

**THE UNIVERSITY OF WYOMING**

**MINUTES OF THE TRUSTEES**

**July 18-21, 2017 Meeting  
(Rock Springs, Wyoming)**

**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**  
**July 18-21, 2017**

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**Roll Call**

**Approval of Board of Trustees Meeting Minutes (public and executive session)**  
June 7, 2017 (Conference call)

**Reports**

ASUW  
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**REGULAR BUSINESS**

Board Committee Reports

*[Note: Some committees of the Board provided reports during the regular work sessions and therefore did not have a formal report to provide during the Business Meeting.]*

**Trustee Standing Committees**

*Some committee reports to be given at the start of the regular meeting rather than during the Business Meeting.*

**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

PROPOSED ITEMS FOR ACTION

**New Business**

**Date of Next Meeting** – August 9, 2017 (Conference call)

**Adjournment**

**THE UNIVERSITY OF WYOMING**  
**MINUTES OF THE BOARD OF TRUSTEES**  
**July 18-21, 2017**  
**Rock Springs, WY**

As will be reflected in the public session and executive session meeting minutes, the Board of Trustees of the University of Wyoming met in Rock Springs, Wyoming, Tuesday, July 18, through Friday, July 21, 2017. The meeting was held on the Western Wyoming Community College campus. The Board began meeting at 5:00 p.m. on July 18 in executive session.

Committee meetings were held on the morning of Wednesday, July 19. That afternoon, the Board met with a group of Wyoming State legislators for a joint meeting to discuss various topics. The trustees and legislators then attended a dinner event that evening.

On Thursday, July 20, the Board met in public session covering a variety of topics and hosted a community event at the Sweetwater County Events Complex that evening.

On Friday, July 21, the Board held a brief executive session, followed by a public session along with their business meeting. The meeting adjourned at 11:40 a.m.

AGENDA ITEM TITLE: **Joint Meeting with Legislators**

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other Specify:
- 

MINUTES OF THE MEETING:

The following Wyoming State Legislators were in attendance: Senator Chris Rothfuss, Senator Liisa Anselmi-Dalton, Senator John Hastert, Senator Hank Coe, Senator Cale Case, Senate President Eli Bebout, Representative Cathy Connolly, Representative Danny Eyre, Representative Albert Sommers, Speaker of the House Steve Harshman, Representative Stan Blake, Representative Jerry Paxton, Representative Clark Stith, Representative David Northrup, and Representative John Freeman.

Trustee President John MacPherson began by welcoming the trustees and legislators to the discussion. He noted that this was the fourth such meeting between the two groups. He discussed the relationship between the UW Board of Trustees and the Wyoming State Legislature. He noted that when the two groups first started meeting, Senator Phil Nicholas was still a member of the Senate and was critical of the Board of Trustees. He stated that although he had been a member of the Board for seven years, he had held similar ideas and thought that UW was not as engaged as it should have been. Trustee MacPherson stated that from an education perspective, UW was doing very well, but from a business perspective, there was much to be improved. He noted that the trustees were now much more engaged in the operation of UW. He discussed the committees that the Board had developed to address issues facing the University and that the committees were working very hard. He also noted that the Trustees were working with University regulations.

Trustee MacPherson discussed UW's budget, noting that the budget fiscal system was now online. He stated that Trustee Dave True and the Financial Management Committee had been instrumental in getting that system working and that there were many people at UW who had worked very hard as well. He noted that they were just working out the bugs since the launch. He stated that for the first time the Trustees had held budget hearings, in which the deans were able to discuss the needs of their colleges. He emphasized that it was a learning process and had provided the trustees with data that was much more detailed than in the past. Trustee MacPherson stated that for the first time, everyone was able to look at the budget process and how they were involved in that. He discussed the budget reduction plan, noting that it had been very difficult and had required many cuts, but they were able to accomplish the needed reductions. He noted that the trustees had gone through the same budget reduction process themselves. He shared that they had reduced both the Board's budget and expenditures by 50%.

Trustee MacPherson also discussed the Science Initiative, noting that the University had received funds from the legislature for the acquisition of property and design and were fulfilling their

obligations. He stated that the trustees and legislators would continue to discuss the initiative in anticipation of the building project being funded.

He stated that the Trustees recognized that one funding solution would be to increase student enrollment. He noted that UW had faculty and facilities that would allow them to increase the number of students and try to find the “sweet spot” where they could increase the number of students without increasing the cost. Trustee MacPherson stated that they were in the process of retaining an outside firm to find that “sweet spot.” He noted that it was not the intent or desire of the Board to use taxpayer money to educate out-of-state students at a reduced tuition rate. He explained that they were hoping to increase the number of students from Colorado and Nebraska, and perhaps decrease their tuition, without having a significant increase in the corresponding costs to the University. He noted that housing was an issue that should also be discussed and stated that the Education Initiative was moving along well. He noted that the BSL3 Lab was being commissioned. He thanked the legislators again for attending the meeting.

Senate President Eli Bebout thanked Trustee MacPherson and commented on some issues he noticed at UW, including some of the questions he had. He stated that it was not all “doom and gloom” and reminded everyone that Wyoming is a very resilient state that had been through this before. He noted that things were starting to level off. He discussed the minerals in the state, noting that coal production was at a level that would be sustained for a while, at 300 million tons per year. He noted that there had been an uptick in oil and gas.

President Bebout thanked the members of the Board of Trustees for having the meeting and allowing everyone to attend. He then made a few remarks regarding how he currently saw things in the state, followed by a few questions. President Bebout noted that it was well understood that this was not the first time that Wyoming had gone through a situation like this, and it seemed as though it was beginning to level off. He explained that this was happening because on the mineral side, coal was maintaining a level in which it could be sustained for some time, adding that there had been a pick up on the oil and gas side as well. President Bebout explained that as the state faced this adversity it gave everyone the opportunity to look at ways to make responsible reductions. He added that it was important for everyone to understand that the state had been spending the reserves, but he added that as the legislature looked to the future it was unable to state with certainty that there would be less cuts. President Bebout explained that he was open to any ideas that could assist with the overall process of budgeting in the state. He concluded by stating that he was looking forward to discussing student enrollment and student housing.

Speaker of the House Steve Harshman emphasized the importance of the University of Wyoming to be a university of the whole state, and not just Laramie. He noted that the Legislature had taken a special interest in UW and had invested \$1 billion in the University. He discussed some issues facing the state, including growing the energy economy. He noted that with a population of only 500,000, the energy economy needed to continue to grow outside of the state’s borders. Speaker Harshman noted that while Wyoming had a high percentage of high school graduates, it had a much lower percentage of college graduates. He stated that the challenge was to move the economy forward. He explained that this meeting was taking place because the members of both governing bodies cared about UW and wanted to contribute to its success. Speaker Harshman stated that in his opinion, UW’s dorms were the worst in the United States, adding that the price

students paid to live in those facilities overshadowed the amazing bargain they received on their tuition and fees, making UW less competitive. He added that he would like to see UW offer more summer opportunities for citizens of the state, as many competitor institutions were strides ahead of UW and that needed to change. Speaker Harshman noted that he would like to discuss cuts and tuition costs, along with the new financial system. He added that he was happy to see that UW was being promoted at high schools across the state with numerous brown and gold banners and that these students were being recruited. Speaker Harshman added that the Signing Days events that had taken place in the spring were incredibly important in working to recruit all students, not just athletes. He added that the “good vibes” felt from the success of the athletics teams were also important to the mission of the University and recruitment efforts. Speaker Harshman noted that these areas worked together so that UW could become Tier I in every aspect. He explained that he was hopeful that the state had hit the bottom of its budget issues and that the budget would soon level off so the state could begin to move forward. Speaker Harshman added that it was important for the state to begin to diversify its economy and having more kids graduating from UW would be a huge part of that diversification.

University President Laurie Nichols noted that enrollment was the number one priority of the University and that she had taken that idea of enrollment to heart. She noted that they were looking at the numbers and comparing where enrollment had been in the last five to ten years. She stated that it needed attention as it was on a decline. UW President Nichols briefly discussed the University’s draft of the Strategic Plan, noting that as they had worked on it, they had made an effort to keep enrollment, recruitment, and the student experience as high priorities. She stated that they could not “turn the ship” in just one year, however. She stated that the enrollment had been declining for the past three years, and noted that they would address the issue moving forward. UW President Nichols explained that there was a task force under the leadership of Provost Kate Miller who had put together a plan that was approved and being implemented.

President Bebout noted that there had been a lot of discussion on the issue, but he added that they were “missing the boat.” He commented that enrollment should grow more than 10 to 20 people per year and noted the need for a robust growth plan.

UW President Nichols stated that the numbers provided were from Huron Consulting, and she added that they had worked on a modest growth projection. She noted that she had asked them to be more ambitious and stated that they would look at this again and push that higher. She explained that in the plan they were working toward an enrollment goal of 13,500 at the end of five years.

Provost Miller stated that the goal of the enrollment plan was to be more aggressive and noted that on Friday they would bring the draft of the Strategic Plan before the Board to propose that enrollment grow by over 1,000 students over five years. She added that one of the first steps UW would take would be to increase the number of transfer students from the community colleges in the state, as well as neighboring states. She noted that the second step would be to increase retention of students already at UW. Provost Miller explained that it was more expensive to recruit students than it was to retain them, adding that the number of students graduating from UW also had an impact on recruitment efforts. She noted that it was the University’s plan to think more from the student perspective to better connect students with the process.

Representative Albert Sommers explained that it would be important for UW to understand workforce needs in its recruitment efforts. He added that it would be important for UW to cater to the needs of Wyoming and surrounding states' workforce needs. Representative Sommers noted that in addition to evaluating the cost of programs, it would be important to evaluate the competitiveness of programs that were preparing UW graduates for the workforce in Wyoming and the surrounding areas. He added that there needed to be an increased emphasis in computer programming and computer engineering, as these were areas that were not being taken advantage of in Wyoming. Representative Sommers noted that it would be critical for UW to figure out how to move into the future and supply a workforce based on these needs.

UW President Nichols stated that the University understood that there was more than one strategy on how to approach these workforce needs, adding that it was something that the University monitored regularly. She explained that in the past it was possible that UW had not been as aligned as it could have been with this mission, but she added that UW was currently working to increase those efforts. UW President Nichols noted that one step that would be important to this process was to make sure that deans and faculty members were engaging with their contacts in industry and bringing that information back to UW. She explained that some programs had begun making these efforts, one of which was computer science and cybersecurity. UW President Nichols added that the College of Engineering was looking at how to invest more heavily in this program to align itself with the workforce needs. She explained that another area that was being explored was a tourism and hospitality degree, adding that this also gave UW the opportunity to explore its entrepreneurial opportunities.

Representative Sommers added that it would also be important to attract people from outside the state to the workforce in Wyoming but that would only be possible if Wyoming was able to increase their competitiveness with places like Boise, Denver, and Salt Lake City. He asked how the University planned to address not only the workforce needs of Wyoming but of the Rocky Mountain Region.

Provost Miller stated that UW listed numerous programs that it was working through to make sure that the needs to the industry were being met, including the Computer Technology aspect addressed earlier that would produce IT professionals and computer teachers for the K-12 system. She added that there was also work being done on other programs as well to continue this alignment. Provost Miller noted that when the University had gone through its program review process, it had already begun this work to close low performing programs in the hopes of reworking other degrees and creating new degrees to meet workforce needs.

Speaker Harshman added that it seemed like Governor Mead was ahead of the University in terms of cybersecurity efforts and training, noting that UW and the community colleges could play a role in addressing this area of interest. He added that there was a tremendous amount of support from the Legislature for these improvements to the education system in Wyoming.

Speaker Harshman also explained that he thought the largest area of support to programs like the Cowboy Joe Club came from the Front Range of Colorado, noting that those individuals were not in Wyoming. He then asked what the "sweet spot" for enrollment at UW was based on the studies that had been conducted. He noted that it seemed as though enrollment had been stagnant at UW



for many years and that he would like to see those numbers grow. Speaker Harshman addressed a bill that had passed the House but had not made it through the Senate to implement a good neighbor policy with states like Colorado and Nebraska. He explained that it was a natural fit to pull students from these two states to come to UW. Speaker Harshman stated that if Wyoming was going to grow, it would have to work outside the borders of the state, and there was interest from members of the Legislature to see a policy of this nature implemented at UW.

Trustee President MacPherson explained that it was his belief that there was sufficient room for UW to grow and bring in more students based on the current faculty-to-student ratio. He added that in the effort to bring in those students, UW had constructed great facilities that had the capacity for that growth, without increasing expenditures. Trustee MacPherson added that during the meeting the Board would approve the Division of Administration to hire a consulting firm that would come to UW to study the facilities and faculty at UW to hopefully give the University a number in terms of the ability to increase the student population.

Speaker Harshman added that these figures could not be reached through Wyoming high school graduates alone. Trustee MacPherson added that he understood this fact and that there had been discussions that UW would at some point work to entice students from surrounding states to come to UW through a reduction in tuition costs.

UW President Nichols stated that UW would work with a firm to better understand the capacity of the University based on the resources that it already had. She explained that UW would still be able to provide an incredible education, even with the increased student-to-faculty ratio. UW President Nichols added that many of UW's peer institutions were at a ratio of one to 18 or 19, while UW was at one to 14 or 15. She explained that this showed the amount of headroom that UW had to grow its student population. UW President Nichols stated that this firm would also assist with the understanding the potential for growth if UW offered a lower tuition to Colorado and Nebraska students.

Speaker Harshman asked about the status of the faculty workload policy since implementation.

Provost Miller explained the standard workload policy of a 3/2 workload through the implementation of the workload document, adding that it showed the expectation for the faculty. She added that it was the case that many UW faculty members had a more diverse portfolio of activities, included expectations for scholarly work, such as receiving grants, being published, working in the field, doing performances, and completing services to the University. Provost Miller explained that this document tracked all of these factors. She explained that this document was just revised. She explained that moving forward, UW would look at each department as a team with a team mission that included teaching, scholarly work, outreach to the state, and services to the University, and she noted that each member of this team had different strengths. Provost Miller stated that these documents would track the departments overall contributions to the University on a whole.

President Bebout stated that it would be helpful for the Legislature and the people of the state to better support the University if they understood exactly how many hours of teaching the 3/2 load worked out to be. Provost Miller stated that the presentation that was given to the Board last

October would be distributed to the members of the Legislature to help them better understand the teaching load.

Trustee John McKinley added that he wanted to bring together some of the thoughts that had already been discussed during this meeting. He echoed comments made earlier regarding the need for increased recruitment in the Front Range of Colorado. Trustee McKinley explained that this would be possible through tuition costs and competitive programs being offered by UW. He stated that the capacity study that would be conducted was going to greatly increase UW's ability to reach the "sweet spot" that had been discussed.

Representative Cathy Connolly explained that as a UW faculty member, each individual had a job description that was changed and updated yearly. She explained that teaching, research, and service all had a percentage that needed to be met. Representative Connolly explained that one semester, her workload consisted of 75% of her time being devoted to teaching, and another semester about 65% of her time was devoted to teaching. She explained that the remainder of her time was split between research, advising students, and other services to UW. Representative Connolly explained that there was often much more time devoted to teaching and work with graduate students that was not reflected in the workload document. She then asked about the efforts that were being taken to increase the enrollment of transfer students to UW, while providing a seamless transition between the community college system and UW.

UW President Nichols explained that this was a continued effort that had begun a few years earlier. She explained that there was a lot of work done to create strong articulation agreements between the community colleges and UW. UW President Nichols explained that these articulation agreements were posted on the UW website and could be easily obtained for use by students looking to transfer to UW. She added that if there was not an agreement currently for programs it was likely that those conversations were in the works.

Provost Miller explained that she had been impressed upon arrival at UW as to the work that UW had been doing regarding transfer relations. She noted that the work being done was cutting-edge in the efforts to increase the amount of articulation agreements. Provost Miller explained that these agreements helped transfer students achieve degrees, when previously it had been difficult for these students to make progress towards a degree.

President Bebout said that the work being done on these agreements allowed for the community colleges to work together to achieve the same goal instead of competing internally. He explained that it would be important to evaluate which school could provide the best types of programs and work together to support secondary education in the state.

Representative John Freeman said he served as the High School Transition Coordinator at Western Wyoming Community College. He explained that this job allowed him to work with the 11 school districts in the area to help students take college courses while they were still in high school. Representative Freeman added that through conversations with these students they often times would share what university they wanted to attend. He noted that they talked about reduced tuition because they were in a county that was next to the state line and many students planned to leave the state to continue their education after they graduated high school. He added that he applauded

UW's efforts to recruit students and that these efforts were extremely important. Representative Freeman explained that the two plus two agreements that had been created by UW were the best thing that could have happened to promote students continuing their education at UW. He noted that he gave these agreements to students to help them better understand what classes they should be taking at the community college level so that they could have a seamless transition to UW. Representative Freeman explained that he believed UW's largest problem was its student services. He added he had asked numerous students who had chosen not to attend UW. He noted that when he asked why they were going to attend schools in other states, the most common answer was that UW had not responded to their financial aid request or did not respond to how these classes would transfer, among other similar situations. Representative Freeman explained a situation where a prospective student would not receive answers from UW for weeks while other institutions would respond within days to the student's request.

Trustee MacPherson thanked Representative Freeman for the information he had shared, stating that it was important for the Trustees and administration to hear these issues so that they could be addressed.

Trustee Dave True asked if there had been any improvement with the emphasis on the two plus two programs. Representative Freeman stated that it was still an issue, and many high school counselors could not see these agreements until three weeks prior. He stated that it was such a valuable program and that it was the best tool he had to promote the dual and concurrent enrollment at Western Wyoming Community College. Representative Freeman stated that the two plus two agreements should have been posted online at that point, allowing students to compare programs. He added that it was the best thing that UW has done in a long time and hoped that it would be posted soon. Provost Miller added that it was important that these documents be live for students and counselors to access, as there was an internal process for the University to find solutions to the problems that had been discussed.

Speaker Harshman added that another important recruitment tool that the University could be utilizing was summer experiences for high school students. He explained that this process was difficult at UW because of the expense of staying in the dorms and issues related to having them included in the University's liability insurance. Speaker Harshman explained that the best time for students to experience Laramie and UW was in the summer, so the University should work to make that process easier so that students had a connection to UW much sooner.

Trustee MacPherson transitioned the group to the next topic on the agenda: the Strategic Plan and Program Evaluation.

UW President Nichols directed the members of the Legislature to the Strategic Plan that had been provided for them in their packet of materials [See Attachment I]. She added that all who had been involved in the process were very proud of the document that had been produced and that there had been a great deal of effort put into it. UW President Nichols explained that as a part of the accreditation process through the Higher Learning Commission, it was essential for the University to have a strategic plan. She added that with the vision that the new administration had for the University, it was also important to have a road map to assist in achieving that vision. She noted that this document laid out the priorities for UW and the steps it would take to achieve those

priorities, through measureable goals and targets. UW President Nichols explained that the plan was named “Breaking Through” for the statue that had been placed outside of the Marian H. Rochelle Gateway Center. She explained that this process had been chaired by Provost Miller, and the committee who created this document had worked over the last year to obtain feedback from its many constituencies to formulate the plan as presented.

Provost Miller gave a brief explanation of the Strategic Plan, noting that the plan had four overarching goals. She added that under each goal, there were sub goals and action items that would need to take place in order for the goals to be reached. She explained that the goals centered around scholarship, student success, statewide engagement, and working towards a strong and stable university. Provost Miller noted that each goal had performance indicators that would be stretched to achieve each goal as laid out in the plan. She added that it was exciting to have this road map to help move the University forward.

President Bebout asked if student placement in jobs following graduation was taken into consideration and if that data influenced the programs that the University was offering. He also asked how the University planned to manage its funding of programs to make sure it was offering students a lot of options for their degree, while also making sure they would be able to get a job upon graduation.

Provost Miller responded by stating that having a good annual program review, in which over the course of six or seven years there were 20-30 programs reviewed, would allow the University to get more into the nuts and bolts of making sure that the programs offered were nationally competitive. She added that an important part of this process was to understand what graduates did upon graduation, while also tracking the information more closely.

Representative Sommers added that as UW worked through the process of program review, it should work to keep the education received at UW as broad as possible because not everyone who attended UW learned the same or saw the world in the same way, and providing these students with options would be key to the University’s success.

ASUW President Ben Wetzel added that it was also necessary for students to learn the soft skills that would help them succeed in the workplace, in addition to the academic education they received.

Trustee Kermit Brown added that it would be important to remember that when Wyoming decided to only have one institution in the state, UW had agreed to fulfill the land grant mission, while also providing a liberal arts education. He added that because UW had been created to fulfill so many needs it would need to continue to take that into consideration, as program reviews and the University restructure continued.

Trustee Dave Bostrom stated that it had been noted during the process of taking the College of Engineering to a Tier I status that UW could be considered “an inch deep and a mile wide.” He added that UW was offering 211 programs and doing a lot of things with small needs in the state and within the student population. Trustee Bostrom noted that UW provided these programs at a cost. He added that it would be critical to apply assets and revenues to allow UW to continue to

provide the high quality education that it currently worked to provide. Trustee Bostrom suggested that there be discussions to start co-degree programs with other institutions, otherwise the University would stay “an inch deep and a mile wide.”

Representative Connolly stated that it felt as though many of the performance indicators and goals of the Strategic Plan were more money-related and were missing important elements in teaching and scholarship. She added that she hoped that the plan could focus on not only the Engineering and STEM fields but could also work to include excellence in the liberal arts. Representative Connolly added that she hoped these indicators would be expressed at the department level as they constructed their strategic plans, so that these high volume areas could see the recognition and reward they deserved.

Provost Miller explained that these elements were choices for the external indicators and that there was going to be a process internally that would allow colleges and departments to have this dialogue to set their own metrics for success. She added that these areas would be recognized and rewarded accordingly, noting that it had been originally planned that once the Strategic Plan was approved by the board, each college and unit would begin their own planning process to align with the overarching document.

Trustee McKinley explained that the Trustees had identified the Science Initiative at UW as their number one priority regarding facilities and programs at UW. He added that there would be questions during the 2019-20 budget discussion as to whether funding for that construction initiative would be maintained. Trustee McKinley stated that the continued support of the Science Initiative facility was a key element in UW’s ability to anchor the new Science Initiative, STEM, Engineering Building, and the High Bay Research Facility. He added that the humanities also needed to be integrated with the sciences across campus for the University to be successful. Trustee McKinley explained that basic classes were in colleges across campus, and there was a need to continue to foster a cross-disciplinary education, which was a main aspect of the Science Initiative that would need to continue. He continued his remarks by stating that the Arena Auditorium renovation was on schedule and on budget. Trustee McKinley encouraged the members of the Legislature to stop by the Arena Auditorium and the High Altitude Performance Center, which were also on schedule and on budget, with the anticipation that the exterior would be in place by the Oregon football game. He echoed comments from earlier stating that from September to November some of the best advertising that UW received were from the cameras on UW Football games, adding that students would see what was going on in the athletics realm of UW and would want to attend UW. He added that UW Athletics was a huge element to the recruiting of students at UW. Trustee McKinley updated the Legislature on the progress of the Engineering Building, noting that the ground had been broken and the concrete had been poured. He added that there had been changes to the exterior of the building that would look different from the original presentation described. Trustee McKinley also updated the members of the Legislature on the residence halls. He noted that during the previous year’s discussion, the administration and the Trustees understood that updating and changing the residence halls had to be an increased priority. Trustee McKinley stated that UW has begun working to create a 10-year housing plan that would phase in changes based on the cost, noting that the final plan would be provided to the Legislative leadership in October.

Trustee MacPherson gave a brief summary of all of the previous discussions regarding the Science Initiative including a summary of the funds that had already been appropriated for this project. He added that based on all previous conversations, UW had already begun property acquisition to accommodate the needs for the Science Initiative and had expended funds for the design process. Trustee MacPherson asked that the members of the Legislature uphold the promise that they had made to UW for the continuation of this project.

Senate President Bebout noted that the issues moving forward were all a matter of time. He explained that even though the Science Initiative was the first priority of UW, it was not the top priority of the Legislature. Senate President Bebout explained that he continued to support the Science Initiative but there were other demands across the state that needed to be addressed as well. He explained that the state was in a difficult spot to start building new buildings when there were not currently enough funds to finish the projects that had already begun, such as the Capitol Building. Senate President Bebout added that the capital construction money was just not available, but he wanted to make it clear he was not saying it would not happen, but rather there was just priority towards finishing current projects and maintaining those before new projects would begin.

Speaker Harshman explained to the Board the interworking's of the SIPA accounts and the types of reserve funds that the state had for capital construction projects. He noted that there was a lot of need around the state that would need to be met, but he stated there was a need for debate regarding how much more funding would be put into Albany County, while not being put into other counties across the state. He added that if this was not dealt with now, it would not be done.

Trustee MacPherson echoed Speaker Harshman's comments that if this project was not built now it would not happen, and he thought that as a trustee, he had a fiduciary responsibility to the University to see this project through. He added that this responsibility was felt more strongly since there had already been so much front work regarding property acquisition and design.

Senate President Bebout added that the State and the Legislature supported UW, and if the money was available, UW would be prioritized. He echoed his comments from earlier stating that he fully supported the project, but he added that it was just a matter of timing.

Trustee MacPherson added that with the Science Initiative project and the residence halls housing plan, it would not be an "either or" situation. He noted that they were viewed as two critical projects. He added that the Science Initiative project would require approval from the legislature for release of funds, but UW was working to finance the housing project without direct appropriation from the state.

Trustee McKinley added that an important aspect of the residence halls housing project was that UW recognized that this was a critical element of recruitment and retention for students at the University. He explained that the residence halls were a deciding factor for many students when deciding what university to attend. Trustee McKinley added that the residence halls housing project would be a phased process, and there were ways for UW to borrow this money from the public purpose investment, which would provide the investment into the infrastructure and would be a loan to UW.

Trustee MacPherson added that the consideration of closing 15<sup>th</sup> street was a part of the residence hall discussion, as well as larger university discussion.

Speaker Harshman added that a revised live-on campus requirement could assist the University in its overall retention.

UW President Nichols stated that many universities had a live-on policy and noted that it was driven by student success. She added that this also allowed those universities to provide additional programming around student success. UW President Nichols stated that UW currently released too many students from the current on-campus requirement, partially because of the quality of the housing on campus.

Representative Connolly stated that the closure of 15<sup>th</sup> Street would take a lot more than just closing the road, but would require the city to change its traffic patterns and the infrastructure underneath 15<sup>th</sup> Street. She added that it should also focus on the safety concerns with building the new residence halls.

ASUW President Wetzel stated that another aspect of the 15<sup>th</sup> Street closure that should be taken into consideration is the comradery that it could provide across campus. He noted that creating this connection between both sides of campus could assist with a sense of belonging that not all students felt, especially if they were athletes, fine arts students, or members of the Greek community, as they spend a great deal of time across 15<sup>th</sup> Street. He added that these efforts could also assist in the retention of students.

Representative Freeman stated that it was well understood how the closure of 15<sup>th</sup> Street could assist with the housing project and engaging students, but he said that he felt it was not something that UW should impose on the City of Laramie. He then asked if the University had a sufficient sinking fund to be used for upkeep of all the new buildings that they were building.

Trustee McKinley stated that in the previous budgets for the University, there had not been a proper amount of fees set aside to pay for routine maintenance and utility costs of these buildings. He explained that during the current budget cycle this error was fixed and that the upkeep of building and the utilities for buildings had been worked into the new operating budget for UW. Trustee McKinley added that UW was currently working to prioritize and address major maintenance.

Vice President for Administration Bill Mai stated that UW had made an impressive change as they moved to this new financial approach. He added that he did not believe this would have been possible without the massive investment in the overall change of systems and the level of funding that had been provided by the Wyoming Legislature since 2002 to fund major maintenance across the state and at UW. Vice President Mai stated that prior to that, there had been a huge backlog into the maintenance and infrastructure of buildings. He added that there was a huge sensitivity among the Board about what would keep UW going for the next 100 plus years. Vice President Mai stated that this Board had worked very hard to address the underground infrastructure needs that were critical and needed to be addressed for the greater good of the University. He added that even with the current budgetary issues that the University was facing, the Board had continued to

work to address things in a big way. He noted that he understood this was not always a popular option, but if these things did not get done during the tough times they would continue to plague the University, and it would never be able to catch up with those needs.

UW President Nichols gave a brief explanation of the FY18 budget reduction. She noted that with the recurring reduction of \$19.3 million from FY17 and FY18, there was an additional \$10 million that was cut in FY18, which allowed UW to fully realize its 41/42 million dollar reduction from the state block grant. UW President Nichols added that UW had cut a little deeper than the actual total given by the Legislature to cover deficits in areas such as utilities, and she noted that funds had been recovered and put into a fund to possibly provide a salary increase in a future year. She added that a large part of this budget reduction was to diversify the revenue stream for the University. Trustee MacPherson stated that through UW President Nichols' leadership, he did not believe that the reduction had affected the education aspect of UW.

Representative Sommers asked that the Board provide a little more detail regarding the Trustees Education Initiative. Trustee Dave Bostrom stated that the purpose of this initiative was to find ways to create innovations within the College of Education and to provide the best educators for the State of Wyoming. He added that one of the hopes would be to create one of the premier colleges of education in the country. Trustee Bostrom stated that during this Board meeting, a proposal for one innovation would be shared with the Board out of a pool of six that were considered. He explained that this process had included working with other innovative universities across the country to spark new ideas for UW. Trustee Dave True added that even though this was an initiative set for a five-year timeframe, the timing did not mean that things would not be implemented into the college until the end of that period. He added that as ideas were formulated and approved they would be implemented in a phased manner.

Representative Sommers added that he had found it difficult for new teachers to receive the necessary support once they arrived at the schools across the state. He suggested that the initiative work to involve teachers already in the community.

Superintendent for Public Instruction Jillian Balow stated that when this discussion started two and a half years ago, it had begun with understanding what preeminence meant to UW and to the College of Education. She noted that it had been decided that this meant being the best. She explained that the work groups that were working on the new innovation for the initiative were made up of numerous stakeholders from across the state. Superintendent Balow stated that she hoped everyone in the room felt the energy rise as this topic was discussed.

UW President Nichols thanked everyone for their attendance at the meeting and their support of education. The meeting concluded at 5:04 p.m.



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

CHECK THE APPROPRIATE BOX(ES):

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

Trustee President John MacPherson began by updating the Board on the condition of Trustee Larry Gubbels, noting that he had recently called him to check in. He then commented on the trustees' budget, noting that expenses from the last year were cut in half. He thanked the Board for their efforts in the process.

Trustee MacPherson discussed the materials provided to the trustees for Board meetings, as well as the timing of those materials. He stated that the process needed to be improved and noted that it was very difficult for the trustees to read hundreds of pages of materials in advance, in addition to the materials for each of the various trustee committees. He stated that several trustees had expressed concerns to him, and he thought it was necessary that they discuss the issue. Trustee MacPherson noted that Deputy Secretary to the Board of Trustees Shannon Polk would need to receive the materials in a more timely manner.

Trustee MacPherson then noted that Trustee Dave True, Vice President of the Board, would likely be his successor next year and that they had already focused on the out-of-town meeting for the coming year. Trustee True discussed the option of holding the meeting in Cody, Wyoming, stating that the facilities were conducive to this type of meeting. He stated that he wanted to mention this possibility far in advance, as Cody was a very busy location, and they would need to make reservations immediately. He also noted that holding the meeting in Cody would be a great opportunity for more outreach.

*Approved 7-19-17 @ 8:11 a.m.*

***Motion – 2018 Out-of-Town Meeting***

Trustee Dave Bostrom moved that the 2018 Board of Trustees out-of-town meeting be held in Cody, Wyoming. Trustee Fall seconded the motion, which passed unanimously. Trustees Gubbels and Scarlett were not in attendance for the vote.

Trustee David Fall then asked if the trustees should be running things by Trustee President John MacPherson when they met with others about topics related to the University. He gave the example that he had spoken with several people about the Trustees Education Initiative and wondered if he needed to talk to the Board President before doing so in the future. Trustee MacPherson responded that trustees did not necessarily need to tell him everything they were doing, but he would like to hear a report after the fact. He noted that trustees were encouraged to be active in their communities and throughout the state.

Trustee Dave Bostrom stated that he felt the trustees had a responsibility to be out in the communities dealing with items and issues and talking to the legislators about what was going on at the University. He noted that he thought they all fell short at times on what they should be doing and could improve on their involvement in their communities, as they had a responsibility to do so.

Trustee Jeff Marsh noted that any inquiries from the press should go to the President of the Board. He added that it was important for consistency on messages. Trustee MacPherson agreed and noted that the Trustees should speak as one body. Trustee Dave True reemphasized that the President of the Board was the voice for the body and cautioned against making decisions for the Board or committing the University to do something as a singular trustee. He stated that it was important to be engaged and to participate in outreach but noted they should be sure to draw the line at making commitments for the Board or the University.

Trustee Dave Bostrom stated that he had a question for the officers of the Board. He noted that he had total trust and confidence, but reminded them that any action that needed to be taken needed to come before the full Board. He stated that the Board should be cautious, as sometimes executives tried to act in the name of the full Board, which was not happening at UW, but should be avoided.

Trustee MacPherson agreed that the Executive Committee was not the Board, and while they could deal with some matters and have some input in the processes, all actions would always be taken by the full Board. He noted that there had been some issues many years before, but stated that they would not allow further issues in the future.

Trustee John McKinley discussed Board communication, noting that any business other than property acquisition, litigation, etc. should be conducted in complete open session with everyone there. He stated that this was important for both the University and the community at large in order to maintain confidence and trust in the University. He noted that all public business needed to happen in open sessions.

Trustee MacPherson noted that he planned to review the trustee committee lists and members, so that all trustees would be involved at meetings. Trustee True asked if the trustees were limited to a non-quorum in the committee meetings that morning, or if seven or more trustees would be allowed to sit in on committee meetings. General Counsel Tara Evans stated that they would need to watch their numbers and noted that she would work with Trustee President MacPherson on how to better operate committees.

Trustee Jeff Marsh asked if trustees could attend meetings as members of the public and watch but not participate. General Counsel Evans responded that they could not. Trustee MacPherson noted that the meetings were noticed and public, but General Counsel Evans explained that if a quorum was present, they would become full Board meetings. She stated that she would review the regulations in the coming months and determine options for future meetings.

Trustee Michelle Sullivan stated that the Board should consider how they communicated about what happened in the committee meetings and noted that she would like to know about the work

happening in the different committees. Trustee McKinley asked Vice President for Governmental and Community Affairs Chris Boswell if the trustee committee meetings were noticed and announced to the public. Vice President Boswell responded that they were.

Trustee Kermit Brown discussed Wyoming State Legislature committee meetings, noting that legislators who were not members of a committee could sit in on a meeting acting as a member of the public. He stated that many members of the legislature did so and noted that it functioned very well in that setting. He stated that he was confident that the Board of Trustees could work toward a similar solution, where members of the Board would be privileged to attend and observe meetings acting as members of the public. He noted that they might have to look at the regulations.

Trustee MacPherson asked General Counsel Evans to research the issue.

AGENDA ITEM TITLE: **Budget Committee Update**, McKinley  
*Review and discuss Budget Committee's Timelines FY18 and FY19-20  
Biennium including budget hearings, McKinley*

CHECK THE APPROPRIATE BOX(ES):

- Work Session
- Education Session
- Information Item
- Other

Specify:

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MINUTES OF THE MEETING:

Trustee John McKinley provided updates regarding the discussion in the Budget Committee meeting. He began with a brief report regarding the new fiscal system, noting that it went live on Monday, July 17, 2017. He explained the process of putting the new system in place and noted that there had been a few hiccups and glitches, but overall it had been a success getting the system up and running and getting the information integrated. Trustee McKinley explained that the next year the administration and staff would not have to convert information using a spreadsheet, as it would be formatted using the new system.

Trustee McKinley then discussed the unspent FY17 funds, noting that the Budget Committee had considered and discussed these funds during the budget hearings in May and as they worked on the budget in June. He explained that the FY18 operating budget was put into action on July 1. He noted that they had not dealt with the unexpected FY17 operating costs, as they were unaware of those funds until June 30. He stated that it had not been an easy task for the administration to get their arms around all of the different costs and accounts as they had also been trying to get the new financial system to go live. Trustee McKinley explained and discussed the different cash accounts and the amount in each. He noted that there would be a motion regarding the accounts.

Trustee McKinley then discussed the FY19-20 biennium budget, noting that the administration had put it together. He discussed some of the key areas covered in the budget, including the continued authorization for the Science Initiative Fund, some line items, and some additional items, and noted that these were requests outside the normal block grant. He stated that the committee had requested that the administration make some changes and provide a final draft for the committee to review toward the end of July, which would then be presented to the full Board at the conference call meeting in August, and then be sent to the governor. He noted that they were still following the timeline presented in May.

Trustee McKinley then discussed a proposal regarding the High Bay Research Facility. He noted that the administration was finalizing an element of the contract package with Dr. Mohammad Piri and the High Bay Research Facility. He stated that the Budget Committee had received that document and it would be an item for the full Board to take up.

Trustee McKinley noted that there would be two items for full Board action. He stated that the first was regarding indirect cost accounts, and the second was the alternative distribution method for the High Bay Research Facility. He discussed the contract with Dr. Piri, including the indirect distribution methods and noted that the information could be found in the Board materials.

University President Laurie Nichols gave some background on the construction of the High Bay Research Facility. She discussed the funding of equipment, noting the necessity of a sinking fund to replace equipment as it became old and outdated. She explained that General Counsel Tara Evans had researched buildings similar to the High Bay Research Facility and noted that they had used the Beckman Institute for Advanced Science and Technology as an example, and much had been modeled after that. She further discussed the building and construction and noted that the materials appeared on pages 2-10 of the Board Report [see Trustee Board Report].

***MOTION - High Bay Research Facility Indirect Costs for Research [7-20-17 @ 8:19 a.m.]***

Trustee John McKinley moved to authorize an alternative distribution method for indirect cost for research that is conducted exclusively in the High Bay Research Facility as outlined in the materials provided to the Board; second from Trustee Bostrom. The motion passed with a unanimous decision. Trustees Gubbels and Scarlett were not in attendance for the vote.

Trustee McKinley then provided a summary of the indirect costs as materials were distributed to the Board. He noted that the materials included information on the restricted cash and cash equivalencies, unrestricted cash and cash equivalencies, and the beginning balances. He noted that the committee had discussed the budget with every unit and college, and had asked at the budget hearings if they needed any of the cash balances. He stated that they had received some feedback, and the committee took an additional two days in June to work on the budget. Trustee McKinley explained that they had tried to work with the cash and cash equivalent balances and had arrived at a proposal similar to what the trustees saw in June. He noted that after the Board of Trustees conference call meeting in June, Vice President for Administration Bill Mai and Associate Vice President for Budgeting and Fiscal Planning David Jewell had recognized that there were certain accounts that had been listed as unrestricted cash and cash equivalent, and should not have been. He explained that they backed those funds out since they should have been restricted funds. He further discussed the indirect cost accounts, and he noted that they had determined that certain accounts should have been classified as restricted cash accounts rather than unrestricted cash accounts, as there were already commitments with regard to those accounts.

Trustee McKinley went through the materials provided to the Board and explained the data shown. He noted that there was a total of about \$15 million in indirect costs, which should be restricted to faculty and administrative use, as well as for research. He discussed the communication that the administration would go through and how the funds would be classified.

Trustee McKinley then discussed the additional funds left over from FY17, noted that they would go into a special projects research reserve account, and that they could be removed from the account based on a recommendation from the University President and the Board. He also noted that \$3 million would be put into an account for recruitment and retention. He further explained

the data provided, noting that the motions that would be made were included in the materials provided to the Board.

***MOTION #1 – Indirect Cost Recovery Funds [approved 7-20-17 @ 8:41 a.m.]***

Trustee John McKinley moved to approve creation of a designated fund for indirect cost recovery funds to be allocated pursuant to the University's policy, and initially allocate \$15,052,541. And these would be put in a reserve account on or before July 31, 2017; second from Trustee Bostrom.

*Discussion by the Board*

Trustee Dave Bostrom commented on the importance of the indirect costs, noting that some of those costs came in the form of small amounts saved up by different units and principal investigators. He stated that the trustees had thought they had asked the right questions, but noted that their action had created some consternation across campus. He apologized, and emphasized again that they had thought they had asked the right questions to understand the sources of the funds and the needs of the colleges and units, but they did not. He stated that the action they were about to take was to correct what had happened. Trustee Bostrom noted that this was a new process for everyone, and stated that if other anomalies were found that needed to be corrected, this body would be willing to listen, talk, and correct as needed. He expressed that he hoped this action would heal the fissure caused by the previous Board action, and to make certain that they were doing what was intended; merely to make the information about the finances of the University clear and transparent for the Board, the campus community, the public, and the legislature. He stated that he would advocate in favor of the motion.

Trustee President John MacPherson stated that as the Board moved forward, he would like to develop a written regulation or policy to address these kinds of accounts, so that the Board, the administration, faculty and staff could all reference it and operate under the same guidelines. He asked that a new regulation or document be developed that could be considered by the Budget Committee and then the full Board in the future. Trustee Michelle Sullivan noted that the policy should include reserves more generally as well.

Trustee McKinley noted that there were two current resolutions regarding the two official reserve accounts at this point. He noted that General Counsel Evans would work on similar types of resolutions for each of the new reserve accounts, which would be presented to the Budget Committee and the full Board at a future meeting. This would allow everyone to know what the balances were for each of the accounts. He stated that the Budget Committee would likely cover the topic at the face-to-face meeting in September.

Trustee MacPherson noted that he was very pleased to learn that there would be new resolutions created, as they would help everyone to understand the rules and policies. He asked for further discussion on the motion, and hearing none, called for a vote.

The motion passed with a unanimous decision. Trustees Gubbels and Scarlett were not in attendance for the vote.

***MOTION #2 – Indirect Cost Recovery Funds/Recruitment & Retention [approved 7-20-17 @ 8:49 a.m.]***

Trustee John McKinley moved to approve to allocate an additional \$3,000,000.00 to the recruitment and retention fund that was established by the Board of Trustees in Paragraph 7f of the June 7, 2017 motion approving the FY2018 UW Operating Budget, funded by July 31, 2017; second from Trustee Bostrom.

*Discussion by the Board*

Trustee Dave True asked what the source of the funds were, and how they were available now, when they had not been available previously. Trustee McKinley responded that when the trustees had worked with the budget in May, they had thought that there were sufficient funds to fund this account with \$10,400,000. He added, however, that they had later learned that there were certain construction funds and cash equivalent funds that should not be there, and those funds were backed out, which resulted in a reduction to \$7,400,000. Trustee McKinley explained that the committee had known that there would be some unspent FY17 funds, but as they did not know an exact amount, they did not deal with those in the operating budget. He noted that they had recently received the official number, which was an additional \$20 million in cash and cash equivalents, which was not addressed by the Board at the meeting in June because it was still in the FY17 operating budget at that time.

Trustee McKinley further discussed these accounts, referring the Board to their materials. Trustees MacPherson, True, and Marsh asked several questions regarding details of the funds. Trustee McKinley explained the funds and noted that the administration would continue to provide any information necessary.

The motion passed with a unanimous decision. Trustees Gubbels and Scarlett were not in attendance for the vote.

Trustee MacPherson then briefly addressed a letter written by ASUW President Ben Wetzel [See Attachment II] noting that the Board would consider the student account referenced in the letter. ASUW President Wetzel noted that he had received feedback from several members of the Board that the letter had come across as offensive and stated that he wanted to apologize. He stated that the letter was not intended to directly target any members of the Board and had been strongly worded because the constituents that he represented were upset by the action that was taken, and he had wanted to express those feelings. He added that his purpose had not been to attack, but rather to bring an awareness of the feelings of the students. ASUW President Wetzel noted that he would continue to work with UW President Nichols and Vice President for Student Affairs Sean Blackburn to put together proposals and more accurate plans to bring before the Board in the future.

Trustee McKinley apologized because the Budget Committee had run out of time and could not address the letter. He encouraged more than a brief one or two-page summary and noted that the committee would expect a more detailed explanation of the need for an amendment. He emphasized that the budget had already been approved, and any changes would need to happen in

the form of an amendment. ASUW President Wetzel noted that he would come back to the Board with more information.

Staff Senate President Rachel Stevens commented that many staff members across campus had expressed concern about both program fees and differential tuition, and the funds that were sourced through those two sources. She noted that many staff felt that they were in an awkward position because they were often asked by students why they were charged for program fees and differential tuition and did not know how to explain the purpose of those funds if they were swept into a different account. She asked how they should provide transparency at the program level and stated that they should think about the messages they were sending.

Trustee McKinley provided background on earmarking money and how it had been handled in the past. He added that the new system would no longer have different sections. He noted that this was so that all of the aspects of the University would be able to work together efficiently to accomplish the overall goal, which was to provide a quality education for the students. He stated that that included putting the funds to work in the most efficient manner. He mentioned that the system going forward no longer had Section I and Section II funds and would allow each unit, department, and college to fully budget their funds. He noted that it was hard to identify the unspent funds at the end of the year. He added that the students would have to be comfortable with the idea that if they were paying a fee, they were receiving a service for that fee. He noted that he would encourage that to be very clear in the way it was delivered to the students so that they understood what the funds were going to.

UW President Nichols added that as they were thinking about program fees, they were writing it up so that there would be no cash accrual. She noted that they were not looking to charge students to create a cash reserve. She added that there had been discussions about the mandatory fees, and how it was not right to accrue large balances from those because they should go to services for the students.

Staff Senate President Stevens commented that one of her concerns was that if the rationale of using a higher fee to cover a more expensive program was used, it should not look like the students were being charged more to subsidize other programs on campus. She noted that continuing to talk about that while moving forward would be helpful.

Vice President of Administration Bill Mai agreed with UW President Nichols and Trustee McKinley. He noted there were a few key takeaways when being confronted about what student money was being used for. He added that one takeaway was that the University changed on July 1 to an actual system that tracked a different way of managing money on campus and to forget the hodgepodge system of the past. He stated that the second would be that any amount of money, no matter the size would be coming from the state's general fund, so it would challenge anyone to track exactly where the fees were applied. He added that it needed to remain at the conceptual level where some programs had a higher cost than others, so more resources would have to be allocated to that program to help it keep up to date.



Trustee Michelle Sullivan acknowledged the staff for their efforts in this transition. She also thanked the Budget Committee for having the courage to get them to that point. She also mentioned how she thought they needed to recognize that this was a system that not everyone would understand right away. She wondered if there might not be an opportunity to think about how the transition would be communicated in a way that helped make it exciting to people, and to make it go more quickly.

Trustee David True acknowledged the comment from Staff Senate President Stevens and some of the examples referenced by Vice President Mai. He added that it was not just the direct variable costs being covered, but some of the fixed costs were being covered as well. He noted that that resulted in a cash build up that could be managed more appropriately under the new system.

Staff Senate President Stevens added that one of the concerns about communications was sometimes decisions were made in meetings, and the assumption was that the understanding was communicated to everyone on campus. She noted, however, that the communication was actually very slow. She stated how there was concern because many people thought that they were still working under the old system. She noted that there was also concern because some of the costs did not fall neatly into a fiscal year, and she thought that it needed to be communicated better. She also mentioned that there should be more communication about how the budget system worked.

Staff Senate President Stevens used the School of Pharmacy as an example by saying that Pharmacy student paid a higher tuition because it cost a lot to deliver the program. She added that they needed to evaluate how information was spread on campus.

Trustee McKinley stated that everyone understood Staff Senate President Steven's concerns and that hopefully assistance would be provided. He added that his personal view with regard to the new budgeting process was that this year was the very first time with the system, and it had to be done manually. He noted that the process had been explained with how it had been envisioned going forward. Trustee McKinley said that there were certain funds that rolled over from one operating budget to another. He stated that in the new system, there were mechanisms to account for that. He added that with the new systems, what was projected to be spent would be compared with what was actually spent. He noted that this would allow departments to refine their budgets. Trustee McKinley added that the other item was a balance sheet item and not a budget item. He said that it was the restricted, dedicated, and unrestricted cash funds and that each department had the ability to budget those into their operating budgets.

Trustee McKinley noted that going from the cash to the accrual system was a big change for everybody. He stated that luckily, they had 12 months for the education process to happen, so everybody would be able to get better at it. He noted that he would encourage everyone across campus to know that the communication to the students was very important for their understanding.

AGENDA ITEM TITLE: **Financial Management and Reporting Committee Update**, True  
*WyoCloud Update, Aylward/Mai*

CHECK THE APPROPRIATE BOX(ES):

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

Trustee True commented that he and Trustee Baldwin had a committee meeting a few days prior with the team in Laramie, and the project seemed to remain on budget. He noted that they were on target with timing for expenditures. He added that the targeted date of going live on July 17 was successfully accomplished. He stated that there had been a few issues, one of which was the Project Portfolio Management. Trustee True noted that it was the grant-tracking module within the financial system. He stated that it was up and active, but not one of the strongest modules and was requiring some work. He added that the University of Wyoming, along with a few other universities were assisting Oracle in improving that specific module. He stated that releases of those improvements would be coming in the next few years.

Trustee True noted that there were many other things to be done in the system, but they were assured that their allocated budget resources were available to cover the costs. Trustee Mel Baldwin commented that he was very impressed with the dedication and quality work of the committee. He noted that the University would be considered one of the elite universities in the country in terms of a financial system. He added that he was very happy about the situation, and certainly, they would have some issues, but they were right where they hoped to be.

Trustee True noted that two months prior, it had not looked as good. He added that it was mostly due to the Oracle programming and system that was looking to cause significant delays and complications. He said that they held a heart-to-heart meeting and the University's team was able to identify the problem and achieve a solution.

Vice President of Administration Bill Mai noted that he had missed many of the Financial Management and Reporting Committee meetings due to the overlap of the Facilities Contracting Committee meetings. He added that the system going live had been a three-year effort from multiple people. He noted that it was important to credit the trustees and legislators for all of their efforts. He acknowledged that there were several people working hard on it over the past year and that they needed to be recognized and thanked.

Vice President for Information Technology Robert Aylward noted what a phenomenal accomplishment this was. He stated that the University was one of the first in the nation to use this product, and it was one of the very first to use it on the financial side. He added that to

accomplish that within a year spoke to the staff who worked on it. He noted that projects tended to fail when people were not willing to change, but the University staff embraced the change instead. He added that there were 98 reports being developed specifically for running the University of Wyoming. He thanked the staff for making it happen and coming up with solutions for the problems.

Trustee True asked Vice President Aylward to explain any of the glitches that had been encountered. Vice President Aylward replied that some had been solved, and some of the others were being worked on temporarily until a solution was figured out. He noted that the big one mentioned earlier was the Project Portfolio Management. He stated that the reality was that nobody did grant accounting well, and Oracle was developing this product for grant accounting. He noted that that was where the University was collaborating with four other institutions to help Oracle continue to develop their product. He added that in the next two years, most of the problems would be addressed.

Trustee President John MacPherson thanked the committee for their efforts and for all of their hard work.

AGENDA ITEM TITLE: **Honorary Degrees and Awards Committee Update**, Sullivan  
*Trustee Award of Merit Process Revisions Update*

CHECK THE APPROPRIATE BOX(ES):

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

Trustee Michelle Sullivan noted that this was a “clean-up” item regarding the Trustee Award of Merit. She added that in that process, Trustee Dave True had recommended one additional step, which was the vetting process by the President’s Office before it came to the Trustees. She noted that the update to the Board was that they had decided to include that language, and it would be on the website.

AGENDA ITEM TITLE: **Facilities Committee Update, Mai**

CHECK THE APPROPRIATE BOX(ES):

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

Trustee John McKinley provided a summary of items that required full action from the Board. He noted that the Facilities Committee had met the day before. He stated that they started with Executive Session, which involved potential litigation issues and acquisition of real property issues. He added that the meeting always started with an update of all construction projects around campus. He noted that that had been in order to avoid all surprises and to try to get ahead of issues before they occurred.

Trustee McKinley noted that there were five items that needed action by the full Board, but he first had to provide an update. He added that the first item was the Science Initiative, which was talked about briefly with the meeting of the Trustees and the Legislature. He noted that the project was proceeding and that the Exterior Committee with Trustee Kermit Brown had met and would continue to meet. He noted that the process might evolve because it was very important that the University get it right. He added that Trustee Brown had agreed to handle everything and would be reporting going forward on the integration of the interior and the exterior. He stated that there might be some recommendations regarding more involvement by the Trustees. He noted that the Board should expect those reports and updates coming in the future from Trustee Brown.

Trustee McKinley commented that the next item was the High Bay Research Facility, which was finished on time and on budget. He noted that the grand opening would be happening on August 16 and 17. He encouraged the Board to mark the date on their calendars to attend the symposium. He added that the next item was the BSL3 Lab, which was completed with the exception that the incinerator had to be integrated with both the BSL2 and BSL3 portions. Trustee McKinley stated that it was likely to be completed towards the end of 2017. He added that the rest of the facility had been completed, and the certification process would proceed. He noted that there was no way to get a commitment as to when the certification process would happen, but he added that they were hoping for calendar year 2018.

He then noted that the Arena Auditorium addition and the High Altitude Facility were both proceeding on schedule. He added that it was anticipated that the rock façade on the building would be in place for the Oregon football game. He stated that there were a few issues with the facility on the interior, but they had been resolved with the architect. He added that the administration was working with the general contractor to work out the remaining scheduling issues that had resulted from that.

Trustee McKinley noted that the Engineering Building update would be held until the end because it required action. He added that as a result of recommendations by the Facilities Committee, there were several easement issues that were on the agenda, and one of those involved the Jacoby easement where the walking path was a proposed parking easement. He stated that the other involved an anchor for a power pole. He added that with regard to the Jacoby easements, it was determined that the old easement was neither signed nor recorded by the city. He noted that the city had requested that the University provide a parking easement as an amendment to the old easement. Trustee McKinley stated that when it was determined, there was not an easement, and the committee had requested that General Counsel Tara Evans work with Vice President Bill Mai and contact the city. He noted that that would take a few City Council meetings to have it approved, signed, and returned. He added that there was a temporary easement for the power pole and plenty of time to address it.

Trustee McKinley noted that a discussion was held in Executive Session regarding acquiring of real property. He added that some of those might be taken up on Friday when that topic came up again. He continued that the first item that needed action was the RAC 2 High Altitude Performance Center, which required two motions. He provided a brief explanation that one item was a motion involving a CCD between the University and the general contractor to allow a change directive as to some code issues and efficiently implementing the construction schedule. He added that the second motion had to do with the audiovisual information technology, which had originally been budgeted as a separate item in the construction budget. He noted that to eliminate issues moving forward, Matt Kibbon had proposed a change order that required Board approval because it moved around funds from different accounts.

***MOTION – High Altitude Performance Center - Change Order Motion [7-20-17 @ 9:50 a.m.]***  
Trustee McKinley moved for the UW Board of Trustees to approve a not-to-exceed change order for including the Audio Visual/Information Technology (AV/IT) components of the High Altitude Performance Center. This change order with GE Johnson will be for a not-to-exceed amount of \$882,000.00. It will incorporate the AV/IT components into GE Johnson's Guaranteed Maximum Price; second from Trustee Marsh.

*Discussion by the Board*

Trustee Marsh clarified that the only component was that there would be an increase in the CMAR management fee, which would equate to about \$30,000-\$40,000. Trustee McKinley replied that some people appreciated the net/net calculation, but on a net/net basis, there was still around \$150,000 cost savings with regard to this component from what was budgeted.

Trustee Dave True asked if the same firm would actually be doing the work, but just under the general contractor. Trustee McKinley replied that that was his understanding. Mr. Kibbon added that they would have put out a bid package if the change had not been included, which might have resulted in someone else doing the equipment. He noted that this route would keep everything together and in coordination.

Trustee True asked for clarification that the AV/IT component had not been contracted, even though it was anticipated. He added that since there was not a person who was very engaged, it was a change to the scope of the contract with the general contractor. Mr. Kibbon replied that that

was correct. He mentioned that there was a component that was included in the base contract that was the backbone to the areas where the technology would be on the walls.

The motion passed with a unanimous decision. Trustees Gubbels and Scarlett were not in attendance for the vote.

***MOTION – High Altitude Performance Center - CCD Motion [7-20-17 @ 9:51 a.m.]***

Trustee Marsh moved to allow the Administration to enter into a construction change directive with GE Johnson for the High Altitude Performance Center. The construction change directive is for the state plan code required changes that need to be made for the project in order to allow for timely implementation of the work; second from Trustee Sullivan. The motion passed with a unanimous decision. Trustees Gubbels and Scarlett were not in attendance for the vote.

The Board took a brief break then returned for additional action under the Facilities Committee report.

***MOTION – Easement for Jacoby Walking Path [7-20-17 @ 9:54 a.m.]***

Trustee Brown moved that the University withdraw execution of the Jacoby Ridge walking path easement and direct the University attorney to notify the city that the Board of Trustees has withdrawn execution of that document. This revocation is pending negotiation of a new and improved agreement; second from Trustee McKinley. The motion passed with a unanimous decision. Trustees Gubbels and Scarlett were not in attendance for the vote.

After a brief recess, UW President Laurie Nichols took the opportunity to introduce the new Chief Diversity Officer, Emily Monago, to the Board. She announced that Ms. Monago had just started at UW that week.

Trustee John McKinley continued with the Facilities Committee Report. He noted how there were several specific updates with corresponding motions. He stated that the first had to do with the Housing Plan, which he said had an estimated cost of approximately \$300,000, and that \$160,000 had been authorized, and there was a request for an additional \$140,000, which would get them to the estimated \$300,000. He noted that it was the recommendation of the Facilities Committee to the Board.

***MOTION – Housing 10-Year Plan Funding Authorization [7-20-17 @ 10:24 a.m.]***

Trustee McKinley moved to authorize an additional \$140,000.00 to get the total funding amount for the 10-Year Housing Plan to \$300,000.00; second from Trustee Marsh.

***Discussion by the Board***

Trustee David Fall noted that he was impressed that the legislature had thought that the housing situation at the University was in need of upgrades. ASUW President Ben Wetzel added that through the process of ASUW joining in the allocation of \$60,000, it had been good working with Vice President of Student Affairs Sean Blackburn and Director Webb on moving the program forward. He noted that on behalf of the students, the trustees' efforts were appreciated.

The motion passed with a unanimous decision. Trustees Gubbels and Scarlett were not in attendance for the vote.

Trustee John McKinley noted that the next item was regarding the AMK Ranch, which was real property that the University had the pleasure of using inside Teton County. He added that the administration, through Vice President of Administration Bill Mai and Vice President for Research and Economic Development Bill Gern, had been working with the Park Service regarding several issues on the AMK Ranch. He noted that one of the issues was the roof upgrade on a building and other upgrades that would be done at the same time. He stated that there was also a need for wastewater facility improvement and fresh water facility improvement, as well as fire suppression. He added that it was property owned by the Park Service that had been used by the University as a Research and Economic Development office. Trustee McKinley continued that it was used by other universities around the United States, and there was no need for a specific motion. He noted that the importance of the update was to make the Board aware of the roof replacement costing around \$320,000-\$340,000, which had already been authorized by the Board. He noted that it would happen in the coming fall once all the researchers had left.

Trustee McKinley added that Vice President Mai and General Counsel Tara Evans would be negotiating with the Park Service for a permit extension, to address the timing of receiving funds and the work for the wastewater and fresh water facilities. He anticipated a report back from Vice President Mai and General Counsel Evans at the September meeting in regards to the permit extension. He noted that the extension would include the remaining years on the current permit and an additional 10-15 years.

*High Bay Contingency Request, Mai*

Trustee John McKinley noted that the next item was regarding use of contingency funds for laboratories at the High Bay Research Facility. He reminded the Board that there had been certain items that been funded out of the remaining contingency funds out for the High Bay Facility. They are now at a point where they have been able to collect the remaining contingency funds available.

***MOTION – Contingency Funds for use at High Bay Research Facility [7-20-17 @ 10:33 a.m.]***

Trustee McKinley moved to approve the recommendation of the Facilities Committee that the University of Wyoming be authorized in using \$2,645,615.00 of Owner's Construction Contingency to fulfill the faculty member requests to finish outfitting the laboratories; second from Trustee Fall.

*Discussion by the Board*

Trustee McKinley noted that with the motion it would lead the balance of the contingency account at approximately \$733,000.00. Vice President Mai noted that two items were changed from the list that was provided in the packet. He noted that, in addition, about \$250,000.00 on the machine shop equipment was related to Dr. Piri's work and other engineering work. He added that the oil barrel modular storage piece was a preliminary estimate, and that was about \$340,000.00 higher than estimated. He noted that he had brought this up because the initial discussion about how to balance it was that it would have to come from other items. He added, however, that the building was functioning so well that they did not believe that they needed to hold onto the excess money. He stated that they were revising how much they thought they needed in the contingency fund.



The motion passed with a unanimous decision. Trustees Gubbels and Scarlett were not in attendance for the vote.

*Exterior Design of Engineering Building, Mai*

Trustee John McKinley noted that the last item from the Facilities Committee had to do with the Engineering Building, and he requested that everybody look at the list that was passed out previously [See Trustee Board Report]. On that list were the issues #4, 5, 6B, 7, 8, 9, and 10. Those were the narratives as to what the Facilities' Committee action were in June, and their recommendations. It had been discussed yesterday because the architect had provided them the new exterior schematics, and that was the second document.

Trustee McKinley noted that when looking at the elevations on the second document, there were certain things that were important to understand, including that on page one, the two schematics on the far left, were the west and east elevations. He added that directly under that, in parentheses, it said "Recommended". He noted that this was not the recommendation of the Facilities Committee, the University, or the Administration, but rather it was the recommendation of the architect. He noted that on page two, in the left margin of North and South elevations, it was the same thing. He also noted that there was another recommendation from the architect on the fourth page, where it listed "Typical Bay with Fins and without". He stated that, in addition, on the very last page where it said "Stone 3", there was actually a recommendation from the Facilities Committee.

Trustee McKinley discussed the background that the exterior was not to change without Board approval, but they had been made aware of the fact that there were changes made to the exterior at the May Board meeting. He noted that some of the changes were so far along in the construction stage that they could not change back to the original design. He noted that the Facilities Committee tried to analyze the changes that could be made to get them as close as possible to the original approved design.

Trustee McKinley noted that the first change was issue #4, which involved raising the outside column so that it was closer to the original elevation approved by the Trustees. He stated that because of the timing of this, changing back to the original would result in an additional cost of \$25,000.00. He added that the Facilities Committee recommended approval of that.

Trustee McKinley commented that the next item was issue #5, and in regards to page one, they were trying to get it back to the original design. He added that issue #6B involved changing the stone, and on the last page with the schematics, the issue regarded using cleft face or smooth cut stone on the base layer. He noted that it was the recommendation of the Facilities Committee to go with the smooth cut stone, which was pictured on the left side of the drawing.

Trustee Jim Rose commented that the primary reason for that recommendation was that it provided a consistent and constant base for the building, and it would save some costs. He added that most importantly, the overall appearance of the building would be more unified. He noted that it was his recommendation to use the smooth stone. Trustee President John MacPherson asked if that was the stone that the architect added for \$400,000. Trustee McKinley replied that it was with that issue, and it would be a cost savings of around \$420,000.00 going back to the original.

Trustee McKinley noted that the next item was issue #7, which was the north elevation, which was shown on pages 2 and 3. He stated that the committee recommended leaving it as designed and not going back. He noted that in regards to the south elevation, there was a recommended change that was shown on page 2, and that it had to do with the curtain wall height, with a goal of getting it closer to the original design. He added that issue #9 dealt with the Penthouse, as there was concern that it had changed, but he noted that it had not changed in regards to its design. Trustee McKinley then said that the next item involved the aluminum fins, which they had an interesting discussion over. He noted that originally, the exterior was designed and approved with stone fins. He added that the architect changed it to aluminum fins, and after discussion with the Facilities Committee, it was recommended that the aluminum fins came off. He stated that the construction project was too far along to go back to the stone fins. He also discussed the walking tour he had taken of the projects and what he had seen. He noted that the best alternative for the University would be to do the regular mullions.

Deputy Director of Facilities Construction Matt Kibbon provided a further explanation on the fins between the RAC2 building and the Engineering Building. Trustee Tully asked if the fins were just aesthetic or for another purpose. Deputy Director Kibbon replied that the fins were aesthetic.

Trustee MacPherson asked if the Exterior Committee had considered any of the issues. Trustee Kermit Brown replied that they had, and the recommendations made by Trustee McKinley were the result of those deliberations.

***MOTION – Engineering Building Exterior [7-20-17 @ 10:57 a.m.]***

Trustee McKinley moved to recommend the full Board's approval of the changes to the Engineering Education and Research Building exterior as presented and recommended by the Facilities and Contracting Committee, items issue #4-issue #10 in the materials; second from Trustee Brown.

***Discussion by the Board***

Trustee Dave True asked who would bear the cost since the architect made those changes without being authorized. Trustee McKinley replied that some of the changes were cost savings, while some would be additional costs. He noted that changing the stone would be a cost savings of about \$420,000.00, but going back to issue #5 would cost them about \$500,000.00, so there would be a positive cost to the University in regards to those changes. He added that there was an Executive Session in the Facilities Committee the day before regarding the issue on the costs, and the General Counsel's office was working with Vice President of Administration Bill Mai to get a better handle on the costs. He noted that they would be giving an update to the full Board in Executive Session the next morning regarding this issue because it fell into the category of potential litigation with regard to the changes in the exterior design.

Vice President Mai added that the costs savings was item #5. He noted that they were looking at known savings around \$400,000.00.

The motion passed with a unanimous decision. Trustees Gubbels and Scarlett were not in attendance for the vote. *[Final approved documents to be inserted.]*

Trustee McKinley thanked the Administration for their work on these matters.

AGENDA ITEM TITLE: **Vice President and Dean Search Committee Update**, True  
*Updates on Searches*

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other                      Specify:

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MINUTES OF THE MEETING:

Trustee Dave True noted that regarding the Vice President and Dean Search, as far as the committee was concerned, there was one active search going on, which was for the Honors College Dean. He added that that search process was progressing well. He reminded the Board that the instructions for the search committee were to have an internal search of the University for candidates, and he noted that the chair of the search committee had reported that there were eleven applicants from internal sources. He stated that they had identified six applicants for further evaluation, but one of the six withdrew for another opportunity. He added that the five were evaluated, and it had come to the point of narrowing it down to three candidates. Trustee noted that they were in the process of scheduling on-campus interviews, which would take place the current and upcoming week. He added that they hoped to have the full list of strengths and weaknesses to Provost Kate Miller by the end of the month. He noted that the process went well, and he had not received an e-mail from the search committee chair listing the three finalists.

Trustee David Fall asked how it was decided to do an internal search instead of going external. UW President Laurie Nichols replied that it was a call that the University could make if they would like an open and competitive internal search or an open and competitive external search. She noted that the Honors College was a brand new college on campus. She added that the current director had indicated that she would like this past year to be her last year so that she could return to her home department. She noted that because that position was becoming available at the same time that the college was being created, they had seen it as an excellent opportunity for upward mobility of some of the strongest on-campus leaders. Trustee Fall noted his support.

Provost Kate Miller mentioned that they also had a search going for an Associate Vice Provost for Graduate Education, as they were trying to reinstitute stronger support for Graduate Education at the University. She added that in addition, an Associate Vice Provost and a Dean had some similarities in terms of the administrative talent that was required. She added that when there was an opportunity to look internally, it would be her preference. She stated that based on the talent that she had seen around the University, she made the decision to look for those two positions internally. She added that before the first of September, they would be working on two external searches for the Dean of Health Sciences and the Dean of Business.

AGENDA ITEM TITLE: **UW Regulation Review Committee**, MacPherson

CHECK THE APPROPRIATE BOX(ES):

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

*UW Regulatory Structure Review Update*, Evans

General Counsel Tara Evans provided an update on the process and status, noting that the committee was on Section IV, Diversity and Equal Opportunity. She added that it had been endorsed by the President and by the Regulation Committee. She noted that it had also gone out to the Senate and comments were due in August, she added that she hoped they would be bring the first new section to the Board in September.

Trustee Jeff Marsh asked to clarify what Section IV was regarding, to which General Counsel Evans replied that it entailed Diversity and Equal Opportunity. Trustee Marsh asked if there had been a chance to meet with Chief Diversity Officer Emily Monago, to which General Counsel Evans replied that there would be time for her to review the documents during this process.

*New UW Regulation (Naming of University Facilities, Programmatic Units, and Funded Academic Honors)*, Nichols/Miller/Blalock

Trustee President John MacPherson noted that the first item of business was a new UW Regulation, which was the Naming of the University Facilities. He referenced the packet on page 16 [See Trustee Board Report] and stated that the Regulations Committee had reviewed and recommended the document for approval. He added that UW President Nichols and Vice President for Institutional Advancement Ben Blalock had worked on the document.

Vice President Blalock commented that he was very pleased with the process and that philanthropic support was often tied to this. UW President Nichols added that this had gone through an extensive vetting process, and they had received some very good feedback, which they were able to integrate into the policy.

***MOTION – UW Regulation 1-104 - Naming of the University Facilities [7-20-17 @ 11:05 a.m.]***

Trustee Baldwin moved to approve implementation of UW Regulation 1-104, which establishes a policy and process for Naming the University Facilities, Programmatic Units, and Funded Academic Honors; second from Trustee Bostrom. The motion passed with a unanimous decision. Trustees Gubbels and Scarlett were not in attendance for the vote.

*Honors College (UW Regulation 1-1)*, Miller/Evans

General Counsel Tara Evans commented that the Board had approved the establishment of an Honors College, and this regulation would implement that. She noted one change on page 7 or 8

in the Trustees Board Report [See Trustee Board Report], which added the word “Honors” to the list of colleges.

***MOTION – UW Regulation 1-1 – Honors College [7-20-17 @ 11:06 a.m.]***

Trustee Baldwin moved to authorize the changes to UW Regulation 1-1 as presented to the Board in the attached redline version of the regulation [see Trustee Board Report]; second from Trustee True. The motion passed with a unanimous decision. Trustees Gubbels and Scarlett were not in attendance for the vote.

***Search Committees (UW Regulation 1-102 (P)), Nichols/Evans***

Trustee President John MacPherson noted that the final item was the amendment to the current Search Committee Regulation, 1-102 (P). He stated that it amended the current regulation dealing with deans and vice president search matters, and it appeared on page 45 of the Board Report [See Trustee Board Report]. He added that that regulation had been reviewed by the Regulations Committee and Trustee Dave True and his committee. He stated that it was an attempt to address some of the concerns UW President Nichols brought to their attention. Trustee MacPherson noted that it was the recommendation of the UW Regulation Review Committee to adopt the changes to the regulation as appeared on page 45 of the Board Report.

***MOTION – Regulation 1-102 (P) – Search Committees [7-20-17 @ 11:13 a.m.]***

Trustee Baldwin moved to authorize the changes to UW Regulation 1-102 (P), as presented to the Board in the attached redline version of the regulation on pages 45-50 of the Board Packet; second from Trustee Bostrom.

***Discussion by the Board***

Trustee True noted that he thought the revisions were good and that they did not take away from the original intent of the action. He asked about whether or not they should catch all in the saying “and other offices of similar status” in Section VII, which started on page 49 [See Trustee Board Report]. He added that when there was a specific list, amendments might be needed later on. General Counsel Tara Evans noted that she was happy to do the pleasure of the Board. She wanted to clarify that they were not going to get confusion as to what positions needed to come in front of the Board. She clarified that Trustee True had meant to say “additional vice presidents or deans”.

Trustee True clarified by asking if they would be comfortable in their legal capacity to add the language “and other vice presidents and deans”. General Counsel Evans replied that she would be comfortable with that.

ASUW President Ben Wetzel recommended saying “or other positions deemed necessary by the Board of Trustees or President.” General Counsel Evans noted that they are trying to make it very clear for both the administration and the Board of Trustees, which positions had to go through the committee. She said, therefore, that she did not want to create any confusion in terms of that. She noted that adding the other vice presidents or deans was not a problem. She added that she did not think that it would be too difficult to amend it down the road if needed.

The motion including the additional changes passed with a unanimous decision. Trustees Gubbels and Scarlett were not in attendance for the vote.

AGENDA ITEM TITLE:

**Revised and Updated MOUs for the Eastern Shoshone and Northern Arapaho Tribal Business Councils**

CHECK THE APPROPRIATE BOX(ES):

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

University President Laurie Nichols provided an explanation as to why this item was before the Board. She noted that in 2003, past University President Phil Dubois had signed MOUs with both the Eastern Shoshone and Northern Arapaho Tribes to begin to facilitate a stronger relationship. She added that in meeting with the Business Councils of both Tribes, they had requested updates to their MOUs. She noted that since then, there was a group on campus working on numerous drafts, now in the position to share it externally.

UW President Nichols added that in the upcoming week after meeting with the Tribes, they would share the draft with them and request their feedback. She noted that once the University received feedback, they would implement it and hopefully have an official signing at the end of September.

Trustee President John MacPherson noted that he supported anything they could do to help either of the Tribes.

AGENDA ITEM TITLE: **Medical Education/Residencies**, Asay

CHECK THE APPROPRIATE BOX(ES):

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

Ms. Meredith Asay gave the Board an overview of the history of the medical education residencies at the University of Wyoming. She explained that the medical education, which had been noted as Budget 167, was a portion of funding provided to the University through their block grant. Ms. Asay added that in 2012, the medical residencies that were housed in the medical education program were asked by Governor Mead during their budget discussion to look into different ways to provide clinical services. She added that his request was based on the funds they were receiving and were expected to receive for their clinical services. She stated that by restructuring their funding model, they could have less of a reliance on state general funds. She noted that as members of the College of Health Sciences explored the potential options, it was decided that they would seek the federal designation of Federally Qualified Health Center Look-a-Likes (FQHC). Ms. Asay continued by explaining that this designation would provide the clinics with increased benefits of Medicaid and Medicaid reimbursement, the opportunity to open a pharmacy, and access to federal grants. She added that UW and the Education Health Center Board of Wyoming oversaw the two clinics in Cheyenne and Casper. She noted that they were co-applicants to the federal government for the clinic designation, which had been received in 2014.

Ms. Asay stated that when the 2016 budget session began, the Cheyenne Clinic was short over \$2 million. She added that Governor Mead had said that these clinics and UW needed to continue to work towards self-reliance. She explained that at this time, the Wyoming Department of Health did an independent study of the residencies and submitted their findings to UW, the Legislature, and the Governor. Following this study, it was decided that the co-applicants for the FQHC should apply for a grant to open a new access point clinic in Albany County. She stated that these clinics' existence was approved with the understanding that this clinic would never spend state monies nor combine budgets with the other two clinics already in existence. Ms. Asay added that the full FQHC status had been awarded to all three medical education clinics in the State in the spring of 2017, noting that this was the step above the look-a-like status which would allowed the clinics to apply for additional federal grants. She noted that since the clinics had received this designation, the College of Health Sciences leadership team had been meeting with the Education Health Center Board to work through a number of problems that had been presented with the clinics in the past.

Ms. Asay explained that to maintain the FQHC full status there were a number of bylaws and regulations that were to be followed, which these governing bodies were working to uphold. She noted that the governing bodies had recently attended a retreat where they had set out guidelines

for how to most efficiently run the clinics together, including further budget discussions. Ms. Asay added that the clinics would be requesting legislative approval to allow additional flexibility within the 167 budget that was currently associated with the UW Block Grant. She explained that a part of this conversation would include when it would be appropriate for the residencies to begin fully self-supporting.

Ms. Asay added that there had been a soft review of the clinics regarding their compliance with FQHC regulations, and the clinics were currently working through the report they had received to fix any compliance issues. She added that in the coming months there would be a request submitted to fill the CEO position over the clinics that had been left vacant by Dr. Kevin Murray upon his departure from UW. General Counsel Tara Evans added that to better support the governance of the residencies and clinics, UW would work to draft an MOU to clarify the roles of UW and the Education Health Center Board.

Trustee Michelle Sullivan asked if there were any findings in the report from the soft review that would jeopardize the funding of the clinics based on their FQHC status. Ms. Asay explained that one finding from the soft review was the Education Health Center Board make-up. She noted that the board was supposed to be representative of their patients, with 51% patients on the board. She explained that this was not the current make-up of the board and noted that it would need to be adjusted to meet those requirements. She added that the presence of the Albany County Clinic and Student Health in Laramie was briefly discussed, and the Division of Student Affairs was tasked with further exploration of that relationship.



AGENDA ITEM TITLE: **Outreach and International 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 directed the members of the Board to page 77 [See Trustee Board Report], which focuses on the reorganization of Academic Affairs that was discussed at the March Board Meeting. She explained that this reorganization had taken place in an effort to improve efficiency and the work being done within the unit. Provost Miller noted that the transfer of enrollment management, scholarship and financial aid, and the registrar's office had been successful, adding that there had also been a successful search for an Associate Vice President for Enrollment Management. She explained that the most challenging aspect of the reorganization was the redistribution of the functions of the Outreach School, while directing the Board to a slide presented in the Board report that outlined the specifics of that redistribution [See Trustee Board Report].

Provost Miller explained that this redistribution had allowed for the creation of the Office of Global Engagement, which was continuing to develop. She added that this redistribution had also provided the ability to streamline the functions of UW Casper and the regional centers across the state. Provost Miller finally addressed the Outreach Credit Programs. She stated that there would be a transposition to have a distance education support group that would assist in the transformation of the distance education experience for all students through the use of innovation centers. She noted that as this process was implemented over the next year, Mark Lyford would serve as the Executive Director, with his goal being to drive the organization by the student learning experience. Provost Miller explained that this process would also include an assessment of the Writing Center and Ellbogen Center for Teaching and Learning to make sure that these two areas were achieving what they needed to fully support the student experience. She explained that she hoped that all the efforts towards bettering the distance education at UW would allow all students to feel more connected to UW. Provost Miller explained that there would be a retreat to look closer and think about the mission of UW Casper with respect to international programs, which would include a search for an Associate Vice President of Global Engagement that would serve UW and UW Casper.

Trustee John MacPherson asked if outreach students would have access to advising services that students on campus received. Provost Miller stated that she was working with Jeff Edgens at UW Casper to better use the Regional Centers so that all UW students across the state could have access to the advising that they needed to grow within their programs. She added that currently UW's

distance education was down about ten percent, noting that the capacity for distance education would play a role in the capacity study for UW.

Trustee Michelle Sullivan asked how this large transition was going as Academic Affairs worked to integrate so many different areas across campus. Provost Miller explained that this transition had allowed Academic Affairs to implement some stability into a number of processes, but it was a drastic change and would require time to be completely worked out. Trustee Sullivan stressed the importance of the relationship with UW for its long-term success. Provost Miller stated that in previous years, there had not been a strong vision for how UW Casper should function. She noted that the upcoming retreat that she had mentioned previously would allow that vision to be created. She mentioned that all efforts to improve distance education were to better UW and to grow enrollment in those programs from students who might have previously chosen to attend other universities based on their distance education programs.

Trustee Dave True expressed concern regarding the group that was planning to make decisions about the future of UW Casper. He explained that there was a great deal of history surrounding UW Casper and that information needed to be understood before large-scale decisions were made. Trustee True explained that there had previously been a push for another four-year institution in Casper, so it would be important for UW to continue to support Central Wyoming through the UW Casper facility.

Provost Miller stated that she understood the sensitivity that this topic deserved and added that a part of this retreat would be to have the people from Casper tell their story and give their perspective. She added that she was open to any suggestions on the structure of the retreat. She noted that the members of the Board complimented the amount of change that had been implemented over such a short period.

AGENDA ITEM TITLE: **Capacity Study**, Nichols/Miller

CHECK THE APPROPRIATE BOX(ES):

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

University President Laurie Nichols directed the members of the Board to page 79 of their Board materials, where details regarding the Capacity Study began, including the Request for Proposal that was issued for the capacity study [See Trustee Board Report]. She continued by noting that the scope of work for the capacity study was found on page 90. UW President Nichols stated that at the conclusion of the Legislative session, there had been a discussion regarding House Bill 189 that suggested reduced tuition for Colorado and Nebraska students. She added that it was clear that there was interest in the idea and added that this gave the Board of Trustees some time to decide how they would like to proceed.

UW President Nichols stated that following the Legislative Session and discussions with the Board, it was decided that UW would retain a company to perform a robust capacity study. She noted that this study would achieve a two-fold objective, the first being to figure out the actual capacity of the University of Wyoming, which also included some online course components. UW President Nichols added that the first part of the study would contain an analysis of where the University's resources were and what the capacity could reach if those resources were not dramatically increased. She added that the second-fold of the study would be to better understand what the margin of cost would be to UW if tuition was reduced for Colorado and Nebraska students.

UW President Nichols explained that following the March Board of Trustees meeting, she informally reached out to a few different firms and received information that assisted in the creation of the RFP. She noted that the RFP deadline for proposals would be August 7, 2017, and after that date, UW would begin working on an evaluation and select a firm.

Trustee Dave Bostrom congratulated UW President Nichols and Provost Miller on this effort, noting that the question of UW's true capacity had been asked about for years but there was never a solid answer provided. He stated that finally getting this answer would be very educational for the members of the Board and would allow UW to build a real business plan on what the University would look like going forward. Trustee President John MacPherson added that this process would also provide the Board with solid information by which they could move forward with actionable items.

Trustee Kermit Brown asked what the marginal cost of enrolling students at UW during the summer months would be and what the productivity of the campus should look like during those summer months, as well as the five-week winter break. He suggested that these questions also be explored through the capacity study. Trustee Brown mentioned that it had been stated that other institutions charged higher tuition in the hopes of graduating students in the four-year period, or even the potential three-year period.

Provost Miller stated that the concerns presented by Trustee Brown would be addressed over the coming year as this study was conducted. She added that the current structure for summer school courses at UW was not being utilized to its full capacity. Provost Miller explained that providing additional summer school opportunities and suggesting students take 15 credit hours per semester allowed for more students to graduate in a four-year period.

UW President Nichols asked Trustee President MacPherson if he would like to appoint a member of the Board to sit on the evaluation committee for proposals that UW would receive. He stated that any member of the Board was welcome to volunteer to assist in the evaluation of these proposals. Trustees Dave Bostrom and Kermit Brown volunteered to sit on the committee.

Trustee John McKinley stated that based on the action of the Legislature during its most recent session, it was important to move forward with the process in a timely manner so that it could be presented to the Legislature during its upcoming session. He noted that this topic should be addressed during an in-person Trustees meeting, in the hopes that once a firm had been selected, a timeline on when information would be shared back with the administration could be created, as this was a time sensitive topic. UW President Nichols echoed these comments and added that this information could assist with setting tuition for the following year. She noted that this information would need to be received by UW no later than January.

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

CHECK THE APPROPRIATE BOX(ES):

- Work Session
  - Education Session
  - Information Item
  - Other                      Specify: Committee of the Whole (Items for Action)
- 

MINUTES OF THE MEETING:

University President Laurie Nichols and Provost Miller provided the Board with an update and final proposed Strategic Plan for approval by the Board. UW President Nichols noted that there had been minimal changes since the May Board of Trustees Meeting. Provost Miller began by presenting the goals and key indicators that would be set as the Strategic Plan of the University over the next five years. She explained that there were four goals, with actionable items and key performance indicators attached that made up the final Strategic Plan. Provost Miller explained the first two goals and their key indicators to the Board.

Provost Miller added that many of the goals of the Strategic Plan would allow the University to compare more productively to its near and stretch peers. She noted that the first goal of the Strategic Plan was focused around the scholarship of the faculty and the external relation of their scholarly work. Provost Miller explained that one aspect of this goal was to increase the amount of new research awards and how much research was produced yearly to increase by 8.5 percent to close the gap between UW and its close and stretch peers. She added that this also included creating, modifying, and eliminating degree programs to better serve the University's needs while creating a more dynamic university moving forward. Provost Miller noted that one aspect of this first goal was to enhance UW's local and global relevance. She stated that UW was currently ahead of its peers in terms of international students attending UW, which enhanced the overall student experience at UW.

Provost Miller explained that only about 6 or 7% of the University population was made up of international students, but she added that it was the hope of the Strategic Plan to increase that number. She noted that in addition to working to increase the international student population, there would be an effort to grow the graduate student enrollment as well, through a new graduate education office to provide better support for graduate students. Provost Miller stated that the final component of the first goal was to increase the number of students and faculty who participated in study abroad programs on campus, adding that UW was fortunate to have the Cheney Endowment to assist with this effort. She added that that endowment would be used more strategically in the future.

Trustee Kermit Brown asked how the Strategic Plan was going to address domestic exchanges that students could participate in through the endowment. Provost Miller stated that that aspect had

not been addressed during the strategic planning process, but she would give the issue some additional thought.

Provost Miller addressed the second overarching goal, which focused on UW students preparing to pursue a productive, engaged, and fulfilling life, while succeeding in the economy. She noted that the first metric that would be addressed in achieving the goal was to grow the enrollment at UW to a target of 13,500, which might be altered based on the outcome of the capacity study. Provost Miller addressed the slide example, "Grow Enrollment". She noted that this slide addressed where UW was in comparison to its close and stretch peers in terms of enrollment. She added that it was also the goal of UW to increase the number of transfer students from 1,000 to 1,200. Provost Miller noted that the goal included growth of underrepresented students, which currently were 13% of the student population. She explained that this goal would also include improvements in retention of students from their freshman to sophomore year. Provost Miller summarized that this goal also included the 10-year housing plan and student participation in support services provided on campus.

Trustee John McKinley suggested that for student participation in support services that Academic Affairs look at a model, such as the one in Athletics that included mandatory tutoring for students. He explained that often times, students saw improvements after engaging with these services.

Provost Miller added that the final component of this goal was the creation of an experiential transcript that would allow for students to document other experiences outside of their standard education. She provided that this type of co-curricular transcript could assist students upon graduation to better represent themselves in the job market. Provost Miller explained that this would also allow the University to assist students who received these experiences through study abroad programs, research experiences, etc. She added that this process would also include a better tracking system to track graduates once they had left UW.

UW President Nichols presented the third goal of the Strategic Plan, which was to improve and enhance the health and wellbeing of communities through outreach and engagement. She explained that this meant engagement with the economy of the state, the community colleges, tribes, and alumni to build those connections and foundations. UW President Nichols explained that this goal would be to work towards achieving the Carnegie Community Engagement Classification. She explained that the University's goal was to achieve the highest status that designated UW as engaging through a combination of institutional curricular engagement and outreach and partnerships.

UW President Nichols explained the fourth and final goal that assures strength and stability for the University through human, intellectual, financial, structural, and marketing resources. She explained that this goal would require the University to conduct surveys to understand what needed to be strengthened across campus. She added that specific goals would be implemented surrounding revenue totals. UW President Nichols noted that this component of the Strategic Plan allowed UW to launch a capital campaign to start fundraising for specific purposes. She added that this goal would allow UW to continue to its move towards a decentralized budget.

UW President Nichols explained that if this document were approved, there would be promotion done around unveiling this document to campus, including a nice booklet and an updated website that had been created through Institutional Communications. She added that an annual report would be published to keep the campus and the Trustees apprised of the progress being made towards each goal. The members of the Board suggested that the annual report be given during the out-of-town meeting each year to provide a consistent reporting time.

***MOTION: University Strategic Plan*** [7-21-17 @ 10:15 a.m.]

Trustee Fall moved to approve the *Breaking Through: 2018-2022 – Strategic Plan for the University of Wyoming*; second from Trustee Marsh. The motion passed with a unanimous decision. Trustees Baldwin, Gubbels and Scarlett were not in attendance for the vote.

AGENDA ITEM TITLE: **UW Trustees Education Initiative Proposals**

CHECK THE APPROPRIATE BOX(ES):

- Work Session  
 Education Session  
 Information Item  
 Other                      Specify:
- 

MINUTES OF THE MEETING:

Trustee Dave Bostrom provided the Board with a brief overview of the proposal for the virtual classroom apparatus for the Trustees Education Initiative. He explained that this avatar style classroom would give students who are new to the College of Education and those who are in their junior and senior years the ability to understand what it is like to be in a real classroom. Trustee Bostrom added that this environment also provided students with the ability to decide if they were truly meant to be teachers based on their personalities and ability to adapt to the situations presented in this virtual format.

Executive Director of the Trustees Education Initiative Rebecca Watts added that this virtual reality apparatus also gave students the ability to practice scenarios with parent-teacher conferences and meetings with school administration. She added that there was an actual person who controlled the avatars within the apparatus. Executive Director Watts added that these simulations were critical to the overall learning experience, since professors had the ability to debrief with the students following the simulation to understand what was done well and what could have been improved. She added that it was possible for this apparatus to be projected on to the CAVE walls in the School of Energy Recourses as well. Trustee Bostrom then led a simulated classroom for the members of the Board to experience the apparatus. Executive Director Watts then gave an overview of the planned implementation of the system if the Board approved the system.

Trustee Jeff Marsh asked about the placement of teachers across the state for the student teaching experience. Trustee Bostrom explained that this was one aspect that was a high priority of the initiative. He added that the placement of teachers in student teaching positions in the state was an area where UW needed additional assistance. Trustee John McKinley asked how the Executive Director expected this apparatus to be integrated into the curriculum in the College of Education. Executive Director Watts explained that there was a set implementation plan, which included a set of performance metrics to measure the success of the apparatus implementation. Trustee Bostrom added that the council for the initiative would monitor the success of the proposal as it was implemented. Executive Director Watts added that the Board would find a section of the proposal where a grant that the initiative would apply for was outlined to support the work done within the College of Education and for the support of the implementation of the proposal.

***MOTION: Trustees Education Initiative Proposal*** [7-21-17 @ 10:51 a.m.]



Trustee Bostrom moved to approve the Trustees Education Initiative Proposal 2017-01 for implementation by the College of Education from August 2017 through June 2020, with \$206,580.00 in funding provided through the Daniels Fund grant to the Trustees Education Initiative and by other grant sources to be garnered; second from Trustee Fall. The motion passed with a unanimous decision. Trustees Baldwin, Gubbels and Scarlett were not in attendance for the vote.

Trustee David Fall added that the goal of this initiative was to increase the number of students going into education at the University of Wyoming, who then were hired back into the schools across the state. He added that currently there were not enough opportunities for new teachers to get engaged upon arrival in their new school districts, and that fact should be taken into consideration as this initiative moved forward. He suggested that the initiative worked to provide more information to the school districts and school boards across the state. Trustee Fall added that there should be immediate goals to be achieved including increased communications with the schools across the state regarding the work being done to better prepare teachers to enter the workforce. Trustee John MacPherson stated that he had added an annual update on the Trustees Education Initiative to the list of items to be discussed during the out-of-town meeting each year.

**Friday, July 21, 2017**

**Business Meeting**

Western Wyoming Community College, Room 3650

The business meeting was called to order at 10:55 a.m.

**Roll Call**

Secretary for the Board of Trustees Jeff Marsh took roll.

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

**Approval of Board of Trustees Meeting Minutes**

***June 7, 2017 Board of Trustees Meeting Minutes***

Trustee David Fall moved to approve the Board of Trustees June 7, 2017 public session and executive session conference call minutes; seconded by Trustee True. All trustees were in favor, the motion passed unanimously. Trustees Baldwin, Gubbels and Scarlett were not in attendance for the vote. *Approved 7-21-17 @ 10:56 a.m.*

**Reports**

***ASUW***

ASUW President Ben Wetzel shared updates about the summer, noting that he and Vice President Welsh had been making their reports around campus and meeting with many of the departments to discuss the upcoming year. He noted that they had had twelve successful orientation sessions, while also bringing in the largest class to the University. He stated that they were working on repurposing their financial policies, addressing their foundation accounts, and looking at how fees could be utilized quickly and efficiently. He commented on the earlier conversation and the University's goal with the reorganization of Outreach and stated that they were working on making sure that Outreach students felt included in the University of Wyoming community.

ASUW President Wetzel also shared three University wide initiatives that they were working on with Vice President of Student Affairs Sean Blackburn. He added that with the mandatory student fee process, they had some outlining documents that look at it, but it was not written into an official policy yet. He noted that they were also working on a Student Dedication of Excellence in order to revitalize the dedication that students bring with them to campus.

ASUW Vice President Jaynie Welsh mentioned that she was co-chairing the tentatively named Campus Pride and Traditions Committee with Toby Marlett of the Foundation. She noted that the goal of the committee was to bring one solid tradition to campus for first-time students to experience, whether they were freshmen or transfer students, and it would tie in at their

commencement. She noted that they assembled a committee of faculty, staff, alumni, students, and UW President Nichols, and they were hoping to have a general plan by October of this year to be able to implement it on campus.

ASUW President Wetzel ended with how they had expanded the ASUW staffing inside the office so that they were using every inch of space.

#### *Staff Senate*

Staff Senate President Rachel Stevens noted that she had several items to go over. She first referenced the handouts that were provided (*to be inserted*) showing the allocation of Staff Senators on campus, as they had received many questions about how that worked. She then noted that she included the May and June newsletters to provide a glimpse of what activities they were involved in and what news they were reporting to the staff. She added that in regards to the next item, they started a new program in May called the “Tip of the Hat for UW Staff”, and she included the first three weekly emails to provide a sense of how many and what kind of tips they were receiving per week. She mentioned that the last page provided a list of the sponsors for the program.

Staff Senate President Stevens proceeded to mention that she included a staff profile because they were in the process of establishing a staff scholarship on campus. She noted that they were hoping to be able to build up a \$25,000 endowment in about a year. She added that one of the marketing tools they would be using was the staff profiles that would provide information on the staff members around campus who were taking courses or completing degrees. She added that the last item was their report and recommendations on staff compensation. President Stevens provided some background on how staff compensation worked on campus since there had been some misconceptions. She noted that there were also recommendations that did not deal with compensation directly but were about classification. She added that the Staff Senate continued to meet over the summer on a monthly basis. She stated that they held their retreat in June and talked about what their goals and priorities were for the coming year.

#### *Faculty Senate*

Faculty Senate Chair Michael Barker noted how the last few years had been tough on the staff and faculty with budget cuts, loss of benefits, pooled resources, and more recently, a capture of reserve accounts, which had made it difficult to maintain high quality programs. He mentioned how it was no fault to the Board of Trustees, or the administration, but it was due to the circumstances. He reminded the Board that as leaders of the University of Wyoming, they had a responsibility to try to help the staff and faculty so they could maintain excellence and achieve greatness. He noted that the faculty had faith in President Laurie Nichols and her leadership of the University. They also had faith in Provost Kate Miller and her Strategic Plan.

Faculty Senate Chair Barker mentioned how his plan as Chair was to refocus the faculty on their task and line of authority. He noted he was going to attempt to get the faculty to work with Academic Affairs to complete the work that needed to be done, including revising their regulations by July 2018, which would be a huge task. He added that there would be two meetings per month this upcoming year, along with having regulations sent directly to the Faculty Senate so that the

process could be more timely. He also mentioned that he was going to take a deep look at the Faculty Senate Bylaws. He added that other issues they would work on included their Graduate Counsel working with the new Associate Vice Provost in the development of the Graduate School. He noted that their Academic Planning Committee would be working with Associate Vice Provost Alexander to get Honors College programs approved. He then mentioned that the Faculty Development Committee would possibly look at the faculty sabbatical requirements and criteria to enhance the experience for the faculty members and the University. He noted that the final item the Faculty Senate would possibly look into was how the Professor at Practice position had been working and improvements that could be made.

Faculty Senate Chair Barker mentioned one last issue in regards to the first authority they held, the welfare of the University communities. He talked about it in terms of the recent Board of Trustees' decision to capture the reserve cash accounts. He noted that the Faculty Senate understood that the Board of Trustees held judiciary responsibility for the University. He claimed that the issue was not the money, but it was the fact that the Board made the decision against the advice from the President. He noted that the relationship between the University President and the Board of Trustees was essential for the health and wellbeing of the University at that time. He believed that the controversy between the Board and the President came at a bad time and caused instability, while the University needed stability. He stated that after the experiences that the University had gone through over the past few years, the relationship between the Board of Trustees and the President was truly essential for the welfare of the University. He wanted to bring this to the attention of the Board to let them know that the controversy had a negative impact on the University community.

### **Public Testimony**

There was no public testimony.

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

#### **Board of Trustees Committee Reports**

*[Note- Most committees of the Board provided updates during a regular work session of the meeting. Those listed below provided an additional report during the regular Business meeting.]*

#### **Liaison to Other Boards**

- *Foundation Board – Jeff Marsh & Dave Bostrom*

Vice President for Institutional Advancement Ben Blalock provided an update on the Foundation Board. He noted that it had been a very good year. He explained it was because the five-year fundraising average for the University was \$53.7 million. He noted that this was important for the year because they did not have the clarity of some key projects. He added that fundraising success would always be tied to key projects, but the past year did not provide many key projects due to the change that the University was going through. He added that they were still able to raise over \$50 million. He added that as he had worked with President Laurie Nichols and Provost Kate Miller, they had identified a number of key projects for the upcoming year. He noted that one of the goals they had was to get their fundraising up to the \$70 million mark. He added that he was excited about the goals in the Strategic Plan for the Endowment because it could be positive for

the state as well. He said he was also pleased by the media reaction because they had been able to raise more money without a project than they did the year before.

- *UW Alumni Association Board – Wava Tully*

Trustee Wava Tully noted that the 2017 Impact Brochure in the folders told that there were 125,000 alumni living around the world, and next to Wyoming, the state with the most alumni was Colorado. She added that the background of their engagement plan was the final 2018 UW Budget approved by the Trustees on June 7, 2017, which included new online funding of \$150,000 per year, which raised the total UW funding for 2018 to \$359,000. The UW Alumni Association received the additional funds to increase and strengthen their engagement work and reduce the reliance on generating unrealistic membership and private operating donation targets. She noted that the funding would minimize the competition between the UW Alumni Association, the Annual fund, and the Cowboy Joe Club in raising private funds, and while the membership program would continue, about 30% of staff time would be freed to support the enhancing engagement priorities. She added that they had identified four primary engagement areas in which efforts would be redirected in 2017-2018. She stated that those included developing alumni networks, perspective student recruitment, alumni career support, and homecoming. She noted that they were appreciative of the Trustees' and the UW administration's recognition of the UW Alumni Association as an essential engagement partner.

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

Trustee Michelle Sullivan began by updating the Board on three items that the Haub School of Environment & Natural Resources provided for their report. She noted that the first was an acknowledgement that Mindy Benson had accepted the position of Dean and would begin on August 1, 2017. She added that the second was an announcement of a new professor of practice hire, Drew Bennet, who would be the Professor of Practice in Private Lands Management. She noted that it was part of a Private Lands Management Program, which was funded by Whitney McMullen who served on the Board of the Haub School. She stated that lastly, the Haub School had completed a new course with students from the University who went to Jackson Hole for a summer school program, and it had been very successful. She noted that the course linked them with businesses in Jackson Hole, which had specific challenges around Environment and Natural Resources, which allowed the students to work on actual case studies in that community.

ASUW President Ben Wetzel provided a message from a student who participated in the Jackson Hole trip.

- *Cowboy Joe Club – John McKinley*

Trustee John McKinley stated that there was no update from Cowboy Joe Club from the May meeting, but there would be an update from the September meeting.

- *Energy Resources Council – Dave True*

Trustee David True noted that the Carbon Engineering Program was continuing to move at a fast pace. He added that there were approximately 20 University researchers continuing to develop novel pathways to carbon-based products derived from coal and processed for the development of a coal refinery. He also noted that several people from the School of Energy Resources traveled

to China to co-sponsor the sixth annual International Advanced Coal and Materials Technology Conference. He stated that this year, sessions were added specifically to discuss innovation in converting coal to nonfuel materials. He noted that the School of Energy Resources and Enhanced Oil Recovery Institute were participants in a session before the Joint Minerals Business and Economic Development Committee in late June. He added that the topic of the discussion was the state readiness of technology for carbon dioxide utilization and storage. He mentioned how the School of Energy Resources spoke on behalf of the Advanced Carbon Products Innovative Center. He noted that the center would provide pilot facilities for testing new coal utilization technology in the Gillette area. He stated that \$1.5 million was granted for developing the center. He added that they were in the process of course articulation with the Southern Alberta Institute of Technology for the Professional Land Management Program at both schools. He noted that the hope would be to streamline transfers to UW from SAIT and to create exchange opportunities for students from both schools.

Trustee President John MacPherson noted that the exchange program was an interesting concept.

**Other Items for Action:**

***Personnel Action***

*Trustee Dave True moved to approve the personnel section as presented and uploaded on the trustee public website (to be inserted below); Trustee Jeff Marsh seconded the motion. The motion passed with a unanimously decision. Trustees Baldwin, Gubbels and Scarlett did not in attendance for the vote. Approved 7-21-17 @ 11:39 a.m.*

**Date of Next Meeting** - August 9, 2017, conference call meeting

**Adjournment**

The Board adjourned the meeting at 11:40 a.m.

Respectfully submitted,



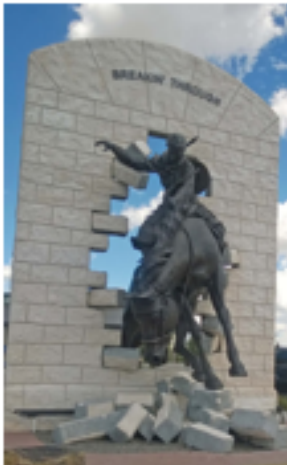
Shannon Polk  
Deputy Secretary, Board of Trustees



Kaila Mills  
Administrative Assistant

*Breaking Through: 2017-2022*  
*A Strategic Plan for the University of Wyoming*  
 July 10, 2017

▲ *Preamble*



At the “gateway” to the University of Wyoming, a woman rider breaking through a sandstone wall welcomes all to campus. “Breaking Through” captures the spirit of Wyoming and its university: our students break through to the future for the Cowboy State and the Equality State.

Wyoming’s dual identity has shaped this university from its origins through to the present day. John Hoyt, as territorial governor and UW’s first president, was determined that Wyoming’s lack of statehood would not stand in the way of its citizens’ access to higher education. If the Morrill Act excluded territories from the land grant mission, he decided, that was no reason to wait to build Wyoming’s university. Indeed, the law would have to change. So, he “broke through”—twice. He worked with western governors to get the Morrill Act changed, eventually allowing UW to become a land grant university. And in 1887, three years before Wyoming became a state, this university opened its doors to 42 students and 5 faculty members. On this first day, the university became the flagship for Wyoming’s future. It welcomed women and men alike. Then in 1890, when Wyoming gained statehood, the state’s first legislators went further. Recognizing the rich humanity that made up their new state, they declared that UW should stand “equally open to students of both sexes, irrespective of race or color.” Wyoming’s university ushered in the “Equality State.”

Here, on the high plains of a windswept territory, John Hoyt built the foundations for a world-class University. His UW was the flagship for a state, meeting the wide land grant mission “to promote the liberal and practical education of the industrial classes in the several pursuits and professions of life.” Its trademark became innovation and ingenuity in pursuit of educational access, excellence and relevance. For Hoyt, this heritage mandated that UW provide its students with a complete education, one that balanced Agriculture and Engineering with Arts and Humanities. With that aim, he provided a rich curriculum, teaching classes from History to Engineering, while his wife, Elizabeth, took on Psychology and Logic. Hoyt set the pattern for generations of Wyoming faculty, who “break through” to bring their students tomorrow’s opportunities today.

Hoyt’s refusal to accept barriers for Wyoming, its citizens and the education that the state’s university would offer to all of its students set the tone for UW’s future. To this flagship and land grant university, student opportunity is everything. Indeed, the University of Wyoming is poised to break through once again.

*Strategic Plan for the University of Wyoming*

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***Vision***

As the Equality State's university, dedicated to involved teaching, engaged learning and the unfettered and open pursuit of knowledge, we aim to bring Wyoming and Western intelligence, energy, resolve and innovation to the economic, social and environmental challenges of today and to create a thriving, diverse, equitable and sustainable world for tomorrow.

***Mission***

We honor our heritage as the state's flag-ship and land-grant university by providing a accessible and affordable higher education of the highest quality; rigorous scholarship; the communication and application of knowledge; economic and community development; and responsible stewardship of our cultural, historical and natural resources.

In the exercise of our primary mission to promote learning, we seek to provide academic and co-curricular opportunities that will:

- Graduate students who have experienced the frontiers of scholarship and creative activity and who are prepared for the complexities of an interdependent world;
- Cultivate a community of learning energized by collaborative work among students, faculty, staff and external partners.
- Nurture an environment that values and manifests diversity, internationalization, free expression, academic freedom, personal integrity and mutual respect; and
- Promote opportunities for personal health and growth, physical health, athletic competition and leadership development for all members of the university community.

As Wyoming's only public university, we are committed to scholarship, outreach and service that extend our human talent and technological capacity to serve the people in our communities, our state, the nation and the world.

***Values***

Our values represent beliefs and principles that drive the culture and priorities of the entire University community and provide the crucial framework within which decisions are made. Regardless of role: student, faculty, staff, trustee, alumni and other stakeholders alike recognize the importance of embedding these values in their day to day activities to assure that the institution and its graduates succeed and are exemplars of the best of Wyoming and the world.

***Exploration and Discovery***

Free, open and unfettered exploration and discovery supported by rigorous peer review and the communication and application of that scholarship, constitute the core principles and practices of this university.



*Strategic Plan for the University of Wyoming*

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*Innovation and Application*

Creative thinking leads to new knowledge, inspires student achievement and brings practical innovation to our communities.

*Disciplinary and Interdisciplinary*

Knowledge advances through intense and focused study and also in the intersection of ideas and disciplines. UW cultivates the energy of individual and collaborative advances.

*Integrity and Responsibility*

Outstanding teaching, learning and scholarship relies on the principles of integrity, responsibility and trust throughout our community.

*Diversity and Internationalization*

A diverse and international community that includes and respects different ethnicities, genders, sexualities, abilities, cultures and worldviews multiplies our capacity to explore, innovate and educate.

*Engagement and Communication*

Engagement with local, state, tribal, national and global constituencies inspires our daily work. We are committed to active outreach and clear communication with our extensive communities.

***Goals and Objectives***

- 1) *Enrich an intellectual community already renowned for its regional, national and global relevance and impact by fostering and rewarding excellence in teaching, scholarship, innovation and creative endeavor.*
  - Promote and strengthen the university as a scholarly and creative enterprise
    - Build national reputation and stature through strategic initiatives
    - Elevate expectations for research and creative activities
    - Expand capacity of the Office of Research and Economic Development
    - Invest in computational and library resources and fund seed grants
  - Foster entrepreneurship and collaboration in research and teaching that bridge disciplines and engage public concerns
    - Fully recognize the role of interdisciplinarity and integration in teaching, research, service and outreach in performance evaluations and tenure and promotion decisions
    - Promote academic programs that address workforce needs of the state and region
  - Enhance local and global relevance, engagement and impact by recruiting a regional, national, international and diverse community of students and faculty

*Strategic Plan for the University of Wyoming*

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- Establish an Office of Global Engagement to expand recruitment of international students and broaden the exposure of faculty and students to international events and cultures
- Increase faculty and student participation in programs abroad
- Grow interactions with historically black, Hispanic-serving and tribal colleges, as well as international institutions of higher learning
- Achieve consistently excellent teaching and mentoring that gives students the knowledge, ability, determination and innovation to meet tomorrow's challenges with sustainable solutions
  - Develop a professional advising program for students that includes services centralized in colleges
  - Incentivize revision and development of courses and curricula that includes technology-enhanced learning, on-line delivery and high impact teaching practices
  - Embrace informed and innovative approaches to assessment and improvement of student learning.

*2) Inspire students to pursue a productive, engaged and fulfilling life and prepare them to succeed in a sustainable global economy.*

- Welcome, support and graduate students of differing backgrounds, abilities and needs and from different cultures, communities and nations
  - Implement a student-centric enrollment management strategy to grow enrollment and enhance recruitment and retention of students
  - Enhance our relationship with Wyoming and regional high schools through visits and pre-college summer and academic opportunities on campus
  - Establish dual-enrollment, program articulation and other transfer processes with the state's community colleges
  - Improve retention, 4-yr and 6-yr graduation rates for undergraduates and graduation rates for graduate and professional students
  - Build new living and learning communities to enhance retention
  - Augment student support services to ensure that students thrive emotionally and physically
  - Grow the number of students at a distance enrolled in hybrid and fully on-line degree programs
  - Offer programming on diversity and inclusion through the office of the Chief Diversity Officer
- Engage and graduate well-rounded and creative thinkers, capable of meeting unpredictable and complex challenges
  - Provide high impact learning experiences in research, creative activities, internationalization, internships, entrepreneurship, leadership and community service
  - Incentivize greater faculty and staff involvement in student life
  - Institute an experiential transcript

*Strategic Plan for the University of Wyoming*

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- Expand career placement services
- Build pathways to academic, cultural, professional and entrepreneurial opportunity and leadership at undergraduate and graduate levels
  - Establish an Honors College
  - Establish an office to support Graduate Education
  - Establish a center for entrepreneurship and infuse innovation throughout the curriculum
  - Establish a Center for integrated STEM education to support the engineering, science and trustees' education initiatives
  - Expand and grow quality of undergraduate and graduate scholarly experiences

*3) Improve and enhance the health and well-being of our communities and environments through outreach programs and in collaboration with our constituents and partners.*

- Facilitate collaboration between the university and its constituents to address complex economic, environmental and social challenges through research, education, entrepreneurship, economic diversification and growth
  - Establish an Office of Engagement and Outreach
  - Support economic development in Wyoming through ENDOW and other opportunities
  - Enhance extension programming
- Build a statewide community of learners by collaborating with schools, community colleges and tribal nations to connect students and citizens
  - Bring outreach educational and cultural opportunities to the state
  - Expand partnerships with the Eastern Shoshone and Northern Arapahoe tribes
- Engage strong and celebratory alumni who connect UW to regional, national and international communities, welcome graduates into a lifetime association with the university and boost all our endeavors through a culture of giving
  - Engage in a variety of strategies to establish contact with a greater number of alumni
  - Engage alumni in student recruitment and mentoring
  - Develop and promote competitive athletic teams that conjure enthusiasm and pride for UW

*4) Assure the long-term strength and stability of the University by preserving, caring for and developing human, intellectual, financial, structural and marketing resources.*

- Build Human Capital
  - Enhance workplace conditions to recruit, retain and reward all UW employees and encourage innovation and commitment
  - Implement career ladders for staff

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- Provide and incentivize participation in professional development that enhances technical skills of employees
- Develop mentoring and leadership programs for faculty and staff
- Increase the number of endowed faculty positions, including new types such as distinguished professorships, or state engagement professorships
- Hire strategically to ensure robust disciplinary and interdisciplinary scholarship and to support academic and co-curricular opportunities that meet the needs of twenty-first-century students
- Strengthen Marketing Effectiveness
  - Effectively communicate UW's opportunities to prospective students, regional partners and national and global markets:
  - Institute a centralized plan that tells our story and positions UW for recognition in all of these contexts
  - Develop a comprehensive branding, public relations and marketing campaign
- Enhance Financial Resources
  - Stabilize, diversify and enhance revenue streams
  - Launch a substantial and strategic capital campaign
  - Develop a coordinated plan for managing intellectual property, entrepreneurship and technology development and transfer
  - Drive operating efficiencies to save costs while maintaining services
  - Analyze tuition and fee structure
- Enhance Institutional Operations and Planning
  - Build a more highly functioning university by embracing transparency at all levels of administration and operations as well as by streamlining, updating and consistently implementing governing regulations and policies
  - Create and implement university-wide plans such as a campus master plan, housing plan, capital and fiscal plans
  - Create and implement metric-based strategic plans for all university units
  - Honor UW's commitment to the environment by instituting sustainability initiatives in daily operations, renovations and new construction

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**Key Performance Indicators**

*Goal 1: Enrich an intellectual community already renowned for its regional, national and global relevance and impact by fostering and rewarding excellence in teaching, scholarship, innovation and creative endeavor.*

PERFORMANCE INDICATORS	BASELINE	2022 TARGET
Changes in external recognition of scholarly work	Invest in a database	1 decile improvement from baseline indicators
External research funding: awards and expenditures	\$95.33 M external awards/\$106 M in expenditures for 2016	\$115 Million External funding
Income-bearing IP licenses	2 to 3 per year	5 or more per year
Degree programs created, substantially modified, or eliminated	211 degree programs	8 New academic programs; 4 modified or eliminated
Number of international students (undergraduate and graduate)	791	1050
Number of students and faculty participants in study abroad	425: 395 students, 30 faculty	650 students and faculty

*Goal 2: Inspire students to pursue a productive, engaged and fulfilling life and prepare them to succeed in a sustainable global economy.*

Overall Enrollment	12,366	13,500
Enrollment of transfer students	967	1200
Enrollment of underrepresented students	13%	17%
Retention rate for FTFT (First-time, Full-time, Baccalaureate Degree-seeking)	76%	80%
Construction of new residence halls	Create a 10 Year Plan for Student Housing	10 Year plan in implementation; 2-3 new residence halls in construction or completed
Student participation in support services	16%	25%
4 and 6-year graduate rates for undergraduates	25.8%/54.4%	33%/60%
Percentage of students completing an experiential transcript	Institute co-curricular transcript	25% of seniors have co-curricular transcript

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Placement one year following graduation	TBD from new database	85% in jobs or advanced degree programs
Percent of graduates with credential from Honors College	4%	8%

*Goal 3: Improve and enhance the health and well-being of our communities and environments through outreach programs and in collaboration with our constituents and partners.*

Carnegie Foundation Community Engagement Classification	Not designated	Qualified to submit for 2024 deadline
Attendance at intercollegiate athletic events	275,372	310,000

*Goal 4: Assure the long-term strength and stability of the University by preserving, caring for and developing human, intellectual, financial, structural and marketing resources.*

PERFORMANCE INDICATORS	BASELINE	2022 TARGET
Campus climate and environment	Fall 2018 Campus Climate Survey	TBD from survey data
Employee job satisfaction	Participate in Chronicle of Higher Education "Great Colleges" job satisfaction survey	Improvement from 2017 baseline
Number of endowed faculty positions	36	60
Total Annual University Revenue	\$505.6 M	\$555 M
Growth of University Endowment	\$450 M	\$650 M
Deployment and full utilization of Enterprise Management Systems	Underway	Completion
Implementation of an incentive-based, decentralized budgeting system	Beginning	Completion
Review and update of all University regulations and policies	Underway	Completion
Campus Sustainability Ranking (STARS)	Not designated	Bronze

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**Acknowledgements**

The 2016 – 2017 strategic planning process for the University of Wyoming was led by a Leadership Council comprised of the following individuals:

Kate Miller, Provost and Vice President of Academic Affairs (Chair)

Klint Alexander, Dean, College of Law

Susan Aronstein, Interim Director, Honors Program

Michael Barker, Professor, Department of Civil and Architectural Engineering

Diane Boyle, Professor, School of Nursing

April Brimmer Kunz, Member, UW Foundation Board, Cheyenne

Adrienne Freng, Department Head, Criminal Justice

Zac Hall, Undergraduate Student, Departments of Economics, Math and Statistics.

Jeff Marsh, Member, Board of Trustees, Torrington

Caroline McCracken-Flesher, Professor, Department of English

Ray Reutzell, Dean, College of Education

Alison Shaver, Accountant, Department of Ecosystem Science and Management

Allen Tanner, Computer Support Specialist, School of Energy Resources

Casey Terrell, Graduate Student, College of Law

Cynthia Weinig, Professor, Departments of Botany and Molecular Biology

Matt Whisenant, Deputy Director of Athletics

Tim Wilson, Member, UW Alumni Association Board, Centennial, CO

*Ex-Officio*

Sara Axelson, Vice President for Student Affairs

Robert Aylward, Vice President for Information Technology

Ben Blalock, Vice President of Institutional Advancement

Chris Boswell, Vice President for Governmental and Community Affairs

Tom Burman, Director of Athletics

Keener Fry, Executive Director, UW Alumni Association

Bill Gern, Vice President for Research and Economic Development

Bill Mai, Vice President for Administration

The Council wishes to acknowledge the work of the co-leaders of topical, university-wide listening sessions:

*Athletics:* Alyson Hagy, Faculty Athletic Representative and Joi Thomas, Athletics

*University Structures & Organization:* Jacquelyn Bridgeman, College of Law and John Mittelstaedt, College of Business

*Extended Education/Lifelong Learning:* Meg VanBaalen Wood, Ellbogen Center for Teaching and Learning and Karen Bartsch Estes, College of Arts and Sciences

*Undergraduate Recruiting & Enrollment:* Chip Kobulnicky, College of Arts and Sciences and Mary Aguayo, Office of Student Affairs

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*Diversity/Inclusion/Internationalization:* CeCe Aragon, College of Arts and Sciences and Dave Messenger, College of Arts and Sciences

*Academic Programs, Curriculum, Academic Quality:* Ricki Klages College of Arts and Sciences and Derek Smith, College of Health Sciences

*Information Technology:* Jen Chavez, Information Technology and Dimitri Mavriplis, College of Engineering and Applied Sciences

*Student Success:* Donal Skinner, College of Arts and Sciences and Patrice Noel, Office of Academic Affairs

*Research, Scholarship and Graduate Education:* Bryan Shader, Office of Research and Suzie Young, College of Education

*Engagement, Outreach, Economic Development and Vibrant Communities:* Jeff Clune , College of Engineering and Applied Sciences, and Mark Northam, School of Energy Resources

*Resource Realignment, Revenue and Budgeting Modeling:* Rob Godby, College of Business, and Steve Smutko, Haub School of Environment and Natural Resources

*Design, Master Plan and Campus Aesthetics:* Tony Denzer, College of Engineering and Applied Sciences and Larry Blake, Facilities Planning

Finally, the Council expresses special thanks to Dr. Phil Roberts, Wyoming historian, who was instrumental in verifying the historical context outlined in the plan's preamble.



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The 105<sup>th</sup> Administration  
 Associated Students of the  
 University of Wyoming

To: University of Wyoming Board of Trustees  
 From: ASUW President – Benjamin D. Wetzel  
 Date: July 7, 2017

Mandatory Student Fees at the University of Wyoming have been utilized for decades. The basis of mandatory student fees, since their inception, has been to serve as an accountable separate source of funding for services demanded by students and funded independently of tuition.

“Student fees arose on America’s campuses over a century ago. Students on many campuses decided collectively to assess a fee on themselves in order to fund extracurricular activities and niceties that were not covered by tuition. The belief was that certain activities and facilities—from athletic fields to student centers to caps and gowns—clearly would enhance student life on campus.”<sup>1</sup>

The Mandatory Student Fees for the University of Wyoming support the Associated Students of the University of Wyoming (ASUW) operations and programs, including Student Services, Music and Theater, Recycling, Student Media, and Student Success Services. In all, student fees support over 30 individual units. These units provide daily direct services to students on the UW Campus and are pivotal in the University of Wyoming mission to, “promote opportunities for personal growth, physical health, athletic competition, and leadership development for all members of the university community.”

Mandatory Student Fees are presented to the University through a detailed and lengthy process. When the Board recently acted to centralize accounts on campus, it combined these student fee dollars into an account for use on none Mandatory Student Fee operations without a process for student consent. Centralization of reserves and cash carry-over accounts is not uncommon in higher education, and given the financial situation of UW, we recognize the decision of the Board of Trustees to move forward with the action. However, students designate Mandatory Student Fee money for specific purposes, in Mandatory Fee Units that provide student services. The money is not to be repurposed for usage outside of direct student services.

Many units, like ASUW, operate reserves or cash carry-over accounts to ensure that unspent fee dollars are fairly and efficiently returned to students by providing money for new projects and initiatives. ASUW maintains our Reserve account based on the guidelines in University Regulation 8-249, Section IV which reads, “The ASUW is authorized to create such reserve funds as it deems appropriate.” Our Senate, the VP of Administration, and the Board of Trustees further monitor the operation of our reserve.

In the May Board of Trustees meeting, the Board approved ASUW to spend 3 different allocations from our cash carry-over account to support two new scholarships on campus and the ASUW Union Expansion and Renovation. Historically, many student services have been started

<sup>1</sup> Foundation for Rights in Education. 2017. “A BRIEF HISTORY OF MANDATORY STUDENT FEES”



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and supported through similar accounts, such as the Half-Acre Renovation, Safe-Ride, and the STOP Violence Program.

The Trustees, in direct opposition to UW Regulation 8-249 approved in March of 2009, took action to remove our reserve, along with fee allocations, reserves, and cash carry-over accounts from all Student Fee Units. The ASUW Student Government is a steward for the Mandatory Student Fee process, and one of the responsible parties for the accountability of those funds. With these responsibilities in mind, I respectfully demand that the reserves and cash carry-over accounts for the ASUW Student Government and all other Mandatory Student Fee Units have their fee allocations, their reserves, and their cash carry-over accounts earmarked in the centralized reserve account and guaranteed to be returned to use by Mandatory Student Fee Units upon the creation of a formal process. As part of this action, I request a statement from the Board of Trustees stating that the Mandatory Student Fees collected in their June action will not be spent on any unit but those providing direct student services, and that the ASUW President will be an involved party in all future processes to allocate money from the centralized reserve account.

Benjamin D. Wetzel

A handwritten signature in black ink, appearing to read "Benjamin D. Wetzel", is written over a horizontal line.

President  
105<sup>th</sup> Administration – ASUW Student Government

