

**THE UNIVERSITY OF WYOMING
MINUTES OF THE TRUSTEES**

December 18, 1987

**For the confidential information
of the Board of Trustee**

THE UNIVERSITY OF WYOMING

Minutes of the Trustees
December 18, 1987

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THE UNIVERSITY OF WYOMING

Minutes of the Trustees
December 18, 1987

A regular meeting of the Trustees of the University of Wyoming was called to order by President Miracle at 4:23 p.m. on December 18, 1987 in the Board Room of Old Main.

ROLL CALL

The following Trustees were in attendance:

Dray, Kirk, Mickelson, Miracle, Schuster, Sharratt, Updike and ex officio members Roark and Simons. Trustee members Bussart, Chapin, Hinckley, Rochelle, Schutte, and ex officio members Governor Sullivan and Akers were absent.

APPROVAL OF MINUTES

President Miracle asked if there were any corrections or additions to the minutes of the meetings of October 31, 1987 and December 1, 1987. There were no corrections, and Mr. Schuster moved that the minutes of October 31, 1987 and December 1, 1987 be approved as circulated. Mrs. Kirk seconded the motion, and it carried.

ACADEMIC ISSUES COMMITTEE

President Miracle called on Chairman Schuster for a report from the Academic Issues Committee meeting held on December 18, 1987. Committee members Kirk, Schuster, Schutte, Sharratt, Simons, Updike and ex officio members Miracle and Roark attended the committee meeting, along with other Trustees and members of the University staff. Committee members Bussart and Hinckley were absent. Mr. Schuster moved approval of the Academic Issues Committee report as follows. The motion was seconded by Mr. Sharratt, and it carried.

VISITATION: TEACHER
EDUCATION--DEAN WALTER
EGGERS, DEAN JIM HOOK,
PROFESSOR JIM MCCLURG

Deans Eggers and Hook presented information to the Academic Issues Committee regarding progress being made on the development of plans in the College of Arts and Sciences and the College of Education to improve teacher preparation. The idea of a five-year education degree plan was presented. The faculty in the College of Education are debating the plan at this time and a decision will be made by spring semester 1988.

Professor Jim McClurg reported to the Academic Issues Committee that the Teacher Education Committee of the Centennial Committee supports changes in the teacher education system based on their analysis of national trends and recommendations.

BUDGET COMMITTEE

The Budget Committee met on December 18, 1987 with Acting Chairman Dray presiding.

Committee members Chapin, Dray, Kirk, Schuster, Schutte, Sharratt and ex officio members Miracle and Roark attended the committee meeting, along with other Trustees and members of the University staff. Committee member Bussart was absent. Mr. Schuster moved approval of the Budget Committee report and recommendations as follows. The motion was seconded by Mr. Sharratt, and it carried.

AUTHORIZATION FOR STOCK TRANSFERS

Based on the Budget Committee recommendations the Trustees adopted the following resolution:

RESOLVED that the Treasurer of the Board of Trustees and the President of the University of Wyoming, representing the Trustees of The University of Wyoming, a body corporate, are hereby authorized to sell, assign and transfer stocks, bonds, evidences of interest, evidences of indebtedness and/or other obligation, and all other securities, corporate or otherwise, now or hereafter held by this corporation in its own right or in any fiduciary capacity, and to execute any and all instruments necessary, proper or desirable for the purpose; further that any past action in accordance herewith is hereby ratified and confirmed; and further, that any officer of this corporation is hereby authorized to certify this Resolution to whom it may concern.

AUDIT, INTERCOLLEGIATE
ATHLETICS

Jim Hearne from the firm of McGladrey,
Hendrickson & Pullen presented the auditor's

Financial Report on the Department of Intercollegiate Athletics to the Budget
Committee for the year ended June 30, 1987.

Based on recommendations from the Budget Committee, the Trustees accepted
the audited financial report of McGladrey, Hendrickson & Pullen on the
Department of Intercollegiate Athletics for the year ended June 30, 1987.

TRANSFER OF FUNDS

Based on the Budget Committee recommendations,
the Trustees approved the transfer of \$100,000
from Instruction and Research to General Services to meet professional and engi-
neering fees in support of the telecommunications project design and vendor
selection.

REPORT TO THE 1988
LEGISLATURE REQUIRED BY
CHAPTER 231, SESSION LAWS
OF WYOMING, 1987, FOOTNOTE
NO. 5

Based on recommendations from the Budget
Committee, the Trustees approved the
following report of the 1987-1988 biennial
transfers for transmittal to the Joint

Appropriations Committee:

UNIVERSITY OF WYOMING
REPORT TO THE 1988 JOINT APPROPRIATIONS COMMITTEE
OF TRUSTEE AUTHORIZED BUDGET TRANSFERS
BETWEEN UNIVERSITY PROGRAMS

Chapter 231 of the Session Laws of Wyoming, 1987, footnote number 5 to
the budget appropriation for Section 067, University of Wyoming, authorizes
the Trustees of the University of Wyoming to transfer between programs
within Section 067, not to exceed three percent (3.0%) of the total general
fund appropriation for Section 067. The footnote also directed the
University to present a report of Trustee approved transfers to the 1988
Joint Appropriations Committee.

The following is a report of the amount and purpose of all such transfers authorized by the Trustees of the University of Wyoming during the period July 1, 1986 through December 31, 1987.

I. To implement the salary increases effective March 1, 1987, it was necessary to utilize \$1,046,419 of the Trustees' authority to transfer state general funds between programs. The following are the biennial transfers of state general funds between programs as authorized by the Trustees on March 27, 1987:

FY 1987 Salary Increase			
<u>Purpose</u>	<u>Transferred From</u>	<u>Transferred To</u>	<u>State General Funds Transferred</u>
Salary adjustments effective March 1, 1987	Extension and Public Service	Instruction & Research	\$126,104
Salary adjustments effective March 1, 1987	Intercollegiate Athletics	Instruction & Research	238,946
Salary adjustments effective March 1, 1987	Student Services & Student Aid	Instruction & Research	117,784
Salary adjustments effective March 1, 1987	School of Human Medicine	Instruction & Research	336,942
Salary adjustments effective March 1, 1987	Maintenance, Operation & Repair of Plant	Instruction & Research	161,934
Salary adjustments effective March 1, 1987	Maintenance, Operation & Repair of Plant	General Services	58,357
Salary adjustments effective March 1, 1987	Maintenance, Operation & Repair of Plant	Wyo Water Research Center	6,352

II. In addition to the \$1,046,419 in state general funds transferred between programs for salary adjustments, other transfers in the amount of \$1,623,354 were authorized in the FY 1987-1988 biennial budget. The complete list of transfers totaling \$1,623,354 is as follows:

<u>Year</u>	<u>Item</u>	<u>Previous Trustee Action</u>	<u>Transferred From</u>	<u>Transferred To</u>	<u>State General Funds Transferred</u>
FY 1987	Insurance Premiums	June 25, 1986	Instruction & Research	General Services	\$256,905
FY 1987	Tuition Refunds	June 25, 1986	Instruction & Research	General Services	9,173
FY 1987	Hazardous Waste Disposal	June 25, 1986	Instruction & Research	General Services	23,750
FY 1987	Administrative Systems - Supportive Services	June 25, 1986	Instruction & Research	General Services	84,972
FY 1987	Replacement of Transformers	Sept. 6, 1986	Instruction & Research	Maintenance, Operation & Repair of Plant	90,000
FY 1987	Administrative Systems - Personal Services	Sept. 6, 1986	Instruction & Research	General Services	70,199
FY 1987	Microwave Link with Colorado State University	Oct. 17, 1986	School of Human Medicine	Instruction & Research	90,000
FY 1987	Drug Testing	Nov. 8, 1986	Instruction & Research	Intercollegiate Athletics	25,000
FY 1987	OSHA/Fire Marshal	Feb. 6, 1987	Instruction & Research	Maintenance, Operation & Repair of Plant	74,000
FY 1988	Insurance Premiums	Mar. 27, 1987	Instruction & Research	General Services	343,095
FY 1988	Tuition Refunds	Mar. 27, 1987	Instruction & Research	General Services	9,173

<u>Year</u>	<u>Item</u>	<u>Previous Trustee Action</u>	<u>Transferred From</u>	<u>Transferred To</u>	<u>State General Funds Transferred</u>
FY 1988	Hazardous Waste Disposal	Mar. 27, 1987	Instruction & Research	General Services	23,750
FY 1988	Administrative Systems - Supportive Services	Mar. 27, 1987	Instruction & Research	General Services	66,173
FY 1988	Administrative Systems - Personal Services	Mar. 27, 1987	Instruction & Research	General Services	92,312
FY 1988	Drug Education	Mar. 27, 1987	Instruction & Research	Intercollegiate Athletics	50,000
FY 1988	OSHA/Fire Marshal	Mar. 27, 1987	Instruction & Research	Maintenance, Operation & Repair of Plant	75,000
FY 1988	Salary Adjustment effective July 1, 1987	July 9, 1987	Instruction & Research	Extension & Public Service, Wyo Water Research Center, Maintenance, Operation & Repair of Plant	8,460
FY 1988	Salary Adjustment effective July 1 1987	July 9, 1987	General Services	Maintenance, Operation & Repair of Plant	12,528
FY 1988	Extraordinary Early Retirement Payments	July 17, 1987	General Services & Student Services/ Student Aid	Extension & Public Service	79,143
FY 1988	Underfunding in Employer Paid Benefits	July 17, 1987	Maintenance, Operation & Repair of Plant	Human Medicine	39,721
FY 1988	Prof. Engineering fees-Telecom. Projects	Dec 19, 1987	Instruction & Research	General Services	100,000

In summary, the University of Wyoming has utilized \$2,669,773 of its total biennial transfer authority of \$4,631,565 to meet critical institutional needs. Without the flexibility afforded through the transfer process, the University of Wyoming would have been unable to deal with a number of significant issues in a timely and responsible manner.

The University will continue to use the transfer authority for the remainder of the biennium with the same attention to financial accountability and programmatic need.

COMPUTER EQUIPMENT
LEASE RESOLUTION

It was noted in the Budget Committee that in October 1987, an agreement with the First Interstate Bank of Laramie was entered into for a lease/purchase contract for the purchase of two new DEC 8800 computers to replace the two Cyber's purchased in 1979. The new DEC's were delivered in November, and the lease/purchase agreement in the amount of \$1,386,000 with First Interstate Bank for payment of the computers was concluded on December 1, 1987. Part of the documentation for this lease/purchase agreement includes a University resolution adopted pursuant to certain provisions of Section 265 of the Internal Revenue Code.

Based on the Budget Committee recommendations, the Trustees adopted the following resolution:

RESOLUTION RELATING TO
University of Wyoming Computer Equipment Lease
AND DESIGNATION AS QUALIFIED TAX-EXEMPT OBLIGATION

BE IT RESOLVED by the governing body of the University of Wyoming, Albany County, Laramie, Wyoming (the Issuer), as follows:

Section 1. Recitals and Authorization. The Issuer, as lessee, has heretofore entered into a Equipment Lease and Purchase Agreement dated as of December 1, 1987 (the Lease), with First Interstate Bank of Laramie, N.A., as lessor. It is hereby determined that it is necessary and desirable and in the best interests of the Issuer to enter into the Lease

for the purposes therein specified, and the execution and delivery of the Lease by the Issuer are hereby approved, ratified and confirmed.

Section 2. Designation as Qualified Tax-Exempt Obligation. Pursuant to Section 265 (b) (3) (B) (ii) of the Internal Revenue Code of 1986 (the Code), the Issuer hereby specifically designates the Lease as a "qualified tax-exempt obligation" for purposes of Section 265 (b) (3) of the Code. In compliance with Section 265 (b) (3) (D) of the Code, the Issuer hereby represents that the Issuer will not designate more than \$10,000,000 of obligations issued by the Issuer in the calendar year during which the Lease is executed and delivered as such "qualified tax-exempt obligations."

Section 3. Issuance Limitation. In compliance with the requirements of Section 265 (b) (3) (C) of the Code, the Issuer hereby represents that the Issuer [including all "subordinate entities" of the Issuer within the meaning of Section 265 (b) (3) (E) of the Code] reasonably anticipates not to issue in the calendar year during which the Lease is executed and delivered, obligations bearing interest exempt from federal income taxation under Section 103 of the Code (other than "private activity bonds" as defined in Section 141 of the Code) in an amount greater than \$10,000,000. Attached hereto as Exhibit A is a list of all such obligations issued by the Issuer (including any "subordinate entity") during such calendar year.

Chairperson

Attest:

ACCEPTANCE OF
CONTRACTS AND GRANTS

Based on the Budget Committee recommendations,
the Trustees accepted the contracts and grants

for the period October 10, 1987 through November 25, 1987 in the total amount of
\$1,430,514.

ACCEPTANCE OF GIFTS
AND SCHOLARSHIPS

Based on recommendations from the Budget
Committee, the Trustees approved gifts and

scholarships for the period October 1, 1987 through November 20, 1987 in the
amount of \$172,787.59.

STATUS REPORT, GOVERNOR'S
FY 1989-1990 UNIVERSITY
BUDGET RECOMMENDATIONS

It was noted in the Budget Committee that on
December 1, 1987, Governor Mike Sullivan pre-

sented his 1989-1990 Biennium Budget to members of the 1988 Legislature. The

Governor's State Budget included his recommendations for all University programs.

As a matter of information only, highlights of the Governor's recommendations for the University were presented to the Budget Committee. Overall, the Governor recommended:

- The total funding of the University's standard budget requests for all University programs. The Governor did not reduce University programs under the 7% reduction plan that he asked all state agencies to submit;
- Authorization for the University to grant pay increases up to a limit of 5%, to be allocated in accordance with salary adjustment policies implemented by the institution. The Governor has requested the legislature to fund salary increases of 4%; the University would have to fund the additional 1% if it desires to grant salary increases up to the proposed 5% institutional limit. The amount required to fund the 4% salary increase proposal is not included in the budgets and summary presented;
- The restoration of equipment funding to the present equipment budget levels for the 1987-1988 biennium budget; and
- The restoration of contractual services funding to the present contractual service budget levels for the 1987-1988 biennium.

On an individual program basis, the Governor recommended funding for the following Exception and Expanded Budget requests that are in addition to the University's Standard Budget request:

Instruction and Research

The Governor recommended funding the full amount of \$525,504 requested for graduate assistant stipends. The University requested \$1,500,000 for applied research and economic development; the Governor recommended \$900,000.

Maintenance, Operation & Repair of Plant

The University requested \$300,000 to address OSHA/Fire Marshal needs and the Governor recommended funding the full amount.

Student Services and Student Aid

The University requested \$144,094 for student recruitment and retention, all of which the Governor recommended. The University also requested \$44,720 to provide expanded services to handicapped students; the Governor recommended funding of \$42,720 for this request.

School of Human Medicine

The University requested \$913,374 to restore funding for 10 slots in the medical contract program; the Governor recommended full funding.

In the Section IV Budget, which included the capital construction request for the American Heritage Center and the Art Museum, the Governor did not recommend the appropriation of general funds for these projects at this time. He did recommend authorization for the University to spend gift funds received in support of these projects.

In regards to the University's capital construction request, the Governor recommended funding of one item, which was the Education Building Remodel project for \$1,498,500.

FINAL REPORT,
FACILITIES REVENUE
BONDS, SERIES 1987

As a matter of information only, the final report of Smith Barney, Harris Upham & Co. for the Facilities Revenue Bonds, Series 1987, that was issued to finance the University's telecommunications project, was provided to the Budget Committee. Closing for the issue took place in Denver, Colorado, on December 3, 1987. The University was represented at the closing by David Baker, Special Assistant to the President, and Daniel Baccari, Acting Vice President for Finance.

FEES, CHARGES AND
DEPOSITS

In response to a question from Trustee Miracle on behalf of Trustee Bussart in the Budget Committee, Mr. Baccari noted that the fees, charges and deposits for the fiscal year July 1, 1988 to June 30, 1989 will be presented to the Trustees for consideration at the January 1988 meeting, and included therein will be a new proposal to begin charging for parking on campus.

PERSONNEL COMMITTEE

The Personnel Committee met on December 18, 1987 with Chairperson Kirk presiding. Committee members present in addition to Mrs. Kirk were Mickelson, Schuster, Updike and ex officio members Miracle and Roark, along with other Trustees and members of the University staff. Committee member Hinckley was absent. Mr. Schuster moved approval of the following report and recommendations from the Personnel Committee. The motion was seconded by Mr. Sharratt, and it carried.

APPOINTMENT

Michael M. Stephens was appointed as Assistant Professor of Chemical Engineering in the College of Engineering, for the 1988 spring semester, effective January

11, 1988 at an annual (9-month) salary of \$34,032. This is a tenure track appointment.

ADJUNCT REAPPOINTMENTS

The following adjunct reappointments were approved as indicated.

College of Health Sciences

1. James A. Boucher as Adjunct Professor of Health Sciences for the period January 1, 1988 through December 31, 1990.
2. Ben R. Chesebro as Adjunct Professor of Health Sciences for the period January 1, 1988 through December 31, 1990.

ADMINISTRATIVE APPOINTMENT

Richard S. Machalek was appointed as Professor of Sociology with tenure and Head of the Department of Sociology effective June 1, 1988 at an annual (9-month) salary of \$47,004.

CONTINUATION OF PROBATIONARY APPOINTMENTS

The following faculty members were approved for continuation on probationary appointment for the year 1988-1989 as indicated.

<u>Name</u>	<u>Department</u>	<u>Academic Rank</u>
	<u>College of Agriculture</u>	
Bailey, William C.	Home Economics	Assistant Professor
Busboom, Jan R.	Animal Science	Assistant Professor
Cordingley, John S.	Molecular Biology	Assistant Professor
Ellis, John A.	Veterinary Sciences	Assistant Professor
Gray, Alan M.	Plant, Soil, and Insect Sciences	Assistant Professor
Liebman, Michael	Home Economics	Associate Professor
Lockwood, Jeffrey A.	Plant, Soil, and Insect Sciences	Assistant Professor
Meyer, Sonya	Home Economics	Assistant Professor

Schroeder, Alan C.	Agricultural Economics	Assistant Professor
Torok, Stephen J.	Agricultural Economics	Assistant Professor

College of Arts and Sciences

Barner, Bruce A.	Chemistry	Assistant Professor
Frye, Susan C.	English	Assistant Professor
Howell, Robert R.	Physics and Astronomy	Assistant Professor
Reed, Sheila D.	Psychology	Assistant Professor
Roddick, Dean M.	Chemistry	Assistant Professor
Trenerry, Max R.	Psychology	Assistant Professor
Utterback, Kristine T.	History	Assistant Professor
Wormsley, William E.	Anthropology	Assistant Professor

College of Commerce and Industry

Bonett, Douglas G.	Statistics	Assistant Professor
Collins, Allison B.	Accounting	Assistant Professor
Hoffman, Elizabeth	Economics	Professor
Meyer, David G.	Business Administration	Assistant Professor
Sunderman, Mark A.	Business Administration	Assistant Professor

College of Education

Zimmerer, Mary E.	Vocational Education	Assistant Professor
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College of Engineering

Hansen, Andrew C.	Mechanical Engineering	Assistant Professor
Legowski, Stanislaw	Electrical Engineering	Assistant Professor
Turner, John E.	Civil Engineering	Assistant Professor
Walrath, David E.	Mechanical Engineering	Assistant Professor

1. Dr. Donald A. Anderson, Professor of Statistics, for spring semester 1989.
2. Dr. George L. Blau, Associate Professor of Psychology, for the 1988-89 academic year.
3. Dr. Daniel R. Caldwell, Professor of Molecular Biology, for the 1988-89 fiscal year.
4. Dr. Caleb M. Clark, Professor of Political Science, for the 1988-89 academic year.
5. Dr. Julia C. Combs, Associate Professor of Music, for spring semester 1989.
6. Dr. Bruce W. Culver, Associate Professor of Pharmacy, for spring semester 1989.
7. Dr. William C. Donaghy, Professor of Communication, for spring semester 1989.
8. Dr. David Duvall, Associate Professor of Zoology and Physiology, for fall 1988 semester.
9. Dr. Walter E. Edens, Professor of English, for fall semester 1988.
10. Dr. David M. Fountain, Associate Professor of Geology and Geophysics, for the 1988-89 academic year.
11. Dr. George W. Gill, Professor of Anthropology, for fall 1988 semester.
12. Dr. Walter T. Grandy, Jr., Professor of Physics and Astronomy, for the 1988-89 academic year.
13. Dr. Brian V. Hanly, Professor of Music, for fall semester 1988.
14. Dr. David J. Hofmann, Professor of Physics and Astronomy, for spring semester 1989.

15. Dr. Katherine R. Jensen, Associate Professor of Sociology, for spring semester 1989.
16. Dr. Jason A. Lillegraven, Professor of Geology and Geophysics, for the 1988-89 academic year.
17. Dr. John D. Marwitz, Professor of Atmospheric Science, for the 1988-89 fiscal year.
18. Dr. Sigrid Mayer, Professor of Modern and Classical Languages, for the 1988-89 academic year.
19. Dr. Madonne Miner, Associate Professor of English, for spring semester 1989.
20. Dr. Edward E. Paradis, Professor of Curriculum and Instruction, for fall semester 1988.
21. Dr. Patricia M. Pattison, Associate Professor of Business Administration, for the 1988-89 academic year.
22. Dr. Jeff Powell, Professor of Range Management, for the 1988-89 academic year.
23. Dr. Ben G. Roth, Professor of Mathematics, for the 1988-89 academic year.
24. Dr. William B. Stacy, Professor of Music, for spring semester 1989.
25. Dr. Michael L. Whelan, Professor of Civil Engineering, for the 1988-89 academic year.
26. Dr. John B. Woods, Professor of Health and Physical Education, for spring semester 1989.

RETIREMENT

Margaret Mains, Professor of Physical Education, retired on June 30, 1981. Due to an oversight at that time, she did not receive Board retirement and the status Emeritus. It was approved by the Trustees that Margaret Mains be granted Board

retirement, effective June 30, 1981, with the designation as Professor of Physical Education Emeritus.

PART-TIME
APPOINTMENTS

As a matter of information only, the part-time appointments were acknowledged by the

Personnel Committee.

RESIGNATIONS

The following resignations were accepted by the Trustees.

1. Clarence W. Bahs, Professor of Theatre and Dance, May 15, 1988.
2. Kathi D. Clement, Assistant Professor of Family Practice/Cheyenne, October 30, 1987.
3. Ronald C. Clute, Associate Professor of Accounting, July 31, 1988.
4. Christopher L. Krogh, Assistant Professor of Human Medicine, October 15, 1987.
5. Leslie T. Lambert, Assistant Professor of Physical and Health Education, January 4, 1988.
6. Tedine J. Roos, Senior Assistant Librarian, December 18, 1987.

It was reported to the Personnel Committee that one faculty member left the institution for a promotion and a 50% pay increase, and the reason for leaving was perceived instability of the program here. One faculty member left the institution for a department headship, a 20% pay increase, and the challenge to strengthen a potentially very good department. One faculty member left the institution for various family, professional and personal reasons to live in a more metropolitan area. One faculty member left the institution to move to a warmer climate. One faculty member left the institution to accept another position. One faculty member gave no reason for leaving and declined to conduct an exit interview.

In the Personnel Committee, Mr. Schuster asked for a report on the total number of resignations for the calendar year. Later, Dr. Houston reported that since July 1, 1987 the University had 48 faculty resignations and for the last calendar year 60 faculty resignations.

ATHLETIC COMMITTEE

The Athletic Committee met on December 18, 1987 with Chairperson Schutte presiding.

Committee members Dray, Kirk, Schutte, Updike and ex officio members Miracle and Roark attended the committee meeting, along with other Trustees and University staff. Committee members Bussart and Rochelle were absent. Mr. Schuster moved approval of the Athletic Committee report as follows. The motion was seconded by Mr. Sharratt, and it carried.

CONGRATULATIONS TO COACHES

In the Athletic Committee, Paul Roach congratulated Duane Schopp, Head Track Coach, who was named WAC coach of the year in track and cross country, and Mike English, Head Women's Volleyball Coach, who was named High Country Intercollegiate Athletic Coach the year for volleyball.

HOLIDAY BOWL UPDATE

Paul Roach gave the following report to the Athletic Committee on the 1987 Holiday Bowl.

Estimated Income - 1987 Holiday Bowl

Holiday Bowl Guarantee	\$750,000
Less: WAC Contractual Donation	(100,000)
WAC Guarantee	<u>\$650,000</u>
Less: Travel Allowance for Participating Team (Wyoming)	(125,000)
	<u>\$525,000</u>
Conference Split (50%-WYOMING; 50% WAC)	<u>\$262,500</u>

Estimated Income and Expenditures

Income

Travel Allowance	\$125,000
Conference Split	262,500
Total estimated Income	<u>\$387,500</u>

Estimated Expenses

Team Expenses (109)	\$200,650
President's Party (135)	67,750
Band (156)	71,900
Pepsters (16)	4,840
Total Expense	<u>\$345,140</u>

Excess of income over expense \$ 42,360

Mr. Roach reported to the Athletic Committee that Iowa and BYU were taking larger parties to the Bowls than Wyoming and that Wyoming's group is not unrealistic.

Dr. Roark noted in the Athletic Committee that it was important for the public to understand that the Official Party at the Holiday Bowl will be promoting the University of Wyoming and the State of Wyoming. This will not involve expenditure of state dollars; the University is, in fact, using only bowl receipts to sponsor this program. The administrators and deans attending will be meeting socially, and otherwise, with alumni, UW benefactors, prospective tourists, students, and others to promote the University of Wyoming and the state of Wyoming. It will be the party's responsibility to carry a message to the people at the Bowl that Wyoming not only excels in football, but also in other areas. Also in the party will be a delegation of 39 individuals from the Governor's office. The Wyoming Travel Commission will be putting on a campaign to promote the state of Wyoming and tourism. The University is using some of the Holiday Bowl resources to promote the state and to promote the University of Wyoming.

Mr. Roach reported that as of December 17, 1987, 9,700 Holiday Bowl tickets, out of an allotment of 10,000, had been sold. Also, Holiday Bowl ticket sales have not affected the Casper Shootout ticket sales. The Casper Shootout is sold out.

CONGRATULATIONS TO COACHES

In the Athletic Committee, Trustee Schutte extended congratulations to Coach Roach and his Assistant Coaches for the outstanding job they have done.

INVITATION FOR COMMENTS FROM PRESS

President Miracle called upon the press during the Athletic Committee to ask if there were any questions regarding the Holiday Bowl. There were no questions.

PHYSICAL PLANT AND EQUIPMENT COMMITTEE

The Physical Plant and Equipment Committee met December 18, 1987 with Chairman Dray presiding. Committee members present in addition to Chairman Dray were Chapin, Schuster, Schutte and ex officio members Roark and Miracle, along with other Trustees and University staff. Committee members Hinckley and Rochelle were absent. Mr. Schuster moved acceptance of the following report and recommendations from the Physical Plant and Equipment Committee. The motion was seconded by Mr. Sharratt, and it carried.

PROPOSAL BY LEO EISENBERG CO. FOR COMMERCIAL DEVELOPMENT OF EAST GRAND LAND

Mark Goldberg and Philip Hicks, representatives from the firm of Leo Eisenberg Company, discussed with the Physical Plant and Equipment Committee, the possibility of leasing undeveloped land owned by the University for the purpose of developing a shopping center. The land that Eisenberg is interested in is located on east Grand Avenue between 22nd and 30th Streets.

Based on the Physical Plant and Equipment Committee recommendations, the Trustees authorized the President of the Trustees and the President of the University, to appoint a committee which would include Trustees as well as members of the Laramie community, to report back to the Trustees' January 14-15, 1988 meeting on whether it is desirable to proceed with an evaluation of this property for commercial development.

PROGRESS REPORTS

As a matter of information only, progress reports and change orders on the various construction projects were provided to the Physical Plant and Equipment Committee.

COMMUNITY COLLEGE
RELATIONS COMMITTEE

The Community College Relations Committee met on December 18, 1987 with Chairman Sharratt presiding. Committee members Chapin, Dray, Kirk, Schuster, Sharratt and ex officio members Miracle and Roark attended the committee meeting, along with other Trustees and members of the University staff. Committee member Hinckley was absent. Mr. Schuster moved approval of the Community College Relations Committee report as listed below. Mr. Sharratt seconded the motion, and it carried.

REPORT ON THE MEETING
OF THE COMMUNITY COLLEGE
TRUSTEES AND THE COMMUNITY
COLLEGE COMMISSION

Mr. Sharratt reported to the Community College Relations Committee that relations with the Community College Trustees and the Community College Commission are going well. Items discussed at the December 3-4, 1987 meetings of the Wyoming Association of Community College Trustees and the Wyoming Community College Commission were reported in a letter to the Trustees from Mr. Sharratt. Future meetings include a luncheon January 12, 1988 in

Cheyenne to discuss legislative budget information and a joint Community College Trustee and Community College Commission meeting on March 25 and 26, 1988.

REPORT ON THE DECEMBER 11,
1987 MEETING OF THE UW/CC
ADVISORY BOARD

Mr. Vern Shelton provided information to the Community College Relations Committee

regarding the December 11, 1987 meeting of the UW/CC Advisory Board. According to Mr. Shelton, six faculty, three from each institution, have been elected to an advising committee to assist Dean Sojka. Their first task is to draft a mission statement for the Center. They will also initiate an examination of the eight degree programs currently offered through the Center. Election of Board officers was delayed until the next meeting. The Advisory Board was briefed by Dean Sojka on current operations at the Center. The next meeting of the UW/CC Advisory Board is scheduled for the last week in January 1988.

COMMITTEE OF THE WHOLE

President Miracle reported on the meeting of the Committee of the Whole held on December

18, 1987. Trustees present were Chapin, Dray, Kirk, Mickelson, Miracle, Schuster, Schutte, Sharratt, Updike, and ex officio members Roark and Simons. Committee members Bussart, Hinckley, and Rochelle and ex officio members Governor Sullivan and Akers were not in attendance.

UNIVERSITY REGULATION 41
ESTABLISHING PROCEDURES FOR
RETRENCHMENT

It was noted in the Committee of the Whole that on November 25, 1985 the Faculty Senate

unanimously adopted a resolution which recommended the approval of guidelines establishing a retrenchment process at the University. In recognition of the importance of shared governance at this institution, University Regulation 41 (Enclosure 1, blue) was drafted to outline retrenchment procedures. The proposed draft has been reviewed by the Council of Deans and the Academic Planning Committee.

It was moved by Mr. Mickelson, seconded by Mr. Schuster, and carried that the Trustees of the University of Wyoming, adopt University Regulation 41 which establishes the retrenchment process at the University.

COMPREHENSIVE PLAN FOR THE
SCHOOL OF HUMAN MEDICINE

Mr. Dray provided background information to the Committee of the Whole on the

Comprehensive Plan for the School of Human Medicine. Mr. Dray said he is comfortable with the plan as it reflects the facts as they are.

Dr. Philip Catalfomo, Dean of the College of Health Sciences, told the Committee of the Whole that the intent of the plan was to demonstrate clearly the quality of education that is available in the residency centers.

It was moved by Mr. Schuster, seconded by Mr. Dray, and carried that the Comprehensive Plan for the School of Human Medicine as shown in Enclosure 2, yellow, be approved and submitted to the Legislature as mandated by the legislative footnote.

REPORT TO THE WYOMING STATE
LEGISLATURE ON THE PLAN TO
TRANSFER THE RESEARCH PORTION
OF THE UNIVERSITY DAIRY FARM
OPERATIONS FROM LARAMIE TO THE
AFTON RESEARCH AND EXTENSION
CENTER

President Roark noted in the Committee of the Whole that the Dean of the College of Agriculture has prepared the following report for the 1988 Wyoming Legislature required by

Chapter 231, Session Laws of Wyoming, 1987.

In the FY 1987-1988 appropriations bill for the University of Wyoming (Section 067, Chapter 231, Session Laws of Wyoming, 1987), the University of Wyoming "is instructed to present to the Wyoming State Legislature no later than January 1, 1988, a plan to transfer the research portion of the University dairy farm operations from Laramie to the Afton research and extension center."

The pertinent portion of the 1987 report is as follows:

"The transfer of dairy farm research operations from Laramie to Afton is impacted by two circumstances, as follows:

1. The completion of capital improvements to the facilities at Afton is essential prior to any such transfer. The appropriation of \$325,000 for facilities improvement at Afton approved by the 1986 Legislature would provide much needed relief for existing operations, but these facilities, with the expansion of the research activities at Afton, would be marginal at best. It should be noted that the Governor's Executive Order of May 29, 1986 froze the capital appropriation for Afton for FY 1987, and the Governor is recommending the deappropriation of the funds for the Afton project by the 1987 Legislature.
2. While minimal costs (\$1,200) are associated with the actual transfer of the dairy farm research operations from Laramie to Afton, the transfer would result in the need for one additional position at Afton (Agricultural Scientist-Dairy, annual salary: \$24,240) and a net decrease of approximately \$15,000 in estimated annual agricultural sales and services revenues to Section I of the University budget.

After considerable discussion in the Committee of the Whole, it was requested that Dr. Lee A. Bulla, Dean of the College of Agriculture, attend the 4:00 p.m. business session of the December 18, 1987 Trustees' meeting to report the College of Agriculture's recommendation on the transfer of the research portion of the dairy farm operations from Laramie to Afton.

Dean Lee Bulla and Associate Dean Colin Kaltenbach, College of Agriculture, attended the business session and provided the Trustees with the College of Agriculture's recommendation regarding the transfer.

Following Trustee discussion, it was moved by Mr. Schuster and seconded by Mr. Updike that the Trustees' position regarding the proposed transfer be drafted with the help of Mr. David Baker and that a teleconference meeting with members of the Executive Committee be scheduled for December 21, 1987 or as soon thereafter as possible to approve the recommendation, and that the recommendation be submitted to the legislature prior to the January 1, 1988 mandate. The motion carried.

Dean Bulla suggested that members of the Trustees may want to meet with members of the legislature at some future date to discuss such legislative mandates.

PROGRESS REPORT
"MISSION STATEMENT"

Dr. Jean Schaefer, Assistant to the President for Planning, presented to the Committee of

the Whole, a progress report on the University Mission Statement. Dr. Schaefer outlined the need, the structure, and the procedure for the mission task force.

REGULATIONS OF THE TRUSTEES
CHAPTER VII, SECTION 6
POLITICAL ACTIVITIES

President Roark provided the Committee of the Whole with background information on the issue

of whether the Trustee Regulations on political activities are legally valid.

Based on recommendations from the Committee of the Whole, it was moved by Mr. Updike, seconded by Mr. Sharratt, and carried that the Trustee Regulation, Chapter VII, Section 6 be amended to state:

The political rights and privileges of all employees of the University are the same as those of any other citizen of the State. However, University funds, time, services and facilities may not be used for political purposes unless such political activities are University sanctioned as part of the educational process. Any unauthorized use may be subject to disciplinary action, including discharge.

Mr. Schuster noted a conflict of interest in both the Committee of the Whole and the business session and was not involved in the discussion or debate or vote on the Regulations of the Trustees, Chapter VII, Section 6, Political Activities.

RECESS

President Miracle noted at 3:05 p.m. that the Committee of the Whole would recess until 3:10 p.m. at which time the Trustees would go into Executive Session to discuss litigation. President Miracle stated that the business session would be held at 4:00 p.m.

NEW BUSINESS

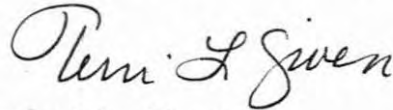
Mr. Schuster suggested that at the Trustees' January 14-15, 1988 meeting, the Trustees try a new format for the committee/business meetings. He suggested that the present committee structure be followed but that each committee meet within the Committee of the Whole and that the business session be conducted during the Committee of the Whole. Mr. Schuster's suggestion was approved by a Trustee vote of three in favor and two opposed.

President Miracle authorized President Roark to proceed with the naming of a committee charged with looking into the desirability of proceeding with an evaluation of the land on East Grand Avenue that Eisenberg Company is interested in for commercial development.

ADJOURNMENT AND DATE
OF NEXT MEETING

There being no further business to come
before the Trustees, the meeting was adjourned
at 5:05 p.m. The next meeting of the Trustees is scheduled for January 14-15,
1988.

Respectfully submitted,



Terri L. Given
Deputy Secretary

DRAFT - 11/13/87

THE UNIVERSITY OF WYOMING
Laramie, Wyoming

UNIREG 41
November 13, 1987

UNIVERSITY REGULATION 41
Initiating Authority: President

Subject: Procedures for Retrenchment

- References: (a) Wyoming Statutes § 21-17-204;
(b) Regulations of the Trustees of the University of Wyoming, Chapter V, Section 7;
(c) Regulations of the Trustees of the University of Wyoming, Chapter IV, Section 3;
(d) Faculty Senate Resolution 197 (adopted November 9, 1987)

1. Purpose. To establish a retrenchment process for the University of Wyoming.

This Regulation applies exclusively to fiscal circumstances resulting from a decrease in one or more of the following Section I revenues: state general fund appropriations, the University of Wyoming income fund, the sales and services fund, the federal mineral royalties, the University land income fund, and the agricultural land income fund. When the process prescribed in this Regulation is invoked by the President of the University, consideration may be given to the actual and projected revenues of all Section I revenues.

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

- a. "Executive Council" shall mean the senior administrative officers of the University as designated by the President of the University, including but not limited to the President of the University, the Vice Presidents of the University, the Special Assistant to the President, and the Assistant to the President for Information;

- b. "Council of Deans" shall mean but not be limited to the deans of the academic colleges and independent schools, including UW/CC Upper Division Center; the Director of the University Libraries; the Director of the University Computer Services; the University Vice Presidents; and the Associate Vice Presidents for Academic Affairs;
- c. "Academic Planning Committee," "Graduate School Committee," and "Research Coordinating Committee" shall mean the committees designated in University Regulation 702, as revised; and
- d. "Retrenchment" shall mean that sufficient funds are not available within the Section I budget of the University to maintain recurring and continuing University Section I operations without the elimination of academic programs; "retrenchment," for purposes of this Regulation, excludes expenditure reductions or reallocations resulting from: i) attrition of faculty; ii) non-renewal of faculty appointments; or iii) modifications to academic programs generated by changes in curricula accomplished through regular curricula mechanisms of the University.

3. Prerogatives of the Trustees of the University of Wyoming. The Trustees of the University of Wyoming retain the sole prerogative for i) the termination or elimination of educational programs at the University of Wyoming; ii) the approval of the annual Section I budget of the University of Wyoming; and iii) the approval of Section I biennial budget requests to be submitted to the executive and legislative branches of the State of Wyoming.

4. Responsibility of the President of the University. The President of the University shall, when the President determines that the financial circumstances require the invoking of the retrenchment process prescribed in this Regulation, notify the President of the Trustees of the University of Wyoming, the Chair of the Trustees' Academic Issues Committee, the Chair of the Trustees' Budget Committee, the members of the University Executive Council, the Chair of the Academic Planning Committee, and the Chair of the Faculty Senate of the need to invoke the retrenchment process prescribed by this Regulation. The President's notification shall also identify the financial circumstances requiring the invoking of the retrenchment process and the timetable for developing a budget plan, including the elimination of educational programs, responsive to the financial circumstances.

5. Responsibility of the Executive Council. The Executive Council, following the receipt of the notification from the President of the University, shall thoroughly evaluate the cause(s) and extent of the financial circumstances requiring retrenchment of the University's Section I budget. The Executive Council shall prepare preliminary recommendations for expenditure reductions or revenue enhancements to be achieved in the educational programs of the University, and shall prepare recommendations for expenditure reductions or revenue enhancements to be allocated to the non-academic units of the University. In preparing these recommendations, the Executive Council shall:

- a. Preserve in every way possible the central mission of the University;
- b. Identify all existing or projected financial resources of the University to be allocated prior to the implementation of any reduction of any expenditures in Section I of the University's budget;
- c. Identify all reasonable and prudent alternatives for providing non-academic services of the University without serious distortion of such services prior to any elimination of educational programs of the University; and
- d. Identify possible legislative measures which, if implemented, would constructively abate the financial circumstances requiring retrenchment of the University's Section I budget allocated to the support of the academic programs of the University.

The Executive Council's preliminary recommendations for expenditure reductions or revenue enhancements in the educational programs of the University shall include proposed allocations of such expenditure reductions or revenue enhancements to each college, school or academic unit, excluding individual academic departments. The Executive Council's preliminary recommendation, including the evidence considered, shall be submitted simultaneously to the President of the University, the Council of Deans, the Chair of the Faculty Senate, and the Chair of the Academic Planning Committee.

The Executive Council's recommendations for expenditure reductions or revenue enhancements to be allocated to the non-academic units of the University shall be submitted to the President of the University. The Executive Council's recommendations pertaining to the non-academic units of the University shall also be presented simultaneously for informational purposes to the Council of Deans, the Chair of the Faculty Senate, the Chair of the Academic Planning Committee, and the Chair of the Staff Council.

6. Responsibility of the Council of Deans. The Council of Deans, following receipt of the preliminary recommendations of the Executive Council for expenditure reductions or revenue enhancements in the academic units of the University, shall consider the preliminary recommendations of the Executive Council and the evidence presented.

The Council of Deans shall prepare a preliminary recommendation on expenditure reductions or revenue enhancements to be allocated to each college, school or academic unit, excluding individual academic departments.

Following the preparation of the preliminary recommendation by the Council of Deans, each dean or other University officer with responsibility for a college, school or academic unit shall convene department heads, or a committee representative of the constituencies within each college, school or academic unit. Following these meetings, the dean or other University officer shall prepare a recommendation on expenditure reductions or revenue enhancements within the college, school or academic unit.

In making these recommendations, the dean or other University officer shall give consideration to the impact of such expenditure reductions or revenue enhancements on the quality of existing programs; centrality of the program to the mission and goals of the University, college, school or academic unit; and the impact of such expenditure reductions or revenue enhancements on the students, faculty, staff and general public. The recommendation shall include a detailed list of educational programs or courses to be eliminated or reduced, and a detailed explanation of specific actions required to achieve the expenditure reductions or revenue enhancements identified by the Council of Deans.

The individual recommendations of the deans or other University officers shall be submitted to the Provost and Vice President for Academic and Student Affairs, who shall prepare a composite of the recommendations submitted by each dean or University officer.

Any recommendation from a dean or other University officer affecting a research program of the University shall be submitted by the Provost and Vice President for Academic and Student Affairs to the Vice President for Research and International Programs, who shall submit the composite of the recommendation of the deans or other University officers regarding the research programs, along with his/her independent recommendation, simultaneously to the President of the University, the Graduate School Committee and/or the Research Coordination Committee, the Council of Deans, the Chair of the Faculty Senate and the Chair of the Academic Planning Committee.

The Provost and Vice President for Academic and Student Affairs shall also submit a composite of the recommendations of the deans and other University officers and his/her independent recommendations simultaneously to the President of the University, the Council of Deans, the Chair of the Faculty Senate, and the Chair of the Academic Planning Committee.

7. Responsibility of the Academic Planning Committee. The Academic Planning Committee shall, following receipt of the composite of the recommendations of the deans or other University officers, the recommendation of the Provost and Vice President for Academic and Student Affairs, and, if appropriate, the Vice President for Research and International Programs, shall give thoughtful consideration to the composite recommendation of the deans or other University officers, to the recommendation of the Provost and Vice President for Academic and Student Affairs, and, if appropriate, the Vice President for Research and International Programs. The committee, pursuant to University Regulation 702, may instigate its own inquiries into areas of academic concern. The committee shall also consult with the Graduate School Committee and the Research Coordination Committee, if expenditure reductions or revenue enhancements affecting graduate academic or research programs are included in any of the recommendations submitted to it.

The committee, following its review of all recommendations, its completion of independent investigations and its consultations, shall prepare a detailed recommendation of proposed expenditure reductions, including program eliminations, and revenue enhancements for consideration by the Faculty Senate. The committee recommendations shall also be presented for informational purposes simultaneously to the President of the University, the Council of Deans, the Chair of the Graduate School Committee and the Chair of the Research Coordination Committee.

8. Responsibility of the Faculty Senate. The Faculty Senate shall give thoughtful and timely consideration to any recommendation of the Academic Planning Committee. The Faculty Senate shall convene in a special session to consider the recommendations of the Academic Planning Committee. If the committee's recommendation is determined to be acceptable, the Senate shall ratify it; if not, the Faculty Senate shall return the committee's recommendation, along with a statement of its concerns, to the committee for reconsideration and modification. If no action is taken within the time prescribed by the President, the last active recommendation of the Academic Planning Committee shall be submitted to the President of the University.

9. Disposition of the Recommendations of the Faculty Senate. The President of the University shall give thoughtful and timely consideration to the recommendations submitted by the Faculty Senate. The President may consult with the Executive Council and the Council of Deans. The President may also request reconsideration by the Faculty Senate but only when additional or new information would impact the recommendation of the Faculty Senate. The President shall simultaneously notify the Executive Council, the Council of Deans, the Academic Planning Committee and the Chair of the Faculty Senate of his/her recommendation to the Trustees at least five days prior to the Trustee meeting at which the recommendation is to be considered.

Approved:

Terry P. Roark
President

UNIVERSITY OF WYOMING
COLLEGE OF HEALTH SCIENCES

COMPREHENSIVE PLAN

for the

SCHOOL OF HUMAN MEDICINE

Submitted

by

The University of Wyoming Board of Trustees

January 1, 1988

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SUMMARY

The University of Wyoming College of Health Sciences is a unique and comprehensive health professions education, research, and service system. An important component of the system is the School of Human Medicine, a medical education unit which includes the Medical Student Contract Program and Postgraduate Family Practice Residency Programs located in Casper and Cheyenne. These programs provide medical education opportunities for Wyoming students, they offer postgraduate medical education and training in family practice, they enhance the availability of family physicians in Wyoming, and they complement Wyoming's medical care delivery system. The successes achieved by the School of Human Medicine and the benefits to Wyoming are noteworthy. To summarize some of those outcomes:

- - Of the students who have satisfied the obligations of the medical contract program, 77 percent have established medical practices in Wyoming.
- - All of the graduates of the residency centers have passed their American Board of Family Practice Certification examinations. As a group, they score in the upper half of all those who take the examination nationally.
- - Thirty-two graduates of the residency program have established permanent practices in 19 Wyoming communities. This is a 38 percent retention rate and it exceeds the national average for similar programs.
- - Of all the physicians currently practicing in Wyoming, about 11 percent have come through the student contract program or the residency program.
- - Medical services resulting directly from the education and training activities of the residency centers are offered in 44 communities scattered throughout Wyoming. Such services complement the state's medical care system in that services not otherwise obtainable or sufficiently available are

offered by the residency programs. For instance, obstetric services in Cheyenne, operation of the clinic in Midwest by the Casper program, services to correctional facilities in Laramie county and more.

- - There are requests from communities throughout Wyoming to recruit more than 80 physicians with various medical specialties; this includes requests for 25 family physicians.
- - The economic importance of the residency centers cannot be understated as they serve a significant number of indigent and needy patients, they attract appreciable grant and contract dollars which add to the state economy, they are developing affiliations with private and federal agencies which could achieve considerable off-set dollars to legislative appropriations, and they offer important employment opportunities.
- - As the School of Human Medicine has become integrated into the workings of the College of Health Sciences and the University, it has become a necessary resource in the education and training of students in other health professions (pharmacy, nursing, etc.) both at the University and in selected programs in some of the community colleges.

Essentially, the principal value of the School of Human Medicine is its educational value. Inherent in this context, in addition to the education and training of physicians, is the rendering of direct medical services in communities statewide, thereby complementing our medical care system; in providing clinical training resources for a variety of health related programs available in our educational system; and in contributing to the economic development of Wyoming. Thus, the School of Human Medicine is a valuable University and State resource. It has met all reasonable expectations in a high quality, efficient, and cost effective manner. It should be continued as a vital and productive component of Wyoming's health professions education, research, and services system.

PREFACE

The University of Wyoming Board of Trustees submits this comprehensive plan in compliance with the directive of the 1987 Wyoming State Legislature that - -

"The Trustees of the University of Wyoming shall develop a comprehensive plan for the school of human medicine, including the possible phase out of the family practice centers, and shall present the plan to the Wyoming legislature by January 1, 1988." (Session Laws of Wyoming, 1987 - Chapter 231. General Government Appropriations, Section 067, Footnote No. 8)

With the understanding that the School of Human Medicine is first and foremost an educational unit, this plan will focus on three major issues.

1. The continuing integration of the School of Human Medicine into the workings of the College of Health Sciences, thereby, contributing to the mission of the University relative to programs of teaching, research, and service.
2. The accomplishments of the School in meeting the expectations of high quality medical education and the attendant benefits to the citizens of Wyoming, which argue for the continuance of medical education and medical services programs.
3. The impact of additional elimination of any of the existing components or resources of the School of Human Medicine.

The School of Human Medicine has been subjected to comprehensive review and evaluation since 1976. Thus, through the evaluation process related to continuing accreditation, the preparation of numerous interim progress reports, and continuing academic program review through the University's planning process, the faculty and administration of the School of Human Medicine have understood the professional responsibility they have to contribute in every possible way toward the betterment of health related education and health care in Wyoming. The accomplishments have been significant. Given more than a decade of progress and achievement on behalf of Wyoming's citizens, our plan will focus on those factors required to maintain a commitment to high quality programs of medical education, research, and service.

It is in this spirit, rather than mere compliance with legislative directive, that we submit this plan.

Committee on Developing a Comprehensive
Plan for the School of Human Medicine

W. Perry Dray, Chairman

Robert P. Schuster

David W. Updike

David A. Driggers

Philip Catalfomo

INTRODUCTION
and
HISTORICAL PERSPECTIVE

The University of Wyoming College of Health Sciences stands as an important and unique health professions education and health care services system. A key component of that system is the School of Human Medicine.

In order to present a plan for the continuing development of the School of Human Medicine, and to place the School in a proper University context, it would be appropriate to summarize the major historical events which lead to its current composition and functions.

1950 - - Legislation introduced by Mr. Rudolph Anselmi, State Senator from Sweetwater County, authorizing the University of Wyoming to develop a medical school. The bill passed and it was enacted as § 21-347, Wyoming Statutes as amended. (Never implemented.)

1962 - - Study committee appointed by UW President Humphrey, headed by Dr. Floyd Clarke, recommended the creation of a two-year medical school. Action deferred when the Faulkner Study of 1964 concluded that the Wyoming population base was too small to support a medical school.

1969 - - Wyoming Medical Society commissioned a study. The final report in 1972 entitled, "Medical Education in Wyoming: Imperative for Improved Health Care" recommended immediate development of a medical school program,

either a four-year school in Wyoming or a collaborative arrangement with a medical school in another state. Also recommended was the development of residency programs and programs for continuing medical education.

1973 - - The Wyoming Legislature appropriated funds to hire a Director of Medical Education Planning, Dr. Steven Joseph. His reports of 1974 recommended the development of a comprehensive system of medical education to include that UW offer the M.D. degree, development of family practice residency training programs, and the initiation of continuing medical education programs.

1974 - - Governor Hathaway appointed a Medical Education Steering Committee and Dr. Thomas Nicholas was selected as Special Assistant to the President of the University of Wyoming in the Office of Medical Education Development. In 1975 a proposal was presented to the Legislature which included appropriation requests for the establishment of two family practice residency programs and for the planning and development of a medical school. Funds were appropriated to develop a family practice residency program in Casper and to establish medical student contract programs with medical schools at the University of Utah and Creighton University.

1976 - - As an interim step, the Legislature appropriated money to found the College of Human Medicine and authorized the establishment of a family practice residency program in Cheyenne.

- 1978 - - The Legislature rejected the establishment of a four-year medical school at the University of Wyoming. Full funding was authorized for the family practice residency centers in Casper and Cheyenne and continuation of the medical student contract program under the auspices of the College of Human Medicine. The administration of these programs resided in the Office of the Governor.
- 1979 - - The administrative responsibility for the College of Human Medicine was transferred to the University of Wyoming.
- 1981 - - The Legislature established the Office of Rural and Community Health within the College of Human Medicine (W.S. 21-17-112).
- 1984 - - Through actions of the Board of Trustees and the Legislature, the University was authorized to reorganize the health-related disciplines and programs under the auspices of the College of Health Sciences. The College of Human Medicine was included as the School of Human Medicine.
- 1987 - - As a consequence of legislative action, the Office of Rural and Community Health was terminated.

Throughout four decades of study, debate, and action, the need and desire to establish a medical education resource for the State of Wyoming is clear. The principal issue has been on how to structure this resource. What has evolved is a unique medical education component, the School of Human Medicine, now integrated

into the workings of a major health professions education and health related services system recognized as the College of Health Sciences.

Essentially, the School of Human Medicine, in conjunction with other programs of the College of Health Sciences, enables the University of Wyoming to offer a variety of medical education opportunities. These include:

1. The Medical Student Contract Program in collaboration with the medical schools at Creighton University and the University of Utah.
2. Postgraduate Family Practice Residency Programs located in Casper and Cheyenne.
3. The Western Interstate Commission on Higher Education (WICHE) programs as coordinated by the College of Health Sciences' Office of Student Academic Affairs.

The relationship of these programs to the College of Health Sciences is outlined subsequently.

COLLEGE OF HEALTH SCIENCES

A Federation of Five Schools

SCHOOL OF HEALTH AND HUMAN SERVICES

Department of Speech Pathology and Audiology

Department of Social Work

Medical Technology Program

Dental Hygiene Program (joint with Sheridan College)

SCHOOL OF NURSING

SCHOOL OF PHARMACY

SCHOOL OF PHYSICAL AND HEALTH EDUCATION

SCHOOL OF HUMAN MEDICINE (formerly College of Human Medicine)

Medical Student Contract Program

Casper Family Practice Residency Center

Cheyenne Family Practice Residency Center

Health Sciences Information Network (with the University
libraries)

COLLEGE ADMINISTRATIVE OFFICES

Office of Student Academic Affairs

WICHE Certifying Center

Pre-professional Student Advising Center

Office of the Dean

As displayed above, the School of Human Medicine is an integral component of the College of Health Sciences. Thus, the School is obliged to deliver high quality programs of education, research, and professional service consistent with the missions of the University.

COMPREHENSIVE PLAN

In developing a comprehensive plan for the School of Human Medicine, it would seem appropriate to apply the concepts of Strategic Planning. What must be accomplished is a workable plan to maintain and advance health related education and services for Wyoming - - a plan that all participants in the process can accept with mutual understanding.

Simply stated - - strategic planning is a process of identifying what is being done and what will be done to meet the needs of client groups in a changing world. Our client groups include students in medicine and other health related disciplines, health care practitioners, medical patients, and citizens-at-large throughout Wyoming.

Strategic planning links together (1) the needs of client groups, (2) the services or programs being offered, and (3) the impact of changes in the world on the first two elements. Strategic planning thus provides a rational basis for allocating resources and offering services in a time of fiscal constraint, it focuses attention on external changes and action steps to be taken to anticipate rather than react to changes, it identifies the most important areas to focus the energies and resources of the system, and finally it establishes a framework for decisions about programs and services.

It is in this context that we propose a plan for the respective programs and services associated with the School of Human Medicine.

MEDICAL STUDENT CONTRACT PROGRAM

This program has a two-fold purpose.

1. To provide medical education opportunities for Wyoming students not otherwise obtainable.
2. To serve as an incentive for physicians to establish professional practices in Wyoming.

The program has succeeded on both counts. It should be noted that the program has been in effect only since 1976. Given the time required to educate and train a physician, we are only now beginning to realize the benefits of the program. As indicated below, the success of the program is evident.

Total Students Admitted since 1976		<u>306</u>
Dropped Out = 5	=	<u>301</u>
Currently Enrolled in Medical School = 87		
Creighton = 55		
Utah = 32		
Completed Medical School	=	<u>214</u>
Students in Fellowships, Out-of-State Residencies, or in Grace Period	=	<u>116</u> (26 grace year)
Currently Obligated to Payback	=	<u>72</u>
Paying in Cash	36	
WY Medical Practice	36 (11 FPRC)	
Completed Payback (service/cash)	=	<u>26</u>
Practicing in Wyoming	=	<u>20</u>

Therefore, of those now obliged to payback, 100% are meeting the obligation such that 50% are paying in cash and 50%, in one form or another, are practicing in Wyoming.

To date, twenty-six (26) former students have fulfilled the payback provision in full. Of those, 20 (77%) have established permanent medical practices in Wyoming. This success, in part, is due to the number of contract students who have completed a residency at one of the family practice centers.

Assuming that this trend continues, it must be concluded that the program has met all expectations.

PLANNING ISSUES

For the past many years, we have had authorization to sponsor up to 30 reserved medical student positions such that 20 were assigned to Creighton University and 10 to the University of Utah.

During this current period of fiscal constraint, in an effort to limit expenditures, the University has proposed and the Trustees have approved that for fiscal year 1988 the number of reserved positions be reduced to 20 so that 12 are assigned to Creighton and 8 to Utah.

Whether or not this arrangement will continue indefinitely is yet to be determined. The two principal reconciling factors will be 1) continuing fiscal constraint, and 2) determination of the physician manpower needs in Wyoming. Additionally, any new arrangements will have to be renegotiated in the contracts with the University of Utah and Creighton University.

We also propose to explore the feasibility of increasing student fees, which have not increased since the origination of the program, so that students would bear a larger share of their medical education costs. We also propose to re-examine the current requirements placed on students to repay their support costs either in cash repayment or in providing medical services for a prescribed period of time. The latter includes either completing a three-year residency in one of the Family Practice Residency Centers or establishing a medical practice in Wyoming for at least three years.

FAMILY PRACTICE RESIDENCY PROGRAMS

The University of Wyoming Family Practice Residency Centers were established to provide postgraduate medical education opportunity in Family Practice, to enhance the availability of family physicians, and to complement medical services in Wyoming.

Continuous reviews by the University and reports prepared by accreditation and certification agencies have concluded that the Centers offer excellent programs of medical education and that important services and benefits are provided to the people of Wyoming. To quote from a recent pre-accreditation statement on the Cheyenne Center as included in the consultation report of the American Academy of Family Physicians Residency Assistance Program:

"This program has the finest Family Practice Center I have ever seen. It also has exceptional faculty and excellent leadership. It has a fine panel of patients and provides excellent patient care services. The clinical rotations are all of a high quality..."

Similar comments refer to the Casper Center; the conclusion being that the Centers meet or exceed professional standards. Also, as integral components of the College of Health Sciences, the Centers contribute actively to the teaching, research, and service missions of the University.

The following is a summary of the educational value, research, and statewide services attributed to the Centers. The relevant supportive data and details appear in the attached appendices.

Educational Value

As educational facilities, the medical clinics serve as teaching laboratories required in the education and training of family practice physicians. Thus, the clinics serve the same educational purposes as laboratories used to educate engineers, chemists, agricultural specialists, geologists, and so on. Inherent in this clinic-laboratory setting and in other training environments is the provision of direct medical services to the immediate community and throughout the State. The medical residents, under the supervision of family practice faculty and participating community physicians representing various medical specialties, are directly involved in offering medical care services to actual patients. This occurs in the clinics' out-patient and in-patient care programs, hospitals and private practices in the Casper and Cheyenne areas, and through the rural rotation program using hospitals, clinics, and private practices located throughout Wyoming. Statewide, this includes some 22

hospitals and 80 physicians who regularly participate in our educational and service programs. The programs thus produce highly qualified family physicians and they complement the state's medical care delivery system in important and beneficial fashion for the numerous communities being served.

Other educational benefits accrue which, in turn, serve the planning issues to be presented later. The former include:

1. Pharmacy and Nursing students from the University campus receive a part of their clinical training through rotations conducted at the Centers.
2. Nursing students from Laramie County Community College receive some of their clinical training at the Cheyenne Center. Similarly, the Casper Center serves nursing students from Casper College.
3. Medical faculty teach courses on campus jointly with faculty in Health Sciences and with faculty in other campus programs such as Zoology and Nutrition.

Research and Scholarly Activity

The medical faculty and residents are actively involved in research and scholarly activities. The Centers are becoming high quality clinical research arms of the University and otherwise contribute to economic development issues of current concern. Research programs underway include studies in health promotion and wellness, gerontologic and corrective medicine, practice management and medical economics, resident and physician stress, nutrition, and various drug studies.

These activities have benefited Wyoming in a number of ways:

1. Over \$400,000 of federal and private grant support has been awarded to the medical faculty and the prospects to achieve additional or continuing support are promising. The related economic impact should be apparent.
2. The results and publications of research (more than 35 scholarly articles) have aided Wyoming physicians in developing a more cost effective approach in the treatment of certain diseases, in early detection (at birth) of heart murmurs, in better management of accidental or intentional drug overdoses, in improved diagnosis and care of diabetic patients, to cite some important medical outcomes.
3. Other important studies or reports include the potential reduction of cardiac vascular disease as a result of diets high in game meat or Wyoming Lean beef; the development of a rural model to deal with the teen pregnancy problem; and programs of education for day care providers in early detection of serious children's diseases.
4. In addition to their own research, the medical faculty are involved in collaborative research projects and graduate study programs with faculty in Health Sciences and in the College of Agriculture (nutrition and clinical dietetics).

Professional Service

The Family Practice Residency Centers provide an array of professional services statewide. In addition to patient care services inherent in the education and training activities of the programs (see p.10), the programs provide the following services.

1. Continuing medical education programs (e.g. Advanced Cardiac Life Support and Advanced Trauma Life Support training) are provided to health care practitioners throughout Wyoming. During the past three years, such courses have been offered over 31 times, to more than 237 health care practitioners in numerous Wyoming communities. The Heart Association of Wyoming has recognized this outstanding service program through financial grants in support of the program, and special awards to our Casper facility and faculty.
2. The library resources at the Centers are used regularly by physicians and other health care providers. The libraries also serve as key resources for the Health Sciences Information Network. Collectively, during the past year we have provided physicians and other health care practitioners over 5,000 interlibrary loan services and almost 300 Medline searches.
3. The various facilities at the Centers (e.g. Audio-visual materials, auditorium and conference room

facilities) support private practitioners and several organizations (Cancer Society, American Heart Association, etc.) in their various health education programs. About 30 physicians in the Casper area and 20 in Cheyenne have had audio-visual educational materials prepared at our facilities during the past year. Also, a collaborative arrangement with the College of Agriculture maximizes the use of these facilities (see p. 17).

As a complementary service, the Health Sciences Information Network (HSIN) was established in collaboration with the University of Wyoming Libraries. The Network was established to improve access and dissemination of biomedical literature for the Wyoming health care provider and students. As the program has expanded, the Network consists of six medical information consortia centered around the community colleges and includes 56 member libraries throughout the State. Through advancing library technology and participation in the national biomedical communications network, services have been coordinated statewide with community libraries, those located in health care institutions, and the libraries of the Family Practice Residency Centers.

The Whedon Cancer Foundation in Sheridan has, on behalf of HSIN and Sheridan College, purchased telefacsimile equipment so that better exchange of information between these sites could be achieved. At this time, each site has ready access to biomedical

and cancer literature. As well, this system has served community professionals and the Dental Hygiene and Nursing programs at Sheridan College and it has enhanced the opportunity for the Whedon Cancer Foundation and the University to continue joint research programs.

The overall achievement of the Health Sciences Information Network is that health care providers, students, and citizens throughout Wyoming have direct and convenient access to medical and health information.

Summarized simply, the Family Practice Residency Centers serve as high quality and productive teaching, research, and service components of the College of Health Sciences and the University.

PLANNING ISSUES

The planning issues of highest importance include the continuing development and integration of the Family Practice Centers as teaching, research, and service units; the seeking and implementation of supplemental funding support; the integration of the Human Medicine budget into the University budget; and the continuance of the instructional and other academic services formerly conducted by the recently terminated Office of Rural and Community Health.

1. Teaching, Research, and Service Plan

The educational value of the family practice residency centers has been addressed previously. We plan to enhance this value by expanding the educational opportunities available at the

Centers. Currently, clinical training and educational programs are offered to pharmacy students as conducted by faculty who hold split appointments between Human Medicine and Pharmacy. Similar arrangements are being explored and developed with faculty who teach in Nursing, Medical Technology, Speech Pathology and Audiology, Social Work, and with programs outside the College such as Psychology, Nutrition, and Clinical Dietetics.

A major developing program in the School of Physical and Health Education is in the area of Sports Medicine. This program requires medical expertise. We have an arrangement with Human Medicine that medical faculty will teach segments of courses and offer services focusing on Health Appraisal, Exercise Physiology, Cardiac Rehabilitation, Employee Fitness, and Athletic Training. Also, the physician faculty would serve as medical directors of both our Human Performance Laboratory and Cardiovascular Rehabilitation Program.

Now that Human Medicine faculty are involved in instructional programs on campus, a somewhat reciprocal arrangement is being planned whereby faculty and medical associates in Laramie, in conjunction with the Casper facility, will offer a sports medicine fellowship to a family practice resident desirous of training in the area of prevention and treatment of sports injuries. Similar educational opportunities will be developed with the Cheyenne facility.

Other educational opportunities being planned include:

- a) the establishment of medical rotations for the

residents who could be assigned to the University's Student Health Service; and

- b) the further involvement of the medical faculty and residents in teaching in courses on campus in appropriate health related disciplines. In turn, faculty on campus would be involved in certain instructional activities at the Residency Centers.

The Residency Centers have excellent audiovisual holdings and conference facilities. These complement the educational capabilities of the Centers and other educational services also are benefited. In an effort to maximize the use of these facilities, and to expand educational services emanating from the Casper area, we have arranged with the Extension Services of the College of Agriculture the coordination and sharing of our respective equipment and facilities. This will create more opportunity to deliver outreach educational services through networking, teleconferencing, and related media techniques.

The research accomplishments and service activities of the medical faculty have been described previously. It is planned that these activities continue, and wherever possible, expand our collaborative or multidisciplinary programs. For example, the Casper facility is one of the sites selected by the University of Utah Geriatric Education Center (GEC). The purpose of the GEC is to train professionals so that they can do a better job of teaching geriatrics in their respective disciplines. In turn, this will improve services to geriatric patients, a

steadily increasing segment of our population. This is now leading to a broader collaborative arrangement to include nursing, pharmacy, and eventually other health professions.

2. Supplemental Funding Support

The 1984 Wyoming State Legislature directed the School of Human Medicine to study supplemental funding sources to support the Family Practice Residency Programs. In complying with this directive, the University sought and received the approval of the University of Wyoming Board of Trustees and the 1987 Wyoming Legislature to negotiate a contractual agreement between the Casper Residency Program and the Wyoming Medical Center (Casper) that would allow them to qualify for financial support through the federally sponsored medical education reimbursement programs.

The contractual agreements have been completed and we now wait for final approval by the Health Care Finance Administration. When implemented fully, we should realize approximately \$450,000/year in medical education reimbursement which would offset general fund dollars by the same amount.

We plan to present this model to those hospitals in Cheyenne who affiliate with the Cheyenne Residency Program as an incentive to develop a similar contractual agreement. If successful, about \$300,000/year would be realized as an offset to general fund support.

The Cheyenne Residency Program is negotiating the implementation of an education and service program with the Veterans Administration Hospital. This arrangement will allow us

to broaden the medical education opportunities for the residents while achieving direct financial support from the Veterans Administration. Similar arrangements are being discussed relative to the clinical programs in pharmacy, nursing, and other disciplines. This will also allow us to tie in our Health Sciences Information Network to the national Veterans Administration medical information network. Overall, such an affiliation, including the VA facility in Sheridan, will enhance our programs educationally and financially and it would broaden our services statewide, especially for Wyoming's veterans.

3. Integration of the Human Medicine Budget

The integration of the teaching, research, and service functions of the School of Human Medicine into those of the University has been an evolving process. Plans to continue the process have been described previously.

The Human Medicine budget is currently carried as one of eight Section 1 budget programs of the University. The plan to integrate the School of Human Medicine into the workings of the University suggests that this would be achieved better if the Human Medicine budget becomes incorporated into the overall budget of the University.

The details of this component of our plan are presented in Appendix I.

4. Academic Services - - Office of Rural and Community Health

The principal assignments of the Office of Rural and Community Health have been a) to provide instruction to

undergraduate preprofessional students; b) to manage the medical student contract program; c) to arrange and oversee medical student clerkships and preceptorships; and d) to influence Wyoming's health care delivery system in the restoration, maintenance, and promotion of health (ie. physician recruitment and placement, technical assistance to community health agencies, statewide health planning) as outlined in 1981 legislation (W.S. 21-17-112).

As a consequence of legislative action in 1987, the entire budget for the Office of Rural and Community Health was eliminated. Notwithstanding this action, it is believed important that we plan to continue the instructional and other academic functions of that office. Thus, through the College of Health Sciences' Office of Student Academic Programs, and the reordering of other priorities in the College budget, we have planned to continue ongoing instructional services for health sciences students by using appropriate medical faculty. The latter will assist in the advising services relevant to pre-medical students, and they will also assist in arranging clerkships and preceptorships for medical students, in managing the medical student contract program and related financial aid programs, and otherwise serve student needs.

Another important planning consideration is the eventual re-establishment of an office of rural health for the state of Wyoming. Indeed, there is national focus on rural health issues as evidenced by the recent (September 1987) establishment in the

Department of Health and Human Services a new Office of Rural Health. According to the Health Resources and Services Administration, the office will monitor rural health issues and help coordinate efforts on behalf of rural health care facilities and services. In essence, the Congress is focusing on the need to improve access to quality health care for people living in rural areas. Ironically, this is what Wyoming's Office of Rural and Community Health had been doing, and doing it well. It is important that Wyoming re-establish its former leadership role in dealing with rural health issues and needs. Thus, we should plan, in coordination with other appropriate state health agencies, to revitalize an office of rural health to address properly Wyoming's rural health needs.

In summary, the fulfillment of the plan to continue to integrate the School of Human Medicine into the teaching, research, and service programs of the University will enhance the educational value of the residency centers, will improve research quality and productivity, will maintain appropriate professional services, and will continue to serve the students and citizens of Wyoming in the expected manner.

IMPACT OF PHASEOUT
OF THE
FAMILY PRACTICE RESIDENCY CENTERS

In directing the development of a comprehensive plan for the School of Human Medicine, the Wyoming State Legislature included that consideration be given to the possible phaseout of the family practice residency centers. The matter of phaseout is complex and should be considered in all of its ramifications -- educational value, medical services issues, economic and fiscal factors, population demographics, total phaseout or consolidation to one site, and so on. These issues should be considered in the context of the overall successes of the programs relative to the quality of the education and services rendered, the need for such services, fiscal responsibility, and the meeting of expectations.

While the issue of phaseout is considered, it is emphasized that this is not recommended lest the State of Wyoming wish to abandon a vital, viable, and productive medical education and services system. Moreover, it is re-emphasized that the family practice residency centers are not individually free standing, independent, and local medical services units. Instead, they are graduate medical education facilities having a growing interdependence and integrated into the education, research, and service activities of the College of Health Sciences and the University. In the end, what must be determined is what would be best for the people of Wyoming.

Educational Quality and Value

Continuous reviews by the University, the University of

Wyoming Board of Trustees, the Wyoming State Legislature, and accreditation and certification agencies have concluded that the Family Practice Residency Centers offer excellent programs of graduate medical education. Also, the collaborative and multidisciplinary teaching programs implemented or being developed, as described previously, have enhanced beyond expectations the educational value of the medical clinics.

These positive outcomes argue in favor of retaining the residency centers.

Medical Service and Needs

The medical clinics serve as teaching laboratories required in the education and training of family practice physicians. In these clinic-laboratory settings, and with cooperating private physicians, clinics, and hospitals, the medical faculty and residents are involved in delivering medical care services to actual patients statewide. Thus, they complement the medical care delivery system in Wyoming.

In listing below the major services attributed to each Center, it is not implied that a comparison be made to determine which Center provides better or more services. Instead, we present equally the important contributions made by each Center as they conduct their respective programs.

- 1) During the past two years, the two centers combined accommodated over 40,000 outpatient visits per year.

- 2) Because of the relatively low number of private obstetricians in Cheyenne, approximately 50 percent of the babies delivered are by private obstetricians and 50 percent by the physicians and residents of the Cheyenne Center. The Casper Center accommodates about 30 percent of the deliveries in that area. For Fiscal Year 1987, this included 283 deliveries in Cheyenne and 307 in Casper.
- 3) The medical clinic in Midwest is served by the faculty and residents from the Casper Center. Also, they provide medical backup to the medical clinic sponsored by the Northwest Community Action Programs of Wyoming.
- 4) The Cheyenne program cares for patients at all of the correctional facilities in Laramie County.
- 5) Through the rural rotations required in the training of residents, medical services have been enhanced in over 35 Wyoming communities (See Figure 1).
- 6) As back up to private physicians on leave (Locum Tenens), the residents and faculty have provided medical services in 29 communities throughout Wyoming (See Figure 2).
- 7) The Centers sponsor numerous continuing medical education programs and outreach services to health care practitioners throughout Wyoming. (See page 13).

- 8) At the time of closure of the Office of Rural and Community Health, we had requests from various Wyoming communities to help recruit and place 80 physicians. Of the various medical specialties needed, 25 were for family physicians.
- 9) A glance at population demographics and projections to 1996 suggests that the Centers are well-located and that there will be continuing need for their services (See Figure 3).

In addition to being excellent educational facilities, the residency centers complement the medical care delivery system in Wyoming in important and necessary ways. Add to this the need for more family physicians (see item 8) and it all says that the two Family Practice Residency Programs should be retained.

Other Important Successes

The collective programs of the School of Human Medicine, with focus on the Medical Student Contract program and the Family Practice Residency Program, are intended to a) enable the University to provide educational opportunities for Wyoming students who wish to pursue careers in medicine, b) increase the supply of physicians needed in the State, and c) support the provision of medical services in Wyoming.

Given the relatively young age of these programs (the first graduates were available only since 1979-80) and the time required to educate and train physicians, we are only now beginning to realize the full benefits of our efforts. Even so,

the successes are evident as is the potential for continuing success.

- 1) Thirty-two graduates have established practices in 19 Wyoming communities (see Figure 4). These graduates are the result of an educational system that will provide services and jobs for many years to come. Also, of the total number of graduates from the residency centers, over 38 percent have or continue to practice in Wyoming. This retention rate exceeds the national retention rate for similar programs.
- 2) From the total number of medical students supported by the contract program, 72 are now required to fulfill the payback obligation. This obligation is being satisfied in full, such that 50 percent are paying in cash and 50 percent are practicing in Wyoming. From the latter group, about one-third have opted to serve at the residency centers. Also, of the 1987 entering class (14 residents) 30 percent come from the Medical Student Contract Program.
- 3) To date, 26 former students have fulfilled the payback provision in full. Of those, 77 percent have established permanent medical practices in Wyoming.
- 4) Of all the physicians now practicing in Wyoming, about 11 percent have come through the medical student contract program or the residency program - - a significant statistic considering that the first

- graduates were available only since 1979 - 1980.
- 5) All of the graduates of the residency centers have passed their American Board of Family Practice certification examinations. As a group, they score in the upper half of all those who take the examination nationally.
 - 6) About 124 physicians from the private sector have been appointed as Clinical Faculty in that they are involved in the education and training of residents. About 62 serve the Cheyenne Center and 62 serve the Casper program. Also, numerous physicians throughout the State serve as adjunct faculty preceptors for residents on rural rotations and medical students in clerkships.

The School of Human Medicine presence throughout the state and the positive impact on Wyoming's medical care system (see Figure 5), the quality of the graduates, and the continuing support of the Wyoming medical community argue in favor of retaining the residency programs.

Impact of Phaseout - - Fiscal Analysis

The issue of phaseout of the Family Practice Residency Program can be approached from two points: a) phaseout of both centers (Casper and Cheyenne), or b) consolidation of one into the other. While neither of these options is recommended, prior to presenting a fiscal analysis relative to either of the options, it would be important to consider related economic and fiscal matters.

Any financial savings anticipated with the closure or consolidation of the residency centers would not be immediate and substantial costs would be shifted elsewhere in the State. While the dollar value of this cost-shifting phenomenon is difficult to calculate, the following items should be noted.

Impact of Closure of Both Programs

- 1) This would eliminate the postgraduate medical education opportunity for Family Practice in Wyoming. About twenty percent of Wyoming medical students chose this specialty upon graduating from medical school. Also, certain clinical training programs in pharmacy, nursing, sports medicine, and other health related programs would have to be accommodated elsewhere and certainly at higher costs.
- 2) Of the more than 40,000 patient visits per year recorded at the Centers, over 40 percent are patients with little or no ability to pay for medical services. Although it is not the intent that the Centers focus on the indigent, such clientele are attracted or frequently referred to those facilities. It is doubtful that the private sector or other state agencies would welcome this financial burden or increased patient load.
- 3) When private practitioners and hospitals have to absorb a higher than usual load of marginal payers or indigent patients, the remainder of society will experience higher medical costs. Similarly, state agencies would

require increased appropriations in affected areas of welfare services.

- 4) Rural rotations and locum tenens services would disappear; thus, risking less than adequate and possibly more expensive medical services in many communities.
- 5) Too many citizens would not seek medical care in timely fashion, risking advanced medical problems which would result in an overall higher cost per episode or treatment.
- 6) Under contract with the National Intern and Resident Matching Program, we are obliged to accept another class of residents for fiscal year 1989.
- 7) To honor existing commitments to residents, the residency program would have to be phased out over a three-year period beginning in 1990. It is most doubtful that the medical faculty and staff would remain through the phaseout period.
- 8) Consider that residents must serve the last two years of their residency in the same facility in order to be eligible to take certification examinations. Therefore, the Centers must be maintained through 1992 for them to satisfy this obligation. If they are closed prematurely, or if adequate staff cannot be continued until all obligations are met, then the residents may have to be supported at programs in other states,

possibly at higher costs, not to overlook the possibility of of litigation against the University.

- 9) Graduating medical students from Wyoming would have to seek residency training in Family Practice at out-of-state programs. The current high return rate of these students to Wyoming communities would diminish.
- 10) The fiscal analysis of phasing out the two residency centers is displayed in Table 1. It is evident that substantial cost remains in the continuance of the Medical Student Contract Program.

Impact of Consolidation

- 1) A decision would have to be made as to which site would prevail. Neither site presents a particular advantage. Certain current factors, e.g., geographic centrality, size and maturity of the program, relationship with the local hospital and private practitioners, argue in favor of the Casper program. Whereas, longer term considerations, e.g., population projections (see Figure 3), the availability of several hospitals and pending affiliations, and the need to complement certain medical specialties favor the Cheyenne program. In any case, with consideration toward economy of scale, the prevailing site would increase its resident enrollment. However, based on the nature of the respective physical facilities and accreditation standards relative to patient population and faculty-

resident ratios, the maximum number of additional residents that can be absorbed at either center would be five per entering class. But, in so doing, our facilities and resources would be stretched to their final limits.

- 2) At either center, to accommodate this added student load and yet comply with accreditation standards, at least four faculty and twelve staff people would have to be added to the selected site. Given this, attendant general support costs, and the eventual need for capital improvements, it may not be desirable to consolidate these programs at either site. Indeed, continuing accreditation would be jeopardized.
- 3) Facilities for clinical training in other health programs (nursing, pharmacy, etc.) would be thus eliminated but then would have to be provided elsewhere, again at higher cost.
- 4) The fiscal outcomes of consolidating the programs at either location are displayed in Table 2.

Other Fiscal Factors

Through one control mechanism or another, budgetary adjustments and reductions relative to the School of Human Medicine clearly indicate that the program has been operated in a fiscally responsible manner.

- 1) Since the effective date of the transfer of the School of Human Medicine from the Governor's Office to the University of Wyoming (1979-1980), the School has been reduced by some nineteen positions. This, together with companion reductions in various support budget categories and employer-paid benefits, has achieved substantial savings. These and other reductions are summarized in Table 3.
- 2) Since 1980, the total increase of the budgets of the combined residency programs has been less than 14 percent. This averages less than two percent increase per year. In fact, the current budget is back to the 1983-84 level.
- 3) The administrative budget exclusively for the School of Human Medicine has been eliminated in that administrative control of the School has been consolidated in the Office of the Dean of the College of Health Sciences.
- 4) The Centers have been awarded over \$400,000 of private and federal grant support and several new grants are pending.
- 5) The two centers employ about 104 people, 54 in Casper and 50 in Cheyenne. The negative economic impact on the respective communities as affected by the absence of the medical centers should be considered.
- 6) The actual cost of operating the residency centers

must be considered in that the way their budgets are usually displayed may be misleading and result in erroneous conclusions. To use Fiscal Year 1988 as an example, the combined expenditure authority granted to the residency programs is \$3,839,637. This figure is off-set by \$1,125,000 of clinic income. Thus, actual appropriated funds equal \$2,714,637. Also, if displayed like budgets of other academic programs whose fixed costs such as insurance, utilities, maintenance, or custodial services are carried elsewhere, then the budget for the residency program would approximate \$2,394,980. While this is still a significant annual cost, this is much less than the unsubstantiated figures frequently quoted. This is another reason why the budgets for the School of Human Medicine should be incorporated into the University budget structure (see Appendix I).

- 7) Finally, as indicated previously (p.18), contractual agreements with the Wyoming Medical Center for supplemental funding, when implemented, would provide a substantial off-set to general fund dollars. Additional off-set dollars would be achieved when the Cheyenne program completes its affiliation agreement with the Veterans Administration Hospital. It is expected then that other hospitals in the area would seek similar affiliation arrangements.

RESPONSE TO SPECIAL CONCERNS

During the past several years, certain concerns have arisen relative to the quality of the education and services offered by the residency centers, concerns alleging competition with the private sector, and various issues such as the need for family physicians, the viability of the programs in the absence of a medical school, the prospects for supplemental funding, and more. These special concerns are addressed subsequently. In so doing, it must be understood that the family practice centers are, first and foremost, educational facilities. Their medical services role is valid only in this context.

A recent survey (1985) of physicians statewide, as conducted by an independent University committee, focused on such quality issues as the quality of patient care, the quality of resident education, the quality of care to the indigent patient, and the overall quality of the residency program. In each case, the strong majority of physicians responded very favorably. This endorsement came from physicians statewide as well as from those in the immediate locale of each residency center. Such endorsement is also consistent with the performance of our residents, who regularly score above the average on national certification examinations, and accreditation reports which conclude that our facilities are among the very best available and that our programs continue to exceed accreditation requirements and professional practice standards.

It has been suggested that the residency centers stand as competitive entities to private practitioners. While this is technically true, in reality, the competition results in a situation where the services rendered by the residency centers actually complement the medical care delivery system in Wyoming and that certain compatible arrangements occur with physicians in the private sector. Indeed, the claim of unfair competition was not upheld by the 1985 report of the Joint Senate Education, Health and Welfare and House Education Interim Committee of the Wyoming Legislature.

- From a financial standpoint, the fees for services at the residency centers, as has been our continuing practice, are equivalent to the average fees charged by family physicians in the affected area.

- Approximately three out of four patients at the residency centers are uninsured or indigent. This creates a bad debt situation which, in the absence of the residency programs, would have to be absorbed by the private sector or Wyoming's welfare system.

- The faculty and residents, in one form or another, provide around-the-clock coverage to medical, surgical, and obstetrical wards and for emergency room services in the local hospitals, they cover for physicians statewide (See Figure 2), and they otherwise relieve the private practitioner of certain service burdens or provide the general public with services not usually available.

The teaching presence and quality of our facilities has helped recruit physicians to the area, in that they prefer to practice in an environment which affords them teaching opportunities as adjunct faculty.

The notion that the lack of a medical school or our population base detracts from the quality of a residency program cannot be substantiated. In fact, of the total of 382 Family Practice Residency Programs in the United States, only 63 are based at medical schools; the others are community hospital-based similar to the Wyoming programs. Also, about 30 programs have population bases smaller than either Casper or Cheyenne. As determined by accreditation reviews, our programs meet or exceed all professional standards.

To summarize and conclude on other special concerns:

- There is a continuing need for family physicians in Wyoming. We have more than 80 requests to recruit physicians of various specialties; over 25 are for family physicians.
- The retention rate of our graduates is about 38 percent, and this exceeds the national retention rate for similar programs.
- Our programs have been operated in a fiscally responsible manner. Indeed, costs have been controlled such that the budget for the family practice centers is back to the 1983-84 level.

- We continue to explore sources for supplemental funding. The plans previously described relative to arrangements with the Wyoming Medical Center (Casper) and the Veterans Administration and possibly other hospitals in Cheyenne are promising.

In summary, the family practice centers are high quality graduate medical education facilities. In this context, they offer medical services throughout Wyoming (see figure 5) which complement the state's medical care delivery system and otherwise benefit the people of the state.

CONCLUSION

The State of Wyoming created a unique medical education and medical service system now integrated into the teaching, research, and service missions of the University. To consider further dismantling of this system at a time when it is approaching its peak of performance educationally and in the delivery of medical manpower and high quality and necessary medical services statewide is not warranted nor in the best interests of the citizens of Wyoming. Clearly, the residency centers meet all reasonable expectations. Thus, the phaseout of these centers must be considered only on the notion that the State of Wyoming simply does not wish to continue to realize the benefits of graduate medical education in Family Practice.

In contrast, a long-term commitment by the Wyoming State Legislature toward the continuance of the School of Human Medicine, including both residency centers, would serve to reinforce the wisdom of former colleagues who created a unique, vital, and productive medical education system well-suited for the needs of Wyoming.

FIGURE 1.
RURAL ROTATIONS
COMMUNITIES WHERE RESIDENTS HAVE BEEN ASSIGNED

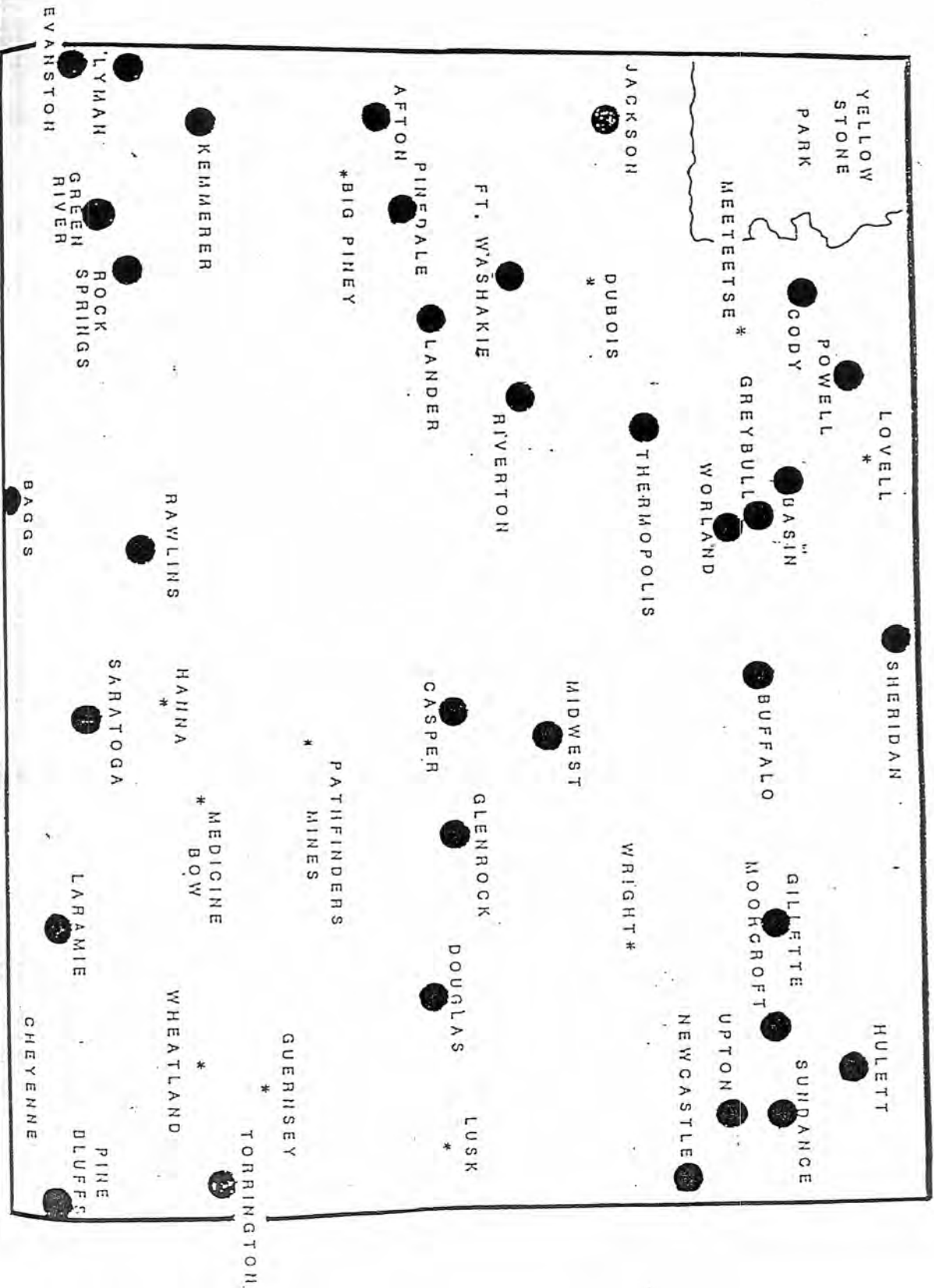


FIGURE 2.
LOCUM TENENS
(COVERING FOR PHYSICIANS ON LEAVE)

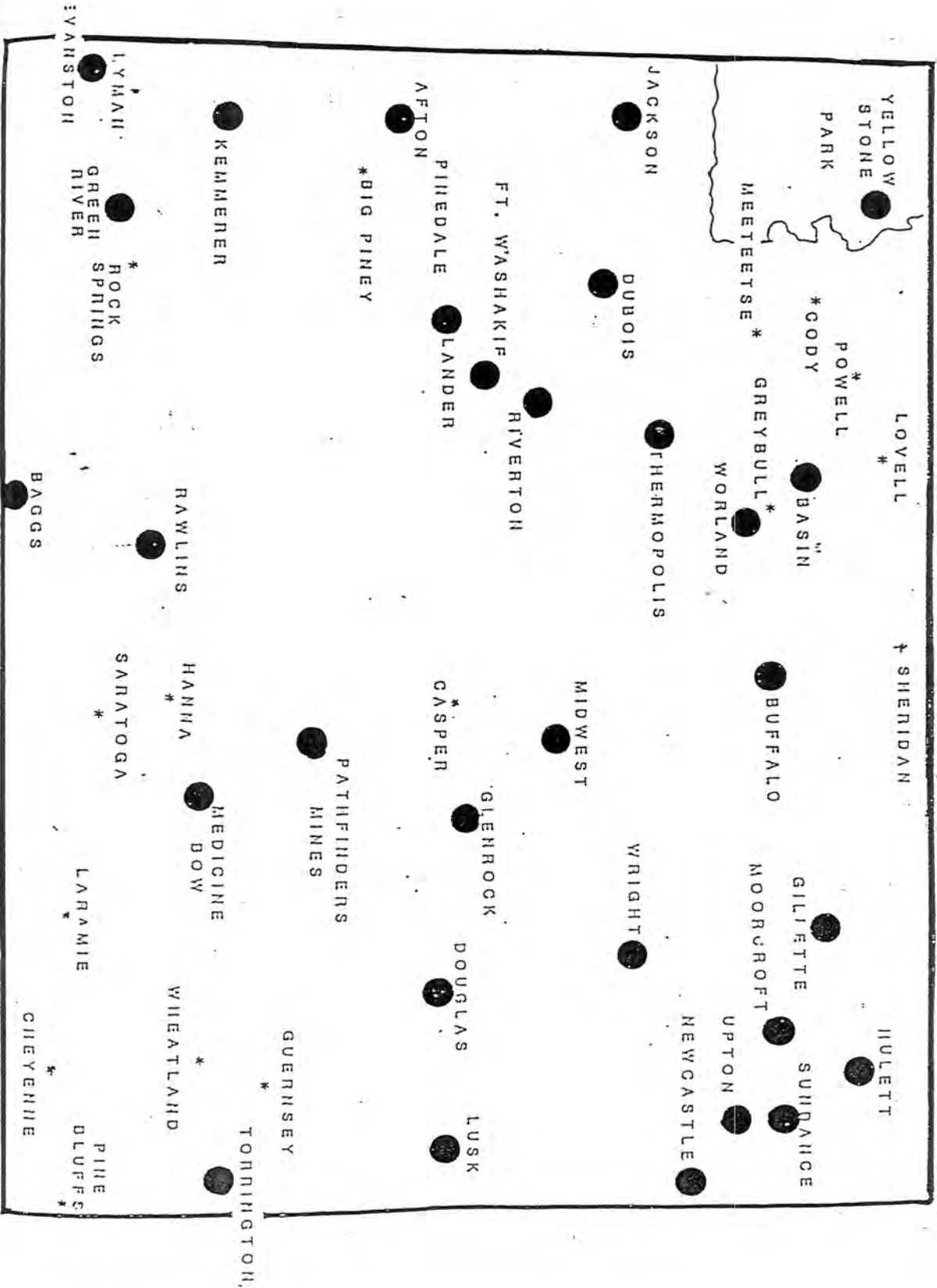
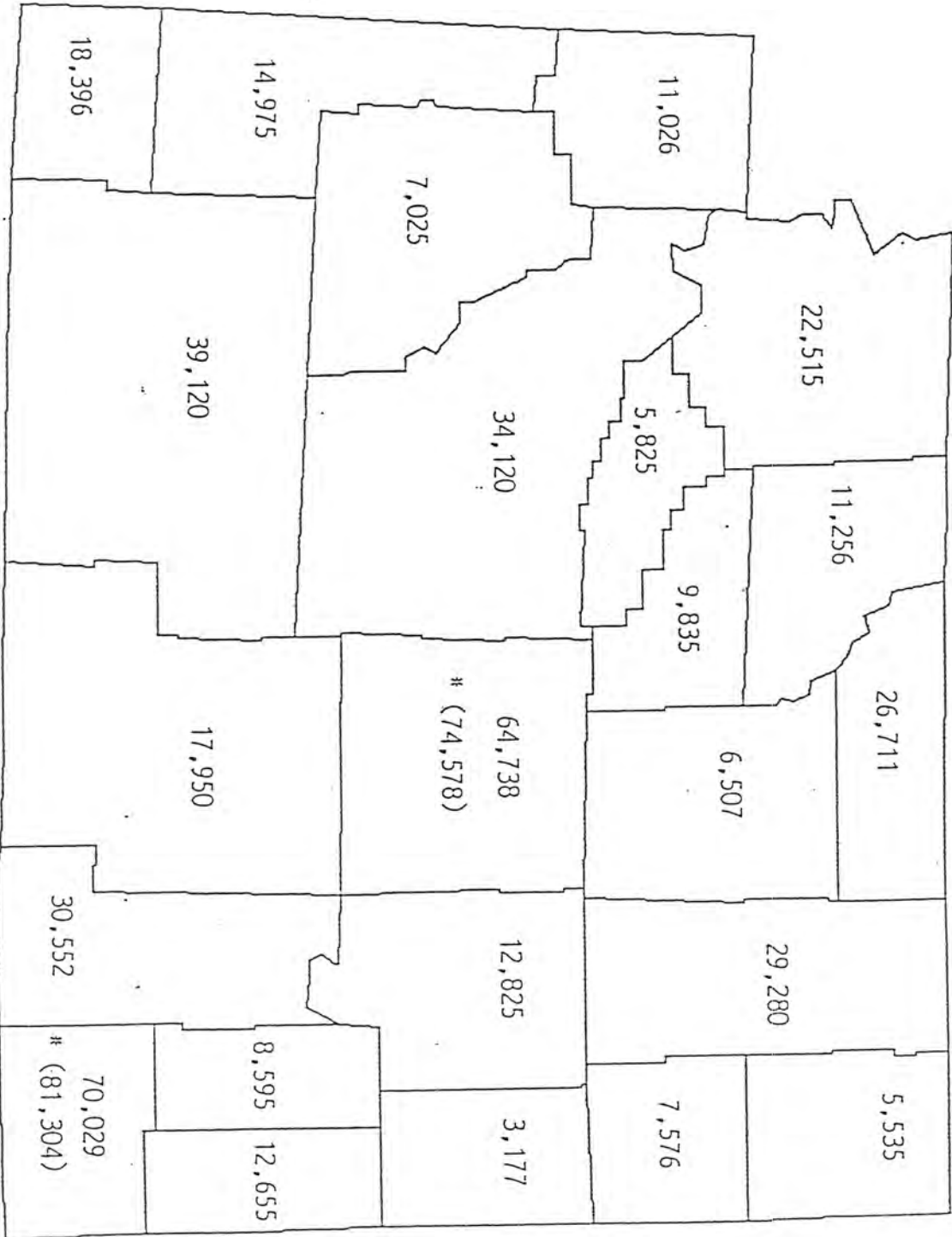


FIGURE 3.

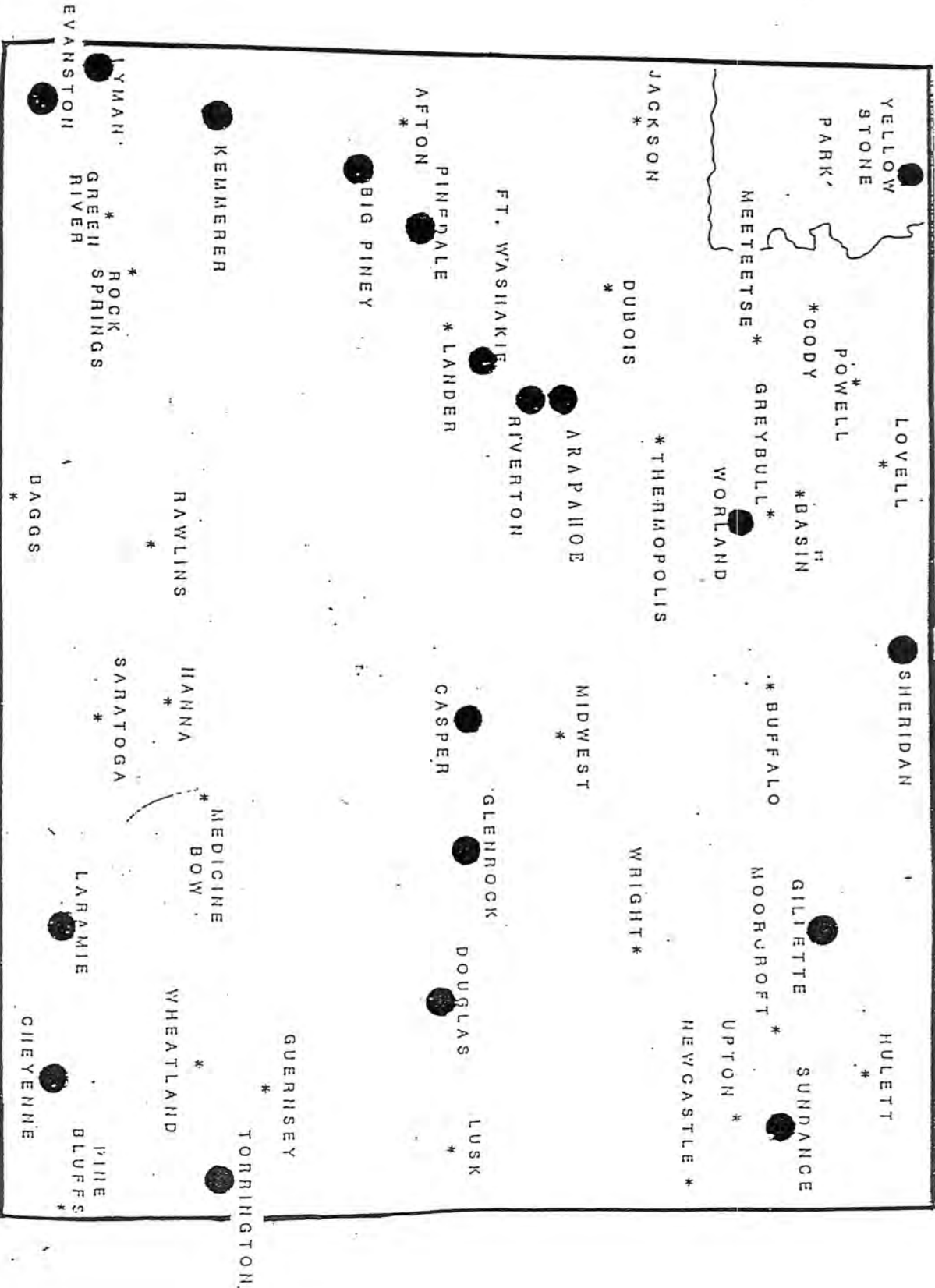
1986 WYOMING POPULATION PER COUNTY

= PROJECTED TO 1996



COMMUNITIES WHERE RESIDENTS HAVE ESTABLISHED PERMANENT PRACTICES

FIGURE 4.



Composite of Medical Services Provided by the Family Practice Residency Programs*

FIGURE 5

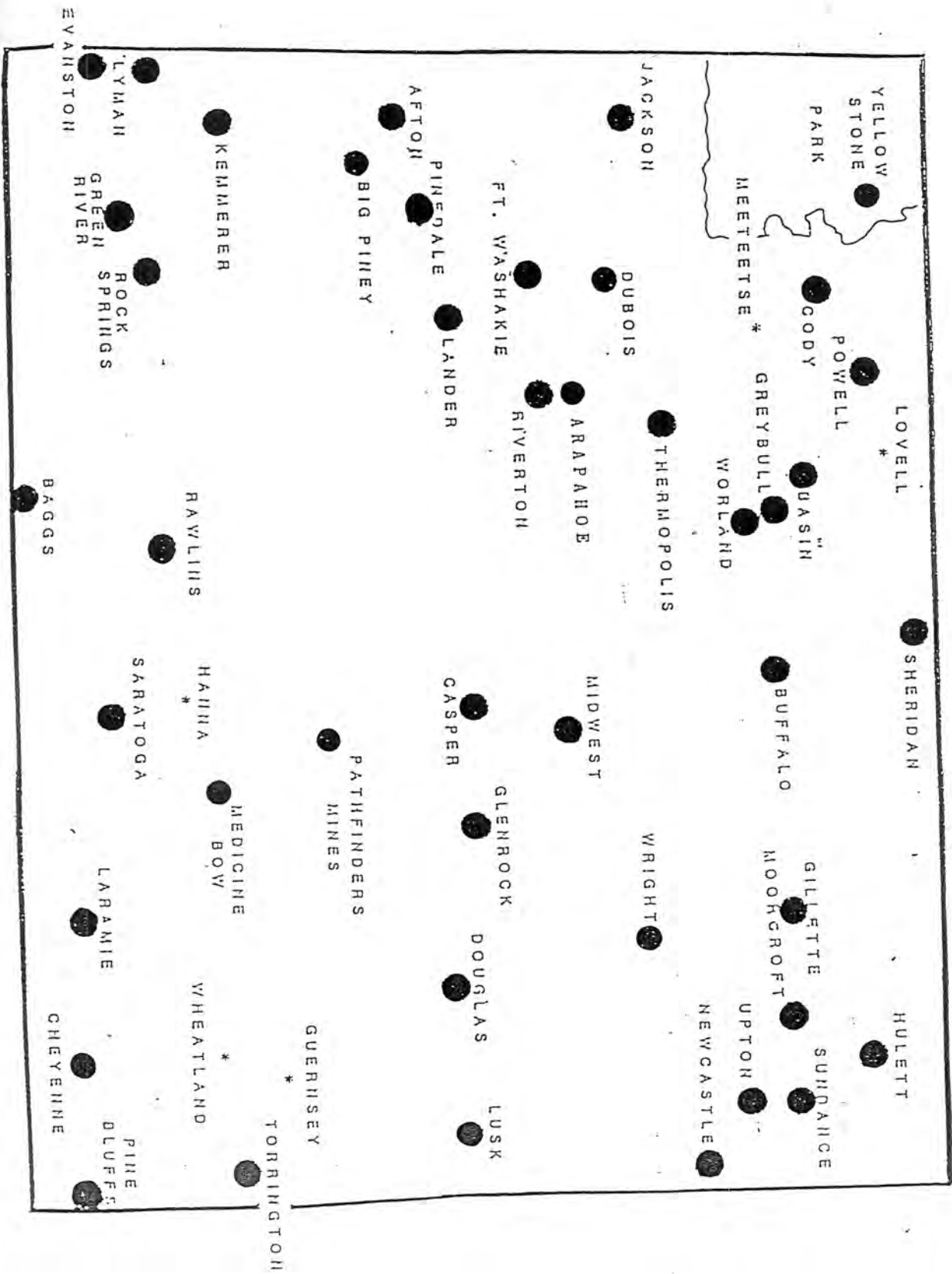


TABLE 1
School of Human Medicine - Phase Out of Family Practice Centers
Impact on Budgeted Base for FY 1990 - FY 1994

	FY 1987-1988 (1)		FY 1987-1988 (2)		FY 1989-1990 Biennium		FY 1991-1992 Biennium		FY 1993-1994 Biennium	
	Revised Appropriation	Adjusted Budget	FY 1987	FY 1988	FY 1989	FY 1990	FY 1991	FY 1992	FY 1993	FY 1994
Instruction & Contracts	313,727	313,727	270,122	349,134	191,055(3	191,055	191,055	191,055	191,055	191,055
Medical Contracts	2,660,269	2,638,707	2,491,209	2,626,229	3,087,102	3,377,159	3,895,118	4,450,800	4,450,800	4,450,800
Office of Rural & Community Health	302,179	---	290,912	---	---	---	---	---	---	---
Casper Family Practice Center	2,443,038	2,443,038	2,280,951	2,380,850	2,380,850	1,880,022	1,268,899	647,776	---	---
Theyenne Family Practice Center	1,945,595	1,945,595	1,904,927	1,975,730	1,975,730	1,543,448	990,870	508,292	---	---
Reserves	57,864	61,584	63,163	65,154	---	---	---	---	---	---
Total	7,722,672	7,402,651	7,301,284	7,397,097	7,634,737	6,991,684	6,345,942	5,797,923	4,641,855	4,641,855
General Fund	6,476,000	6,106,135	6,054,612	6,100,581	6,269,521	6,001,468	5,670,942	5,322,923	4,341,855	4,341,855
Family Practice Clinic Income	1,125,000	1,125,000	1,125,000	1,125,000	1,125,000	750,000	375,000	175,000	---	---
Sales and Services Fund	121,672	171,516	121,672	171,516	240,216	240,216	300,000	300,000	300,000	300,000
Total	7,722,672	7,402,651	7,301,284	7,397,097	7,634,737	6,991,684	6,345,942	5,797,923	4,641,855	4,641,855

1 Revised Appropriation represents March 27 Board approved revisions to legislative appropriation

2 Adjusted Budget represents budget reallocations and reductions to fund salary adjustments and meet funding shortfalls respectively.

3 Assumes redistribution of budget as proposed in Appendix I.

TABLE 2

Approximate Savings Through Program Consolidation

	<u>FY1990</u>	<u>FY1991</u>	<u>FY1992</u>
Family Practice Center	(41,000)	(81,000)	(696,000)

This is based on the following assumptions:

- 1) An incremental decline in residents over the projected phaseout period of July 1, 1990 through June 30, 1992. i.e., 6 residents per year beginning July 1, 1990.
- 2) Travel, support service, and contractual services will be reduced disproportionately based on continuation of services until a complete phaseout by June 30, 1992.
- 3) FY 1990, FY 1991, and FY 1992 reflect the transfer of 15 residents, 4 faculty, 12 staff, and related support costs to the remaining Family Practice Residency Program. (Additional faculty must be transferred with the residents to meet accreditation requirements.) The transfer of positions is as follows:

	<u>FY 1990</u>	<u>FY 1991</u>	<u>FY 1992</u>
Residents	5	5	5
Faculty	2	2	-
Staff	2	6	4
	<u>9</u>	<u>13</u>	<u>9</u>

TABLE 3

REDUCTIONS IN SCHOOL OF HUMAN MEDICINE
SINCE 1979 - 1980

<u>Biennium</u>	<u>Reduction</u>	<u>Biennial Reduction</u>
1981-82	Professor/Asst. Dean (2147)	\$95,472
1981-82	Professor/Asst. Dean (2150)	95,472
1981-82	Chief secretary (2557)	17,472
1981-82	Employer-paid Benefits on 2147, 2150, and 2557	45,852
1981-82	Supportive Services	10,803
	Biennial Subtotal	\$265,071
1983-84	Office Assistant III (2133)	30,792
1983-84	Professor/Assistant Dean (2188)	164,208
1983-84	Director of Bio. Medicine (2451)	64,320
1983-84	Chief Nurse (2856)	26,784
1983-84	Assistant Professor (2812)	110,400
1983-84	Medical Office Asst. (2819)	20,904
1983-84	Salary Improvements on 2133, 2188, 2451, 2856, 2812, 2819	71,968
1983-84	Employer-paid Benefits on 2133, 2188, 2451, 2856, 2812, 2819	100,178
1983-84	Contractual Services	409,640
	Biennial Subtotal	\$999,194
1985-86	Research Associate III (2766) (Transferrred to Instruction and Research)	45,768
1985-86	Administrative Secretary (2194) (Transferred to Student Services and Student Aids)	26,568
1985-86	Employer-paid Benefits on 2766 and 2194	7,761
1985-86	Professor/Asst. Dean (2181) (Transferred to Dean of College of Health Sciences)	103,410
1985-86	Licensed Practical Nurse (2727) (Transferred to Science/Math Teaching Center)	25,656
1985-86	Assistant Professor (2794) (Transferred to Library)	108,504
1985-86	Assistant Professor (2820) (Transferred to Library)	102,024

1985-1986	Employer-paid Benefits on 2181, 2727, 2794, 2820	81,503
1985-86	Full-time Salaries	121,048
	Biennial Subtotal	\$622,242
1986-87	Executive Order (May 29, 1986) Recommended by Joint Appropriations Committee	
	Full-time Salaries	368,713
	Part-time Salaries	8,467
	Employer-paid Benefits	454,978
	Travel	5,696
	Medical Contracts	452,276
	Contractual Services	21,300
1986-87	Supplemental Reductions (Dec. 1, 1986) Recommended By Governor and JAC	
	Medical Contracts	476,027
	Biennial Subtotal	\$1,787,457
1987-88	Legislature program reduction: Office of Rural and Community Health	
	Full Time Salaries	218,592
	Employer Benefits	38,691
	Support Services	20,915
	Travel	13,981
	Contractual Services	10,000
	Medical Contracts	311,683
	Biennial Subtotal	613,902
	TOTAL REDUCTIONS	<u>\$4,287,866</u>

Also, the Trustees have proposed -- and the 1986 Legislature approved -- an increase in the family practice clinic income for the support of the two family practice centers. The following is a summary of the family practice clinic income appropriated for the support of the School of Human Medicine:

<u>Biennium</u>	<u>Family Practice Clinic Income</u>
1979-1980	\$ 0
1981-1982	\$ 0
1983-1984	\$1,677,416
1985-1986	\$1,800,000
1987-1988	\$2,250,000

The use of family practice clinic income has resulted in a further reduction for appropriation of state general fund.

Integration of the Human Medicine Budget

It is recommended that the Human Medicine budget be incorporated into other appropriate program budgets of the University. This to be accomplished in a manner that would realign the budget with actual operating experience and yet retain separate identity.

The activities within the current Human Medicine budget can be divided realistically into three categories: 1) those associated with activities in the Section I Instruction and Research Program; 2) the custodial and maintenance activities associated with Section I Maintenance, Operation and Repair of Plant Program; and 3) the insurance (medical liability) item related to the Section I General Services Program.

To accomplish the integration of Human Medicine into the University, academically, financially, and operationally, it is proposed to reallocate the Human Medicine Standard expenditure budget as displayed below. For purposes of demonstration, we use the budget for Fiscal Year 1988.

	Instruction and Research	Maintenance, Operation and Repair of Plant	General Services
	-----	-----	-----
Full-time Salaries	2,864,976	24,504	-
Part-time Salaries	97,655	44,544	-
Employer Paid Benefits	531,513	10,729	-
Support Services	440,950	107,652	256,000*
Travel	74,495	-	-
Equipment	-	-	-
Grants and Aid	2,626,229	-	-
Special Services	317,850	-	-
 Total	 6,953,668	 187,429	 256,000

A programmatic redistribution of the Fiscal Year 1988 Standard Budget is attached as Exhibit A.

* Medical Liability Insurance

EXHIBIT A
Allocation of the Human Medicine Budget
Fiscal Year 1988

	Full-Time Personal Services	Part-Time Personal Services	Employer Paid Benefits	Total Personal Services	Support Budgets	Travel	Equipment	Grants and Aid	Special Services	Total Budget
Instruction and Contracts	152,532	23,572	29,938	206,042	9,524	5,427	-	2,626,229	-	2,847,222
Casper Residency	1,472,496	62,464	276,293	1,811,253	227,754	37,276	-	-	171,425	2,247,708
Cheyenne Residency	1,239,948	11,619	225,282	1,476,849	203,672	31,792	-	-	146,425	1,858,738
<u>Reallocated to Other Program Budgets *</u>										
Maintenance, Operation & Repair of Plant	24,504	44,544	10,729	79,777	107,652	-	-	-	-	187,429
General Services (Medical Liability Insurance)	-	-	-	-	256,000	-	-	-	-	256,000
Total	2,889,480	142,199	542,242	3,573,921	804,602	74,495	0	2,626,229	317,850	7,397,097

* Funding presently included in the Human Medicine budget which could be shifted to other programs.