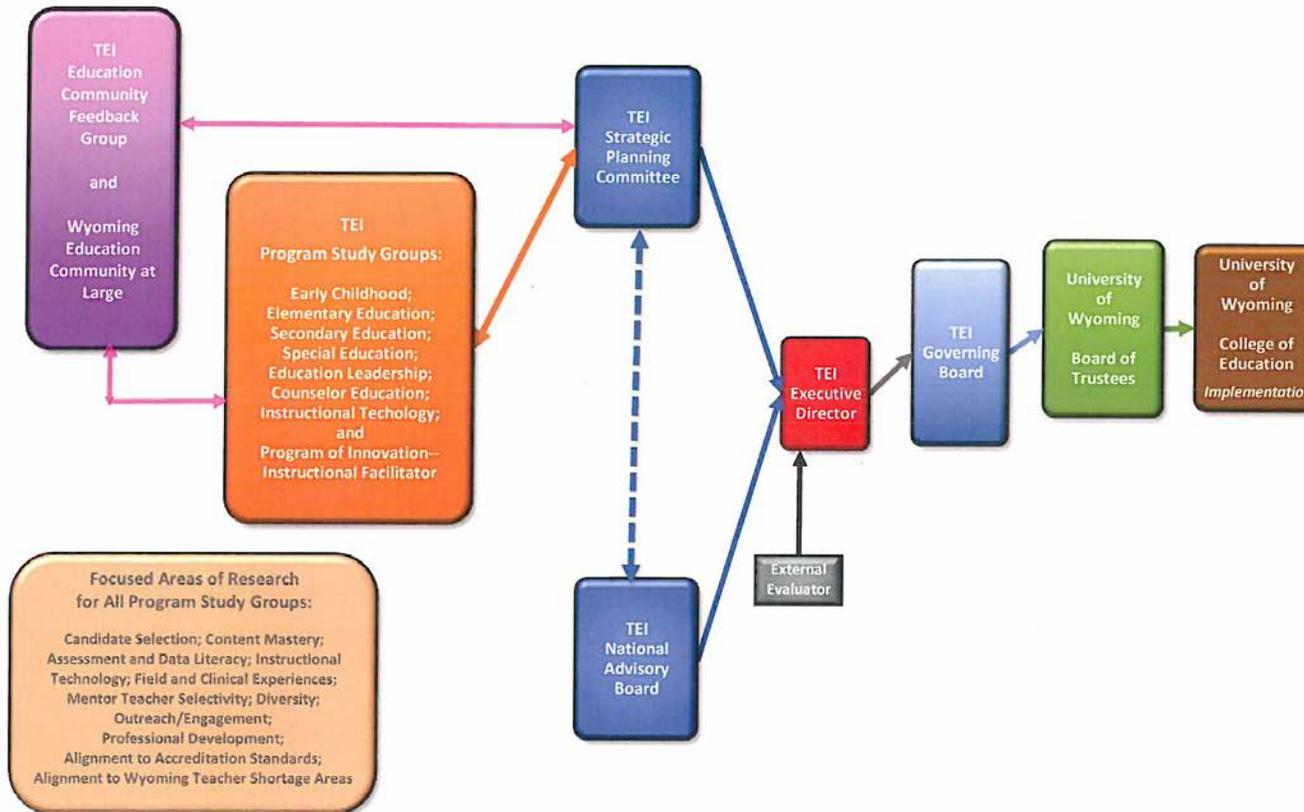
### **Wyoming:**

- Review prioritized business cases presented
- Determine which recommendations should move forward
- Identify implementation champions

University of Wyoming  
 Board of Trustees Education Initiative (TEI)



**Governance Structure and Process**



 UNIVERSITY OF WYOMING  
 Trustees Education Initiative

**Governing Board Meeting**

Monday, November 21, 2016 • 11 a.m. to 3 p.m.  
 (Working lunch served at 12:15 p.m.)

University of Wyoming • Marian H. Rochelle Gateway Center  
 Boyd Conference Room, Second Floor  
 222 S. 22<sup>nd</sup> Street • Laramie, Wyoming 82071

**Agenda**

11:00 a.m.	I. Call to Order and Welcome ..... Dave Palmerlee
11:05 a.m.	II. *Approval of March 4, 2016 Minutes ..... Dave Palmerlee
11:10 a.m.	III. *Financial Report ..... Rebecca Watts
11:20 a.m.	IV. College of Education Program Presentations ..... Ray Reutzel and Program Chairs 1) <i>Overview – Ray Reutzel</i> 2) <i>Early Childhood, Samara Dawn Akpovo</i> 3) <i>Elementary Education, Peter Moran</i> 4) <i>Secondary Education, J. Chris Haynes</i> 5) <i>Special Education, Tiffany Dabler</i> 6) <i>Education Leadership, Suzanne Young</i> 7) <i>Counselor Education, Mary Alice Bruce</i> 8) <i>Instructional Technology, Tonia Dousay</i> 9) <i>Program of Innovation—Instructional Facilitator, Kate Muir Welsh</i>
12:15 p.m.	V. Q & A with Dean and Program Chairs ..... Governing Board <i>Working Lunch</i>
1:00 p.m.	VI. Discussion: National Advisory Board Appointees ..... Rebecca Watts and Ray Reutzel
1:30 p.m.	VII. *Nomination Slate: Strategic Planning Committee; Program Study Groups; Education Stakeholder Group ..... Rebecca Watts and Ray Reutzel
1:45 p.m.	VIII. *Contract for Research Support ..... Rebecca Watts
1:55 p.m.	IX. Bylaws Discussion ..... Dave Palmerlee
2:15 p.m.	X. Executive Director Report ..... Rebecca Watts
2:30 p.m.	XI. Roundtable Discussion ..... Dave Palmerlee
3:00 p.m.	XIII. Adjournment ..... Dave Palmerlee

\*Denotes Action Item.



Statewide Strategic Planning Listening Sessions

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**November 30, 2016**

*Jackson, Wyoming*  
12:15-1:45 p.m.  
Teton County Ag. Building  
(4-H Building)  
Upper Level Conference Rm.  
255 W Deloney Ave

*Cody, Wyoming*  
4:15-5:45 p.m.  
Park County Library  
Grizzly Room  
1500 Heart Mountain St.

**December 2, 2016**

*Torrington, Wyoming*  
8:30-10:00 a.m.  
Eastern Wyoming College  
Tebbet Bldg.  
Fine Arts Lecture Hall  
3200 West C Street

*Rock Springs, Wyoming*  
12:15-1:45 p.m.  
WWCC  
3<sup>rd</sup> Floor Board Room, 3060  
2500 College Drive

**December 5, 2016**

*Riverton, Wyoming*  
12:15-1:45 p.m.  
Intertribal Ed. & Com. Cnt. 116  
2660 Peck Ave

*Casper, Wyoming*  
4:15-5:45 p.m.  
Union/University Bldg. 322  
Casper College Campus  
125 College Ave

**December 6, 2016**

*Cheyenne, Wyoming*  
4:15-5:45 p.m.  
Laramie Cty. Comm. College  
Health Sciences Building, 113  
1400 E College Drive

**December 7, 2016**

*Laramie, Wyoming*  
4:30-6:00 p.m.  
Albany County Public Library  
310 S 8th St

**December 8, 2016**

*Gillette, Wyoming*  
7:15-8:45 a.m.  
Location:  
UW Offices at Gillette College  
Main Building, Room 167  
W Sinclair St.

*Sheridan, Wyoming*  
12:15-1:45 p.m.  
UW Watt Building, Room 131-132  
Watt Building, Sheridan College campus  
3401 Coffeen Avenue

**ATTACHMENT H**

**University of Wyoming  
 Institutional Support Comparisons from FY 2009 to FY 2014 - "Administrative" Spending**

**Institutional Support**

	FY 2009	FY 2014
Compensation & Benefits (Personnel)	\$27,373,749	\$30,527,578
Supplies & Services (Non-Personnel)	\$2,631,274	\$12,795,453 *
<b>Total</b>	<b>\$30,005,023</b>	<b>\$43,323,031</b>
2015 inflation-adjusted	\$33,031,126	\$44,078,080
% adjustment to 2015 adjustment	10.1%	1.7%

	<i>2015 Inflation-Adjusted</i>		% Change
	FY 2009	FY 2014	
Compensation & Benefits (Personnel)	\$30,134,480	\$31,059,623	3.1%
Supplies & Services (Non-Personnel)	\$2,896,646	\$13,018,457	349.4%
<b>Total</b>	<b>\$33,031,126</b>	<b>\$44,078,080</b>	<b>33.4%</b>

\* Included in FY 2014 Supplies & Services (in millions)

\$3.5 Enzi STEM Maintenance Endowment

\$0.9 Utility increases

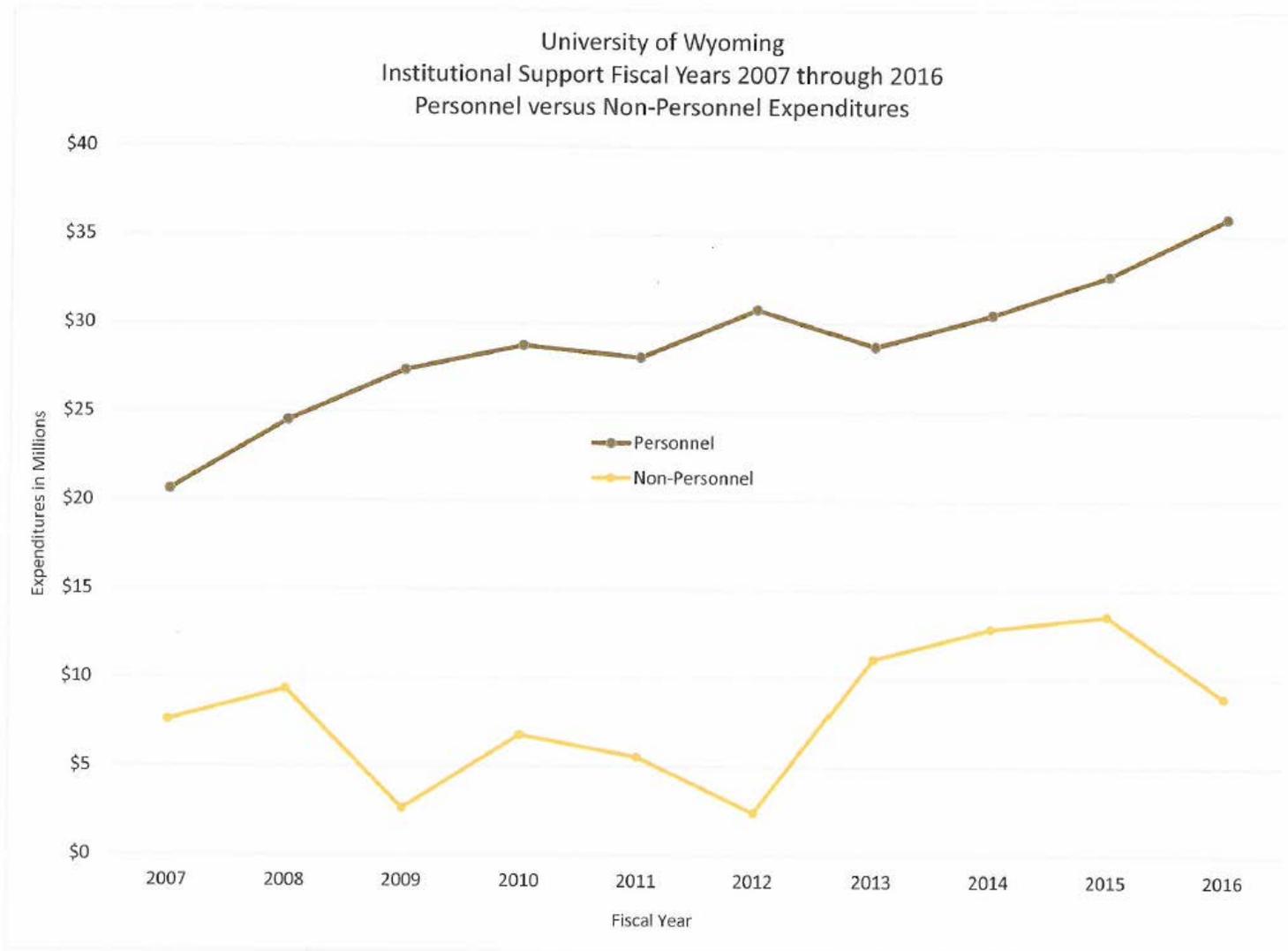
\$0.4 Repairs and maintenance increase related to the Energy Service Contract

\$4.8 million

*Institutional Support* : A functional expense category that includes expenses for the day-to-day operational support of the institution. Includes expenses for general administrative services, central executive-level activities concerned with management and long range planning, legal and fiscal operations, space management, employee personnel and records, logistical services such as purchasing and printing, and public relations and development. Also includes information technology expenses related to institutional support activities. If an institution does not separately budget and expense information technology resources, the IT costs associated with student services and operation and maintenance of plant will also be applied to this function.

Sources: University of Wyoming Financial Reports; Juanita Carroll and Janet Lowe for consultation and detailed reporting information.

OIA:SMK  
 18-Nov-16



**ATTACHMENT I**

**A Proposal to Implement Program Fees to Maintain and Improve Student Success While  
Covering the Costs of Instruction in Higher-Cost Programs at the University of Wyoming.**

**Executive Summary**

Report of the Revenue Enhancement Sub-Committee of the University of Wyoming's Financial  
Crisis Advisory Committee

**October 16, 2016**

**This report was prepared by the members of the Revenue Enhancement Sub-Committee, in consultation with University of Wyoming Faculty, Students and Staff.**

Thank you to all those who helped the committee by offering advice and submitting materials. Despite any future setbacks we may face, we can all still ensure the University of Wyoming is what we want it to be, and that we continue to offer the greatest value possible to our students.

**Members of the Revenue Enhancement Sub-Committee**

Robert Godby Chair  
Mary Burman Vice-Chair  
Anne Alexander  
Susan Frye  
Denise Gable  
Ricki Klages  
Michael Pishko  
Reed Scull  
John Mittelstaedt  
Greg Brown  
Gerry Andrews  
Suzanne Young

## **Executive Summary**

The University of Wyoming has been incredibly fortunate over its existence to have had strong State support. This has allowed the university to remain one of the lowest cost higher-education institutions in the country, having the lowest required tuition and fees of any doctoral institution in the United States. We can no longer take this State support for granted. The recent energy downturn has forced the state to make hard decisions in allocating its scarce revenue resources. While Wyomingites still expect their only four-year public university to maintain its high academic quality, the University, along with all other state agencies', has had to adapt to painful budget cuts. The University of Wyoming, however, need not compromise its academic standards, nor its drive to continually improve the quality of education offered to its students. The institution can persevere through a concerted effort to find efficiencies and to work together to face these challenges by adopting new ideas and lessons learned elsewhere.

UW's Mission statement in part states: *"The University of Wyoming aspires to be one of the nation's finest public land-grant research universities. We serve as a statewide resource for accessible and affordable higher education of the highest quality; rigorous scholarship; technology transfer; economic and community development; and responsible stewardship of our cultural, historical, and natural resources."* To address the current funding challenges facing the University, and to ensure the University's mission was not compromised by immediate revenue shortfalls, the University of Wyoming's Revenue Enhancement Sub-committee was convened at the request of President Laurie Nichols in early July, 2016.

To achieve the goal of ensuring academic excellence and affordability, the committee first turned to peer state universities for examples of how higher education has dealt with reductions in public funding. Along with cost efficiencies, many have turned to program fees as a source of revenue. These recognize that the variety of degree offerings at a university, their difference in cost of delivery, student demand, and the private degree value for students they provide upon graduation can justify differential fees above their standard tuition rate. Program fees provide a mechanism for universities to more closely tie the true cost of education to the students most likely to benefit from a course of study, and to hold institutions, colleges and departments accountable to students for the quality of their education. After consideration of other institution's efforts in this area, the committee recommended implementing similar program fees at the University, justified on the basis of program cost and market competitiveness.

An unfortunate reality of the current funding challenges facing UW is that to avoid declines in program quality and ensure student outcomes improve, students will have to shoulder additional costs for their education as state support is withdrawn. This proposal argues though, that while student cost may have to increase, the value students receive by choosing to come to Wyoming can be increased simultaneously. To this end, the proposed program fee system recommended is designed to achieve two goals:

- 1) Support those instructional programs that require additional resources by creating a revenue stream that reflects the higher costs of instruction present in certain programs.
- 2) To create a revenue stream that allows the University of Wyoming to improve important student-centered institutional priorities, specifically
  - To improve retention rates of students enrolling at UW
  - To improve time to graduation for students at UW.
  - To improve career-readiness among UW graduates.

An important and philosophical question to address is “why program fees?” In the view of the Committee, the program fee approach provided the fairest means to maintain academic standards while striving to ensure student success and career-readiness by allocating program costs through a “user-pay” principle. Program fees allow charges to be levied on the basis of cost of delivery, student demand, and the private degree value for students they provide upon graduation, and they also allow students to choose to avoid such costs if they wish to in pursuit of a university education. Program fees also allow greater transparency and can allow greater accountability than a single tuition/fee increase, as revenues must be used by the programs they are intended for, and in a way that can be assessed to determine the effectiveness of their use.

An additional benefit of instituting comprehensive program fees is transparency with respect to the cost of attendance for students. Current student fees for courses and programs are defined in the University of Wyoming Fee Book FY2017 in Section IV: Program and Special Course Fees, pp. 27-36. In this section there are eleven separate undergraduate fees, at least 86 courses listed with separate fees, and over 40 specific or miscellaneous fees for course or program activities, certifications or other charges. These make a student’s calculation of the cost of attendance at UW very difficult. Instituting differential tuition to use a single program fee allows the streamlining of existing fees and more clearly allows the determination of the costs of a specific educational programs. The proposed fees outlined here will replace the existing majority of the fees in Section IV with a simpler and comprehensive framework that more simply allows students and administrators to understand the student costs of attendance at UW.

Finally, program fees must benefit the students the revenues come from. For this reason fees collected must be used both to improve student services, or student instruction and program requirements. They cannot be used to supplement research, faculty salaries or other activities within a unit.

#### Proposed Fees

After consultation with various units on campus, programs with higher costs above were identified. The program fees proposed are outlined in Tables ES-1 and ES-2 below. There are two types of program fee proposed: college-wide program fees instituted across all course codes offered within a College (Table 3), and discipline-specific program fees assessed for particular programs (Table 4). Discipline-specific program fees are charged in addition to associated college fees shown in Table 3. *These fees are to be charged on undergraduate courses only (course numbers below 5000).* College-wide fees support technology, accreditation, assessment costs, and will provide

funds for increased student services. They will also be used to create a seat guarantee for all students to ensure capacity to offer required classes, by opening new sections as needed in high-demand areas when necessary.

**Table ES-1: College-Wide Fees Proposed**

College/School	Credit-hour Fee Proposed
Agriculture and Natural Resources	\$10
Arts and Science	\$10
Business	\$45
Education	\$45
Engineering and Applied Science	\$69
Haub School of Environment and Natural Resources	\$48
Health Science	\$12

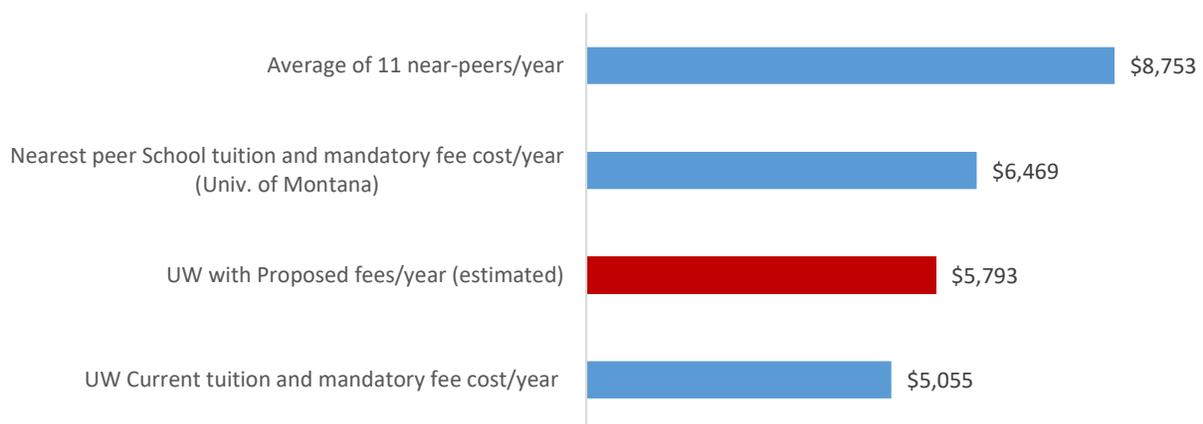
**Table ES-2: Specific Program Fees Charged Additional to College fees)**

Programs	Fee	Course Codes
<b>Science and Quantitative Programs (Sci-Q)</b>		
Tier 1	\$10	ANTH, GEOG, MATH, PSYC, STAT
Tier 2	\$20	GEOG
Tier 3	\$45	ASTR, BOT, CHEM, LIFE, PHYS, ZOO
<b>Visual and Performing Arts (VPA)</b>	\$45	ART, MUSC, THEA
<b>Agriculture Studio/Science</b>		
Tier A	\$10	AGEC
Tier B	\$15	AECL, ANSC, ENTO, ESM, FCSC, FDSC, MICR, MOLB, PATB, PLNT, REWM, RNEW, SOIL
<b>Health Sciences Programs</b>		
Communications Disorders	\$30	SPPA
Kinesiology And Health	\$25	HLED, KIN
Nursing	\$30	NURS
WIND minor	\$10	WIND

Anticipated revenues from the fees proposed in Tables ES-1 and ES-2 are estimated to produce almost \$10.9 million. Netting the current \$1.4 million in current fees that the proposed fees would replace leaves an estimated \$9.5 million in net new revenue. New expenditures to support expanded student services totals \$3.6 million, leaving approximately \$5.9 million in net replacement revenues for instruction and with which to provide additional student services beyond those already budgeted in the \$3.6 million. These new revenues would only in part replace the over \$40 million that has been withdrawn from the University budget over the past year, but they can significantly offset the negative impacts such funding changes would otherwise have on student services and instruction.

The average increase in tuition and fees paid by students net of existing fees is estimated to be 14.6% for in-state students (approximately 4.5% for non-resident students) if the proposed fees are implemented. This would result in an average increase in attendance per year to \$5793 over the current \$5055 level, or \$369 per semester. Figure ES-1 summarizes how the proposed fee change would affect the comparison of average tuition and fees at UW to tuition and fees for in-state students at UW's peers and the next most-affordable peer institution. The University of Montana's mandatory fee and tuition cost for 120 credit hours using AY 2016-17 rates is \$6469 per year, or 12% more than what UW's would be if the proposed fees were implemented. Comparing UW to the average tuition and mandatory fee cost of \$8753 per year at the 11 near-peer institutions shown in Table 1, UW's cost of \$5793 would be 51% lower than these schools after proposed fees were implemented.<sup>1</sup> Using federal debt data, the increase in cost resulting from the proposed fees recommended here would result in a \$28/month increase in student loan debt payments after graduation.

**Figure ES-1: Comparison of Proposed UW Student Costs for One Year of Attendance with Peers**



<sup>1</sup> The comparison of average cost of tuition and fees at the near-peer schools shown does not include the cost of additional program fees or class fees present at all these institutions.

While these new revenues are substantial and imply a not insignificant increase in student cost burden, the fees proposed have also been designed to ensure that UW remains the most affordable doctoral institution in the country. After implementation, tuition and fees at the University of Wyoming would still be 51% lower than the average of UW's eleven nearest-peer schools, and UW would remain the lowest cost doctoral institution in the country. Challenging times need not undermine the University of Wyoming's commitment to ensuring that *accessible and affordable higher education of the highest quality* continues to be provided to the residents of the state.

# Proposed UW Program Fees

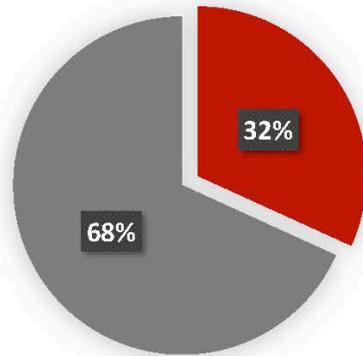
UW Board of Trustees' Meeting  
November 18, 2016  
Laramie, WY



# INSTRUCTION COST

**UW Annual Instruction Cost per Full Time Enrollment = \$14,616  
(FY 2014)**

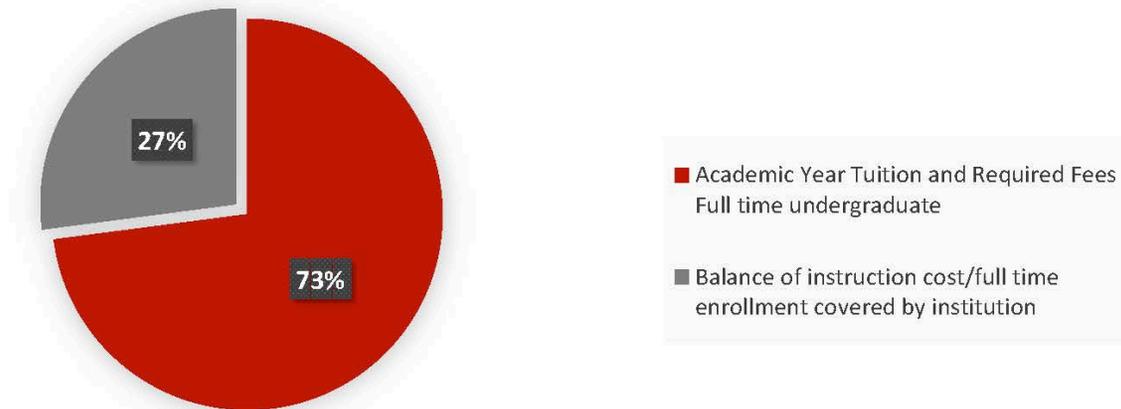
**UW Academic Year Tuition and Required Fees, Full Time  
Undergraduate = \$4,646 (AY 2014)**



- Academic Year Tuition and Required Fees Full time undergraduate
- Balance of instruction cost/full time enrollment covered by institution

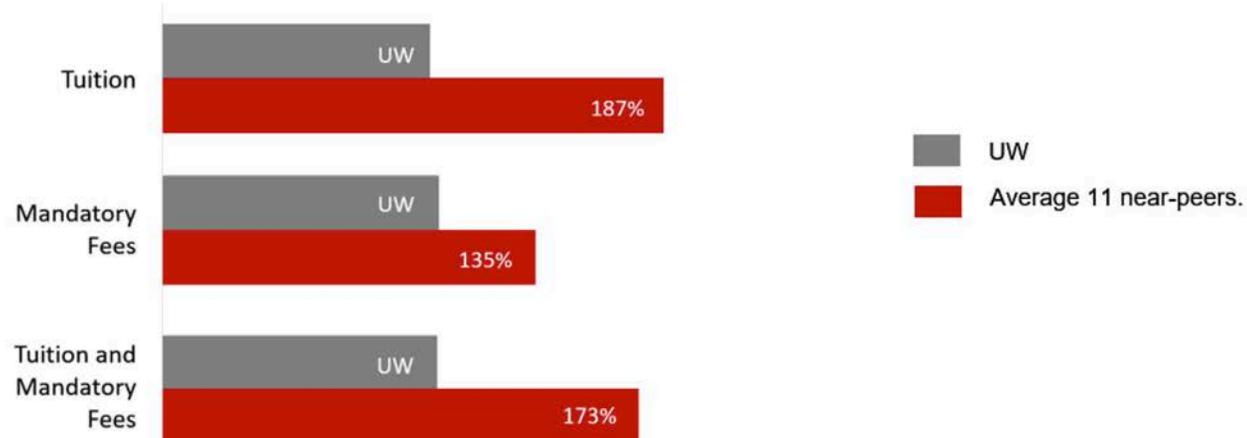
# INSTRUCTION COST

Average of Comparators, Annual Instruction Cost/Full Time Student = \$13,738 (FY 2014)  
Average of 50 Comparators, Academic Year Tuition and Required Fees, Full Time Undergraduate = \$10,020 (AY 2014)



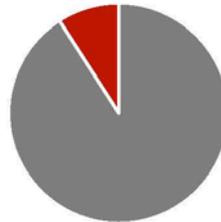
# MARKET INFORMATION

AMONG 11 PEER COMPARATOR SCHOOLS (2016/17)



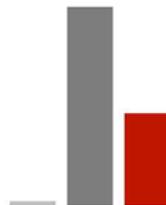
# MARKET INFORMATION

## AMONG 11 COMPARATOR SCHOOLS



10 of 11 have program fees  
Most common: Business,  
Engineering, Nursing, Arts,  
Sciences/Quantitative.

11<sup>th</sup> School (NMSU)  
has significant fees  
for high-cost classes



Range from \$2 - \$137 per  
credit hour  
Average: \$45.90

Average per  
credit hour  
program fee at  
comparators



## WHY PROGRAM FEES?

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- Committee felt program fees were the fairest means to maintain academic standards while striving to ensure student success.
  - Reflect fact that costs of programs differ – user-pay principle.
  - Value of benefits from programs after graduation differ.
  - Allow students to avoid higher cost program costs if they wish to.
  - Avoid implicit subsidy of flat tuition.
    - Tuitions from lower cost programs implicitly subsidize higher cost ones when university revenues are flat.

## PROPOSED COLLEGE FEES

- Engineering: \$69/credit hour
- Business: \$45/credit hour
- A&S: \$10/credit hour
- Agriculture: \$10/credit hour
- Education: \$45/credit hour
- ENR/Haub: \$48/credit hour
- Health Science \$12/credit hour

All classes in these colleges/schools will be assessed these fees based on undergrad (under 5000) course code and college the department is in.



## PROPOSED COLLEGE FEES

New college fees will support improved *retention, graduation* and *employment preparation*.

### 1) Seat Guarantee

- You will get the classes you need when you need them.

### 2) Coordinated advising will begin – professional advisors

- Expansion in consistent, reliably-available (all year) advising with centrally-trained and certified advisors who develop intentional, relational contact with students

### 3) Expanded Career preparation

- Coordinated services to ensure job-ready on Day 1 post grad.
- Internship outreach and coordination

### 4) Expansion of student success resources

- Math and communication centers and other help.



## PROPOSED PROGRAM FEES

- Arts & Science

Sci-Q: Tier 1: \$10/credit hour  
Tier 2: \$20/credit hour  
Tier 3: \$45/credit hour

Music, T&D, Art: \$45/credit hour

- AG: Tier A: \$10/credit hour  
Tier B: \$15/credit hour

- Health Science:

Nursing, Comm. Dis.: \$30/credit hour  
K&H: \$25/credit hour  
WIND: \$10/credit hour

These are paid in addition to those on the previous page where applicable (e.g. Sci-Q Tier 3 or Music/ T&D/Art plus A&S fee = \$55/credit hour)



## STUDENTIMPACT

### \$369/semester across campus.

- Average additional amount program fees will add to student tuition/fees.
- Impact depends on your program.

Course of Study	Previous cost (4 yrs) (in-state)	New Cost (4 yrs) (in-state)	Difference	Avg. Diff. per year	Avg. Diff. per semester
English	\$20,570	\$21,842	\$1,272	\$318	\$159
Pol. Science	\$20,818	\$22,510	\$1,692	\$423	\$212
Geography	\$20,818	\$22,630	\$1,812	\$453	\$227
Math	\$20,818	\$22,850	\$2,032	\$508	\$254
Art	\$21,648	\$24,706	\$3,058	\$765	\$382
Sec. Educ. (English)	\$20,930	\$24,147	\$3,217	\$804	\$402
Chemistry	\$20,818	\$24,345	\$3,527	\$882	\$441
Economics	\$20,570	\$24,122	\$3,552	\$888	\$444
Kinesiology & Health	\$20,613	\$24,598	\$3,985	\$996	\$498
Accounting	\$20,570	\$24,977	\$4,407	\$1,102	\$551
Chemical Eng.	\$22,126	\$27,712	\$5,586	\$1,397	\$698

## REVENUE IMPACT

### **\$10.8 million estimated revenues collected by these fees**

- \$4 million is estimated to be used in **new expenditures to support student services**.
- \$1.4 million is estimated to replace existing program fees (may be low due to accounting issues discussed in Aug).
- **\$5.4 million net new income** is used to support academic programs.

## PERSPECTIVE



## PERSPECTIVE

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**\$46,100**

- UW average salary after graduation (average of peers is \$41,055 - 11% lower than UW)

**36%**

- Share of UW students graduating with Federal debt (average of peers is 50.4%)

**\$192/month**

- Average debt payment of UW students per month
- Proposed fees would increase this on average by \$28 to \$220/month.



## PERSPECTIVE

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### **\$1460/month**

- University wage premium: the additional monthly salary earned for having a university degree versus none.

### **2-3 months**

- Time it takes to pay the additional cost of program fees at UW out of the wage premium having a UW degree will create over an average student's lifetime.

Even after the implementation of the proposed fees... UW will still be the ***most affordable and best value*** doctoral institution in the United States.



## Wage Premiums by Field

Field	Salary difference over High School Degree (2016 dollars)
Business	\$1,824
STEM	\$2,799
Health Science	\$1,754
Social Science	\$1,024
Education	\$511
Liberal Arts	\$848
<b>Average</b>	<b>\$1,460</b>

Source: Kim, Tamborini and Sakamoto (2015)



## NEXTSTEPS

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### Program Fee Implementation Committee created

- CHARGE:

- Create an inclusive group (Students, Faculty and Admin representation) to consider feedback on original proposal
- To define systems and processes necessary to implement and monitor this Program
  - Specific advising strategies and actions
  - Design an **open, transparent** and **accountable** processes to implement and evaluate use of fees by affected units
    - Business plan format
    - Initial Review process
    - Annual review process
    - Associated policies needed (reserve policies, reporting, implementation, etc.).



# QUESTIONS?

---

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11/15/2016

UW Program Fees Proposal Aims to Boost Student Services | News | University of Wyoming

## UW Program Fees Proposal Aims to Boost Student Services

October 31, 2016



Nursing students practice with mannequin "patients" in possible birth situations in a skills lab in UW's Health Sciences Building. A new proposal at UW aims to more closely tie the true cost of instruction to student fees, with higher-cost programs and courses such as nursing carrying higher fees than those for lower-cost courses. (UW Photo)

University of Wyoming students would receive enhanced advising, career preparation, assurance of course availability and other student services under a proposal to institute cost-based fees for academic programs.

Revenues from the program fees would stay with each academic unit to cover program requirements, course availability, and improve advising and career student services and instruction. Ultimately, the proposal aims to improve retention, career readiness and time to graduation for UW students, while keeping the university's tuition and fees among the lowest of public universities across the country.

The proposal, crafted by a subcommittee appointed by President Laurie Nichols, is being discussed with UW students in a series of town-hall sessions on campus this fall. It will be presented to the UW Board of Trustees at its regular November meeting, with action expected later this academic year.

"These program fees would directly benefit our students, assuring that the university continues to provide an outstanding education even during a time of declining state resources," UW Provost Kate Miller says. "Though the fees would be an additional cost for students, we believe they actually will improve the value students receive per dollar spent above the already excellent value UW students currently receive."

Under the proposal, student fees would be assessed above the standard tuition rate based upon the cost of individual academic programs -- and the earnings those degrees provide for students upon graduation. The fees would range from \$10 per credit-hour for students in the College of Arts and Sciences and the College of Agriculture and Natural Resources, to \$69 per credit-hour in the College of Engineering and Applied Science. Additional fees would be assessed for a limited number of specific high-cost programs.

On average, the cost of tuition and fees for in-state students would rise by \$738 annually. Increases in the overall cost of a four-year degree would range from \$1,272 for English majors to \$5,586 for chemical engineers.

"This proposal recognizes the different wages earned by our graduates, along with the varying costs of each academic program," says Rob Godby, the UW Department of Economics and Finance professor who chaired the subcommittee that crafted the plan. "Program fees provide a mechanism to more closely tie the true cost of education to the students most likely to benefit from a course of study, and to hold our academic units accountable to students for the quality of their education."

With revenues from the program fees staying with each academic unit, students would benefit directly from the fees they pay -- particularly in the areas of advising and career placement. The revenues would not be used to supplement faculty research, salaries or other activities.

For example, the College of Engineering and Applied Science would use its program fee revenues to fund an internship/career placement professional; additional student advisers; communications instructors; professors of practice to support laboratory maintenance and senior design instruction; support of instructional laboratories; and other student-focused uses. Spending on a portion of the college's revenues would be guided by a committee of students toward activities in support of the college's undergraduate educational mission.

"We are excited about what these program fees will do to assist us in our efforts to deliver a Tier-1 educational experience to our students, including internship opportunities, and in preparing them for outstanding careers," says Michael Pishko, dean of the College of Engineering and Applied Science. "The additional expense will be more than worth it to our students, while keeping our cost of attendance extremely competitive with our peers."

Other examples of how program fee revenues would be used:

-- Additional advisers would be hired, and a central advising center would be created, for students in the College of Arts and Sciences and the College of Agriculture and Natural Resources.

-- Both colleges would implement "seat guarantees," ensuring that if high-demand class sections necessary for students' programs of study are filled, new sections would be opened to avoid delays in students taking those classes.

-- The College of Health Sciences would expand advising, career and placement services for students.

-- Student communications and math assistance centers would be created and maintained.

-- The College of Business's communications studio for students would reopen.

Currently, in addition to mandatory student fees for services such as the Wyoming Union and the Student Health Service, UW assesses a variety of academic course and program fees -- 11 separate undergraduate fees, at least 85 course fees, and over 40 fees for course or program activities and other charges. The proposed program fees would replace most of the existing academic fees with a simpler and comprehensive framework to allow students to better understand the costs of attending UW.

Godby notes that the vast majority of UW's peer institutions assess program fees, most much higher than those proposed for UW. That's in addition to tuition rates at those institutions, which also far exceed UW's.

In fact, if the program fees are approved by the university's Board of Trustees, UW's tuition and fees would still be 51 percent lower than the average of UW's 11 nearest-peer schools, and UW would remain the lowest-cost doctoral institution in the country.

"The university has been incredibly fortunate in receiving strong support from the state, which has allowed us to provide excellent educational opportunities at a very low cost to students," Miller says. "Challenging times need not undermine the university's commitment to quality, accessible and affordable higher education. That is what the program fee proposal would help us accomplish."

The report of UW's Revenue Enhancement Subcommittee, including details of the proposed program fees, may be found at [www.uwyo.edu/president/\\_files/docs/fcac/rec/proposal\\_to\\_implement\\_program\\_fees.pdf](http://www.uwyo.edu/president/_files/docs/fcac/rec/proposal_to_implement_program_fees.pdf) ([http://www.uwyo.edu/president/\\_files/docs/fcac/rec/proposal\\_to\\_implement\\_program\\_fees.pdf](http://www.uwyo.edu/president/_files/docs/fcac/rec/proposal_to_implement_program_fees.pdf)).

### Frequently asked questions and answers about UW's academic program fee proposal:

#### Why are the fees being proposed?

To help the university maintain programs of the highest quality for students; and to improve student retention, time to graduation and career readiness.

#### How much will they cost students?

For students in the College of Arts and Sciences and the College of Agriculture and Natural Resources, \$10 per credit-hour; the College of Health Sciences, \$12; the College of Business and the College of Education, \$45; the Haub School of Environment and Natural Resources, \$48; and the College of Engineering and Applied Science, \$69. Additional fees would be charged for a limited number of high-cost programs.

Increases in the overall cost of a four-year degree would range from \$1,272 for English majors to \$5,586 for chemical engineers.

#### Why not just increase tuition uniformly?

11/15/2016

UW Program Fees Proposal Aims to Boost Student Services | News | University of Wyoming

Program fees are the fairest means to distribute the financial burden to students, allocating program costs through a "user pay" principle. The UW Board of Trustees could still consider a regular tuition increase separately from the fee proposal.

**On what basis were the different fee levels determined?**

The program fees were developed on the basis of cost of delivery, student demand and the varying value of graduates' degrees.

**Would the program fees make UW more expensive than its competitors?**

No. UW would still be the lowest-cost doctoral institution in the country, with tuition and fees still 51 percent lower than the average of its 11 nearest-peer schools.

**How would program fees affect the cost of attendance and financial aid?**

Undergraduate students are awarded financial aid with a standard cost of attendance based on 15 credit-hours per semester, plus mandatory full-time fees. Additional costs, including program and course fees, may be included in the cost of attendance on an individual basis after consultation with the Student Financial Aid Office.

**What would revenues from the program fees be used for?**

The fee revenues would stay with the individual academic units to go toward enhanced advising, career preparation, assurance of course availability and other student services.

**What about existing student fees?**

Mandatory fees assessed for all students would continue, but the new academic program fees would largely replace the dozens of program and course fees currently assessed.

**When would the new program fees go into effect?**

The proposal set to go before the Board of Trustees calls for the new program fees to be assessed beginning with the fall 2017 semester.

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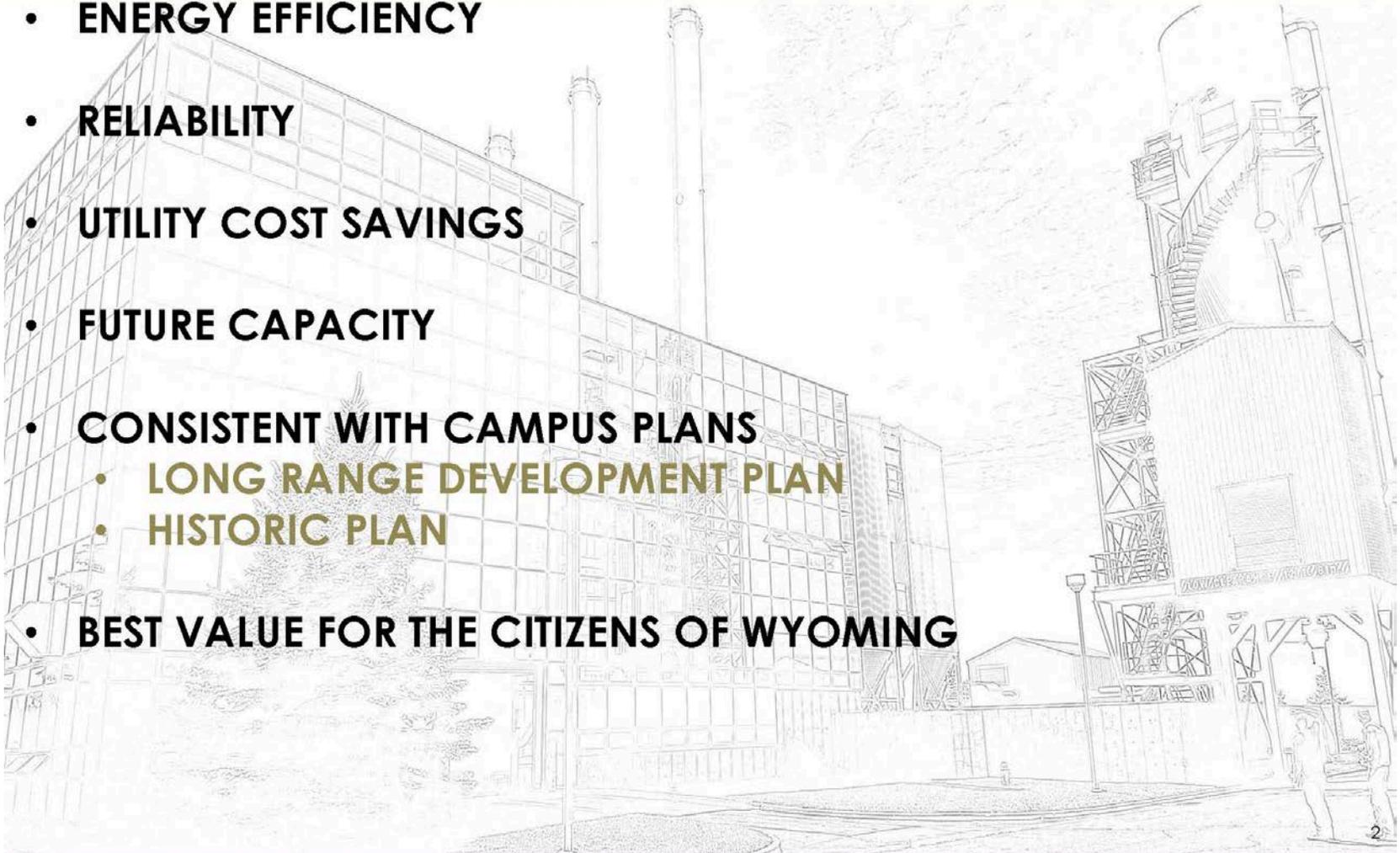
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ATTACHMENT J



# GUIDING PRINCIPLES

- ENERGY EFFICIENCY
- RELIABILITY
- UTILITY COST SAVINGS
- FUTURE CAPACITY
- CONSISTENT WITH CAMPUS PLANS
  - LONG RANGE DEVELOPMENT PLAN
  - HISTORIC PLAN
- BEST VALUE FOR THE CITIZENS OF WYOMING



## CRITICAL ISSUES AT HAND

- **MEETING NEEDS OF THE NEAR TERM FUTURE BUILDINGS**
  - **ENGINEERING EDUCATION AND RESEARCH BUILDING (HW/CW)**
  - **SCIENCE INITIATIVE (HW/CW)**
  - **HIGH BAY RESEARCH FACILITY (ST/CW)**
- **MEET LONG TERM CAMPUS HEATING AND COOLING NEEDS**
  - **LRDP/UMP ESTIMATE 1-3% GROWTH PER YEAR**
  - **EXCEEDING CURRENT CAPACITY**
  - **EFFICIENT EQUIPMENT OPERATION**
  - **SECURING LONG TERM HEATING FUEL SOURCES (COAL/GAS)**
- **AGING INFRASTRUCTURE**

## OVERALL PROCESS

- ✓ ANALYSIS OF FUTURE HEATING AND COOLING LOAD GROWTH
- ✓ DETERMINATION OF EXISTING CEP AND CAMPUS INFRASTRUCTURE CONDITION
- ✓ DETERMINE PLAUSIBLE CONCEPTS TO FULFILL GOALS
- ✓ DEVELOP OVERALL WORK SCOPES AND PROJECT COSTS
- ✓ PERFORM COMPARATIVE ECONOMIC ANALYSIS

TO DATE:

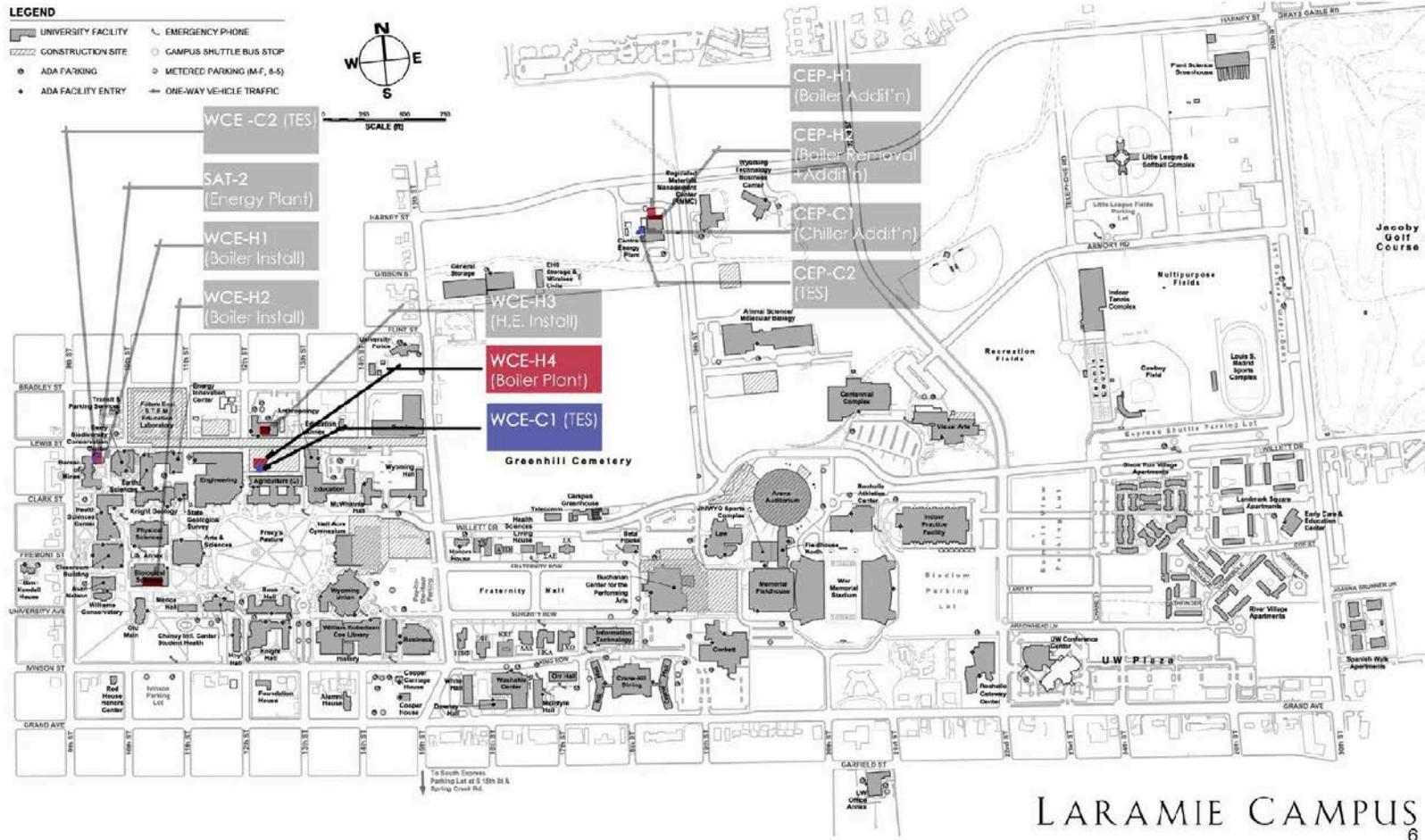
- IMPLEMENT SELECTED STRATEGY (DESIGN AND CONSTRUCTION)

## CEP BOILER EQUIPMENT

- SURVEY OF EXISTING EQUIPMENT CONDITION
  - FINDINGS:
    - ✓ **WELL MAINTAINED**
    - ✓ **GREAT CONDITION FOR BEING 36 YEARS OLD**
    - ✓ **UW NOT IMPACTED BY THE EPA'S CLEAN POWER PLAN**



# OPTION ANALYSIS



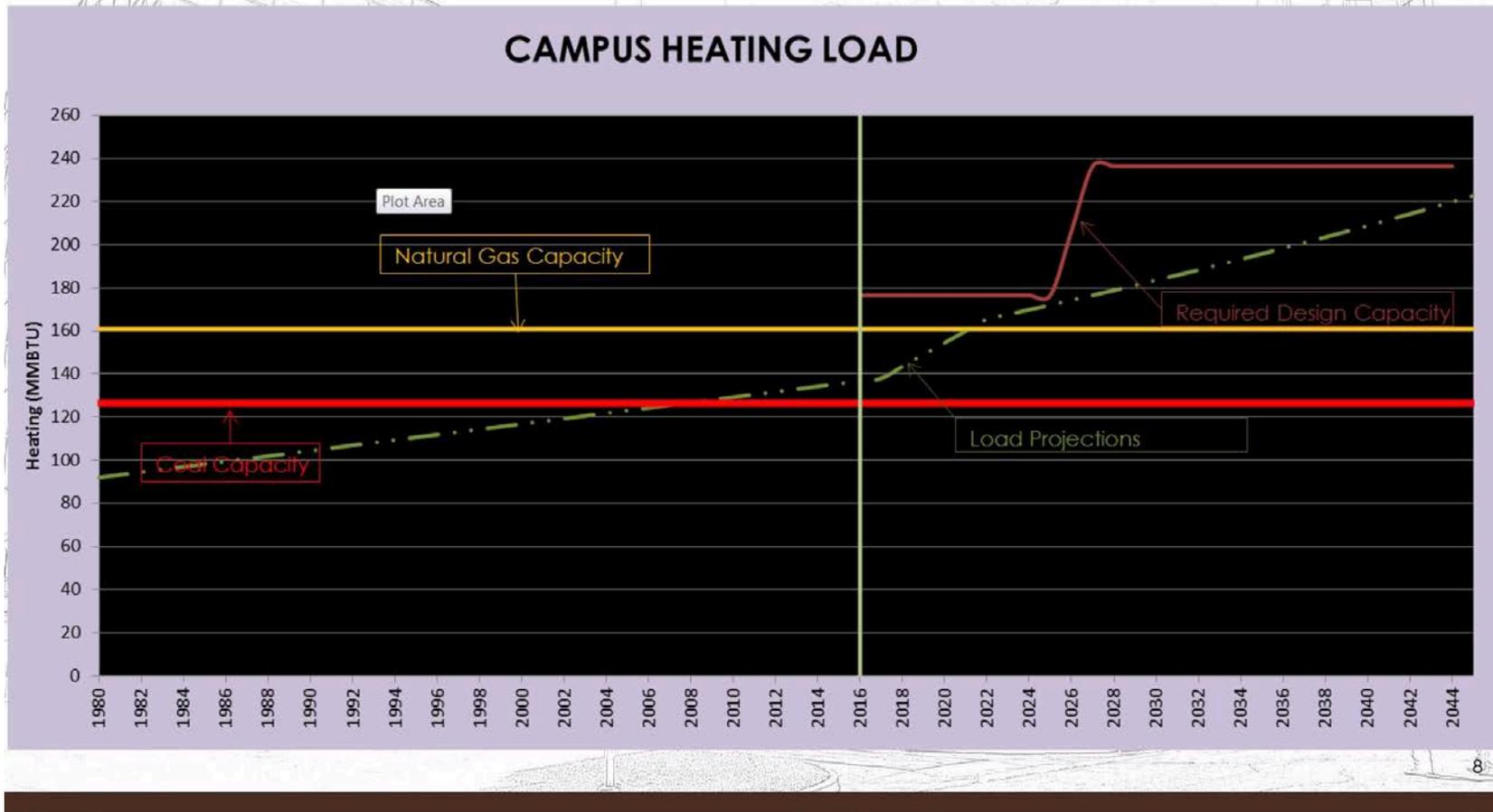
## CAMPUS HEATING ANALYSIS

- HEATING DEMAND HAS REACHED **85%** OF DESIGN CAPACITY
- **QUALITY COAL SUPPLY IS UNRELIABLE**
- SIGNIFICANT **LOSSES** WITHIN WEST CAMPUS DISTRIBUTION SYSTEM
  - ~12% OF DESIGN CAPACITY
  - **~\$700K/YEAR LOSS**
- UNDERGROUND TUNNEL SYSTEM **DETERIORATING**
- **URGENCY TO ADDRESS**



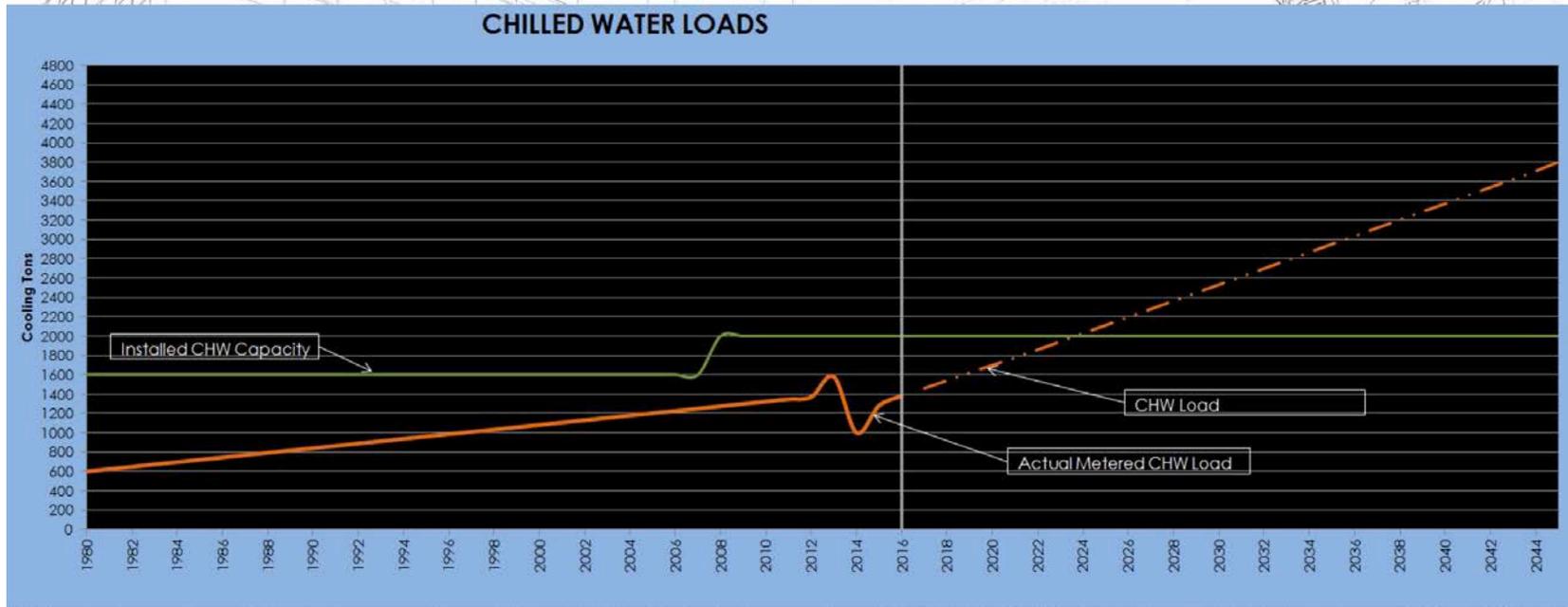
# HEATING ANALYSIS

## MEETING FUTURE HEATING CAPACITY



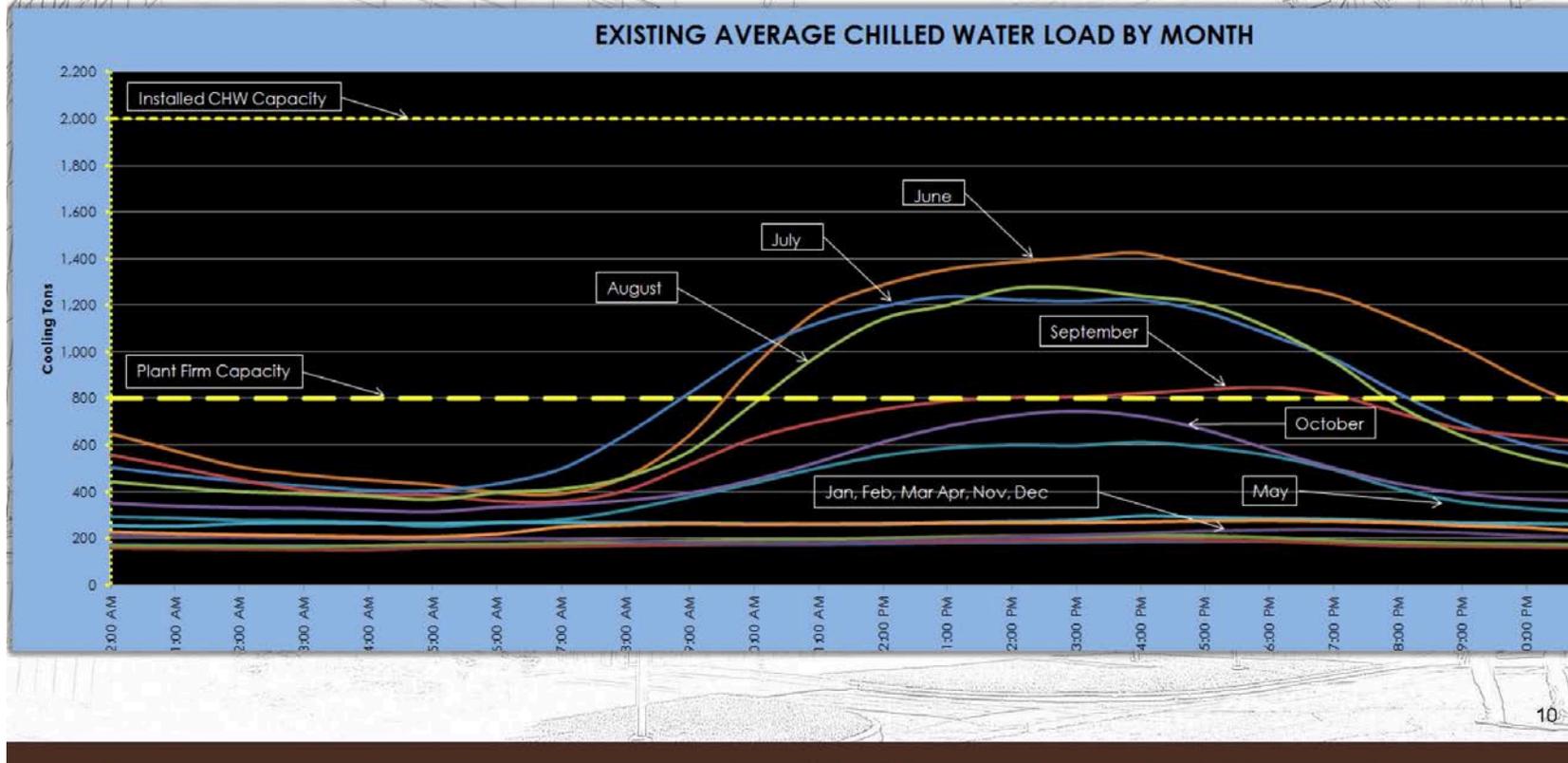
# CHILLED WATER ANALYSIS

## MEETING FUTURE CHILLED WATER CAPACITY



# THERMAL ENERGY STORAGE

- THERMAL ENERGY STORAGE (TES) OPTION
  - ADDITION OF A THERMAL ENERGY STORAGE TANK AND PUMPS
  - OFF PEAK LOAD SHEDDING



# CONCEPT SELECTION

## RECOMMENDATIONS FOR THE UNIVERSITY

- RETROFIT COAL BOILERS TO ACCEPT A **WIDER VARIETY OF COAL** SUPPLY (UNDERTHROW)
- TRANSITION TO A **HIGHLY EFFICIENT HOT WATER SYSTEM** WITH STEAM BACKUP
- **WEST CAMPUS HEATING/COOLING PLANT** (NORTH OF THE AGRICULTURE BUILDING)
- IMPLEMENTATION OF A CHILLED WATER **THERMAL ENERGY STORAGE (TES)** SYSTEM
- REMOVAL OF **POOR SECTIONS** OF STEAM PIPING/TUNNEL



## NEW WEST CAMPUS PLANT

WEST CAMPUS HEATING/COOLING  
PLANT. A GREAT POTENTIAL FOR  
**STUDENT INTERACTION AND  
LEARNING**

- CLOSE PROXIMITY TO  
ENGINEERING FACILITIES
- CAN IMPLEMENT A LARGE  
DASHBOARD WITH **REAL TIME  
OPERATION DATA**
- WINDOW WALL FOR VIEWING  
PURPOSES
- **STUDENT TOURS**



# PROPOSED SOLUTION



# PROPOSED SOLUTION



# PROPOSED SOLUTION



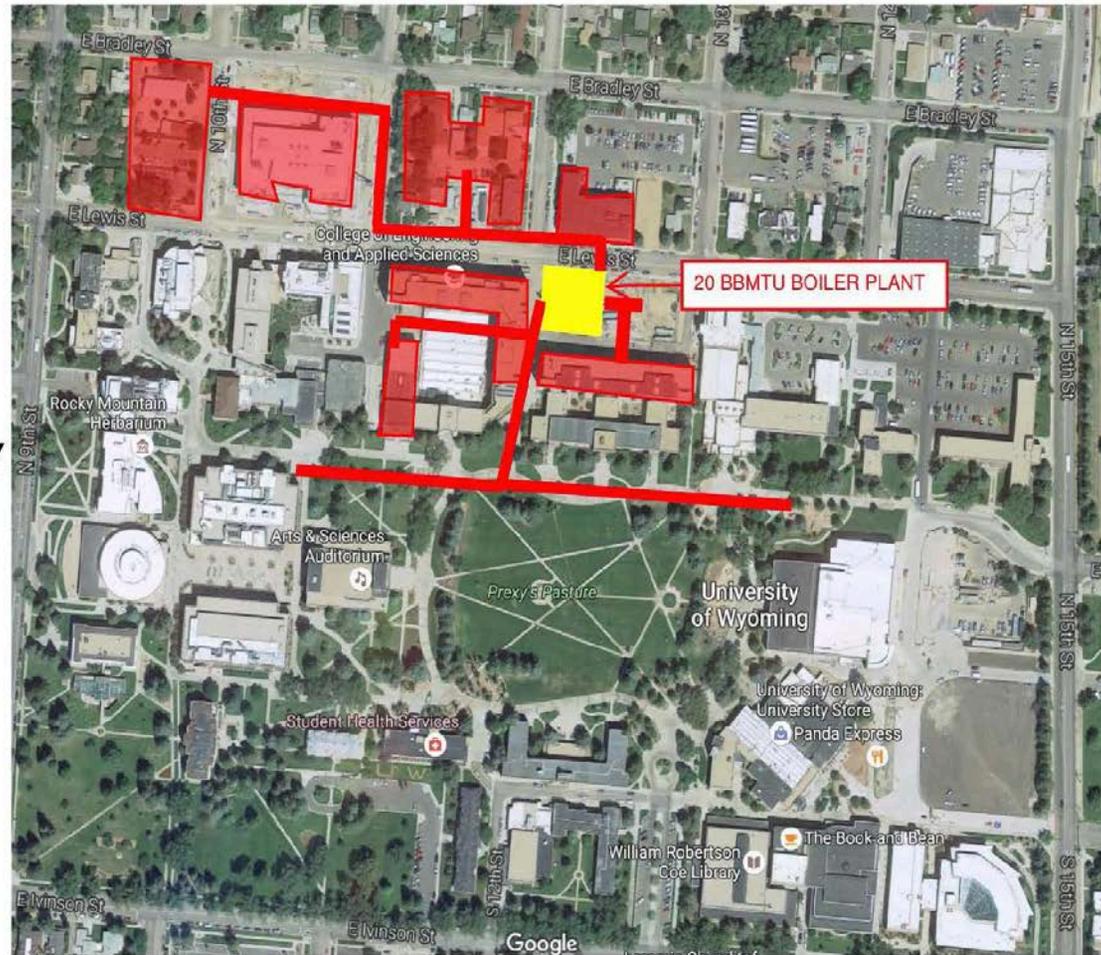
# PROPOSED SOLUTION



## WEST CAMPUS-HW DISTRIBUTION-BASE

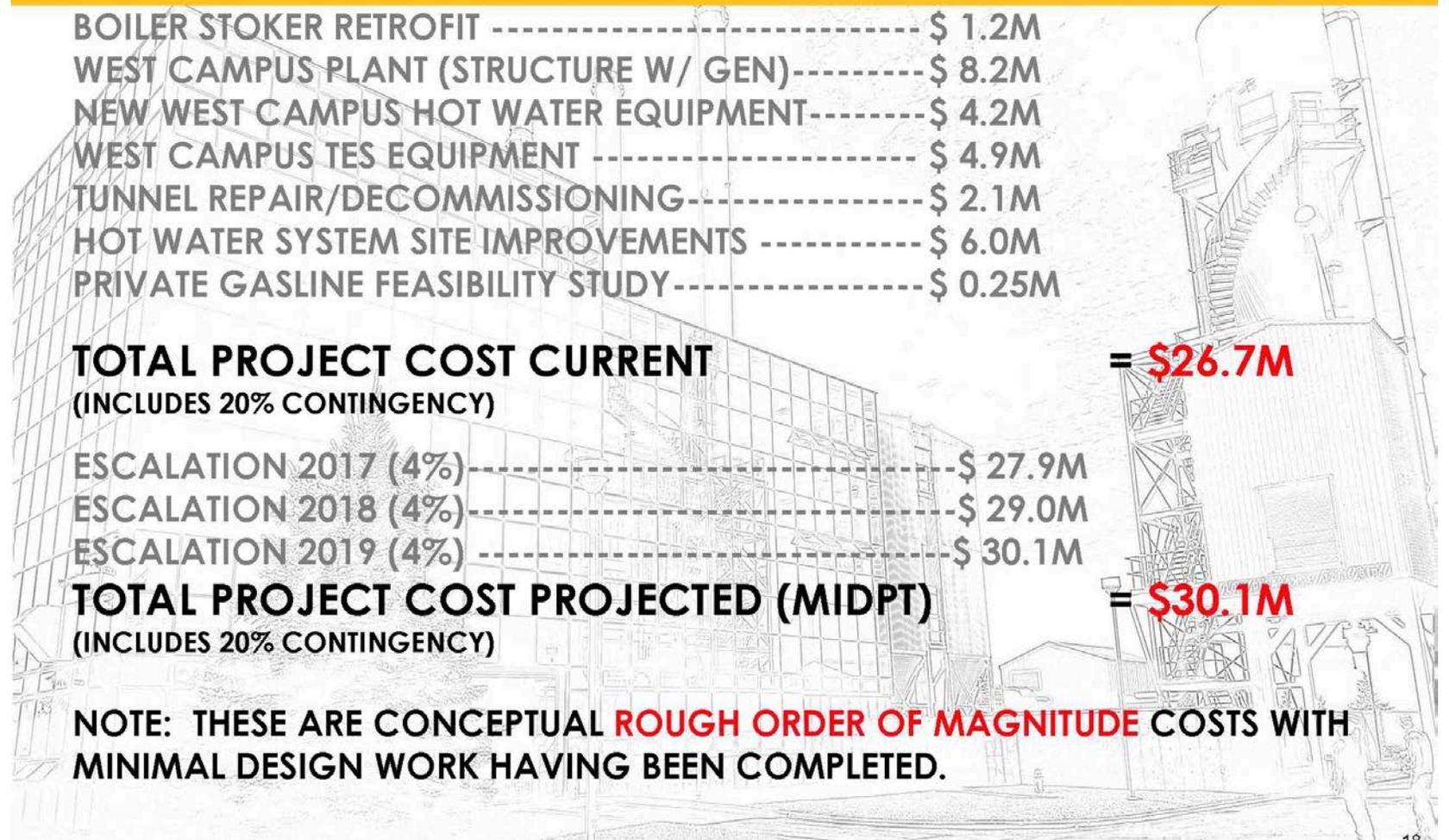
### BASE BUILDINGS:

- SCIENCE INITIATIVE
- ENZI S.T.E.M.
- EERB
- ANTHROPOLOGY
- ENGINEERING ADDITION & PETROLEUM WING
- AG C ADDITION



# FINANCIAL SUMMARY-6 BUILDINGS

(ENZI, ENGINEERING, ANTHROPOLOGY, AGRICULTURE, EERB, SCIENCE INITIATIVE)



BOILER STOKER RETROFIT -----	\$ 1.2M
WEST CAMPUS PLANT (STRUCTURE W/ GEN)-----	\$ 8.2M
NEW WEST CAMPUS HOT WATER EQUIPMENT-----	\$ 4.2M
WEST CAMPUS TES EQUIPMENT -----	\$ 4.9M
TUNNEL REPAIR/DECOMMISSIONING-----	\$ 2.1M
HOT WATER SYSTEM SITE IMPROVEMENTS -----	\$ 6.0M
PRIVATE GASLINE FEASIBILITY STUDY-----	\$ 0.25M

## TOTAL PROJECT COST CURRENT

(INCLUDES 20% CONTINGENCY)

= **\$26.7M**

ESCALATION 2017 (4%)-----	\$ 27.9M
ESCALATION 2018 (4%)-----	\$ 29.0M
ESCALATION 2019 (4%)-----	\$ 30.1M

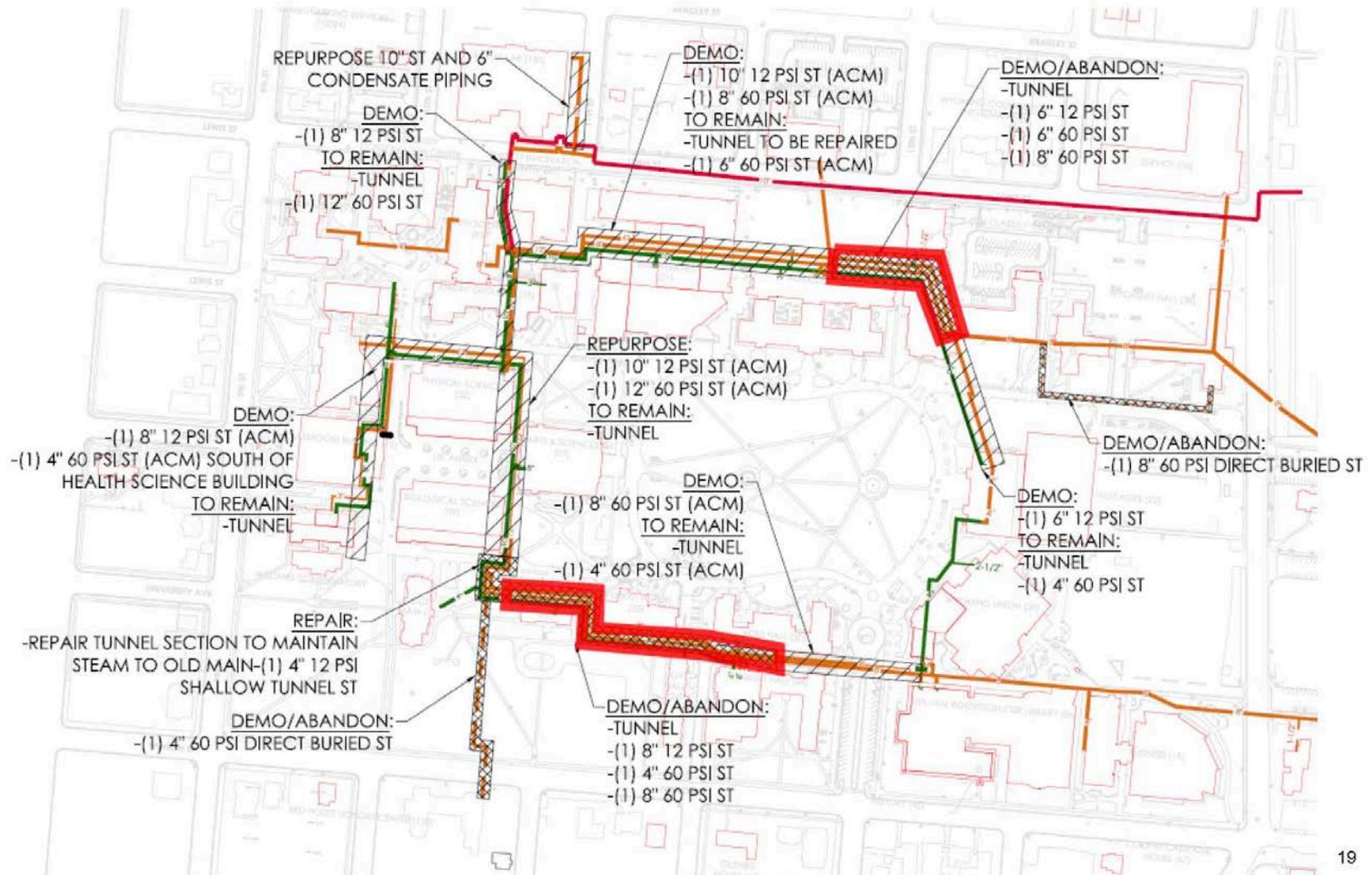
## TOTAL PROJECT COST PROJECTED (MIDPT)

(INCLUDES 20% CONTINGENCY)

= **\$30.1M**

NOTE: THESE ARE CONCEPTUAL **ROUGH ORDER OF MAGNITUDE** COSTS WITH MINIMAL DESIGN WORK HAVING BEEN COMPLETED.

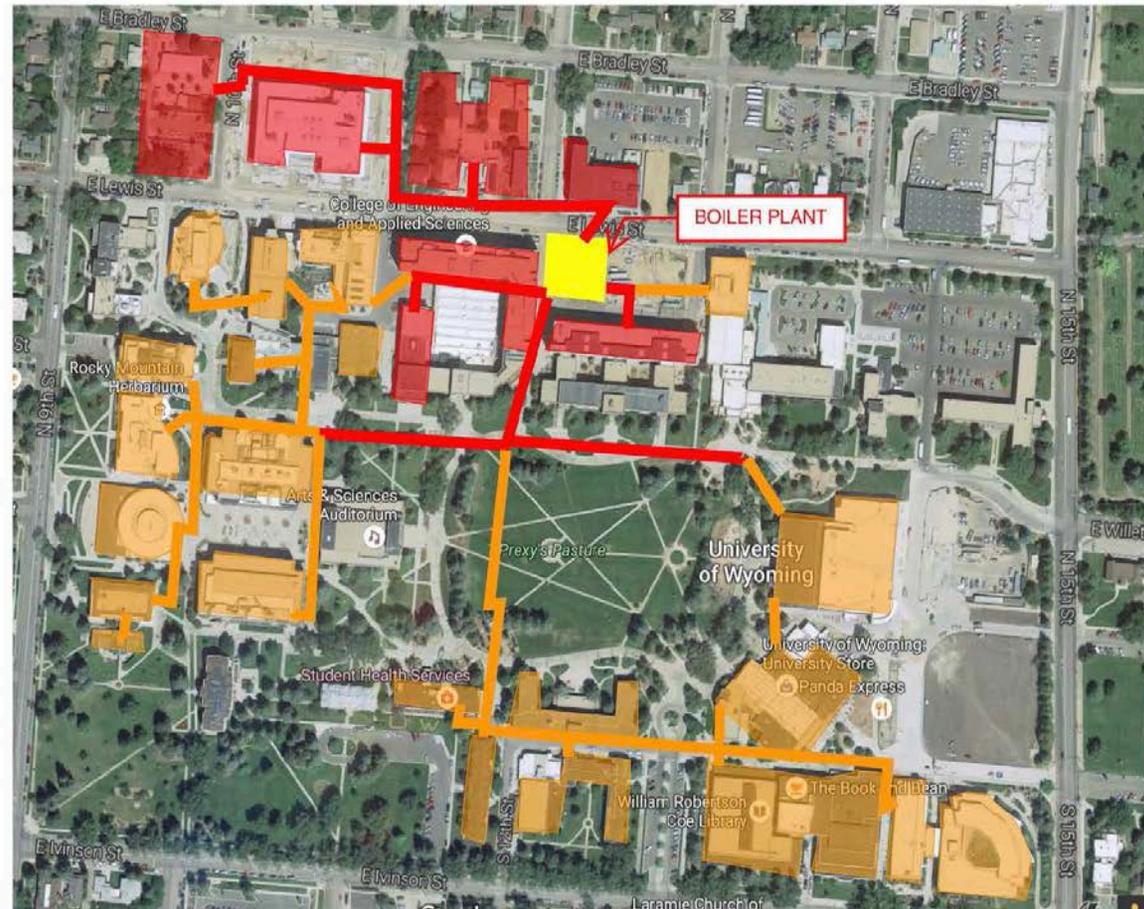
# TUNNEL CONDITION



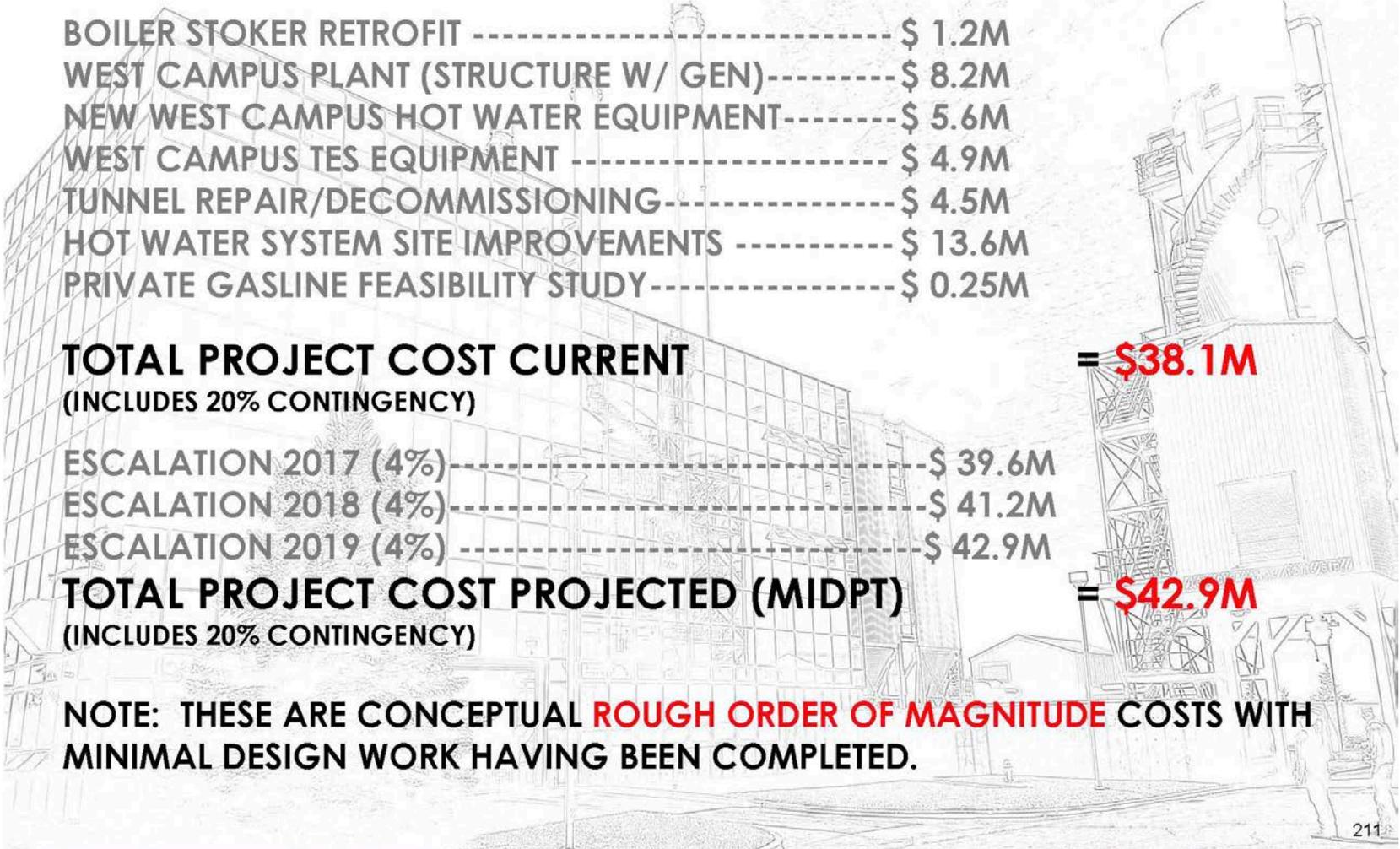
## WEST CAMPUS-HW DISTRIBUTION-30 BUILDINGS

### 24 ADDITIONAL BUILDINGS:

- EIC
- BERRY
- EARTH SCIENCES
- OLD GEOLOGY (partial)
- PHARMACY
- HEALTH SCIENCES
- CLASSROOM
- AVEN NELSON
- CONSERVATORY
- PHYSICAL SCIENCES
- BIO SCIENCES
- GEO SURVEY
- HALF ACRE
- STUDENT UNION (partial)
- BUSINESS(2)
- ILLC (3)
- ROSS
- KNIGHT HALL (partial)
- HOYT
- STUDENT HEALTH
- ED ANNEX



## FINANCIAL SUMMARY-30 BUILDINGS



BOILER STOKER RETROFIT -----	\$ 1.2M
WEST CAMPUS PLANT (STRUCTURE W/ GEN)-----	\$ 8.2M
NEW WEST CAMPUS HOT WATER EQUIPMENT-----	\$ 5.6M
WEST CAMPUS TES EQUIPMENT -----	\$ 4.9M
TUNNEL REPAIR/DECOMMISSIONING-----	\$ 4.5M
HOT WATER SYSTEM SITE IMPROVEMENTS -----	\$ 13.6M
PRIVATE GASLINE FEASIBILITY STUDY-----	\$ 0.25M

### TOTAL PROJECT COST CURRENT

(INCLUDES 20% CONTINGENCY)

= **\$38.1M**

ESCALATION 2017 (4%)-----	\$ 39.6M
ESCALATION 2018 (4%)-----	\$ 41.2M
ESCALATION 2019 (4%)-----	\$ 42.9M

### TOTAL PROJECT COST PROJECTED (MIDPT)

(INCLUDES 20% CONTINGENCY)

= **\$42.9M**

NOTE: THESE ARE CONCEPTUAL **ROUGH ORDER OF MAGNITUDE** COSTS WITH MINIMAL DESIGN WORK HAVING BEEN COMPLETED.

# MOVING FORWARD

## WHAT IS NEEDED TO MOVE FORWARD?

- **CONCEPT CONFIRMATION**
- **UNIVERSITY/BOARD OF TRUSTEES BACKING**
- **PROJECT FUNDING**

## ANTICIPATED PROJECT SCHEDULE

- **NEED TO MOVE QUICKLY**

PROPOSED PROJECT PHASING AND PRELIMINARY SCHEDULE

ITEM	YEAR	YEAR 1		YEAR 2		YEAR 3		YEAR 4		YEAR 5		YEAR 6	
		Jan-17	Jul-17	Jan-18	Jul-18	Jan-19	Jul-19	Jan-20	Jul-20	Jan-21	Jul-21	Jan-22	Jul-22
COMPLETE DESIGN/PERMITTING	2016	█	█										
CEP BOILER IMPROVEMENTS (STOKERS)		█	█	█	█								
CONSTRUCTION OF BOILER PLANT			█	█	█	█							
CONSTRUCTION OF TES SYSTEM			█	█	█	█							
TUNNEL IMPROVEMENTS				█	█	█							
BASE MINIMUM HW SITE IMPROVEMENTS				█	█	█							
HOT WATER SITE IMPROVEMENTS					█	█	█						
HOT WATER BUILDING CONVERSIONS						█	█	█					
NATURAL GAS SUPPLY	2020	█	█	█	█	█	█						
TES SYSTEM ONLINE	2021									█	█	█	█
NEW BOILER PLANT ONLINE	2020							█	█	█	█	█	█

# MOVING FORWARD

**END OF PRESENTATION**



**UW Alumni Association  
Report to the Trustees  
November 16, 2016**

**Admissions Support Prospective Student Enrollment**

Dr. Nichols has stressed that she wants the Association to prioritize prospective student advocacy and leverage this work through our board and alumni. Over the past few weeks, our directors on the UWAA board have made personal connections with the top 400 fall 2017 prospects, with over 250 of them applying to UW so far. We are excited about the results to date. Our board members have welcomed the opportunity to support this recruitment effort and have found the exercise to be a meaningful way to give back to the university. We will continue to work closely with our Office of Admissions to identify other projects in which we can marshal our alumni base to support UW's efforts to encourage more high school seniors and transfer students to attend UW.

**Strategic Planning**

Our leadership has been an integral part of an active fall on the UW campus playing a role in charting the future for the University. Tim Wilson, UWAA President-elect and I (ex-officio), were appointed to provide a voice for our alumni. We have attended multiple college, department/unit and topical listening sessions in preparation for the Strategic Planning Leadership Council meetings scheduled to begin soon. In addition, we are promoting the upcoming state-wide community discussions scheduled to begin on November 30<sup>th</sup>. We are appreciative of this opportunity to be active participants in this process.

The Alumni Association has begun the process of updating our strategic plan adopted in 2015 to ensure the priorities of the university are reflected within our plans and that our plans are closely linked with the university-wide effort to imagine the future for UW. The land grant mission of the University of Wyoming will be foundational as the strategic planning process moves forward. We will closely review our operating and funding structures and planned engagement activities to align the elements of our work more closely with the university's in order to generate expanded awareness of, engagement with and support for the university. Our board plans to solicit input from our alumni and members in early spring and finalize the plan at our April 2017 meeting. We expect broad participation from our alumni as we proceed toward implementation of the UWAA Strategic Plan by September 2017.

**Fall Alumni Engagement and Network Activities**

We worked hard to make this past fall one of the best times for alumni to reconnect and engage with the university. Our successful football season has opened several opportunities to meet and say hello to alumni throughout the country. Combining these events, Homecoming and other alumni activities, the Alumni Association has either hosted or collaborated with our UW partners to hold about 90 events and gatherings. We are extremely grateful to several of our alumni networks and volunteers who made this

engagement possible. In particular, the following networks have been especially active this fall: Albany County, Salt Lake City, Seattle, New York City, Houston, Denver, Denver Law, Nursing Billings, Scottsbluff, and Fort Collins. Through activities such as watch parties for sports events, wine tastings, new graduate engagement programs, freshman welcome picnics, career networking and professional development gatherings and activities to support scholarships, our alumni networks have reinvigorated the passion for the university in these areas.

In addition to these activities, we supported five Wyoming Community gatherings for President Nichols, two corporate events with a major gift officer at Boeing in Seattle and Union Pacific in Omaha, the fall career fairs, the Family Weekend Pre-game lunch and President's Brunch and twelve Wyo-Gold student alumni association events.

**ATTACHMENT L**



*Talking points for Michelle Sullivan  
UW Board of Trustees, Nov 16-18, 2016*

**Haub School Fall Board Retreat a Success**

The Haub School hosted a retreat with our advisory board October 10-11 in Pinedale. We took the board members on a tour of several of the environmental and natural resource issues we've been engaged with in the area, including the mule deer migration bottleneck at Fremont Lake, conservation easement planning tools, and sagebrush fertilization and mitigation of energy development impacts to wildlife on the Pinedale Anticline. The board heard from a county commissioner and a wilderness advocate, both engaged in the Wyoming Public Lands Initiative, from Wyoming Game and Fish Department biologists and habitat managers, and from the Wyoming Conservation Exchange's pilot administrator.

In addition, the board engaged in a vigorous and productive strategy discussion with a focus on fundraising to best positioning the Haub School to welcome a new incoming dean in 2017.

**Searches Open for Haub School Dean and Private Lands Fellow**

The search for a new Haub School dean is now open. Provost Kate Miller is chairing a 15-member search committee composed of UW students, staff, and faculty as well as off-campus natural resource stakeholders. The position is being advertised nationally, and we invite all of you to share it as well. Find more information on the Haub School website. Review of applications will begin January 6 with an anticipated start date of June 1.

The Haub School also has open a search for a fellow in the Whitney MacMillan Private Lands Management Program. This is a new program generously endowed by Whitney MacMillan, an emeritus member of the Haub School Board. The position is non-extended term-track academic professional, and the fellow will teach and conduct research relative to private lands management and stewardship in the West, with emphasis on service to and engagement with private landowners across the state.

**Moving Forward Fundraising Campaign in Progress**

With support from the UW Foundation, the Haub School has an ambitious multi-million dollar fundraising campaign in progress. Our goal is a financially sustainable, high-quality learning environment to increasingly attract the best students, positively impact decisions throughout the West, and attract a distinguished dean with national and international reach who can leverage new funding and ensure programmatic excellence. This effort was started by former dean Indy Burke before her departure, and is being carried forward by interim dean Doug Wachob. The campaign has already had several successes, and its ongoing momentum will both secure the Haub School's future and position UW to entice the best possible dean candidates.

**ATTACHMENT M**

**THE UNIVERSITY OF WYOMING  
 BOARD OF TRUSTEES MEETING  
 Wednesday, May 11-Friday, May 13, 2016  
 Laramie, Wyoming**

*Materials recommended following discussion during Executive Session  
 Approved 11-18-16 during Business Meeting*

**PERSONNEL SECTION**

**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>
<i>The Outreach School</i>			
<b>Hagy, Alyson</b>	Interim Dean	\$153,624/FY	12/01/2016
Alyson Hagy received a B.A. from Williams College and an MFA from the University of Michigan. She joined UW in 1996 in the Department of English. Professor Hagy was tenured and promoted to Associate Professor in 2002 and promoted to Professor in 2008. Professor Hagy has been awarded the Extraordinary Merit Award and the John P. Ellbogen Meritorious Classroom Teaching award. Professor Hagy was also appointed as the Faculty Athletic Representative in 2006 and served as chair of second phase of the university-wide review of undergraduate curriculum. Most recently Professor Hagy served as Associate Vice President for Undergraduate Education and Special Assistant to the President. Professor Hagy's temporary salary increase reflects her base salary plus a \$2000/month administrative stipend.			

**Division of Administration**

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Period</u>
<i>Human Resources</i>			
<b>Durr, Elizabeth Jeanne</b>	Associate VP for HR	\$155,004	10/17/16
Jeanne Durr received a B.A. (1981) in Political Science from the Portland State University, a J.D. (1984) from Northwestern School of Law of Lewis & Clark College. Most recently Jeanne Durr was the Executive Director of Human Resources at the University of Colorado in Colorado Springs from 2013.			

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Period</u>
<i>Fiscal Administration</i>			
<b>Jewell, David N.</b>	Associate VP for Budget & Institutional Planning	\$160,008	11/21/16
David Jewell received a B.S. (2005) in Human and Organizational Development from Vanderbilt University, and an M.B.A. (2012) from Vanderbilt University. Most recently David Jewell was a Consultant/Manager at Huron Consulting Group from 2012.			

**THE UNIVERSITY OF WYOMING  
 BOARD OF TRUSTEES MEETING  
 Wednesday, May 11-Friday, May 13, 2016  
 Laramie, Wyoming**

*Materials recommended following discussion during Executive Session  
 Approved 11-18-16 during Business Meeting*

**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 Period</u>
<i>Department of Veterinary Sciences</i>			
<b>Bangoura, Berit</b>	Assistant Professor	\$92,004/FY	05/01/2017
Berit Bangoura received a Ph.D. and DVM (2008) in Veterinary Medicine from Leipzig University. Dr. Bangoura has been the Head of the Laboratory of Molecular Biology and Genetic Engineering at Leipzig University since 2010.			

**College of Engineering and Applied Science**

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Period</u>
<i>Department of Civil &amp; Architectural Engineering</i>			
<b>Zlatkovic, Milan</b>	Assistant Professor	\$83,052/AY	08/22/2016
Milan Zlatkovic received a B.S. (2005) in Transport and Traffic Engineering, a M.S. (2009) and a Ph.D. (2012) in Civil and Environmental Engineering from the University of Utah. Dr. Zlatkovic has been a Research Assistant Professor at the University of Utah since 2013.			

**University Libraries**

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Period</u>
<i>Digital Collections</i>			
<b>Lehman, Amanda R.</b>	Assistant Librarian	\$51,000/FY	05/01/2016
Amanda Lehman received a B.A. (2009) in English and French from the University of Wyoming, and a M.L.I.S. (2013) in Information Management Track from Louisiana State University. Ms. Lehman has been a non-extended term track Assistant Librarian at the University of Wyoming since 2014.			

**THE UNIVERSITY OF WYOMING  
BOARD OF TRUSTEES MEETING  
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Laramie, Wyoming**

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**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)

**THE UNIVERSITY OF WYOMING  
BOARD OF TRUSTEES MEETING  
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Approved 11-18-16 during Business Meeting*

**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.

**THE UNIVERSITY OF WYOMING  
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Approved 11-18-16 during Business Meeting*

**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.

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**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.



*Approved by the Board of Trustees on  
11-17-16 @ 1:25 p.m.*

**University of Wyoming  
Operations Reserve and Capital Facilities Reserve Policy**

Pursuant to the Reserve Account Resolution passed by the Board of Trustees on January 21, 2016, this document establishes the goals and funding policy for the Reserve Accounts. The establishing Resolution sets forth the Board of Trustees' policy statement, requirements for expenditures, and reporting requirements for these Reserve Accounts.

**Operations Reserve Account Guidelines**

The University of Wyoming Operations Reserve Account should contain, at a minimum, an amount equal to ten percent (10.0%) of the University's annual operating budget as approved by the Board of Trustees ("Minimum Operations Reserve Account Amount"). Any transaction which would reduce this account below the Minimum Operations Reserve Account Amount and during all times the balance of the Operations Reserve Account is below the Minimum Operations Reserve Account Amount, funds in the account shall be expended only with the approval of the Board of Trustees, upon recommendation of the Budget Committee. All reports and accountings of this Operations Reserve Account to the Board of Trustees shall include balances in at least the following categories:

- General operations
- Employer paid benefits
- Academic Affairs
- Information Technology
- Voluntary separation program

**The Operations Reserve Account shall be initially funded with not less than \$50,000,000 by January 31, 2017.**

**Capital Facilities Reserve Account Guidelines**

The Capital Facilities Reserve Account is established to provide the funding necessary to the University to acquire, develop, repair, supplement construction, and/or renovate University facilities. It is the goal of the University to work toward establishing a capital facilities reserve at the following level:

**Capital Facilities Reserve Account goal:** An overall goal of \$40,000,000 with an initial funding amount totaling \$20,000,000. Within this reserve account will be initial earmarks for specific purposes as follows:

- |                                      |              |
|--------------------------------------|--------------|
| • General construction reserve       | \$5,000,000  |
| • Residence Life and Dining Services | \$10,000,000 |
| • Distributed power project          | \$5,000,000  |

**The Capital Facilities Reserve Account shall be initially funded with not less than \$20,000,000 by January 31, 2017.**

**Procedures**

The initial funds for these Reserve Accounts shall be provided by moving funds from existing accounts at the University to these official Reserve Accounts. Any spending out of the Operations Reserve or Capital Facilities Reserve Accounts must be accompanied by a plan to replenish the respective reserve account.



*Trustees Approved 11-17-16 @ 1:25 p.m.  
[Modifications made to the original document approved 1-21-16 @ 11:25 a.m.]*

**University Operations Reserve Account**

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

Funds in this University Operations Reserve Account are intended to be used to ensure that the University is able to address unexpected or unusual conditions due to changes in available revenue or in unanticipated costs associated with the approved University budget. At all times total funds in this account are below ten percent (10.0%) of the University's annual operating budget as approved by the Board of Trustees ("Minimum Operations Reserve Account Amount") and any transaction which would reduce the Operations Reserve Account below the Minimum Operations Reserve Account Amount. Funds in the account shall be expended only with the approval of the Board of Trustees, upon recommendation of the UW President and the Budget Committee. The policy adopted by the Board may include exceptions to this approval process for emergencies. The Vice President for Administration shall report regularly to the Board on the balance in the account and any recent transactions.

**University Capital Facilities Reserve Account**

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

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

ATTACHMENT O

Talking points – UW Science Initiative building – November 2016

The 4-cornerstone, or 4 foundational pillars that the new UW SI building will support and help drive UW-STEM education and research to top-tier status.

1. New, large-scale active learning classrooms (four of these with capacity at 50, 100, 150, 200).
  - Multiple, large studies now demonstrate that compared to traditional large lecture formats (“sage-on-the-stage”), student learning gains and attendance are SIGNIFICANTLY higher using curricula that is properly delivered in well designed flat-floor active learning classrooms.
  - Broad, positive impacts at all levels of UW STEM education, as the 1000 and 2000-level courses in biology, chemistry, and physics that will be using these new large-scale active learning classrooms impact all in the colleges of Engineering, Agriculture, Health Sciences, Education, and STEM majors in Arts & Sciences.
2. Center for Advanced Scientific Imaging (CASI), a proposed new UW core-facility, has been designed into this new UW SI building.
  - From molecular to astronomical levels, digital data, typically in the form of an image, are the data that researchers and students now have work with. This applies to all basic and applied STEM areas at UW. Capture, analysis-interpretation, and storage of these digital images IS THE GLUE that bonds much of the STEM research community at UW.
  - This new core-facility will provide some of the core instrumentation needed to capture high-quality images, but perhaps more importantly, it will provide core expertise for training of students and faculty in analysis and interpretation.
  - CASI will bring new collaborations with the UW supercomputing program.
3. New state-of-the-art research greenhouses are critical for UW plant research to move into, and maintain top-tier status.
  - Based on published NSF data for 2007-2015, UW ranks 29<sup>th</sup> out of 93 U.S. institutions in terms of grant dollars received for plant genome-related research. For comparison, UW ranks ahead of: Kansas State University (32<sup>nd</sup>), University of California, Berkeley (35<sup>th</sup>), University of Nebraska, Lincoln (44<sup>th</sup>), University of Utah (59<sup>th</sup>), University of South Dakota (85<sup>th</sup>), and University of Nevada, Reno (89<sup>th</sup>), to name a few.
  - It is not possible to conduct large-scale, highly controlled plant growth experiments in the current Plant Science greenhouses located at 30th & Harney Streets, or the Williams Conservatory, primarily a display, teaching facility connected to the Aven Nelson Building.
  - New, modern greenhouse facilities located on the roof of the UW SI building will service research and teaching needs of plant researchers and students in Botany, Plant Sciences, Molecular Biology, and Renewable Resources.
4. New, state-of-the-art, open, multidisciplinary research labs.
  - It is critically important that our UW science majors, as much as possible, become expose to, and experience work in this type of laboratory design to maximize their “work-force readiness”.
  - The important research questions facing Wyoming, the region, and the nation, require research that depends on direct cross-disciplinary work that is best facilitated in this type of lab design.



## UW Top-Tier Science Initiative Wyoming Research Scholars Program (WRSP)

*Summer 2016 Progress Report*

The Wyoming Research Scholars Program (WRSP) is a university-wide program that pairs undergraduate science students with faculty mentors to participate in cutting-edge research starting as early as their freshman year. These mentored research experiences represent the pinnacle of active learning for students. Research Scholars will be more competitive for jobs and graduate programs following graduation because they have already gained the research skills and experience necessary to be practicing scientists. More information can be found at the WRSP website (<http://www.uwyo.edu/wrsp>).

Table 1. List of the 2016-17 Wyoming Research Scholars

Name	Department	Hometown
Sarah Brannon	Zoology & Physiology/Environment & Natural Resources	Westminster, MA
Jordan Brophy	Chemistry	Wray, CO
Isabella Buongiorno	Plant Sciences/Environment & Natural Resources	Cheyenne, WY
Delta Burchi	Zoology & Physiology	Laramie, WY
Ella DeWolf	Molecular Biology	Laramie, WY
Logan Eicholzer	Environment & Natural Resources	Liverpool, NY
Logan Fairbourn	Microbiology	Cheyenne, WY
Olivia Glasscock	Molecular Biology	Buffalo, WY
Samantha Haller	Zoology & Physiology	Cheyenne, WY
Logan Jensen	Physics & Astronomy	Greybull, WY
Lukas Lindquist	Geology	Ft. Collins, CO
Kenny Madsen	Chemistry	Cheyenne, WY
Brittany Nordberg	Zoology & Physiology	Cody, WY
Kianna Olson	Physics & Astronomy	Laramie, WY
Ryan Parziale	Physics & Astronomy	Littleton, CO
Ashleigh Rhea	Zoology & Physiology	Dillon, MT
Darbi Schlenker	Chemistry	Meeteetse, WY
Aaron Strom	Chemistry	Rock Springs, WY
Heather Townsend	Botany (Biology)	Douglas, WY
Narisse Trippel	Mechanical Engineering	Worland, WY
Kasey Trotter	Chemistry	Ft. Collins, CO
Rex Yeigh	Physics & Astronomy	Buffalo, WY

Table 2. List of 2016 Summer Mini-Grant Awardees

Name	Department	Hometown
Rebecca Brenner	Zoology & Physiology	Harrisburg, NE
Kadi Cooley	Zoology & Physiology	Powell, WY
Logan Fairbourn	Molecular Biology	Cheyenne, WY
Rida Fatima	Molecular Biology	Casper, WY
Tim Halstead	Geology	Lusk, WY
Sawyer Letourneau	Chemical Engineering	Fairfield, ME
Jaycey Lindsey	Animal & Veterinary Science	Wright, WY
Katie Nelson	Molecular Biology; Chemical Engineering	Louisville, CO
Zach Parsons	Zoology & Physiology	E Wenatchee, WA
Holly Ramseier	Chemical Engineering	Cody, WY
Susan Schmidt	Molecular Biology	Albin, WY
Mary Uselmann	Chemical Engineering	Anchorage, AK

**2015-16 WRSP graduates include:**

- o Dianna Brutsman, from Cheyenne, WY – research internship at the Topeka Zoo in Kansas this summer.
- o Rachael Coleman, from Cheyenne, WY – starting graduate school at Cornell University.
- o Jazlynn Hall, from Rawlins, WY – starting graduate school at Columbia University.
- o Vivek Jain, from Bangalore, India – research internship in physics at the University of Minnesota.
- o Rhiannon Jakopak, from Scotland, SD – studying wildlife in Kenya this summer and returning to UW next year for graduate school.
- o Annie Krueger, from Stevensville, MD – research position with Bayer; then pursuing a PhD in environmental toxicology.
- o Thomas Rochais, from Flers, France – starting graduate school at the University of Pennsylvania.
- o Rachel Schambow, from Janesville, WI – attending the UW-Madison School of Veterinary Medicine.
- o Jordan Turner, from Marietta, GA – beginning graduate school in astronomy at UW.
- o Matthew Lehmitz, from Laramie, WY – enrolled in a master's degree program with the UW Botany Dept.

**WRSP by the Numbers**

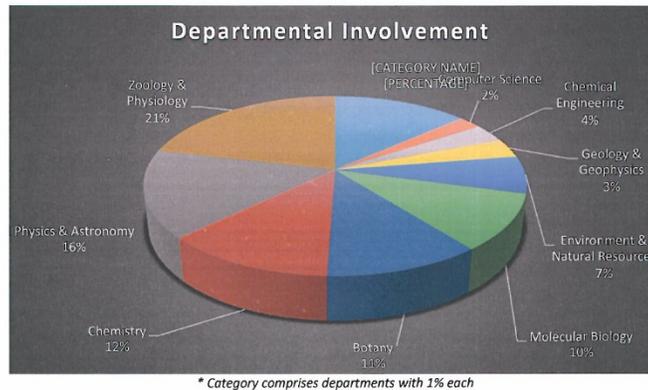
**Total Students Served (including 2016 graduates): 46**

**Number of Departments Served: 23, and includes the following:**

- |                                     |                                   |                        |
|-------------------------------------|-----------------------------------|------------------------|
| ▪ Animal Science                    | ▪ Environment & Natural Resources | ▪ Neuroscience         |
| ▪ Anthropology                      | ▪ Geography                       | ▪ Pharmacy (School)    |
| ▪ Botany                            | ▪ Geology & Geophysics            | ▪ Physics & Astronomy  |
| ▪ Chemical Engineering              | ▪ Kinesiology and Health          | ▪ Plant Sciences       |
| ▪ Chemistry                         | ▪ Mathematics                     | ▪ Psychology           |
| ▪ Computer Science                  | ▪ Mechanical Engineering          | ▪ Veterinary Sciences  |
| ▪ Electrical & Computer Engineering | ▪ Microbiology                    | ▪ Zoology & Physiology |
|                                     | ▪ Molecular Biology               |                        |

**Student Hometowns: 27 students from Wyoming; 19 students from out-of-state**  
**Student Gender Ratio: 31 female: 15 male**

Figure 1. Student and Faculty Mentor Departmental Breakdown



**THE SCIENCE INITIATIVE  
 LEARNING ACTIVELY MENTORING  
 PROGRAM (LAMP)  
 LARGE-SCALE ACTIVE LEARNING**

LAMP is a comprehensive, sustained mentoring and professional development program with an emphasis on how to best adopt active learning strategies in large-scale active learning classrooms at UW. LAMP will enable all science teaching faculty and graduate and undergraduate teachers to become trained in best practices / active learning strategies by 2022.



Twenty-two faculty members and graduate students from the SI departments participated in the 2016 Summer Institute on Active Learning in the Sciences

**THE 2016 SCIENCE INITIATIVE SUMMER  
 INSTITUTE (SI<sup>2</sup>) FOR FACULTY AND  
 GRADUATE STUDENTS**

The first annual Science Initiative Summer Institute (SI<sup>2</sup>) was held June 7<sup>th</sup> through the 12<sup>th</sup>; it was considered a massive success by mentors, faculty and graduate students alike. The diversity and collaborative nature of the group led to unprecedented articulation, collaboration and innovation beyond that anticipated/predicted. Fellows described the experience as being "transformational", "jump starting [their] active learning knowledge" and inspiring them to help other instructors. Fellows presented their plans for launching innovative curriculum during the 2016-2017 academic year and with continued LAMP support, they look forward to spreading the ripples of their revolutionized teaching and learning environments.



Elliot Hulley, Dave Anderson, Brian Leonard and John Hoberg of the

Chemistry Department work together to develop instructional strategies during the 2016 Summer Institute on Active Learning in the Sciences

UNIVERSITY OF WYOMING

ACTIVE LEARNING  
**INCREASES**  
 MOTIVATION, RETENTION, AND SUCCESS

**A+**  
Raised grades  
 by half a letter

**55%**  
Lower Fail Rate

INCLUSION  
& DIVERSITY

MARGINALIZATION  
& FAILURES

- + SCIENTIFIC THINKING
- + WRITING SKILLS
- + MOTIVATION

**NURTURES LIFE-LONG LEARNING**

IMPROVED INTERPERSONAL  
 COMMUNICATION & SELF-ESTEEM

AT THIS POINT IT IS  
**UNETHICAL**  
 TO TEACH ANY OTHER WAY

—Charles DeKor  
 (19 National Academic Science Teaching Award)

Copyright ©2016 The LAMP Summer Institute

**THE 2016 -2017 FACULTY AND GRADUATE STUDENT FELLOWS:**

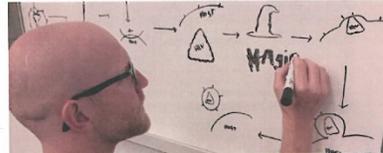
Dave Anderson	Chemistry
Morgan Balabanoff	Chemistry
Brian Barber	Biodiversity Institute
Jamie Crait	Life Sciences /WRSP Director
Ellen Currano	Botany
Melissa Gelwicks	Chemistry
Jesse Hinshaw	Molecular Biology
John Hoberg	Chemistry
Abigail Hoffman	Botany
Joshua Holmes	Molecular Biology
Elliott Hulley	Chemistry
Hayley Lanier	Zoology and Physiology
Michele Larson	Zoology and Physiology
Brian Leonard	Chemistry
Hilary Madinger	Zoology and Physiology
Jaya Maithil	Physics and Astronomy
Michelle Mason	Physics and Astronomy
Kali Nicholas Moon	Botany
Chris North	Botany and Life Sciences
Kristopher Parker	Molecular Biology
Jonathan Prather	Zoology and Physiology/ Life Sciences Director
Sean Stettner	Molecular Biology

**MENTORS:**

Danny Dale	Physics and Astronomy
Monia Haselhorst	Life Sciences Program
Bethann Merkle	Science Illustrator
Ed Nuhfer	Retired Geologist and Faculty Developer
Sarah Prather	Museum Consultant
Brianna Wright	Life Sciences Program
Rachel Watson	Molecular Biology / LAMP Director



*"Overall, the science initiative fellowship has reawakened my passion for teaching and made me more aware of how much I missed the creative experience of designing curriculum."*



*"The idea of allowing students to develop their own opinions and ways to approach problems, with help in groups or individual, was eye-opening...The group activities negate the professor-student dichotomy, which drives students' critical thought, promotes metacognition, and can enhance the classroom experience."*

*"I implemented many more active learning techniques during the lecture period and saw an increase in student response and attentiveness. It was great to have immediate (especially positive) responses to my new classroom techniques."*

*"For me [the Summer Institute was] really transformational"*  
 - Dave Anderson,  
 Chemistry Department Head

FOR MORE INFORMATION ON THE UW SCIENCE INITIATIVE, THE LEARNING ACTIVELY MENTORING PROGRAM AND THE SCIENCE INITIATIVE SUMMER INSTITUTE, PLEASE VISIT OUR WEBPAGE AT:  
[HTTP://WWW.UWYO.EDU/SCIENCE-INITIATIVE/INDEX.HTML](http://www.uwyo.edu/science-initiative/index.html)  
 OR CONTACT RACHEL WATSON:  
[RWATSON@UWYO.EDU](mailto:RWATSON@UWYO.EDU)



## University of Wyoming Top-Tier Science Initiative

<http://www.uwyo.edu/science-initiative/index.html>

November 17, 2016

Dear University of Wyoming, Board of Trustees,

We write to convey our excitement at an early success from the UW Top-Tier Science Initiative! Pursuant to the Wyoming Governor's UW Top-Tier Science Program and Facilities Task Force report (page 12 and 13) regarding transformative research facilities, UW has exploited a target-of-opportunity to join the Astrophysical Research Consortium, placing UW among seven other top-quartile universities that operate one of the world's most advanced astrophysical observatories near Sunspot, New Mexico. The partnership enables UW access to world-class scientific instruments on the consortium's 3.5 meter telescope. It opens the door to collaborations and student exchanges with the University of Washington, Colorado, Virginia, Oklahoma, The Johns Hopkins, New Mexico State, and Georgia State. It also raises the profile of UW among U.S. flagship universities.

**Top-Tier Status:** Of the 225 Carnegie-classified "research-active" doctoral universities in the U.S., only 45 have access to a major research observatory. UW is now one of those institutions, placing UW Physics & Astronomy among a select group of top-tier universities. This ensures that UW faculty and students can conduct world-class research using top-tier facilities. It also provides our students with access to modern scientific instrumentation that will prepare them for challenging careers in strategic growth fields like remote sensing, digital imaging, computational analysis of large data sets, aerospace, instrumentation, electronics, and national defense industries.

Logan Jensen, a Trustee's Scholar and junior from Greybull, WY, majoring in Physics & Astronomy is one beneficiary of UW's investment in top-tier scientific instrumentation. Logan has conducted research with several UW faculty since his freshman year at UW's Wyoming Infrared Observatory and now at the Apache Point Observatory. Logan says his access to UW faculty and research observatories was a major factor in his choosing UW over other universities. Logan is also supported by the SI's Wyoming Research Scholars Program (WSRP) as he conducts his undergraduate research.



Consortium membership sign at Apache point, New Mexico, October 2016.



UW junior Logan Jensen (Greybull, WY) at the 3.5 meter Apache Point telescope.

Logan was one of nine physics bachelors, masters, and PhD students who made a three-day expedition to Apache Point in October for instruction in operation of the observatory. The observatory can also be controlled remotely from the UW campus by trained users.



Wyoming bachelors, masters, and doctoral students show their Wyoming colors upon the rotating dome of the Apache Point 3.5 meter telescope. The students are, from left to right, Logan Jensen, William Chick, Daniel Baldwin, David Kasper, Joe Findlay, Jessica Sutter, Derek Hand, Stephanie Mapes, and (former UW varsity swimmer) Jordan Turner.

This is just an early example of how the Science Initiative is making Wyoming graduates more competitive for the highly skilled workforce needed to ensure a prosperous state and nation.

On behalf of the students whose futures are bright because of their preparation at UW, we thank you for your support of UW students and our State through the Science Initiative!

Sincerely,



Gregory Brown, associate dean, College of Arts & Sciences  
Chip Kobulnicky, professor of Physics & Astronomy & director of UW Observatories  
Logan Jensen, physics major, Trustees Scholar, Wyoming Research Scholar, & aspiring scientist