University of Wyoming Mission Statement (April 2002)

The University of Wyoming aspires to be one of the nation’s finest public land-grant research universities, dedicated to serving as a statewide resource for accessible and affordable higher education of the highest quality, rigorous scholarship, technology transfer, economic and community development, and responsible stewardship of our cultural, historical, and natural resources.

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

- Expose students to the frontiers of scholarship and creative activity, and the complexities of an interdependent world;
- Ensure individual interactions among students, faculty, and staff;
- Nurture an environment that values and manifests diversity, free expression, academic freedom, personal integrity, and mutual respect; and
- Promote opportunities for personal growth, physical health, athletic competition, and leadership development for all members of the University community.

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

The primary vehicles for identifying the specific actions and resource allocations needed to achieve this complex mission are the University’s Academic Plan, Support Services Plan, and Capital Facilities Plan, each revised periodically.
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THE UNIVERSITY OF WYOMING  
MINUTES OF THE BOARD OF TRUSTEES  
January 24-26, 2008  

Little America; Cheyenne, Wyoming  

Trustee subcommittees met on Thursday, January 24, 2008, before the start of the official Board meeting. Trustee orientation regarding bond funding, FMR’s, and other revenues also took place that morning with a discussion led by Vice President for Administration Phill Harris.

The University hosted a reception and dinner for the LCCC Board of Trustees, local legislators, and the Cheyenne community, on the evening of Thursday, January 24, 2008.

The Business Meeting was held in the afternoon on Friday, January 25, 2008.
Ron Rabou, Chair of the LCCC Board, called the meeting to order at approximately 3:49 p.m.

LCCC Trustee Rabou gave a brief welcome to both the UW Board of Trustees and the LCCC Board of Trustees. The first item for discussion was University of Wyoming programs and services currently in Cheyenne.

President Buchanan thanked LCCC Trustee Rabou for the invitation to meet and asked Associate Vice President for Academic Affairs/Dean of the Outreach School Maggi Murdock to provide the Boards with information regarding personnel, programs, facilities, etc., that are currently on the LCCC campus.

Associate Vice President Murdock thanked those who assisted with creating the opportunity for this meeting. She then mentioned personnel, academic programs, degree programs, cooperative extension services, family practice residency programs, economic development opportunities, outreach opportunities, and the LCCC campus located in Albany County and its possible expansion.

UW Trustee Davis thanked the LCCC board for inviting the University and commended UW and LCCC for developing the programs they have and for educating the kids of Wyoming. He also stated that UW President Tom Buchanan has met with all the community colleges around the state, and the Board is in full support of these efforts.
LCCC President Darrel Hammon reported some statistics about LCCC, noting its growth over the past several years, especially in Albany County. He also mentioned working with NCAR and the UW School of Energy Resources. Dr. Hammon commented that LCCC continues to develop new programs, and it looks forward to building our partnership with the University.

LCCC Albany County campus Dean Lynn Stalnaker provided the Boards with some background about the Albany County Campus, including its former location in the Laramie Civic Center, its current location and new larger facility, students attending the college, partnership with the University, and plans to service more students.

UW President Tom Buchanan stated that we should not be satisfied with the status quo. We are pleased with what we have, but he thinks our partnership can do much more. He went on to say that we should not leave here today feeling good, but rather, that we make a commitment to work on some specific challenges. We need to discuss a shared facility in Cheyenne and what degrees should be offered. President Buchanan stated that he has asked five of his Vice President’s to be on-point to get involved in these discussions with LCCC, regarding academics, research, and fund-raising. President Buchanan stated that we also need to be discussing LCCC’s presence in Laramie and asked that LCCC folks join the UW team when conversations take place about the University’s East Campus Master Plan.

There was discussion by the Boards regarding the relationship between LCCC and the University, the East Campus Master Plan, a proposed joint facility, students who attend LCCC and their needs (such as a nursing program), the budget and existing resources, and the staffing and faculty for a joint facility.

UW President Buchanan stated that he would like to see a commitment to move forward with Level I and Level 2 planning, to get a facility on the LCCC campus in Cheyenne. He stated that he would also like to see a commitment to a timeline for this project. And, finally, he stated that he would like to see the LCCC folks join conversations regarding the University’s East Campus Master Plan. Let’s create the vision and figure out how to get this accomplished. President
Buchanan stated that the University is sincere and serious about serving post secondary needs in Wyoming. We are a lot more powerful if we work together instead of independently.

LCCC President Hammon stated that the community needs to be involved. He also commented that the LCCC Foundation is anxious to raise money and is in full support of this project.

LCCC Trustee George McIlvaine moved that the joint boards work on this comprehensive plan by this fall. UW Trustee Taylor Haynes seconded the motion; it carried unanimously in both boards.

The meeting adjourned at 4:56 p.m.
Trustee Davis welcomed Governor Freudenthal to the breakfast and thanked him for meeting with the full Board. The Board began discussing various issues regarding UW. Trustee Palmerlee discussed the College of Law and its future needs. Governor Freudenthal commented that there are some great lawyers out there who could provide interesting perspectives on various issues. He then stated that once the Trustees start this process, they need to hand it over to the college and administration.

Governor Freudenthal went on to discuss the role of the University, over time, and stated that integrity must be maintained. He then discussed facilities, fund raising, and programs which will be in these new facilities. Governor Freudenthal commented that the Trustees need to help argue that the University has to represent our current values and where we need to be going in the future. The University Board of Trustees has to have one foot into today and one out where you are going to land in the future. We will have some ups and downs depending on how long the recession will last.

Governor Freudenthal went on to discuss coal and how it affects the future of the state, building a facility for LCCC, and the purpose of the new facility. He then stated that the Trustees must support the person running the University. People in the state love the University, and they care about the institution and want it to be the best it can be.

There was continued discussion by the Board regarding the School of Energy Resources, technology in health care, improving the quality of our students, the workforce in Wyoming, reallocating resources within the state agencies, water, rural health care, and a policy analysis center. Governor Freudenthal then warned the Board to be careful that their agendas are for the
University and not for other roles that they have around the state. The Board of Trustees is for the University, they are not here to make decisions for the state.

Governor Freudenthal commented that he feels this is an interesting time in the state and that this will be an interesting decade.

President Buchanan thanked Governor Freudenthal for attending breakfast with the Board and for providing them with some thoughtful challenges.

Trustee Davis also thanked Governor Freudenthal for attending, and stated that he appreciated all his comments and opinions.
AGENDA ITEM TITLE:
Introduction of new Associate Vice Presidents for Research and Economic Development, Gern

CHECK THE APPROPRIATE BOX(ES):
☐ Work Session
☐ Education Session
☐ Information Item
☒ Other Specify: Introductions

MINUTES OF THE MEETING

Vice President for Research and Economic Development Bill Gern introduced his new Associate Vice Presidents, Carol Frost and Dorothy Yates, and provided some background about each. Carol Frost has started with the office, and Dorothy Yates begins on the Monday following the meeting.
Vice President for Academic Affairs Myron Allen led the discussion with the Board regarding University planning. He discussed the topic of leadership and stated that “relevance” is important but not sufficient. He discussed courses and programs such as weed science and its relevance in Wyoming, computer literacy and computational science, and health care and its delivery throughout the state. Vice President Allen proposed the idea that relevance is necessary but that we ought to be stronger. We need to look at the future that we want to have.

Vice President Allen then discussed graduate education, noting that graduate education is helping to create the economy of the future. There are many proposals to start new graduate programs, and the University has started several under the current planning document. He then stated that we must be judicious. We must do it well, and we need to consider the costs associated with changes.

Vice President Allen stated that the University needs to focus on what the state needs and identify what we currently do well.

Trustee Davis commented that the University is in this planning process and inquired if we have challenged the Deans to think beyond the next five years. Have we asked them to think about the future of their colleges?
Vice President Allen stated that it is important to have a 5-year plan so we are not taking random walks, but that he has asked the Deans where they see the University after they retire. What do they see for their college in the future?

There was continued discussion by the Board regarding tenure track and how that process could change, central management of positions- CPM as currently overseen by Academic Affairs, current graduate programs that are offered, the vision for the future Fine Arts facility, hearing from the Deans directly, costs associated with the changes in degrees/programs, and state funded assistantships.

President Buchanan commented that this was a healthy conversation and these are types of conversations that go into the creation of the academic plan. We are taking steps in the right direction, but we need to examine how to push farther in the future. President Buchanan then commented that good public universities are relevant to the region they are in. We have to be connected to our constituencies around the state. We have to have people who are behind us and support our programs. The University has to have something relevant for the state to follow. President Buchanan posed the question of how do we deliver to the state and to the students that we have. We have to be recognized as relevant and connected in order to have credibility and freedom.

There was continued discussion by the Board and the administrators regarding long-term planning, LCCC (Laramie County Community College) facilities, recruiting students at a younger age, parents and their influence as teachers of their children, teacher shortages around the state, students graduating from UW’s College of Education and their placement in the state, our next generation of teachers, and connections with the community colleges.

Associate Vice President for Academic Affairs Rollin Abernethy discussed the P-16 Council and the Wyoming School Partnership and their current work around the state.
MINUTES OF THE MEETING

Vice President for Administration Phill Harris discussed the memo seen below and answered questions from the Board.

UNIVERSITY OF WYOMING

Vice President for Administration
Department 3982 • Room 318, Old Main • Laramie, WY 82071-3982
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January 23, 2008

TO: Board of Trustees
University of Wyoming

FROM: Phill Harris, Vice President
Administration

SUBJECT: Construction Manager at Risk (CMAR) – Cheney Center and Moot Court Project
Site location for Berry Building

Student Health/Cheney Center

Major maintenance funds have been allocated to upgrade the ventilation system in the Student Health Building. This work was to be done in conjunction with a renovation to the west wing of the building to create space for international programs. Design of the Cheney International
Center underwent several revisions over the past few months and as a result the bids for the overall renovation project in Student Health were cancelled.

The firm of Randall Hein Architect has finalized the design work on the Cheney Center and this project is ready to move forward once again. Rather than bidding this project for a second time and delaying the potential construction start, the university advertised for a CMAR to manage the project. Six potential firms received documents for the project but only one proposal was submitted. Spiegelberg Lumber and Building submitted a proposal to provide preconstruction and construction services for a contract amount of $294,555. The proposal was evaluated by the Facilities Planning Office and they have recommended awarding this contract to Spiegelberg Lumber and Building. The ventilation system work in Student Health and the renovations necessary for the Cheney International Center are estimated to cost $4.3 million. The Cheney Center is funded through a private gift and state matching funds for a total project of $3.5 million. The ventilation work will be funded through the 2007-08 appropriation of major maintenance funds.

I support the recommendation to contract with Spiegelberg Lumber and Building for this project.

Moot Court Project

The Moot Court project includes an addition to the College of Law and additional renovations within the existing building. The design team of GSG Architecture associated with Riley Johnson Architects has completed the Level II design (schematics) and will progressing to the final design and construction documents for the facility.

The project budget is estimated to be approximately $4.5 million funded through 50% private funds and the state appropriation for facilities improvements. The Facilities Planning Office advertised for a CMAR to undertake the project and qualification statements were opened on December 4, 2007. Eight responses were received from various firms including four firms classified as resident contractors and four non-resident firms. Because the project budget will be less than $5 million, it was necessary to evaluate the non-resident proposals with a five percent preference for resident contractors.

Interviews were held with each of the firms on January 14, 2008 and the planning team finalized recommendations for the ranking of firms. Based upon interviews and references the planning team has recommended that the project be awarded in the following priority order:

1. Drahota Commercial, LLC., Fort Collins, Colorado
2. Delta Construction, Inc. Laramie, Wyoming

The non-resident firm, Drahota Commercial, provided an fee schedule for preconstruction and construction services approximately $56,000 less than the two resident firms after factoring the additional five percent resident preference. Drahota has proposed preconstruction fess of
$20,000 to assist with the final design and construction documents and $353,020 for their fixed fee to deliver construction services.

I support the recommendation to begin contract negotiations with Drahota Commercial for the CMAR services for the Moot Court project. If a contract cannot be negotiated with the first ranked firm, the university will terminate those negotiations and commence negotiations with the second ranked firm. If negotiations are unsuccessful with either firm, the scope of the project will be re-evaluated and a new round of advertisements will begin.

**Berry Building Site Recommendation**

The fundraising phase for the School of Energy Resources and the Berry Center for Natural History and Conservation necessitated the development of architectural renderings depicting each facility and a preliminary decision as to where these facilities might be located on campus. Fundraising for the School of Energy Resources was slightly ahead of the Berry Center and as a result the site for this facility was placed west of the Earth Sciences Building and adjacent to the Bureau of Mines Building. The proposed site for the Berry Center was subsequently identified as the present location of the abandoned central power plant. Both sites are south of Lewis Street with the sites being separated by the Earth Sciences Building.

Funding for the Berry Center is in place and planning for that facility has moved forward while additional gifts for the School of Energy Resources are being solicited. The architect for the Berry Center and the CMAR for the project were tasked with a review of the initial site selection to determine whether that site or an alternate location would be preferable. The planning team for this project has reviewed the site recommendation report prepared by the architect and supports the recommendation that the site for this facility be switched to the initial site recommended for the School of Energy Resources – a site west of the Earth Sciences Building.

The proposal to switch sites between the School of Energy Resources and the Berry Center has been discussed with Academic Affairs, the Director of the School of Energy Resources and the Dean of Engineering. The programmatic linkages between Engineering and the School of Energy Resources may actually be better served with the SER building placed on the power plant site and the consensus is this site may actually be a better location for the building.

I recommend that the proposed site locations for the Berry Center and the School of Energy Resources be switched. Further site evaluation for the School of Energy Resources will be prepared as planning for that facility moves forward.

CC: President Buchanan
    Roger Baalman
AGENDA ITEM TITLE:  FY 2009 Fee Book, Harris

CHECK THE APPROPRIATE BOX(ES):
☑ Work Session
☐ Education Session
☐ Information Item
☐ Other Specify:

MINUTES OF THE MEETING

Vice President for Administration Phill Harris discussed the proposed fee increases, as detailed in the FY 2009 Fee Book. Vice President Harris noted that this has gone to the student fee committees. He outlined a specific cost associated with the marching band which will be rolled under the Intercollegiate Athletic Fee.

Vice President Harris commented that there was excellent dialogue that went into this process. He went on to discuss the changes in Residence Life and Dining Services rates and the room and board increase proposals. Vice President Harris reviewed data from comparator institutions, with respect to room and board rates. The University of Wyoming is slightly above median on our room and board rates.

There was discussion by the Board regarding the University’s capacity to bond, increasing apartment rent, and computing fees.

Vice President Harris proposed that this topic be brought back for approval at the March 2008 Board meeting.
Vice President for Administration Phill Harris discussed increases in tuition for the College of Law and for nonresident students. He stated that the recommendation is to raise tuition by 6% this year. He then stated what the College of Law would like to do with the money and what new programs may come forward and how the money could be used for GA positions.

The Trustees discussed the topic of cost versus quality in the College of Law. It is always best to be last, having the cheapest tuition across the United States. Is there some association between cost and quality?

President Buchanan commented that it is important to consider who we are compared to when discussing our tuition rates. We must remember that our tuition rates are low because our state appropriation is about 45% of our support. As compared to CSU for example, their state does not assume the cost, so their students must cover the costs. The reason the University of Wyoming is priced so low, is that the state has assumed a large burden of the cost, taking it from students. If we want to have this discussion, we need to consider how much money, in the aggregate, we invest per student. It isn’t fair to equate second rate education with tuition. The students need to know what they are getting for their money, and when we raise tuition, it needs to be for the right reasons.

Trustee Neiman commented that he would like the Trustees to review where resident and nonresident students come from and where they go when they are finished at the University of Wyoming.
Trustee Haynes requested that the FY 2009 Fee Book and the Nonresident, Graduate, and Differential Tuition items be added to the Consent Agenda.
MINUTES OF THE MEETING

Associate Vice President Abernethy provided details about the new interdisciplinary degree program and how students could take some of the courses over the summer. The University hopes to add this program in about one year.

Trustee Spicer commented that mediation and negotiation skills would be useful for this degree. Trustee Lauer requested information regarding this degree be circulated to the Board.
MINUTES OF THE MEETING

Associate Vice President for Academic Affairs Rollin Abernethy discussed the name change to Family Medicine. He stated that this item was before the Board to finalize the current practice.
AGENDA ITEM TITLE:
Honorary Degree Committee, Haynes
(This item was not on the original agenda)

CHECK THE APPROPRIATE BOX(ES):
- Work Session
- Education Session
- Information Item
- Other Specify:

MINUTES OF THE MEETING

Trustee Haynes discussed the Trustee Regulation regarding the Honorary Degree Committee, noting that Trustee Regulation IX (B) needed to be amended to allow for four Trustees and three faculty.

Trustee Haynes moved to make the changes as noted; Trustee Rochelle seconded the motion. The motion carried unanimously.

Trustee Davis thanked the Honorary Degree Committee for their work thus far.
AGENDA ITEM TITLE:  
President Review Committee, Davis  
(This item was not on the original agenda)

CHECK THE APPROPRIATE BOX(ES):  
☑ Work Session  
☐ Education Session  
☐ Information Item  
☐ Other Specify:

MINUTES OF THE MEETING

Trustee Davis stated that the Board will be reviewing President Buchanan’s performance and will discuss his objectives and goals. He asked the Board to think how far outside the group they would like to acquire feedback. It was suggested that the Board consider feedback from legislators, Deans, and Vice Presidents. President Davis noted that the goal is to have the evaluation process completed in March. He then thanked Trustee Brown for his great job last time.
AGENDA ITEM TITLE: Location of 2009 Trustees Retreat, Davis

CHECK THE APPROPRIATE BOX(ES):

☑ Work Session
☐ Education Session
☐ Information Item
☐ Other Specify:

MINUTES OF THE MEETING

Trustee Davis noted that the calendars that were approved in the fall listed the 2009 Board of Trustees Retreat location as Jackson, Wyoming. For purposes of planning and contracting, we need to confirm.

The Trustees agreed to keep the Board of Trustees Retreat in Jackson in 2009.
Friday, January 25, 2008
Business Meeting
Little America, Cheyenne, Wyoming

Trustee President Dick Davis called the Business Meeting to order at 1:47 p.m.

Roll Call
Members present included: Trustees Dave Bostrom, Chuck Brown, Dick Davis, Taylor Haynes, Warren Lauer, Jim Neiman, Dave Palmerlee, Ann Rochelle, Tom Spicer, and Howard Willson. Ex-officio Trustees UW President Tom Buchanan and ASUW President David Kiren were in attendance. Fred Hansen represented the State Superintendent of Public Instruction and Chris Boswell, representative for the Governor’s office, was also present. Trustees Fear and Trosper were not in attendance.

Approval of Minutes
Trustee Haynes moved to approve all Board of Trustees meeting minutes as presented including:

Board of Trustees Meeting Minutes
November 15-17, 2007

Board of Trustees “Special” Meeting Minutes
December 12, 2007

Board of Trustees Executive Session Meeting Minutes
November 15-17, 2007
December 12, 2007

Trustee Bostrom seconded the motion. The motion carried unanimously.

Reports

ASUW
ASUW President David Kiren informed the Board that a bill in Student Senate passed Tuesday prior to the Board meeting, regarding funding for emergency call boxes on campus. He noted that the request is not in ASUW’s normal operating budget, so it needs Trustee approval. The amount to be approved is $14,000.
Trustee Rochelle asked that the item be added to the Consent Agenda.

David Kiren then informed the Board of the progress with the Half Acre project and briefed them on their meeting with the Laramie City Council. He then briefed the Board on his trip to Germany, taken in the fall. Mr. Kiren thanked President Buchanan for allowing him to participate in this travel opportunity. He then provided some information about the trip, other people who participated, and the institutes and industries the group toured. Trustee Nieman added that it was a great opportunity and that great connections were made.

**Staff Senate**

Staff Senate President Allen Tanner stated that they coordinated the Thanksgiving food drive again this year, and that it was the best year ever. They also coordinated the school supply drive. He noted that he would like to thank the Board of Trustees and the administration for their support of these types of events.

Laurie Kempert was the recipient of the Employee of the Quarter award in the fall. Mr. Tanner encouraged staff and faculty to nominate outstanding staff.

Mr. Tanner then presented his resolution to increase tuition/fee credits that staff are allowed to use on campus each semester. Currently, staff are given three credit hours, and this proposal is requesting increasing that amount to 6 credit hours for a full-time employee, 4.5 for a ¾ time employee and 3 hours for a part-time employee.

President Buchanan expressed his support for this effort and stated that we will make a more converted effort and a more substantial effort. It is apparent to us that the more we can help our employees grow and develop in their jobs, the better they are as employees at the University. We are the University of Wyoming and that is what we are about. This should be part of a bigger discussion that we will continue to have with Staff Senate.
There was continued discussion by the Trustees and administration regarding number of credit hours that should be allowed per semester and whether the amount should be limited and why, support by supervisors for employees, and how this fits into academic planning and the “big” picture for the University.

President Buchanan stated that this topic would be brought back in front of the Trustees for review at a later date. As stated before, this is part of a bigger discussion about professional development and how we value our employees. When we invest in our employees, we create better faculty and staff.

Faculty Senate
Faculty Senate Chair Larry Hubbell stated that the Faculty Senate has been struggling to pass a revision to UniReg 808. He commented that there are some faculty who have questioned due process. The Faculty Senate hopes to discuss and approve the measure at their Monday meeting.

Larry Hubbell noted that the Senate is working on some new issues regarding the differential between Associate and Full Professors. They are hoping to change the UniReg in the future.

The Senate is promoting more opportunities for faculty who want to take on leadership positions. They are exploring whether professors would be allowed course release time to serve as department heads or as deans. The Senate is also looking into assisting with improving IT skills.

Dr. Hubbell is a member of the Calendar Committee. He commented that they are in the process of developing calendars for 2009-2015. There have been some conversations regarding winter session and its length, vacation during the week of Thanksgiving, and whether Good Friday should be taken as a holiday. He noted that a recommendation would come before the Board at the Board of Trustees meeting in May.

There was some discussion by the Board regarding the Good Friday holiday and the winter session proposal.
Public Testimony
There was no public testimony.

Committee of the Whole (Regular Business)

1. Audit and Fiscal Integrity Committee Report, Lowe
Janet Lowe, Associate Vice President for Administration, reported that the Audit and Fiscal Integrity Committee had been on holiday and has no current business to discuss with the Board. Their next task will be to provide the Board a briefing about McGee, Hearne & Paiz.

Trustee Spicer inquired about the Sarbanes-Oxley Act and if it is time for the University to change firms.

Associate Vice President Lowe noted that there are two years left on the current contract. At this point, we will be keeping our same firm, but possibility rotating the lead auditor.

Committee of the Whole (Consent Agenda)

1. Approval of Contracts and Grants, Gern
2. Personnel, Allen
3. Approval of Construction Contracts, Harris (as discussed during the Working Session—see memo above)
4. 2007-2008 Biennium- FY 08 Section I (Agency 067) Budget Authority Increase-Outreach School Tuition Distribution, Harris
5. New Interdisciplinary Graduate Degree Program – Juris Doctor/Master of Arts in Environment and Natural Resources (ENR), Abernethy
6. Name Change- Family Practice Residency Program to Family Medicine, Abernethy
7. FY 2009 Fee Book Harris (added after conversation during Work Session)
8. Nonresident, Graduate, and Differential Tuition Proposal, Harris (added after conversation during Work Session)
9. Approval of $14,000 funding for call boxes on campus (as presented during ASUW report to the Board)
Trustee President Davis reviewed the items on the Consent Agenda, noting the addition of the item regarding ASUW’s request for funding for call boxes on campus. Trustee Rochelle moved to approve the Consent Agenda; Trustee Haynes seconded.

Trustee Lauer requested that the item regarding the FY 2009 Fee Book be pulled from the Consent Agenda and voted on separately.

Trustee Spicer moved to approve the amended motion; Trustee Haynes seconded. The motion carried unanimously.

The Fee Book would be held until the March Board of Trustees meeting.

**New Business**
President Buchanan stated that the Wyoming Music Educators Association recognized and provided a special award to Dick and Tami Davis at their meeting last week. This award was given in recognition of their contribution to and support for music around that state of Wyoming.

Trustee Brown addressed the Presidential Review Committee, informing them that they would need to have a conference call next Tuesday or Wednesday for about an hour.

**Date of Next Meeting**
The next meeting of the Board will be March 6-8, 2008; in Laramie, Wyoming.

**Adjournment**
There being no further business to come before the Board, the meeting was adjourned at 2:36 p.m.

Respectfully submitted,

Shannon Sanchez
Deputy Secretary, Board of Trustees