

**TRUSTEES OF THE UNIVERSITY OF WYOMING  
BUDGET COMMITTEE  
FY2020 Budget Hearing Schedule  
Monday, May 13-Tuesday, May 14, 2019  
Marion H. Rochelle Gateway Center, Salons A & B  
Laramie, Wyoming**

**OFFICIAL MEETING SCHEDULE**

**Monday, May 13, 2019**

<b>Time</b>	<b>Topic</b>	<b>Dean/ Vice President</b>	<b>Business Officer(s)</b>	<b>Notes</b>
8:00am – 8:30am	UW Consolidated Budget	David Jewell	Alex Kean	
8:30am – 9:00 am	President’s Office, Internal Audit, VP for Governmental Affairs & Marketing/Institutional Communications	Laurie Nichols Chad Baldwin	Stephanie Anderson Kass Sprague	Presentation Narrative – pg. 3 FY2020 Budget Booklet – pg. 9
9:00am – 10:00am	Office of the Provost & VP for Academic Affairs Honors College	Kate Miller	Abbie Connally Kathie Hull	Presentation Narrative – pg. 9 FY2020 Budget Booklet – pg. 25
10:00am – 10:30am	School of Energy Resources	Mark Northam	Rachel Farrell	Presentation Narrative – pg. 14 FY2020 Budget Booklet – pg. 37
10:30am – 11:00am	Haub School of Environment and Natural Resources	Melinda Benson	Kim Messersmith	Presentation Narrative – pg. 22 FY2020 Budget Booklet – pg. 33
11:00am – 11:30pm	University Libraries	Ivan Gaetz	Laurie Mendick	Presentation Narrative – pg. 30 FY2020 Budget Booklet – pg. 73
11:30am – 12:00pm	Break - Lunch			
12:00pm - 12:30pm	Foundation	Ben Blalock	Mary Ivanoff	Presentation Narrative – pg. 31 FY2020 Budget Booklet – pg. 117
12:30pm – 1:30pm	College of Education	Ray Reutzel	Kimberly Montez	Presentation Narrative – pg. 32 FY2020 Budget Booklet – pg. 53
1:30pm – 2:30pm	College of Agriculture & Natural Resources	Mark Stayton	Catherine Harris	Presentation Narrative – pg. 33 FY2020 Budget Booklet – pg. 41
2:30pm – 3:30pm	College of Health Sciences & Medical Education	David Jones	Jill Jensen	Presentation Narrative – pg. 34 FY2020 Budget Booklet – pg. 65
3:30 pm – 4:00pm	General Counsel	Tara Evans	Fawn Killion	Presentation Narrative – pg. 39 FY2020 Budget Booklet – pg. 125
4:00pm – 5:00pm	College of Engineering & Applied Sciences	Michael Pishko	Megan Barber	Presentation Narrative – pg. 41 FY2020 Budget Booklet – pg. 61

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**OFFICIAL MEETING SCHEDULE**

**Tuesday, May 14, 2019**

<b>Time</b>	<b>Topic</b>	<b>Dean/ Vice President</b>	<b>Business Officer(s)</b>	<b>Notes</b>
9:00am – 10:00am	College of Arts & Sciences	Paula Lutz	Laurie Sanchez	Presentation Narrative – pg. 42 FY2020 Budget Booklet – pg. 45
10:00am – 11:00am	College of Business	David Sprott	Karen Rhodine	Presentation Narrative – pg. 43 FY2020 Budget Booklet – pg. 49
11:00am – 12:00pm	College of Law	Klint Alexander	Laurie Kempert	Presentation Narrative – pg. 45 FY2020 Budget Booklet – pg. 69
12:00pm – 12:30 pm	Break-Lunch			
12:30pm – 1:30pm	Information Technology	Robert Aylward	Margaux Christensen	Presentation Narrative – pg. 50 FY2020 Budget Booklet – pg. 113
1:30pm – 2:30pm	Research & Economic Development	Ed Synakowski	Amanda Larson	Presentation Narrative – pg. 54 FY2020 Budget Booklet – pg. 121
2:30pm-3:00pm	Institute for Innovation and Entrepreneurship	Ed Synakowski Michael Pishko David Sprott	Amanda Larson	Presentation Narrative – pg. 55 FY2020 Budget Booklet – pg. 121
3:00pm – 4:00pm	Student Affairs	Sean Blackburn	Jami Miller	Presentation Narrative – pg. 56 FY2020 Budget Booklet – pg. 109
4:00pm – 5:00pm	Athletics	Tom Burman	Bill Sparks Rachael Hulet	Presentation Narrative – pg. 69 FY2020 Budget Booklet – pg. 129
5:00pm – 6:00pm	Administration	Neil Theobald	David Jewell Alex Kean	Presentation Narrative – pg. 75 FY2020 Budget Booklet – pg. 77

**Note(s):**



## Office of the President Division FY20 Budget

*The following narrative summary includes all organizations that roll up into the Office of the President Division, including University Public Relations and Institutional Marketing. President Laurie Nichols will present on the first five organizations in the summary table on page 2, plus the Office of Internal Audit. Following the President's presentation, Associate Vice President for Communications and Marketing Chad Baldwin will present for University Public Relations and Institutional Marketing.*

### **Highlights from FY19**

In FY19, the University has continued implementation of efforts to attain the goals outlined in the *Breaking Through 2017-2022 Strategic Plan* and published an Annual Report of our Year 1 progress in September 2018. Selected highlights from the last year include:

- Produced the first Annual Report on progress toward achieving the goals of the *Breaking Through: 2017-2022 Strategic Plan* and the AY19 University Fact Book.
- Provided \$500,000 to support The World Needs More Cowboys marketing and branding campaign.\*
- Provided funding for a variety of strategic initiatives and projects across the University, including the 2019 Campus Diversity Climate Survey, student recruitment and marketing through a partnership with the National Western Stock Show, support for the launch of the Institute of Innovation and Entrepreneurship, and support for interns to compile data for and produce the University's STARS sustainability report.
- Established a Data Governance Committee in December 2018 to develop university-wide policies and procedures that ensure that data maintained and utilized by the university meet established criteria within and across data systems—and that they are used responsibly in achieving these goals. Additionally, paid a consultant (CSU Vice Provost for Planning and Effectiveness Laura Jensen) to provide guidance to the committee as it develops policies and procedures.
- In January 2019, we officially launched the Office of Engagement and Outreach and appointed Dr. Jean Garrison to serve as its director. The office will be a conduit into the university and will be responsible for coordinating, tracking, and communicating UW's statewide engagement activities, as well as leading the effort to earn the Carnegie Community Engagement Classification
- In the 2019 legislative session, HEA 124 established financing options for the University to commence work on new residential student housing and allows for planning to continue. The University was also awarded \$16.5M in one-time and \$1M recurring funds to support various initiatives in the state's FY20 Supplemental Budget, plus an additional \$2.77M to fund salary increases.
- Following the work conducted by the Great Colleges to Work For Task Force, appointed a Strategic Improvement Working Group to address workplace satisfaction concerns raised by the University community in the 2018 Great Colleges to Work For survey.

*\* Additional detail on accomplishments for University Public Relations and Institutional Marketing, including progress tied to the launch of the University marketing and branding campaign are included in their presentation materials.*

**FY19 and FY20 Organization and Division Budgets & Variances**

<b>Organizations in Office of the President Division</b>	<b>FY19 Budget (Unrestricted)</b>	<b>FY20 Budget (Unrestricted)</b>	<b>Variance from FY19 to FY20</b>
President's Office - 00011	\$ 2,220,170	\$ 2,186,910	\$ (33,260)
Office of Diversity, Equity, and Inclusion - 00012	\$ 392,707	\$ 394,100	\$ 1,393
Board of Trustees - 00013	\$ 213,400	\$ 213,400	\$ -
Office of Engagement and Outreach - 00014	\$ 238,032	\$ 400,651	\$ 162,619
Office of Government Relations - 60001	\$ 412,832	\$ 461,892	\$ 49,060
<b>Subtotal</b>	<b>\$ 3,477,141</b>	<b>\$ 3,656,953</b>	<b>\$ 179,812</b>
University Public Relations - 61001	\$ 1,484,465	\$ 1,473,396	\$ (11,069)
Institutional Marketing - 61002	\$ 806,808	\$ 877,461	\$ 70,653
<b>Subtotal</b>	<b>\$ 2,291,273</b>	<b>\$ 2,350,857</b>	<b>\$ 59,584</b>
<b>Total for all Organizations under The Office of the President Division</b>	<b>\$ 5,768,414</b>	<b>\$ 6,007,810</b>	<b>\$ 239,396</b>
<b>Internal Audit Organization/Division - 00021</b>	<b>\$ 269,159</b>	<b>\$ 267,321</b>	<b>\$ (1,838)</b>

**Explanation of Budget Variances & Exception Requests**

The variance from FY19 to FY20 is \$239,396 for the Division is due to the following reasons:

- *Office of the President:* (\$33,260)
  - The negative variance is due to lower fringe rates applied for FY20
- *Office of Diversity, Equity, and Inclusion:* \$1,393
  - Negative variance before adjustments applied due to lower fringe rates for FY20: (\$2,951)
  - \$4,344 salary support for EEO and Diversity Specialist
- *Office of Engagement and Outreach:* \$162,619
  - Salary transfer from Director's move from A&S: \$162,619
- *Office of Government Relations:* \$49,060
  - \$30,000 salary support for Director of Government Relations position, plus \$12,060 EPBs
  - \$7,000 increase to travel budget for Director of Government Relations
- *University Public Relations and Marketing:* \$59,584
  - Negative variance before exception requests applied: (\$412)
  - UW Website Content Management System: \$25,000
  - UW Virtual Tour Annual Renewal: \$20,000
  - Staff Professional Development Travel and Support: \$15,000
- *Internal Audit:* (\$1,838)
  - The negative variance is due to lower fringe rates applied for FY20.

**Exception Requests for No More Campaign-Related Efforts**

Four new positions are being created to support the University’s efforts to provide resources for sexual assault prevention and response in line with our work through the No More Campaign. Three positions are being funded through exception requests granted by the President; one is funded through resources allocated by the Division of Student Affairs. The Office of the President Division would like to call attention to these investments in our students’ safety and well-being since they will not be presented together at any other time in the budget hearings.

- |  |          |
|--|----------|
| 1. Athletics: Student-Athlete Well-Being Coordinator   | \$75,000 |
| 2. College of Arts & Sciences: Psychology GA for Trauma and Sexual Assault Prevention Laboratory | \$30,000 |
| 3. EORR: EEO/Diversity Specialist and EORR Investigator  | \$68,634 |
| 4. Sexual Assault Mental Health Counselor & Trauma Specialist                                    | \$75,000 |
- Funded through an internal allocation in the Division of Student Affairs*

In addition to the four positions above, the Division of Student Affairs will make a one-time allocation of \$30,000 from Student Affairs Unrestricted Operating Reserves to establish the Green Dot Sexual Assault Violence Prevention Program.

**Fiscal Update on FY19**

All organizations under the Office of the President Division are on track for FY19. The division was at 72.5% actuals to budget at the end of Quarter 3.

**Outlook of Financial/Funding Issues**

There are no projected financial/funding issues to note for the next three years.

**Funding Requests for the 2020 Legislative Session**

There are no specific division funding requests for the 2020 Legislative session.

# **Institutional Marketing and Communications**

## **FY2020 Budget Presentation Narrative**

### **Division's accomplishments**

#### **Development and successful launch of “The World Needs More Cowboys” marketing campaign**

Using the unit's annual budget of about \$480,000 for paid advertising and \$1 million in one-time funding from the President's Office (\$500,000 in FY18 and \$500,000 in FY19), Institutional Marketing developed and launched “The World Needs More Cowboys” in July 2018. About half of the total \$1.48 million went to paid advertising, and half was for campaign development and other expenses (Dave Ramsey partnership, virtual tour, stadium and bus wraps, etc.).

Details of the initial campaign results are detailed in an accompanying Powerpoint presentation, but, in general, the campaign has been a tremendous success, drawing national and international attention to the university; driving a large number of prospective student leads; creating new merchandising opportunities; and winning national and regional advertising awards.

#### **Progress on other strategic plan objectives**

- Positive media mentions, as measured on our Meltwater platform, increased from 1,561 in 2017 to 2,110 in 2018.
- UW institutional social media followers increased from 54,888 to 58,828 for Facebook; 2,567 to 3,051 for Twitter; and 7,622 to 13,300 for Instagram.
- Website traffic to the UW homepage increased from 2.9 million page views in 2017 to 3.9 million in 2018.
- Creation of marketing/communications specialists embedded in UW's colleges and other units, resulting in improved quantity and quality of marketing and communications for those units and for UW overall. Closer coordination with UW Extension Communications team.
- Production of high-quality student recruitment materials and retooling of communications with prospective students, in collaboration with the Office of Admissions.
- Development and initial execution of a Standard Administrative Policy and Procedure on marketing brand standards and printed publications, including creation of a University Marketing and Brand Standards Committee with representation from across campus. This includes a cohesive policy on logos for university units.
- Collaborating with multiple academic departments, we launched a major project to create 30 program-level, search-engine-optimized web pages for a cross-section of degree programs, in collaboration with consultant Ruffalo Noel Levitz. Content and design are nearly complete.

## **Fiscal update on FY19 year to date**

The University Public Relations and Institutional Marketing FY19 budgets are on track per our overall submitted budgets. There will be revenue continuing to come into the Institutional Marketing budget through Q4, and we have made adjustments for FY20 to correct accounting codes.

## **FY2020 high-level internal budget adjustments and exception requests**

**The administration has recommended \$500,000 in one-time funding** from the special projects reserve for marketing and student recruitment initiatives over the biennium. This would allow us to continue paid advertising for student recruitment at a slightly smaller level (\$645,000) than the past year (\$745,000), while beginning development of new “The World Needs More Cowboys” campaign videos for the third year of the campaign (approximately \$100,000). We believe the current award-winning video will carry us for a second year, but we need to start developing a new video or videos this year to keep the campaign fresh in year three.

In light of possible changes to nonresident tuition and tuition discounts, and the need for new approaches to in-state student recruitment, continuation of paid advertising at a level at least similar to the past year is essential for the university to meet the university’s enrollment goals (headcount and revenue). Higher education marketing is extremely competitive, and we don’t want to lose the momentum we’ve built in the first year of “The World Needs More Cowboys.”

Analysis of the results of the first year of campaign spending for student recruitment – in terms of the geographies and media platforms that produced the highest-quality prospective student leads – will be undertaken to assure that the money for advertising is spent as efficiently and effectively as possible.

A separate exception request for \$300,000 for an in-state UW image campaign – which would harness the power of “The World Needs More Cowboys” to counter the narrative that the university isn’t doing enough to meet the needs of Wyoming communities – was not recommended by the administration. This would have a primary focus on building awareness of UW’s contributions to Wyoming communities and promoting the value of higher education, with a secondary objective of student recruitment. The centerpiece would be a yearlong advertising campaign featuring influential alumni in 12 Wyoming communities, supported by “The World Needs More Cowboys” celebrations in each of those communities over a year. Institutional Marketing and Communications is happy to share more details of the idea, if the board desires.

**An additional exception request of \$20,000** in unrestricted operating funding, as recommended by the administration, would allow us to maintain UW’s virtual tour, in collaboration with the Office of Admissions. This has been highly successful in driving students into and through the enrollment funnel (details in accompanying Powerpoint).

The university’s website is a multimillion-dollar asset and its most important marketing platform, and Institutional Marketing is assessing how to take it to the next level of excellence.

This will likely require development of a website governance policy; a website redesign involving a third-party consultant; and a change in the university's website maintenance model. In the meantime, the administration has requested **\$25,000 in unrestricted operating funding** for our website Content Management System to allow it to be hosted by our vendor, Hannon Hill. This will allow our two full-time web specialists to put more focus on website improvements rather than performing maintenance troubleshooting and putting out fires.

### **Three-year outlook of financial/funding issues the administration and board should be aware of**

- Website improvement project as mentioned above. We hope to have a specific direction, including cost estimate options, later this year.
- The centralization of marketing and communications functions across campus has significantly increased the demand on Institutional Marketing's three full-time designers. An exception request of \$65,918 (salary and fringe) for a full-time graphic designer was not recommended by the administration; we will keep it high on our list and, in the meantime, look to part-time help and freelancers to meet the increasing demand for design services.
- Social media is increasingly important in student recruitment, and UW is not achieving its potential in this area. Institutional Marketing/Communications does maintain active Facebook, Instagram, Twitter and other accounts on behalf of the Office of Admissions, but we rely on interns and staff members who have other duties to do this work. An exception request of \$78,056 (salary and fringe) for a full-time social media strategist was not recommended by the administration. We will keep this high on our list. Such a person not only would take care of the duties now handled by interns and staffers who have other duties; he/she would develop and execute a social media strategy and coordinate activities of the dozens of UW units that have individual social media accounts.

## **FY 2020 Budget Presentation**

### **Division of Academic Affairs**

*May 3, 2019*

#### **Update on Accomplishments in FY 2019**

- Division and Unit Strategic Plans aligned with Breaking Through completed
- Implemented new undergraduate advising model funded through program fees approved by Trustees;
- Faculty hiring renewal – hired 63 new full time faculty in Fall 2018, including 45 new tenure stream faculty, 8 non-tenure track faculty, and 10 extended term track Academic Professional Lecturers and Research Scientists;
- Implemented new software system, “WyoFolio” to expedite review process for Reappointment Tenure and Promotion;
- Collaborated with General Counsel, Trustees’ committees, and Faculty Senate to revise University regulations related to Faculty Personnel and Students. Completed revision of most of these, with four faculty regulations still remaining for review by Faculty Senate in the Fall
- Eliminated Geography department, and a number of degree programs associated with that unit. Three academic degree programs still under review;
- Gained approval for new degree programs in Special Education, Construction Management, General Studies; certificates in Construction Management and expected approval of the certificate in American Sign Language; and revamped the Art Education Program.
- New 4+1 QuickStart programs in Chemistry, Economics, and Statistics. New dual-degree international M.S. program in Atmospheric Science in collaboration with Chengdou Institute of Technology (China).
- New programs in Computer Engineering Technology and Geographic Information Science Technology in final stages of approval;
- Instituted numerous changes within Enrollment Management to broaden undergraduate student recruitment funnels and expand brand awareness and exposure of the UW educational opportunity. Performed institutional Enrollment Management health check and initiated program level web page redesign and financial aid web messaging including new strategies for effectively managing scholarship awards;
- Collaborated with Institutional Marketing on “World Needs More Cowboys” campaign implementation;
- Hired New Director for Transfer Success and a new Registrar. Brought in record freshman class in Fall 2018;
- Continued building of leadership team in the Division - Hired three new deans – College of Agriculture and Natural Resources, UW-Casper (pending Trustees approval in May), and College of Business. Hired inaugural AVP for Global Engagement to oversee Global Engagement Office approved by Trustees in March 2016;
- Preparation for HLC 10-year Accreditation visit in November 2019 on schedule;
- Collaborated with Division of Research to launch planning process around Transdisciplinary Research Grand Challenges.
- Collaborated with Division of Research to develop and implement new processes for awarding start up to new faculty.

## **Fiscal Update Through Third Quarter of FY 2019**

See notations at base of attached spreadsheets. Numbers next to yellow rows correspond to numbered notations below.

## **Internal Budget Adjustments for FY 2020**

Whereas the proposed budget 2020 for the Division of Academic Affairs remains flat compared to 2019, we are proposing substantial structural changes to how the Division is funded in order to a) incentivize Deans to grow distance education offerings (including J-term, summer term and study abroad) and b) provide the Provost's office more discretion to reallocate funds across units in accordance with strategic priorities. In addition, we propose moving ca. \$1.1 M in salaries that support distance education to that program fee. A few details on these changes are outlined in the following bullets.

- Change the split for distance tuition between the Provost's office and the Colleges from 50%/50% to 30%/70%. This change will substantially grow the incentives for Deans to offer distance courses, certificates and degree programs.
- Institute a 2% "tax" on the overall budget of each college. In the intermediate term this tax will provide the Provost's Office with discretion to reallocate funds across units. In the short term the tax will be used to help plug the "hole" created by the shift to a 30%/70% tuition split.
- Reallocate ca. \$1.1 M in expenses for salary and benefits related to in the ECTL, UW-Casper and Distance Education to recurring distance education program fees that were not previously budgeted appropriately.
- Use the \$1.1 M in unrestricted funds freed up through the above reallocation to support salary, benefits, operating expenses and new software in other units within the Division such as LeARN, Office of Global Engagement, Graduate Education, in accordance with priorities of the Division and University strategic plan;
- Use as much as \$2.4 M from distance education fees that have accumulated in designated operating to help plug the "hole" created by the shift to a 30%/70% tuition split.
- Budget Authority was increased for the Trustees Scholar Award and Rocky Mountain Scholars Award to align with Fiscal Year actuals.
- There are no exception requests for the Provost subdivision

The Division personnel worked closely with the Budget Office to model the effects of the change in the tuition split and the tax on Colleges. All Colleges are held harmless in FY 2020 and the models are deliberately conservative. Separately, the President's Office is providing \$600 K to support faculty development in the area of distance education to speed development of new course offerings.

## **Three -Year Outlook on Financial/Funding Issues**

- The changes in how the Division is funded is based upon a model and will need to be monitored closely. Ultimately, the goal is to grow distance revenue to the point that the Provost's 30% share combined with a larger "tax" revenue will more than plug the hole being filled by designated operating funds for FY 2020.
- Ways to stabilize UW-Casper and UW's ability to offer bachelors programs at sites across the state, in collaboration with community colleges will need to be developed and funded.
- The transdisciplinary research grand challenges, once developed, will need to be supported financially, perhaps through a program to hire outstanding mid-career faculty, their startup and support for graduate assistants.

## **Funding Requests to be Included in the UW Budget Request for the 2020 Legislative Session.**

- \$1 M (\$500 K annually) to shore up current and proposed academic programs at UW-Casper.

- \$2 M (\$1 M annually) to renew support for “Energy” graduate assistantships. This long-standing program has come to an end. Research at UW is done in large part by graduate students under the supervision of faculty. The loss of this program will be a significant blow to UW’s research engine.

## Budget Narrative

Honors College  
Fiscal Year 2019

### Accomplishments of 2019

*Colloquium:* The Honors College has had a successful first full year of restructure. The first year colloquium two-semester sequence was completely redesigned from a “Great Writer’s” course to an interdisciplinary study around the theme of *Dreams & Reality*. The number of students enrolled in the second semester of the colloquium increased by 11.7%.

We had one of the largest freshmen classes in the Honor’s College at 276 students from 253 in the Fall of 2017. We are anticipating over a 50% growth in Honors students in Fall2019, with an anticipated income of 420 freshmen. This is due to our success in recruiting efforts as well as marketing (for example, our donor-sponsored *Impact Days*, which had an 80% yield) this past academic year and coordination with the Admission’s Office.

*Hires:* We added two members to our team that coordinate advising and senior thesis capstone projects. Ann Stebner Steele, a temporary unbenefited hire, has restructured Honors Advising and increased face to face contact with our large Honors cohort, as she is available to meet and advise students individually and assist them with completion of Honors. Joslyn Cassady joined Honors with a dual role in instruction and coordinating and advising graduating seniors with their Senior Thesis capstone project. We anticipate that there will be 144 students graduating with Honors in AY19, a 24% increase from AY18. This increase in completion of the Honor’s College is due to Ann and Joslyn’s tireless effort in working with the Honor’s students.

*Courses:* Honors sought to increase the number and diversity of Honors courses offered to provide attractive incentives to students to complete with Honors. In AY17, Honors taught 3855ch and in AY19, the forecast is 4671ch – an increase of 21%.

*International:* A vision of Honors is that all Honors students will have an international experience if they want one. This is in keeping with the UW Strategic Plan. To realize this vision, Honors developed 8 study abroad opportunities in addition to its existing 2. We have also aggressively supported students wishing to spend a semester abroad. In FY18, some 40 students from Honors travelled, whereas in FY19 this increased above 144. Revenue generated in these course is returned back into the course to offset costs and thus keep the priceline as low as possible.

*Revenue:* Revenue in the Honor’s College is at a record high due to our increase in distance education and study abroad course offerings during the academic year, J-term, and summer terms. As of Q3, we are at 245% variance to budgeted revenue due to these courses. The extra revenue has been used to support hires, such as Ann Stebner Steele, Breezy Taggart to assist with our marketing and website efforts, Mary Katherine Scott to assist with internationalization and online course development, guest lecturers and assist in interdisciplinary efforts across campus and the community. We anticipate this variance will increase as students are billed for summer courses.

### **Update of FY 19:**

This period of restructure has affected the variances of our original budget request for FY 19, mainly in hires and revenue. The areas of increasing variance are in salaries and wages and in revenue. These were explained above as our success in distance education and study abroad programs has positively impacted this number. In return, we needed to increase hires to support the increased number of classes. Our higher retention rates have also led to increased numbers of instructors for specifically the colloquium courses for first year students.

Other areas that have led to unexpected expenses was replacement of non-functioning classroom technology and furnishing of the Guthrie House.

Looking forward into Q4, the remaining expenditures will be dominated by salaries and wages with some travel costs for conferences and faculty travel, especially to support study abroad.

### **FY 20 High level internal budget adjustments**

We do not have any at this time.

### **Three Year Outlook on funding issues**

Our biggest issue is the unprecedented growth in Honors as we continue to market to and attract high achieving students to UW. As our model is based significantly on online, summer and J-term course returns, there is an inherent concern on account of the 4-fold differential between in-state vs out-of-state tuition rate. Maintaining faculty levels as the number of enrollments increase, and are retained, will remain challenging.

**Budget Request for FY 20-FY21:** Honors is working with various stakeholders to provide an unbenefited 2 year temporary position for Dr. Marc Boglioli, the spouse of our critical hire, Dr Joslyn Cassady. Dr. Boglioli is an Associate Professor at Drew University, New Jersey as will be teaching in Honors and developing an undergraduate research project proposal to the NSF as part of this position. We will be seeking extended funding beyond these 2 years for a Visiting Associate Professor at \$80,000 salary plus EPBs at \$33,064 for a total of \$113,064. As enrollment is expected to almost double, we are in need of another full time person that have the ability to instruct First Year Colloquium, upper division courses, assist with undergraduate student research and further develop distance education programs. We are barely at capacity now in maintaining the small, dynamic seminar style classes to Honors students, by AY 2020, we will not be able to maintain class sizes with current faculty numbers.

## **SER Budget Presentation to the UW Board of Trustees**

**May 13, 2019**

**Mark Northam, Executive Director**

**Rachel Ferrell, Executive Business Manager**

### **Introduction - Biennial Appropriation FY2019/2020; Supplemental Appropriation FY2020**

The legislature appropriated \$18,303,167 for the benefit of SER as part of the Agency 067 budget in the 2018 Legislative budget session. They also appropriated a one-time appropriation of \$1,000,000 to SER for the purpose of Carbon Engineering (CE) research.

- SER budgeted \$9,151,584 from the state appropriation, plus \$1,000,000 from the one-time appropriation for FY2019.
- SER has created a budget of \$9,552,138 for FY2020. This amount is \$400,554 over the state appropriation. We will cover the over-commitment with designated funds.

The legislature appropriated two supplemental budget items to SER in the 2019 Legislative Session.

- \$4,000,000 from the general fund. The appropriation states that the funds “shall only be expended for research and development efforts within the school of energy resources for which non-state funds provide at least a dollar for dollar match. The appropriation subject to this footnote shall not be included in the agency's 2021-2022 standard budget request”.
- A request from Governor Gordon resulted in an appropriation of “\$5,000,000 from the general fund to the school of energy resources for the design and construction of a pilot project utilizing advanced coal-based generated technology that captures not less than seventy-five percent (75%) of carbon emissions from a Wyoming coal fired power plant of at least five (5) megawatts.” There are other provisions in the language – the governor has final say on the choice of projects; the state has free license to the technology demonstrated; the state will not own any of the property or equipment

### **FY2019 Budget and Expenditure**

For fiscal year 2019, SER had \$10,151,584 available from state appropriations for expenditure. This amount differs from the WyoCloud Budget for FY2019 because only \$500,000 from the \$1,000,000 one-time CE appropriation was transferred to our Designated Operating budget, though we intended to spend the full \$1,000,000 from the beginning of the fiscal year. That was corrected in the course of the year.

Unrestricted Operating funds were dominated by salary expenditures for FY2019. The WyoCloud budget showed a larger number than reality as the salary dollars were carried over from FY2018 and we had several resignations in that year that were not replaced. Salary dollars for SER are difficult to forecast precisely because we fund a rather large number of graduate students from several colleges that participate in research projects that we fund.

SER has spent 71% of Unrestricted Operating Funds through March 2019. We anticipate spending the full budget by the end of the year. We budgeted our funds across four main programs in FY2019:

- \$2,311,336 for our Academic Program. This number includes salary for 11 faculty.

- \$1,949,505 for Research Operations and Communication
- \$3,310,232 for Carbon Engineering Research. This number includes the \$1,000,000 one-time funding.
- \$2,580,511 for Administration. This number includes all staff salaries.

In addition to the state appropriation, SER budgeted about \$770,000 of Restricted Expendable Operating funds. These funds are being used for salaries for faculty and graduate students, scholarships, research opportunities, and equipment.

Finally, SER has 10 scientists in the Center for Economic Geology Research (formerly Carbon Management Institute) supported by research grants. Annual salaries and benefits for these individuals and others supported by the grants is approximately \$2,000,000. In FY2019, total grant expenditures are projected to be about \$5 M.

### **Major Accomplishments in FY2019**

1. Major progress in our Carbon Engineering research program including:
  - a. patent awards for a coal refinery and several processes to convert coal into products and intermediates – research conducted by SER faculty and staff;
  - b. successful field test of soil amendments made from coal;
  - c. \$1,000,000 commitment to SER (with \$500,000 state match) for applied research to commercial coal beneficiation technology developed by Clean Coal Technologies, Inc. (SER is a technology and funding partner)
  - d. advancement of the business model and funding for the Advanced Carbon Products Innovation Center being developed in Gillette by Energy Capital Economic Development (SER is a technology and funding partner)
  - e. in partnership with the College of Engineering and Applied Science, hired a distinguished professor to lead development of a carbon materials program to sustain our CE program. Individual is Robert Bradley from Cambridge University, UK.
2. Completion of our CarbonSAFE Phase 1 grant (planning and design of a carbon storage test site).
3. Commencement of our CarbonSAFE Phase 2 grant (drilling and reservoir/seal characterization). Drilling will be completed within the next week. Cores and data to be examined over the next several months.
4. Vision and roadmap developed for major upgrade of our successful 3D Visualization Center. Includes hardware and space upgrades. Professional training and other services are being offered and will be expanded.
5. Vision and roadmap developed for formation of a Quantitative Analysis of Energy Policy and Regulation. Kipp Coddington of SER has the lead. Faculty from several colleges will contribute to the program.
6. Enrollment in the Energy Resource Management and Development program has declined by about 1/3 from its peak. Recruiting efforts have are being increased. We are changing the marketing of the program to appeal to a broader range of interests (as opposed to traditional energy development).

## **FY2020 Budget**

SER's standard appropriation for FY2020 is \$9,151,584. We have budgeted to spend \$9,552,138 during the year, with approximately \$440,000 to be covered with designated funds. The funds will be allocated to five programs:

- \$2,921,348 for our Academic Program vs. \$2,311,336. The \$600,000 increase in this program is largely accounted for in salaries (addition of 1 senior faculty, promotions and raises).
- \$1,208,777 for Research Operations and Communications vs. \$1,949,505. The \$700,000 decrease reflects reductions in our outreach activities. We have reduced sponsorships and events substantially. We also reduced matching funds for grants and support for several centers of excellence.
- \$2,280,000 for Carbon Engineering vs. \$3,310,232. This reduction is necessary because we had the one-time appropriation in FY2019. To accomplish this reduction, we reduced the number of research projects we are funding, focusing our budget on the most promising programs. We will be able to supplement state funding with funds from private sector grants.
- \$250,000 for Energy Policy Analysis. This area was not funded in FY2019. Funds will be spent on activities to develop this area and indicated on the SER strategic plan.
- \$2,892,013 for Administration vs. \$2,580,511. Salaries for additional support positions account for the \$300,000 increase.

In addition, we have budgeted \$775,423 of Restricted Expendable Operating funds. These funds are again being used for salaries for faculty and graduate students, scholarships, research opportunities, and equipment.

Finally, we anticipate about \$12,750,000 in grant-funded expenditures in FY2020. Besides salaries, the largest expenditure will be for well-site operations in our CarbonSAFE Phase 2 grant.

## **Supplemental Budget Items from 2019 Legislative Session**

- \$4,000,000 matching funds.
  1. \$1,000,000 to match the first year of a \$2,000,000/yr, six year commitment from Hess Corporation for the benefit of the Center of Innovation for Flow Through Porous Media Research programs and equipment. Only \$1,151,000 of the year-one commitment is matchable (research and research equipment), but the 1:1.151 ratio is within the limit set by the legislature.
  2. \$500,000 to match a \$1,000,000 commitment from Clean Coal Technologies, Inc. for the benefit of SER's Carbon Engineering program. The funds are specifically for further development of CCTP's coal beneficiation technology.
  3. \$2,000,000 is being held to match the first year of a potential six-year commitment of \$4,000,000/yr from Saudi Aramco for the benefit of the Center of Innovation for Flow Through Porous Media. A proposal was presented to top management at Saudi Aramco in February 2019. We anticipate a response later this year. The match ratio for an eventual agreement will be 2:1, private:state funds.

4. \$500,000 is being held to match the first year of a potential five-year commitment of \$1,000,000 from Abu Dhabi National Oil Company (ADNOC) for the Center of Innovation for Flow Through Porous Media. A proposal was presented to ADNOC technical leadership in February 2019. We anticipate a response later this year. The match ratio for an eventual agreement will be 2:1.

As you can see, item 1, 3 & 4 above may require matching funds well into the future. This will be address below.

- \$5,000,000 funding for the design and construction of a pilot project.

SER will develop and circulate a Request for Proposals (RFP) in the near future to solicit interest in this program. Proposals will be evaluated based on criteria spelled out in the RFP. The Energy Resources Council will review the proposal and make a recommendation to Governor Gordon if they determine that one or more of the proposals warrants funding.

## **FY2021/2022 Biennial Budget Preparation**

### **Standard Budget**

The legislature appropriated \$18,303,167 for the benefit of SER as part of the Agency 067 budget in the 2018 Legislative budget session. For the normal course of business, I anticipate that our FY2020 budget represents the “business-as-usual” budget going forward with a few exceptions:

- The SER Academic Program needs someone in the leadership position to reinvigorate enrollment and to work with academic departments to ensure continued delivery of required courses, or substitution of new ones, and to coordinate the efforts of SER Faculty in their contributions to SER’s mission. I anticipate hiring an Academic Director in AY2020 to perform those functions. Salary/Benefits requirement – \$150,000 per annum.
- The Energy Policy Analysis Program is new to SER in FY2020. Its mission is “*to inform, educate and develop pragmatic and effective energy solutions for Wyoming policymakers*”. The program will be highly transdisciplinary, and will require additional funding to support faculty and graduate student involvement, to purchase data and models, and to support travel. We intend to convene a symposium annually for invited speakers, and to publish the proceedings of the symposium. To accomplish those things, we anticipate growing the budget for this program from the current \$250,000 to \$500,000 annually.
- In FY2020, we trimmed our budget for Research Operations and Communications by \$700,000 in order to meet obligations in other parts of our program. We are requesting an additional \$500,000 per annum to reinvigorate Centers of Excellence to align with the needs of the state in the coming period of Energy Transition, and to rebuild our Outreach program.

If we implement the above requested budget items, the biennial request for standard budget from SER for FY2021/2022 is \$20,103,000.

## **Additional Over-Budget Funding Requests – Carbon Engineering**

The University Wyoming Carbon Engineering Initiative seeks to:

1. Support and develop compelling clean-coal beneficiation and combustion solutions that have potential to sustain Wyoming coal as a competitive energy resource.
2. Develop new uses of Wyoming Powder River Basin (PRB) coal beyond combusting this abundant natural resource to produce energy and fuel.

A two-pronged strategy has been developed to achieve these objectives: first to organically develop new technology solutions within UW that have potential to markedly impact existing and potential coal demand and markets. Secondly, to work with third party Companies to understand the performance of their own proprietary technology on Wyoming coal and, if sufficiently compelling, attract and promote the further development and commercialization of these solutions in Wyoming itself.

Since 2016 and up to June 2020, the State of Wyoming will have invested in total some \$13.2 million in carbon engineering (FY 2017= \$2.7 million, FY 2018 = \$4.7 million, FY 2019 = \$3.5 million and for the forthcoming FY 2020 a nominal funding level of \$2.3 million).

Over this period, this State funding has been deployed to develop new coal conversion processes to make value-added products, and to understand the actual products that can be manufactured from Wyoming PRB coal and that can command a price premium over its energy content value. Considerable intellectual property exists or is being prosecuted, and at least six homegrown technologies that have been proven in the laboratory are now ready for demonstration in the field, and scaled up with a view to commercialization. In addition, three technologies owned by others are currently being evaluated in Wyoming and/or on Wyoming PRB coal.

SER is seeking additional resources to aggressively pursue demonstration and pre-commercial technology development of carbon engineering outcomes. For full details, see the Appendix.

1. Total funding request to field evaluate/demonstrate UW-proven technologies – \$8,800,000
2. Total funding request to evaluate/demonstrate third-party technology solutions on Wyoming coal - \$26,000,000
  - a. Note: \$18,700,000 of this request was discussed with the Board of Trustees previously as matching funds for implementation of the Flameless Pressurized Oxy-combustion technology. This program is currently under consideration for approximately \$100,000,000 funding by the DOE. In addition, this program may compete for the \$5,000,000 appropriated by the Wyoming Legislature for the design and construction of a pilot plant discussed on pages 1 and 4, above. Finally, the total amount will likely not be required in the FY21/22 biennium.
  - b. This amount also includes \$7,000,000 in matching funds at a match ratio of 2:1 (private:state).

The items above total to \$34,800,000. Clearly, requesting nearly \$35 million from the state budget is going to be a very difficult task. We intend to refine the amounts needed in the biennium, to explore other options for funding, and to work closely with the Joint Minerals, Business, and

Economic Development Committee over the rest of this year to build a strong justification for this funding.

**Additional Funding Requests – Matching Funds for existing and potential commitments.**

On pages 3 and 4, I presented three existing and potential funding commitments that have long-term implications for state matching funds.

1. \$5,000,000 to match the years two through six of a \$2,000,000/yr, six year commitment from Hess Corporation.
2. \$10,000,000 to match years two through six of a potential six-year commitment of \$4,000,000 per year from Saudi Aramco.
3. \$2,000,000 to match years two through five of a potential five-year commitment of \$1,000,000 from Abu Dhabi National Oil Company (ADNOC).

The Saudi Aramco and ADNOC commitments have not yet been finalized, but we consider them to be of highly likely.

In anticipation of successfully landing the requested support for the remaining commitments, we will require \$7,000,000 in the next biennium to meet our obligations to match \$14,000,000 from these private sector partners. SER recommends that inform the governor and the Joint Appropriations Committee of the total need of \$17,000,000 for the full-term commitments, and that we seek \$7,000,000 for the biennium.

## APPENDIX

### **Total Funding Request to Field Evaluate/Demonstrate UW Proven Technologies = \$8.8 million**

1. Conduct of Agricultural Field trials of a coal based soil amendment product augmented with Wyoming sourced nutrient material – field-testing to be conducted in collaboration with Wyoming Sugar Beet Association and Private Farming Community on various crop types.

**Specific request = \$1.1 million**

2. Demonstrate on a suitable road location the performance of a coal-derived asphalt paving material. Field testing will be conducted with the support and collaboration of a large commercial road paving applicator

**Specific request = \$1.7 million**

3. Undertake pilot plant testing of UW patented thermos-chemical processing of coal to establish the parametric engineering data-book in preparation for undertaking a prefeasibility engineering study.

**Specific request = \$1.8 million**

4. Pre-commercial manufacture of construction materials derived from Wyoming PRB coal and construction of a full size building

**Specific request = \$1.2 million**

5. Scale up manufacture and field-testing of polymeric and coating materials derived from Wyoming PRB coal in concert with a commercial chemical supply Company.

**Specific request = \$0.7 million**

6. Pre-commercial manufacture and testing of carbon fiber products derived from Wyoming PRB Coal in automotive application lightweight composite materials applications and for use in electrical energy storage products with commercial entities.

**Specific Request = \$1.1 million**

7. Batch commercial manufacture of a developed dry methane reforming catalyst for converting CO<sub>2</sub> in the presence of natural gas into valuable petrochemical products and the long-term performance testing of the technology in independent pilot plant tests.

**Special request = \$1.2 million**

To provide funding support to the following third party technologies seeking to locate and commercialize their technology solutions in Wyoming:

### **Total Funding Support Request to Evaluate/Demonstrate third-party technology solutions on Wyoming coal = \$26.3 million**

1. Conduct of a clean-coal combustion solution demonstration at UW Central Energy Plant; the flameless pressurized oxy-fuel (FPO) technology - offered by Itea SpA, will operate on Wyoming coal to yield energy and a direct stream of CO<sub>2</sub> that can be utilized for Enhanced oil recovery (EOR). The funding request is to cover the expected 20% cost share of the full cost of the demonstration (around \$120 million) which will be borne by the US Department

of Energy (DOE) under an award that is expected to be announced in FY 2020 following completion of a detailed engineering study which is pending award from the same Agency. The technology demonstration plant will be utilized as a research platform first, and then to provide campus energy once the DOE project is complete.

**Specific request = \$18.7 million**

2. Fund the customization technology development of a proprietary third party technology (Charfuel®) pilot plant (18 ton / day) located near Denver, CO and to operate and establish the performance to manufacture value added products. The testing program was recently subject to a \$2 million successful award by the US Department of Energy (DOE). Reengineering construction and commissioning of the pilot plant will take place during 2019-20 with a planned test campaign to assess the performance of Wyoming PRB coal expected to start in 2021. A non-binding agreement has been established with the majority investor to build the next step pre-commercial demonstration facility at a location in Wyoming on local coal (PRB) resources.

**Specific request = \$0.6 million**

3. Matching fund requirement (2 to 1) to further support the development of a technology solution in pre-commercial form that will be located in the Gillette, WY vicinity to beneficiate Wyoming PRB coal and make it attractive to consumers currently consuming higher energy content coals. The technology is currently undergoing field-testing at the Fort Union site in Campbell County, WY.

**Specific request = \$5 million**

4. Matching fund requirement (2 to 1) to establish a combustion test facility at UW, which would permit research and technology development of flameless pressurized oxy-fuel (FPO) and its commercialization in Wyoming at a suitable location to be decided. This request compliments the above request for cost share funds associated with an expected DOE award for the design, construction and showcasing of the FPO technology on campus at the Central Energy Plant. An outline heads of agreement has been reached with a major technology stakeholder in the technology for UW to serve as the corporate technology developer for the Company.

**Specific request = \$2 million**



# Haub School of Environment & Natural Resources

## FY20 Presentation to University of Wyoming Trustees



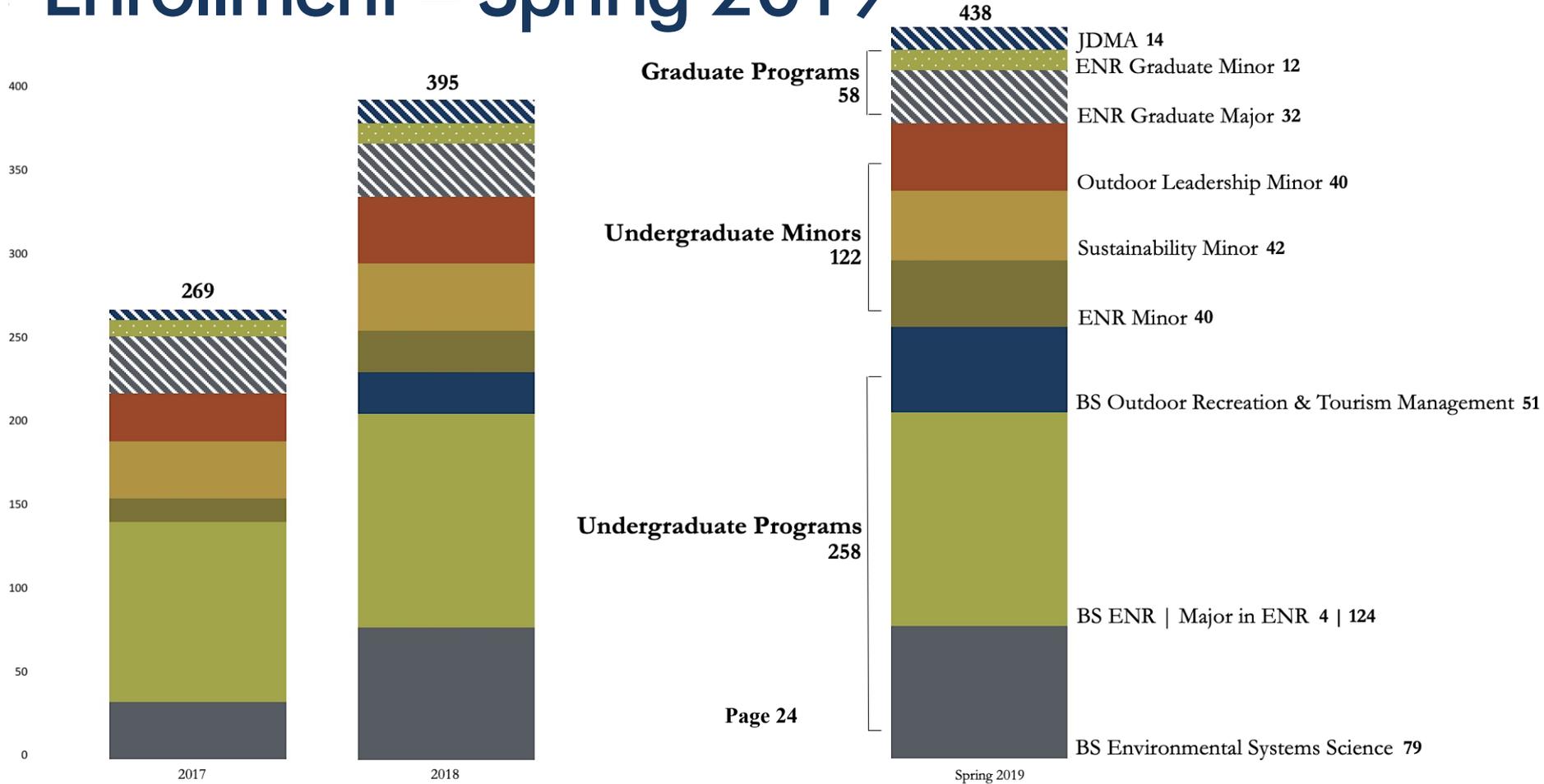
# Overview

- Accomplishments in FY19
- Budget for FY20
- Three Year Outlook



ACADEMIC PROGRAMS

# Enrollment – Spring 2019





# Outdoor Recreation & Tourism Management Degree

- 51 majors
- 3 faculty hires
- 7 new courses developed
- Professional semester and 4 additional courses next year

# World Economic Forum

## Top 10 skills

### in 2020

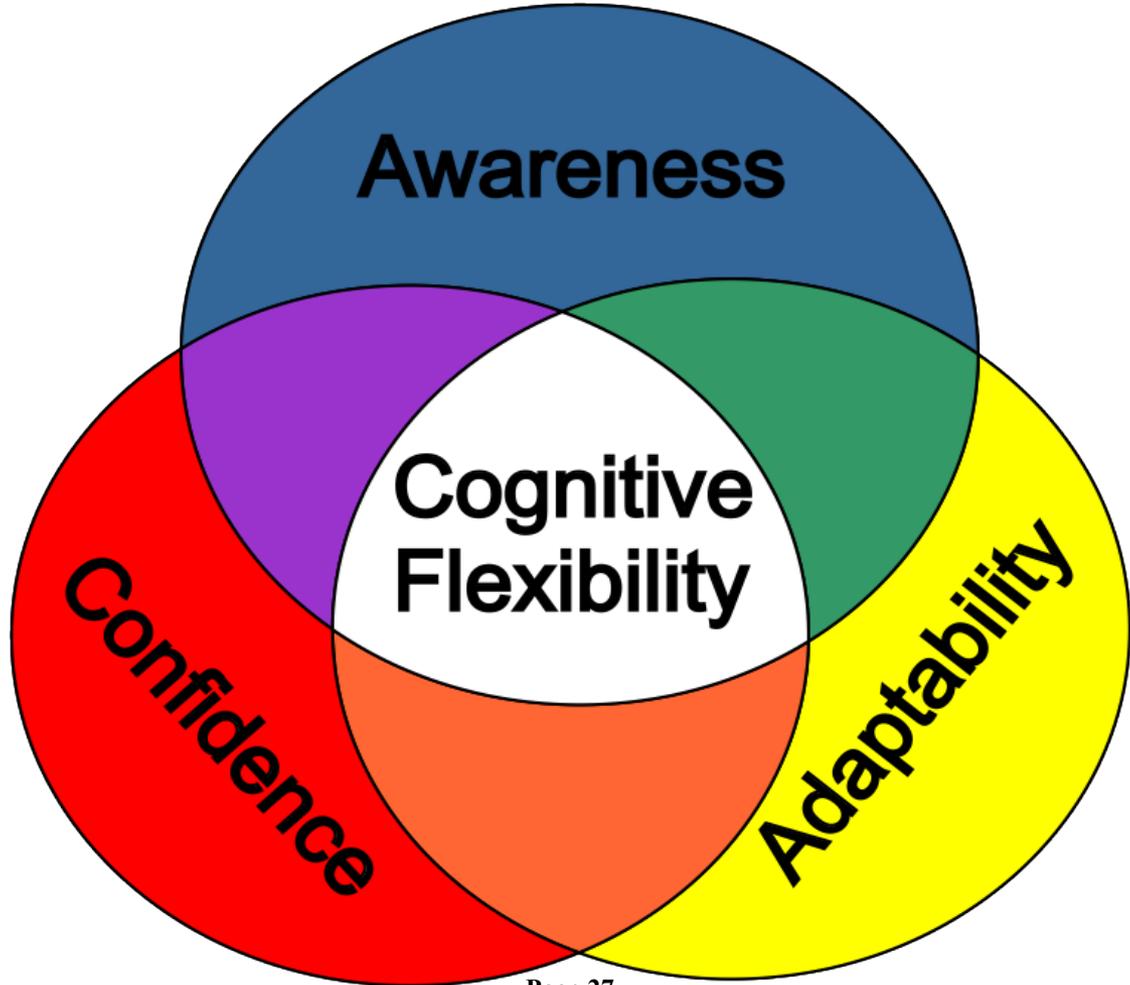
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1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility

### in 2015

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1. Complex Problem Solving
2. Coordinating with Others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality Control
7. Service Orientation
8. Judgment and Decision Making
9. Active Listening
10. Creativity





## ACADEMIC PROGRAMS

# Alumni Survey 2018

- **82%** first career-track job was in their **chosen field**.
- **80%** hired in a **career-track position within 6 months** of graduation.
- **78%** of **first career-track jobs** were in environment, natural or outdoor resources, or a sustainability-related field.
- **76%** Haub School education helped **secure a first career-track position**.

RUCKELSHAUS INSTITUTE

# Pilot Hill Project



- Ruckelshaus Institute worked with Albany County (through Pilot Hill committees) to create RFQ for a firm to help develop a land use plan and a trails/recreational infrastructure plan for Pilot Hill
- Ruckelshaus Institute will facilitate a public process to provide the planning and design consultants with information on user preferences for trail type, location, signage, facilities, etc.

## UW Libraries FY20 Budget Narrative:

This is a budget designed to move the University and UW Libraries forward in its Strategic Plan.

### I. OVERVIEW:

1. We are asking for an increase of \$70,402, to \$14,525,053 in our Unrestricted Operating budget representing +.485% over FY19. This is due entirely to salary and benefits increases assigned to UW Libraries in FY19.
2. Most other variances of FY20 over/under FY19 are due to account re-allocations that better reflect expenditures mainly in implementing the strategic plans of the University and of UW Libraries.

### II. DETAILS:

3. There will be minor expenses in FY20 due to the UW Libraries reorganization, moving from 9 departments to 3 larger divisions. This includes repurposing existing spaces, adding and upgrading technology (phones, computers, etc.), adding more appropriate furniture. As one example, the Resource Discovery and Management Division that combined 4 departments are now located in one large space on the 6<sup>th</sup> floor, and it needs a remodel.
4. Building on the remodel of a reading room in the Geology Library done in FY19, in FY20 we plan to conduct a refit of the compact shelving in this library (\$170,000), funds that were built up for this project over the past couple years. Together, this remodel and compact shelving refit offers a much more attractive and useful space for students to gather and study.
5. In consultation with the Honors College, funds are designated for repurposing space and adding resources to support the establishment of the college and programming. (supporting "Breaking Through: 2017-2022"). As a side note, UW Libraries received a commitment from University donors for an endowed librarian position to support the services and programming of the Honors College. This \$2.5 million gift is the largest single financial gift every received by UW Libraries.
6. Also supporting "Breaking Through", we are looking at designating/repurposing space for the Graduate School to meet the special interests of older students. This includes adding unique resources such as the Wiley Research Academy, a self-paced online research guide. The details of Grad School support still are being worked out based on the report of Assoc. Librarian, Lori Phillips, whose sabbatical over FY19 examined new types of student spaces in academic libraries.
7. Another major initiative early "out of the gate", the creation of a *Cross-Disciplinary Digital Scholarship Center* will draw on existing operations and foundation funding to get this

started (though there may be related developments over the next few years that might need additional funding.) Activities currently underway include:

- Hiring of two librarian digital specialists (Digital Scholarship Librarian and Data Management Librarian) to work closely with the Research Division, the Honors College and the Graduate School
- Overseeing promotion and logistics related to UW's membership in the University Press of Colorado and Utah
- Developing further the Wyoming Scholars Repository
- Developing further UW Digital Repository for open access to large datasets, grey literature, and other resources
- Providing expertise and technology for online scholarly publishing and other publishing services
- Establishing a portal to all of UW's institutional repositories
- Developing new partnerships with GIS (Geographic Information Systems)
- Promoting/advising on Open Research/Open Source Development and Open Access
- Assisting students and faculty in creating and managing scholarly digital profiles (among other personalized services)

8. New projects related to space planning for FY20 include:

- a. Moving LeaRN and STEP to a larger more visible space on Coe's Level 1 (from hidden spaces on level 2 currently occupied by Studio Coe.
- b. Renovating the LeaRN spaces for student gathering and study (possibly for Honors and Grad School?)
- c. Moving the Writing Center from level 3 to level 5, next to ECTL, in a large space vacated by the Collection Development Office that was amalgamated into a new Division (Resource Discovery/Management)
- d. Renovating the Writing Center space on the third level to house the Digital Scholarship Center (more appropriately next to the new Division of Education and Research, to which it now reports).
- e. Moving the large Interlibrary Loan Department on the 2<sup>nd</sup> floor to the 6<sup>th</sup> floor, now also with RDM.
- f. Moving Studio Coe from the first level to the ILL space on the 2<sup>nd</sup> level, adjacent to the Student Innovation Center (for better collaboration).
- g. We plan on expanding services of the Student Innovation Center as new equipment regularly comes online and student/patron/public use continues to increase.

9. UW Libraries Acquisitions/Collections Budgets remain unchanged from FY19. (Technically, they dropped about 160-180K due to funding from the Research Office being reallocated in another account but still being used to purchase resources—mainly Clarivate—approx. \$250,000 annually).

### III. LONG-TERM PROSPECTS FOR LARGER COST ITEMS

10. Over the next 2 to 3 to 4 years, as costs for mainly online resources increase (journals, ebooks, serials, etc.), in order to keep pace with our current acquisitions and not have to cut resources we may need to ask for 3 to 5 % increases (that is typical for such materials these days).
11. We are also looking at replacing our Integrated Library System (ILS) over the next 3 to 5 years. Our Innovative Interfaces Inc. was the Cadillac system 20 – 25 years ago but was sold about in 2012 (?) and its development languished. It's now the Model T system. We are talking with partners in the Alliance (CU-Boulder among others) to see if we can share an open source system. A change of this magnitude can be in the low 7 figures. But time is on our side. I have already expanded this conversation to the Wyoming State Library that oversees ILS Systems for all Wyoming Community Colleges and the State County Library System network regarding the advantages of having a single system with one technical support team and more efficient/effective resource sharing throughout the state. It would be important to have any new system support emerging technologies (such as 5G and Virtual Reality).
12. We may look to develop a strategic initiative—in collaboration with other UW partners and perhaps with State government offices—regarding a large shared storage facility to relieve the emerging space crunches of many units that collect and create materials and services. A proposal would include a well-researched analyses, clearly stated space use parameters, building specifications, and a well-reasoned business plan. Since certain space issues are more urgent than others, discussions have already begun with the State Library and the Government General Services Division on possible UW use of existing space in Cheyenne government buildings.

Respectfully submitted,

Ivan Gaetz,  
Dean of Libraries

## **FY2020 Budget Presentation Guideline Foundation**

### **Brief update on accomplishments:**

- 1) On point to reach or exceed \$50M in private support.
- 2) Finalized the process and hired an internal investment team for the University of Wyoming Foundation to include a Chief Investment Officer and Investment Analyst.

### **Fiscal Update**

- 1) Foundation receives a flat amount of support from the University which has not changed. That amount is applied against EPB costs for employees. The values you see on the sheet as provided by the Budget office is a reflection of timing of funds transfers between the Foundation and UW. At end of year closeout, total support from UW will be the \$758,775.

### **High level internal budget adjustments and exception requests.**

- 1) The Foundation's UW budgetary support has steadily declined since 2009. Once as high as almost 40% in FY09 (37.63%), it now stands at less than 9% in FY19 (8.3%). The flat amount of \$758,775 has been in place for the past two years. Two years ago, the Foundation was requested and began providing funding for Presidential entertainment and hosting expenses in the amount of \$100K. This year the Foundation has requested that UW reimburse that cost through elevated support from the block grant in an equal amount.

### **Three year outlook issue items:**

None

**Specific division funding requests to be included in the UW budget request to the Legislature in the 2020 Legislative session. The university must submit their budget requests in August 2019 for the 2020 session.**

None

## FY2020 Budget Presentation

- Please provide a brief update on your division's accomplishments in FY 2019.

*The following is an illustrative listing of major accomplishments in the College of Education and the Trustees Education Initiative during the FY 2019 year. Please note that these are not listed in order of priority or importance of accomplishment.*

### College of Education

- Educational Leadership Program seeking preeminent status by working with *Entangled Solutions*® consulting firm to develop Implementation Playbook.
- Approval of Special Education K-12 (Online Delivered in Modules)/ Elementary Education K-6 undergraduate distance (zoom to online conversion of program courses) of over next two year
- Expanded student teaching placements to 23 school districts from 9 school districts in the Wyoming School University Partnership (WSUP)
- Experimenting with distance student teaching supervision technology called *Go React*®
- Piloted and implementing *Mursion*® in Teacher Education, Educational Leadership, and Counseling Education programs
- Developed first two modules for training and certifying mentor teachers for student teaching mentoring with Wyoming School University Partnership (WSUP)
- Signed 23 Student Teaching MOUs with Wyoming School Districts for student teaching placements statewide
- Completed Level 1 Reconnaissance Lab School and College of Education Building Construction Project for approval by the UW Trustees and School Facilities Commission
- Completed construction of new Student Advising Offices in Teacher Preparation and Advising Office (TPAO)
- Won UW Graduate Program Recruitment Award from UW Graduate School to increase graduate program enrollments in FY 2020
- Co-Sponsored *Wyoming Academic Vision and Excellence (WAVE) Conference*® with WDE.
- Appointed two new School Director Designates to train during FY 2020 to replace current School Directors
- First Cohort of 12 student teachers who completed their student teaching in foreign countries with *Consortium for Overseas Student Teaching (COST)* organization, Spring 2019 - <https://www.gvsu.edu/cost/>
- Chosen as one of five new universities admitted for membership in the *Carnegie Project on the Education Doctorate (CPED)* - <https://www.cpedinitiative.org/>
- Held *Deans for Impact*® *Building Blocks Workshop*® to help faculty in teacher education to do a better job of aligning program elements, field/clinical placements and program outcomes in the Elementary Education Curriculum Review and other college programs
- Received over \$1.06M in fund raising to support the *Literacy Research Center and Clinic* to complete state matching funds
- Hosted the *Council of Accreditation of Counseling and Related Educational Programs (CACREP)* accreditation site visit spring 2019
- Hired 6 new faculty members in the two Schools of the College of Education – 2 Counseling, 2 ITECH, 1 Sec. Ag. Ed, 1 Ed. Foundation.

- Task Force started to recommend a new B.A. or B.S. degree in Early Childhood Education to be distance delivered as part of the *WYECON TEI* innovation.
- Solved problem with admissions criteria equalizing SAT and ACT scores resulting in enrollment eligibility of 40 more students in teacher education programs.
- Enrollment remained stable for this past year in undergraduate teacher education enrollments N=658, last year N=659.

### **Trustees Education Initiative**

- Nine TEI Design and Pilot Teams (N = 44 team members) completed reports as outlined in *Entangled Solutions® UW-E4 Play Book*
  - Held a successful Legislative Luncheon during the 2019 session for legislators providing them updates and information on the TEI project of creating and refining preeminent educator preparation programs at UW
  - Revised TEI website for accuracy at a new, more intuitive website address - <http://www.uwyo.edu/tei/>
  - Successfully hired TEI Public Relations Specialist, UW-E4® Program Director, and TEI Managing Director
  - Produced TEI Video and UW-E4® PR materials for public relations purposes
  - Developed College/TEI Fund Raising Target, Case Document and Power Point Presentation and Strategy Document/Plan
  - Executive Director delivered presentations at various public and educational organizations including School District Boards, Rotary Club Meetings, and Public Testimony
  - Held 2<sup>nd</sup> WYCOLA summer coaches training institute at UW, June 2019
  - Hired Temporary Instructor for WYECON program to allow Dr. Nikki Baldwin to create WYECON Network collaborating with Ellbogen Foundation Director, Becca Steinhoff
  - Hired new Executive Director of TEI in July 2019
  - Completed and approved New TEI Governing Board Operating Procedures document
  - Elected new TEI Governing Board Officers in November 2018
  - Held successful annual meeting with Daniels Fund and met match requirements for another \$1M from Daniels Fund received in April 2019.
- Please provide a fiscal update on FY 2019 year to date. (The Budget office will provide the Q3 budget to actual report by April 15) to be used as the basis of this update.

Fund Class - Source		Summary Level Natural Accounts	FY18 Actual	FY19 Budget	FY19 Actual through March	FY20 Budget	Variance FY19 Budget to FY20 Budget
FC_105_FS_00001 UOC - Unrestricted Operating	A_	B4000 Tuition & Educational Fees	(1,520,435)	(1,286,311)	(1,161,182)	(1,819,820)	(533,609)
	A_	B4100 Sales of Goods & Services	(13,654)	(1,760)	883	2,240	4,000
	A_	B4300 Grants & Contracts	-	-	-	-	-
	A_	43501 Federal Appropriations	-	-	-	-	-
	A_	B4400 Other Operating Revenue	(87,084)	-	3,494	(200)	(200)
	A_	B5000 Non Operating Revenues	-	-	-	-	-
	A_	B5100 Appropriations	-	-	-	-	-
	A_	B5300 Gifts	-	-	-	-	-
	A_	B5500 Investment Income	-	-	-	-	-
	A_	B5600 Other Non Operating Revenues	-	-	-	-	-
	A_	76004 Provost Strategic Initiatives	-	-	-	172,656	172,656
		<b>Total Revenue</b>	<b>(1,621,183)</b>	<b>(1,288,071)</b>	<b>(1,156,805)</b>	<b>(1,645,224)</b>	<b>(387,153)</b>
	A_	B6000 Salaries, Wages & Benefits	8,138,387	8,153,796	5,680,687	8,045,324	(108,472)
	A_	Services, Travel, and Supplies	686,760	742,045	221,047	908,770	166,725
	A_	Util., Repair & Maint., and Rentals	115,083	9,316	5,720	7,816	(1,500)
	A_	Int., Claims, Other Exp., Subcontracts, Depr. & Amort.	61,256	112,499	42,369	218,395	105,896
	A_	Cap. Exp., Discort. Op., and Other Non-op. Exp.	848	(15,500)	3,998	1,000	16,500
		<b>Total Expenses Before Transfers</b>	<b>9,002,333</b>	<b>9,002,156</b>	<b>5,953,822</b>	<b>9,181,305</b>	<b>179,149</b>
		<b>Net Result Before Transfers</b>	<b>7,381,150</b>	<b>7,714,085</b>	<b>4,797,017</b>	<b>7,536,081</b>	<b>(178,004)</b>
A_	B7600 Internal Allocations & Sales	(128,523)	(69,388)	45,209	(23,103)	46,283	
A_	D7700 Provisions for Replacement & Depreciation Grouping	-	-	-	-	-	
A_	D7720 Debt Service Grouping	-	-	-	-	-	
A_	D7740 Transfers To/From Operations Grouping	(750,000)	(300,000)	-	-	300,000	
	<b>Total Funding Transfers</b>	<b>(878,523)</b>	<b>(369,388)</b>	<b>45,209</b>	<b>(23,103)</b>	<b>346,283</b>	
	<b>Total Expenses After Transfers</b>	<b>8,123,811</b>	<b>8,632,770</b>	<b>5,999,031</b>	<b>9,158,202</b>	<b>525,432</b>	
	<b>Statement of Activities Net Result</b>	<b>6,502,628</b>	<b>7,344,696</b>	<b>4,842,225</b>	<b>7,512,978</b>	<b>168,279</b>	
FC_B20 Designated Op	A_	B4000 Tuition & Educational Fees	(69,430)	(190,516)	(179,774)	(188,236)	2,280
	A_	B4100 Sales of Goods & Services	-	(800)	(6,585)	(5,500)	(4,700)
	A_	B4300 Grants & Contracts	-	-	-	-	-
	A_	43501 Federal Appropriations	-	-	-	-	-
	A_	B4400 Other Operating Revenue	(26,203)	(91,750)	(58,387)	(87,023)	4,727
	A_	B5000 Non Operating Revenues	-	-	-	-	-
	A_	B5100 Appropriations	-	-	-	-	-
	A_	B5300 Gifts	-	-	-	-	-
	A_	B5500 Investment Income	-	-	-	-	-
	A_	B5600 Other Non Operating Revenues	-	-	-	-	-
	A_	76004 Provost Strategic Initiatives	-	-	-	-	-
		<b>Total Revenue</b>	<b>(95,633)</b>	<b>(283,066)</b>	<b>(244,746)</b>	<b>(280,759)</b>	<b>2,307</b>
	A_	B6000 Salaries, Wages & Benefits	-	53,432	42,830	215,319	161,887
	A_	Services, Travel, and Supplies	72,789	314,279	440,740	854,624	540,345
	A_	Util., Repair & Maint., and Rentals	25	-	56,427	-	-
	A_	Int., Claims, Other Exp., Subcontracts, Depr. & Amort.	1,933	6,000	6,551	37,440	31,440
	A_	Cap. Exp., Discort. Op., and Other Non-op. Exp.	-	-	-	-	-
		<b>Total Expenses Before Transfers</b>	<b>74,747</b>	<b>373,711</b>	<b>546,547</b>	<b>1,107,383</b>	<b>733,672</b>
		<b>Net Result Before Transfers</b>	<b>(170,966)</b>	<b>90,645</b>	<b>301,801</b>	<b>826,624</b>	<b>735,979</b>
A_	B7600 Internal Allocations & Sales	1,615	166,164	3,360	3,122	(163,042)	
A_	D7700 Provisions for Replacement & Depreciation Grouping	-	-	108,000	-	-	
A_	D7720 Debt Service Grouping	-	-	-	-	-	
A_	D7740 Transfers To/From Operations Grouping	-	(210,250)	(797,169)	(621,655)	(411,405)	
	<b>Total Funding Transfers</b>	<b>1,615</b>	<b>(44,086)</b>	<b>(685,810)</b>	<b>(618,533)</b>	<b>(374,447)</b>	
	<b>Total Expenses After Transfers</b>	<b>76,363</b>	<b>276,193</b>	<b>(182,082)</b>	<b>273,531</b>	<b>(2,663)</b>	
	<b>Statement of Activities Net Result</b>	<b>(169,351)</b>	<b>13,730</b>	<b>320,819</b>	<b>1,108,095</b>	<b>1,007,276</b>	
	A_ 30002 Beginning Year Net Position	(603,734)	-	(322,558)	-	-	

\* Line 21, increase FY 20 by \$50K

WyoCloud		FY18	FY19	FY20	Variance	
O_C1500: College of Education Subdivision						
Board of Trustees Report						
Fund Class - Source	Summary Level Natural Accounts	Actual	Budget	Actual through March	Budget	FY19 Budget to FY20 Budget
	A_B4000 Tuition & Educational Fees	175,281	57,074	217,375	103,339	46,265
	A_B4100 Sales of Goods & Services	-	-	-	-	-
	A_B4300 Grants & Contracts	-	-	-	-	-
	A_43501 Federal Appropriations	-	-	-	-	-
	A_B4400 Other Operating Revenue	-	-	-	-	-
	A_B5000 Non Operating Revenues	-	-	-	-	-
	A_B5100 Appropriations	(1,024,652)	-	(617,401)	-	-
	A_B5300 Gifts	(1,650,219)	(3,621,955)	(1,462,293)	(3,561,756)	60,199
	A_B5500 Investment Income	-	-	-	-	-
	A_B5600 Other Non Operating Revenues	-	-	-	-	-
	A_76004 Provost Strategic Initiatives	-	-	-	-	-
	<b>Total Revenue</b>	<b>(2,499,590)</b>	<b>(3,564,881)</b>	<b>(2,862,326)</b>	<b>(3,458,417)</b>	<b>106,464</b>
FC_B30 Restr Expendable Op	A_B6000 Salaries, Wages & Benefits	1,572,964	1,868,198	1,056,508	1,746,117	(122,081)
	Services, Travel, and Supplies	732,126	1,520,847	810,779	1,320,242	(200,605)
	Util., Repair & Maint., and Rentals	12,229	26,500	526	8,925	(17,575)
	Int., Claims, Other Exp., Subcontracts, Depr. & Amort.	93,808	121,250	65,383	362,497	241,247
	Cap. Exp., Discort. Op., and Other Non-op. Exp.	-	-	-	-	-
	<b>Total Expenses Before Transfers</b>	<b>2,411,128</b>	<b>3,536,795</b>	<b>1,933,196</b>	<b>3,437,781</b>	<b>(59,614)</b>
	Net Result Before Transfers	88,462	(971,913)	70,876	(249,363)	7,430
	A_B7600 Internal Allocations & Sales	47,243	28,086	43,178	20,636	(7,450)
	A_D7700 Provisions for Replacement & Depreciation Grouping	-	-	-	-	-
	A_D7720 Debt Service Grouping	-	-	-	-	-
	A_D7740 Transfers To/From Operations Grouping	-	-	-	-	-
	<b>Total Funding Transfers</b>	<b>47,243</b>	<b>28,086</b>	<b>43,178</b>	<b>20,636</b>	<b>(7,450)</b>
	<b>Total Expenses After Transfers</b>	<b>2,458,371</b>	<b>3,564,881</b>	<b>1,976,373</b>	<b>3,458,417</b>	<b>(196,464)</b>
	Statement of Activities Net Result	352,757	-	114,054	-	-
FC_B35 Restr Expendable Non Op	A_B4000 Tuition & Educational Fees	-	-	-	-	-
	A_B4100 Sales of Goods & Services	-	-	-	-	-
	A_B4300 Grants & Contracts	-	-	-	-	-
	A_43501 Federal Appropriations	-	-	-	-	-
	A_B4400 Other Operating Revenue	-	-	-	-	-
	A_B5000 Non Operating Revenues	-	-	-	-	-
	A_B5100 Appropriations	-	-	-	-	-
	A_B5300 Gifts	(2,625)	-	(3,250)	(5,757)	(5,757)
	A_B5500 Investment Income	-	-	-	-	-
	A_B5600 Other Non Operating Revenues	-	-	-	-	-
	A_76004 Provost Strategic Initiatives	-	-	-	-	-
	<b>Total Revenue</b>	<b>(2,625)</b>	<b>-</b>	<b>(3,250)</b>	<b>(5,757)</b>	<b>(5,757)</b>
	A_B6000 Salaries, Wages & Benefits	2,625	-	3,250	5,757	5,757
	Services, Travel, and Supplies	-	-	-	-	-
	Util., Repair & Maint., and Rentals	-	-	-	-	-
	Int., Claims, Other Exp., Subcontracts, Depr. & Amort.	-	-	-	-	-
	Cap. Exp., Discort. Op., and Other Non-op. Exp.	-	-	-	-	-
	<b>Total Expenses Before Transfers</b>	<b>2,625</b>	<b>-</b>	<b>3,250</b>	<b>5,757</b>	<b>5,757</b>
	Net Result Before Transfers	-	-	-	-	-
	A_B7600 Internal Allocations & Sales	-	-	-	-	-
	A_D7700 Provisions for Replacement & Depreciation Grouping	-	-	-	-	-
	A_D7720 Debt Service Grouping	-	-	-	-	-
	A_D7740 Transfers To/From Operations Grouping	-	-	-	-	-
	<b>Total Funding Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Total Expenses After Transfers</b>	<b>2,625</b>	<b>-</b>	<b>3,250</b>	<b>5,757</b>	<b>5,757</b>
	Statement of Activities Net Result	-	-	-	-	-

WyoCloud						
O_C1500: College of Education Subdivision						
Board of Trustees Report						
		FY18	FY19	FY20	Variance	
Fund Class - Source	Summary Level Natural Accounts	Actual	Budget	Actual through March	FY19 Budget to FY20 Budget	
	A_B4000 Tuition & Educational Fees	-	22,759	13,226	223,755	200,996
	A_B4100 Sales of Goods & Services	-	-	-	-	-
	A_B4300 Grants & Contracts	(967,843)	(855,332)	(1,041,475)	(1,468,087)	(612,755)
	A_43501 Federal Appropriations	-	-	-	-	-
	A_B4400 Other Operating Revenue	-	-	-	-	-
	A_B5000 Non Operating Revenues	-	-	-	-	-
	A_B5100 Appropriations	-	-	-	-	-
	A_B5300 Gifts	-	-	-	-	-
	A_B5500 Investment Income	-	-	-	-	-
	A_B5600 Other Non Operating Revenues	(89,477)	214,715	(112,764)	283,969	69,254
	A_76004 Provost Strategic Initiatives	-	-	-	-	-
	<b>Total Revenue</b>	<b>(1,057,120)</b>	<b>(617,858)</b>	<b>(1,141,014)</b>	<b>(990,903)</b>	<b>(342,905)</b>
FC_B40 Restr Grants	A_B6000 Salaries, Wages & Benefits	166,268	554,116	158,282	972,354	418,238
	Services, Travel, and Supplies	153,250	82,125	117,337	176,595	94,470
	Util., Repair & Maint., and Rentals	-	58,221	36	32,094	(26,127)
	Int., Claims, Other Exp., Subcontracts, Depr. & Amort.	510,671	(352)	789,569	107,150	107,502
	Cap. Exp., Discout. Op., and Other Non-op. Exp.	4,319	16,930	(4,080)	26,686	9,757
	<b>Total Expenses Before Transfers</b>	<b>834,508</b>	<b>711,040</b>	<b>1,061,144</b>	<b>1,314,880</b>	<b>603,840</b>
	<b>Net Result Before Transfers</b>	<b>(222,612)</b>	<b>93,182</b>	<b>(919,832)</b>	<b>354,517</b>	<b>261,335</b>
	A_B7600 Internal Allocations & Sales	-	-	(80)	-	-
	A_D7700 Provisions for Replacement & Depreciation Grouping	-	-	-	-	-
	A_D7720 Debt Service Grouping	-	-	-	-	-
	A_D7740 Transfers To/From Operations Grouping	-	-	-	-	-
	<b>Total Funding Transfers</b>	<b>-</b>	<b>-</b>	<b>(80)</b>	<b>-</b>	<b>-</b>
	<b>Total Expenses After Transfers</b>	<b>834,508</b>	<b>711,040</b>	<b>1,061,064</b>	<b>1,314,880</b>	<b>603,840</b>
	<b>Statement of Activities Net Result</b>	<b>(222,612)</b>	<b>93,182</b>	<b>(919,832)</b>	<b>354,517</b>	<b>261,335</b>
	A_B4000 Tuition & Educational Fees	-	-	-	-	-
	A_B4100 Sales of Goods & Services	-	-	-	-	-
	A_B4300 Grants & Contracts	-	-	-	-	-
	A_43501 Federal Appropriations	-	-	-	-	-
	A_B4400 Other Operating Revenue	-	-	-	-	-
	A_B5000 Non Operating Revenues	-	-	-	-	-
	A_B5100 Appropriations	-	-	-	-	-
	A_B5300 Gifts	-	-	-	-	-
	A_B5500 Investment Income	-	-	-	-	-
	A_B5600 Other Non Operating Revenues	-	-	-	-	-
	A_76004 Provost Strategic Initiatives	-	-	-	-	-
	<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
FC_B45 Restr Govt Funds	A_B6000 Salaries, Wages & Benefits	-	-	-	-	-
	Services, Travel, and Supplies	-	-	-	-	-
	Util., Repair & Maint., and Rentals	-	-	-	-	-
	Int., Claims, Other Exp., Subcontracts, Depr. & Amort.	-	-	-	-	-
	Cap. Exp., Discout. Op., and Other Non-op. Exp.	-	-	-	-	-
	<b>Total Expenses Before Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Net Result Before Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	A_B7600 Internal Allocations & Sales	-	-	-	-	-
	A_D7700 Provisions for Replacement & Depreciation Grouping	-	-	-	-	-
	A_D7720 Debt Service Grouping	-	-	-	-	-
	A_D7740 Transfers To/From Operations Grouping	-	-	-	-	-
	<b>Total Funding Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Total Expenses After Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Statement of Activities Net Result</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Budget Variance Explanations – College of Education**

Line	FY19 3 <sup>rd</sup> Qtr. Variance	FY19-FY20 Variance
7	Our tuition was calculated using historic numbers with the majority of our tuition being received during the Fall and Spring terms. We only have summer tuition left to receive.	The 29% increase is made up of an estimated increase of \$452,552 in tuition revenue due to the new 70/30 split in Distance Education dollars. The remaining \$108,057 increase is for the 3% tuition expected tuition increase.
8		We increased this to accommodate the Avalon Fees
17		This is for the 2% Provost Tax
20	We have some excess in our salaries for FY19 due to having some faculty leave after the budget was approved.	For FY19, when trying to move some salaries over to new organization numbers, we had duplication of a couple of salaries. For FY20, that has been fixed.
21	A large portion of our Services and Fee's and Travel is spent throughout the Spring semester paying mentors, student supervision and conferences. We also have a Play Therapy conference in June that we haven't begun paying the expenses yet.	We have increased travel to accommodate new faculty travel and the increase of faculty supervision travel as we expand our student teaching throughout the state. We were placing in 9 districts and we have increased to 28. We also placed \$157,500 of our Distance Incentive money in Non Capital Equipment Computer Expense as we will need to upgrade several classrooms for Zoom capability and purchase additional equipment.
23	This is low because we budgeted money in these areas, but are actually needing it in other areas - so those areas are showing over budget. We will need to	This shows an increase because we placed \$95,396 of our Distance Incentive into Miscellaneous Expense until we can properly determine how best to use this funding

	adjust these in FY 20 to place into correct categories	to maximize student benefits.
24		This looks like we have increased this account by \$16,500 but it actually because this was allocated to us by Academic Affairs as they were over budget. This was not added for the FY20 at this time, so there is no offset to the expenses in this account.
28	The reason this is showing as revenue is because of funds we are due to receive from Academic Affairs for GA's that is actually expensed in GA salaries. The transfer has not been made yet, so just the expenses show.	
31	This transfer will not be made until we are at the end of the fiscal year.	This was only a one-time agreement to use our Reserve fund to complete our support budget.
50		Salaries and Wages increased due to having the TEI funding through the Special Projects Reserve
51	This looks like we are over budget because the Special Projects Reserve TEI funding allocated after the FY19 was approved.	This increased due to TEI spending that is being funded through the Special Projects Reserve
61	This is because of the \$775,000 transfer from the Special Projects Reserve for the TEI funding after the FY19 budget was approved.	The increase to the budget is because of the TEI funding through the Special Projects Reserve

**\* FY 20 – Line 21 will need to be increased since approval of budget due to need for \$50K additional funding to support the production of the TEI update and fund raising video production as per instructions from Trustees.**

		FY18	FY19	FY20	Variance
Fund Class - Source	Summary Level Natural Accounts	Actual	Budget	Actual through March	FY19 Budget to FY20 Budget
1	WyoCloud				
2	O_15002: Trustee's Education Initiative				
3	Board of Trustees Report				
4					
5					
6					
7	A_B4000 Tuition & Educational Fees	-	-	-	-
8	A_B4100 Sales of Goods & Services	-	-	-	-
9	A_B4300 Grants & Contracts	-	-	-	-
10	A_43501 Federal Appropriations	-	-	-	-
11	A_B4400 Other Operating Revenue	-	-	-	-
12	A_B5000 Non Operating Revenues	-	-	-	-
13	A_B5100 Appropriations	-	-	-	-
14	A_B5300 Gifts	-	-	-	-
15	A_B5500 Investment Income	-	-	-	-
16	A_B5600 Other Non Operating Revenues	-	-	-	-
17	A_76004 Provost Strategic Initiatives	-	-	-	-
18	Total Revenue	-	-	-	-
19					
20	FC_105_FS_000001 A_B6000 Salaries, Wages & Benefits	-	-	-	-
21	UOC - Unrestricted Operating Services, Travel, and Supplies	-	-	-	-
22	Util., Repair & Maint., and Rentals	-	-	-	-
23	Int., Claims, Other Exp., Subcontracts, Depr. & Amort.	-	-	-	-
24	Cap. Exp., Discort. Op., and Other Non-op. Exp.	-	-	-	-
25	Total Expenses Before Transfers	-	-	-	-
26	Net Result Before Transfers	-	-	-	-
27					
28	A_B7600 Internal Allocations & Sales	-	-	-	-
29	A_D7700 Provisions for Replacement & Depreciation Grouping	-	-	-	-
30	A_D7720 Debt Service Grouping	-	-	-	-
31	A_D7740 Transfers To/From Operations Grouping	-	-	-	-
32	Total Funding Transfers	-	-	-	-
33					
34	Total Expenses After Transfers	-	-	-	-
35	Statement of Activities Net Result	-	-	-	-
36					
37	A_B4000 Tuition & Educational Fees	-	-	-	-
38	A_B4100 Sales of Goods & Services	-	-	-	-
39	A_B4300 Grants & Contracts	-	-	-	-
40	A_43501 Federal Appropriations	-	-	-	-
41	A_B4400 Other Operating Revenue	-	-	-	-
42	A_B5000 Non Operating Revenues	-	-	-	-
43	A_B5100 Appropriations	-	-	-	-
44	A_B5300 Gifts	-	-	-	-
45	A_B5500 Investment Income	-	-	-	-
46	A_B5600 Other Non Operating Revenues	-	-	-	-
47	A_76004 Provost Strategic Initiatives	-	-	-	-
48	Total Revenue	-	-	-	-
49					
50	FC_B20 Designated Op A_B6000 Salaries, Wages & Benefits	-	-	-	-
51	Services, Travel, and Supplies	-	-	-	-
52	Util., Repair & Maint., and Rentals	-	-	-	-
53	Int., Claims, Other Exp., Subcontracts, Depr. & Amort.	-	-	-	-
54	Cap. Exp., Discort. Op., and Other Non-op. Exp.	-	-	-	-
55	Total Expenses Before Transfers	-	-	-	-
56	Net Result Before Transfers	-	-	-	-
57					
58	A_B7600 Internal Allocations & Sales	-	-	-	-
59	A_D7700 Provisions for Replacement & Depreciation Grouping	-	-	-	-
60	A_D7720 Debt Service Grouping	-	-	-	-
61	A_D7740 Transfers To/From Operations Grouping	-	-	-	-
62	Total Funding Transfers	-	-	-	-
63					
64	Total Expenses After Transfers	-	-	-	-
65	Statement of Activities Net Result	-	-	-	-
66	A_30002 Beginning Year Net Position	-	-	-	-



O\_15002: Trustee's Education Initiative  
Board of Trustees Report

		FY18	FY19	FY20	Variance
Fund Class - Source	Summary Level Natural Accounts	Actual	Budget	Actual through March	FY19 Budget to FY20 Budget
67	A_B4000 Tuition & Educational Fees	-	-	-	12,427
68	A_B4100 Sales of Goods & Services	-	-	-	-
69	A_B4300 Grants & Contracts	-	-	-	-
70	A_43501 Federal Appropriations	-	-	-	-
71	A_B4400 Other Operating Revenue	-	-	-	-
72	A_B5000 Non Operating Revenues	-	-	-	-
73	A_B5100 Appropriations	-	-	-	-
74	A_B5300 Gifts	(206,212)	(1,602,289)	(132,649)	(1,737,708)
75	A_B5500 Investment Income	-	-	-	-
76	A_B5600 Other Non Operating Revenues	-	-	-	-
77	A_76004 Provost Strategic Initiatives	-	-	-	-
78	<b>Total Revenue</b>	<b>(206,212)</b>	<b>(1,602,289)</b>	<b>(132,649)</b>	<b>(1,737,708)</b>
80	FC_B30 Restr Expendable Op				
80	A_B6000 Salaries, Wages & Benefits	51,739	331,191	203,175	601,125
81	Services, Travel, and Supplies	263,718	1,157,298	558,585	839,526
82	Util., Repair & Maint., and Rentals	-	26,500	-	8,500
83	Int., Claims, Other Exp., Subcontracts, Depr. & Amort.	614	80,250	3,029	273,130
84	Cap. Exp., Discort. Op., and Other Non-op. Exp.	-	-	-	-
85	<b>Total Expenses Before Transfers</b>	<b>316,071</b>	<b>1,595,239</b>	<b>764,789</b>	<b>1,722,281</b>
86	<b>Net Result Before Transfers</b>	<b>109,859</b>	<b>(9,049)</b>	<b>632,140</b>	<b>(4,050)</b>
88	A_B7600 Internal Allocations & Sales	-	7,050	3,511	3,000
89	A_D7700 Provisions for Replacement & Depreciation Grouping	-	-	-	-
90	A_D7720 Debt Service Grouping	-	-	-	-
91	A_D7740 Transfers To/From Operations Grouping	-	-	-	-
92	<b>Total Funding Transfers</b>	<b>-</b>	<b>7,050</b>	<b>3,511</b>	<b>3,000</b>
94	<b>Total Expenses After Transfers</b>	<b>316,071</b>	<b>1,602,289</b>	<b>768,300</b>	<b>1,725,281</b>
95	<b>Statement of Activities Net Result</b>	<b>109,859</b>	<b>-</b>	<b>635,651</b>	<b>-</b>
97	A_B4000 Tuition & Educational Fees	-	-	-	-
98	A_B4100 Sales of Goods & Services	-	-	-	-
99	A_B4300 Grants & Contracts	-	-	-	-
100	A_43501 Federal Appropriations	-	-	-	-
101	A_B4400 Other Operating Revenue	-	-	-	-
102	A_B5000 Non Operating Revenues	-	-	-	-
103	A_B5100 Appropriations	-	-	-	-
104	A_B5300 Gifts	-	-	-	-
105	A_B5500 Investment Income	-	-	-	-
106	A_B5600 Other Non Operating Revenues	-	-	-	-
107	A_76004 Provost Strategic Initiatives	-	-	-	-
108	<b>Total Revenue</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
110	FC_B35 Restr Expendable Non Op				
110	A_B6000 Salaries, Wages & Benefits	-	-	-	-
111	Services, Travel, and Supplies	-	-	-	-
112	Util., Repair & Maint., and Rentals	-	-	-	-
113	Int., Claims, Other Exp., Subcontracts, Depr. & Amort.	-	-	-	-
114	Cap. Exp., Discort. Op., and Other Non-op. Exp.	-	-	-	-
115	<b>Total Expenses Before Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
116	<b>Net Result Before Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
117	A_B7600 Internal Allocations & Sales	-	-	-	-
118	A_D7700 Provisions for Replacement & Depreciation Grouping	-	-	-	-
119	A_D7720 Debt Service Grouping	-	-	-	-
120	A_D7740 Transfers To/From Operations Grouping	-	-	-	-
121	<b>Total Funding Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
122	<b>Total Expenses After Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
123	<b>Statement of Activities Net Result</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

		A	B	C	D	E	F	G
1	WyaCloud							
2	O_15002: Trustee's Education Initiative							
3	Board of Trustees Report							
4					FY18	FY19	FY20	Variance
5					Actual	Budget	Actual through March	Budget
6	Fund Class - Source	Summary Level Natural Accounts						FY18 Budget to FY20 Budget
125		A_B4000 Tuition & Educational Fees		-	-	-	-	-
127		A_B4100 Sales of Goods & Services		-	-	-	-	-
128		A_B4300 Grants & Contracts		-	-	-	-	-
129		A_43501 Federal Appropriations		-	-	-	-	-
130		A_B4400 Other Operating Revenue		-	-	-	-	-
131		A_B5000 Non Operating Revenues		-	-	-	-	-
132		A_B5100 Appropriations		-	-	-	-	-
133		A_B5300 Gifts		-	-	-	-	-
134		A_B5500 Investment Income		-	-	-	-	-
135		A_B5600 Other Non Operating Revenues		-	-	-	-	-
136		A_76004 Provost Strategic Initiatives		-	-	-	-	-
137		Total Revenue		-	-	-	-	-
138		A_B6000 Salaries, Wages & Benefits		-	-	-	-	-
139	FC_B40 Restr Grants	Services, Travel, and Supplies		-	-	-	-	-
140		Util., Repair & Maint., and Rentals		-	-	-	-	-
141		Int., Claims, Other Exp., Subcontracts, Depr. & Amort.		-	-	-	-	-
142		Cap. Exp., Discnt. Op., and Other Non-op. Exp.		-	-	-	-	-
143		Total Expenses Before Transfers		-	-	-	-	-
144		Net Result Before Transfers		-	-	-	-	-
145		A_B7600 Internal Allocations & Sales		-	-	-	-	-
146		A_D7700 Provisions for Replacement & Depreciation Grouping		-	-	-	-	-
147		A_D7720 Debt Service Grouping		-	-	-	-	-
148		A_D7740 Transfers To/From Operations Grouping		-	-	-	-	-
149		Total Funding Transfers		-	-	-	-	-
150		Total Expenses After Transfers		-	-	-	-	-
151		Statement of Activities Net Result		-	-	-	-	-
152		A_B4000 Tuition & Educational Fees		-	-	-	-	-
153		A_B4100 Sales of Goods & Services		-	-	-	-	-
154		A_B4300 Grants & Contracts		-	-	-	-	-
155		A_43501 Federal Appropriations		-	-	-	-	-
156		A_B4400 Other Operating Revenue		-	-	-	-	-
157		A_B5000 Non Operating Revenues		-	-	-	-	-
158		A_B5100 Appropriations		-	-	-	-	-
159		A_B5300 Gifts		-	-	-	-	-
160		A_B5500 Investment Income		-	-	-	-	-
161		A_B5600 Other Non Operating Revenues		-	-	-	-	-
162		A_76004 Provost Strategic Initiatives		-	-	-	-	-
163		Total Revenue		-	-	-	-	-
164	FC_B45 Restr Govt Funds	A_B6000 Salaries, Wages & Benefits		-	-	-	-	-
165		Services, Travel, and Supplies		-	-	-	-	-
166		Util., Repair & Maint., and Rentals		-	-	-	-	-
167		Int., Claims, Other Exp., Subcontracts, Depr. & Amort.		-	-	-	-	-
168		Cap. Exp., Discnt. Op., and Other Non-op. Exp.		-	-	-	-	-
169		Total Expenses Before Transfers		-	-	-	-	-
170		Net Result Before Transfers		-	-	-	-	-
171		A_B7600 Internal Allocations & Sales		-	-	-	-	-
172		A_D7700 Provisions for Replacement & Depreciation Grouping		-	-	-	-	-
173		A_D7720 Debt Service Grouping		-	-	-	-	-
174		A_D7740 Transfers To/From Operations Grouping		-	-	-	-	-
175		Total Funding Transfers		-	-	-	-	-
176		Total Expenses After Transfers		-	-	-	-	-
177		Statement of Activities Net Result		-	-	-	-	-

Budget Variance Explanations - Trustees Education Initiative

	FY19 3 <sup>rd</sup> Qtr. Variance	FY19-FY20 Variance
67		GA Tuition and Fees for Mursion were budgeted. This category has the potential to go over FY20 budget
80	We have an approximate excess of \$50,000.00 due to the Project Coordinator & Executive Director resigning positions in April & June of 2018. Their salaries were budgeted for FY19	The budgeted amount of \$601,125.00 includes the new positions of E4 Director, Managing Director, Marketing Specialist, and continuing TEI Executive Director
81	Travel was drastically reduced with previous Executive Director's resignation. Governing Board meetings were held remotely, eliminating UW Plane and other travel expenses. Entangled service agreement ended 12/2018. Research Groups were eliminated. Limited travel from approved innovations. These all reflect reductions in service, travel & supply expenses.	For reasons noted in FY19 3 <sup>rd</sup> Quarter variance, services, travel, and supplies were reduced to reflect a more accurate figure for FY20.
82	Building/Facility rentals have not been used to date in FY19 as Governing Board and other TEI meetings have been held remotely or there have been no rental fees associated room use. A small proportion will be expensed for innovation room rentals by end of year.	For reasons noted in FY19 3 <sup>rd</sup> Quarter variance, we are budgeting mainly for the approved innovations building/facility rentals and limited TEI meeting rental expenses.
83	Advertising, promotional, printing, copying, training, professional development, memberships & dues have been minimal. Some innovations are just beginning implementation.	Approved innovations are planning to be implemented with increased spending in this area for FY20 according to the TEI Design Team Leaders.
88	InfoTech, Fleet Car Rentals, and UW Catering charges	For reasons noted in FY19 3 <sup>rd</sup> Quarter variance, we are

Budget Variance Explanations - Trustees Education Initiative

	have all been reduced with meetings being held remotely.	budgeting according to FY19 usage as we do not see these expenses will increase.
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- FY 2020 high-level internal budget adjustments and exception requests.
  - Moved Trustees Education Initiative (TEI) to its own organizational account string in FY 2019
  - Began integration of some TEI funds into the College of Education Budget, namely funds from Trustees Special Projects Reserve
  - Included in FY 20 full restoration of College Operating Budget funds after rectifying misunderstandings about baseline budget from 2017 year
  - Consolidated specific costs such as IT, phones, etc., into Dean’s Office centrally and removed from unit budgets in FY 20
  - Received \$225,000.00 return after paying tax to Academic Affairs from distance delivered course redistribution policy of 70/30 to be invested in enrollment increases and furtherance of distance, online delivered courses, programs, and certificates in FY 20 – Increase number of Zoom capable classrooms and invest in a full-time recruitment officer for educator preparation programs.
  
- Three-year outlook of financial/funding issues the Administration and Board should be aware of.
  - Conversion of travel funding in the TPAO that is used currently to support faculty travel for the purposes of student residency supervision to support a Coordinator of Clinical Field Placements. Cost savings will be realized by the use of distance supervision technologies and reduction of faculty travel and involvement in student residency supervision.
  
- Specific division funding requests to be included in the UW budget request to the Legislature in the 2020 Legislative session. The university must submit their budget requests in August 2019 for the 2020 session.
  - 1 M recurring funding to support Trustees Education Initiative
  - 3 M one time state match funding to create endowment for Trustees Education Initiative

Respectfully submitted,



D. Ray Reutzel, Dean of the College of Education and Executive Director, TEI

# **College of Agriculture & Natural Resources**

(presented separately)

## FY2020 Budget Presentation: College of Health Sciences

### Please Provide a brief update on your division's accomplishments in FY 2019

1. The College of Health Sciences was able to hire excellent new faculty during FY 2019. These include the following:
  - a. The **Division of Kinesiology & Health** and the **WWAMI** program were successful in collaborating on two joint hires. Drs. Danielle Bruns and Emily Schmitt will teach in the WWAMI program and will conduct research in the newly renovated space in the Corbett Building. One of these faculty (Dr. Bruns) came to the UW having just been awarded a 'K' Award from the National Institutes of Health (NIH), which provides 5 years of salary along with significant funds for research support.
  - b. Thanks to the support of Dr. Qian-Quan Sun, Director of the Sensory Biology Center and principal investigator for a large Center of Biomedical Research Excellence (COBRE) grant funded by NIH, the **School of Pharmacy** hired Dr. Karen Mruk, whose research expertise is in neural regeneration, and who will be teaching in Pharmacy and in the WWAMI program.
  - c. Pending approval by the Board of Trustees, the College will have a new Dean of the **School of Nursing** in the Fall of 2019.
  - d. Pending approval by the Board of Trustees, the College will have a new **Director of the Division of Social Work** in the Fall of 2019, who will be joining two new junior faculty in the unit. I am happy to report that we can expect great things from Social Work in the near future.
2. The College of Health Sciences has engaged in collaboration with local hospitals to benefit the College and those hospitals.
  - a. The **Division of Kinesiology & Health** is working with Ivinson Hospital to initiate cardiopulmonary rehabilitation program that will be operated in the Corbett Building. A portion of the patient revenues that are generated will be used to maintain the rehab equipment and to pay Kinesiology & Health graduate students to operate the lab. This collaborative effort will benefit the patients from Ivinson Hospital, and it will provide a unique educational opportunity for our students.
  - b. The **School of Nursing** and Cheyenne Regional Medical Center (CRMC), have agreed to create a joint position for a Clinical Nursing instructor who will be at CRMC to supervise students and emphasize evidenced-based practice. This will benefit the UW nursing students as well as the CRMC staff.
3. Outcomes
  - a. Board/Certification exams pass rates for graduating students/Residents from the College of Health Sciences was 100% for the majority of our units and well above the national average for the remaining units.
  - b. By the end of FY 2019, the **UW Speech & Hearing Clinic** will have provided services to over 2200 patient visits on campus. In addition, the **Division of**

## Budget Presentation -- College of Health Sciences -- May 2019

**Communication Disorders** has introduced Telemedicine as part of its graduate education program; it is one of only a few graduate programs in the country to provide this opportunity for its graduate students.

- c. Thousands of patients/clients received care from health professional students during the students' external clinical placements.
- d. The **UW Student Pharmacy**, which is now operated by the School of Pharmacy, is concluding its second year of operation, and it is breaking even financially.
- e. The **Wyoming Institute for Disabilities (WIND)** continues to be a national leader in securing regional and national funding. WIND currently has approximately \$4 million in external funding. For an upcoming project, WIND will be collaborating with a number of academic medical centers to develop training approaches for children/families affected by opioid addiction. WIND's leadership in the **ECHO (Extension for Community Healthcare Outcomes)** Project continues to result in increased numbers of participants across the state, region, and the nation.

### 4. Renovation

During FY 2019, numerous renovation projects were completed--or are near completion--in the College of Health Sciences. The cost of the projects listed (in addition to a few smaller projects) exceeded \$1 million.

- a. A new Vivarium/Wet Lab and Research facility is near completion in the **Corbett Building**. This space will be used for research in Heart Disease and Exercise Physiology.
- b. A new laboratory space is near completion in the **School of Pharmacy**. This space will be used for research in neural regeneration.
- c. The renovated WWAMI Classroom space (formerly the human cadaver lab) has been completed in time for the first group of students who will be spending their second year on campus.
- d. The Human Cadaver Lab has been in full operation this year. It is located in the Physical Sciences Building. The lab and its facilities are a significant improvement over the previous

### 5. Work with Select Committee

- a. The Dean's Office, along with the Executive Board and Clinical Faculty of the Educational Health Center of Wyoming, worked with the Select Legislative Committee on the Family Medicine Residency Program so that the Select Committee could provide draft legislation that addresses the need to change the fiscal-administrative structure.
- b. This work led to the passage of HB0221, which provides guidance for how the UW may contract with clinical entities to provide Family Medicine Physician training opportunities.

## Budget Presentation -- College of Health Sciences -- May 2019

Please provide a fiscal update on FY 2019 year to date. (The Budget office will provide the Q3 budget to actual report by April 15) to be used as the basis of this update.

See attachment.

### FY 2020 high level internal budget adjustments and exception requests

#### 1. High Level Internal Budget Adjustments

##### Unrestricted Funding

	<b>Variance</b>
<b>A_B4100</b> Sales of Goods and Services	<b>\$(443,305)</b>
<b>Comment:</b> Student Pharmacy moved to separate org under designated funding source	
<b>A_B4400</b> Other Operating Revenue	<b>\$521,628</b>
<b>Comment:</b> Revenue generated from Student Pharmacy moved to designated fund source	
<b>A_76004</b> Provost Strategic Initiatives	<b>\$303,482</b>
<b>Comment:</b> Provost tax on distance education new funding split	
<b>A_B6000</b> Salaries, Wages & Benefits	<b>\$792,109</b>
<b>Comment:</b> FY19 \$400,000 reduction taken on Salaries now replace and reductions taken in other orgs or budget lines	
New Positions approved	
Director of Social Work	
Dean of Nursing	
Dean of Health Sciences	
Ten & Promo Raises	
Raises + Benefits	
Benefit Increase	
<b>A_B7600</b> Internal Allocations & Sales	<b>\$443,628</b>
Funds transferred from Academic Affairs (GA's, & Stipends)	
Funds transferred to other Org on campus (IT, AUX, Plant)	
Funds transferred to Orgs in CHS for faculty start-up	

## Budget Presentation -- College of Health Sciences -- May 2019

### A\_D7740 Transfers To/From Operations Grouping

\$(335,796)

**Comment:** Transfer funds from reserve (Dean's Office) to cover faculty start-up

## Designated Operating

A\_B4400 Other Operating Revenue \$(650,237)

**Comment:** Revenue generated from Student Pharmacy moved from unrestricted fund source

A\_B6000 Services, Travel, and Supplies \$667,451

Student support budget developed

159,000 Services & Fees

517,490 Supplies

### A\_D7740 Transfers To/From Operations Grouping

\$249,858

Transfers from cash balance across all orgs to cover support costs

Transfer from indirect account Dean's Office to cover Faculty start-up \$132,123

## 2. Exception requests

- a. Continued Corbett renovation (to be covered with reserves): \$221,690
- b. Faculty positions (Salaries plus EPBs)
  - Return of Interim Dean Jones to Communication Disorders
  - Human Anatomy Instructor (bridge-funded by WWAMI)
  - COBRE faculty hire (funded by WWAMI)
  - School of Pharmacy instructors (funded by entrepreneurial tuition and differential tuition)
    - 2 clinical faculty replacements (differential tuition)
    - Director of MS program (entrepreneurial tuition)
    - Asst Director MS program (entrepreneurial tuition)
  - WIND Assistant Lecturer (covered by grant/contract funding)
  - School of Nursing Instructor joint position with CRMC (.5 FTE)

**Three year outlook of financial/funding issues the Administration and Board should be aware of.**

1. The **Health Sciences buildings** are in need of new spaces for active learning classrooms, clinical learning opportunities, expanded simulation labs, and research laboratories. This can be accomplished by continuing to commit funds to renovating the dated spaces in the Health Sciences and Corbett Buildings, or by considering options for new facilities (i.e. capital construction).

## Budget Presentation -- College of Health Sciences -- May 2019

2. Recent and upcoming faculty losses in the **School of Nursing** have had a negative impact on the MS in Nurse Educator program. This program is relied upon by the Community Colleges for MS graduates who can provide instruction in the Community College (ReNEW) Nursing Programs. Funding needs to be maintained to allow this program to continue.
3. The College of Health Sciences should continue to seek opportunities for collaboration with Iverson Hospital. Collaborations similar to the Cardio-Pulmonary Rehab facility are good for the visibility Iverson Hospital and good for the students and faculty of the UW.
4. A growing number of UW graduates seek to pursue graduate studies in **Physical Therapy**. The College of Health Sciences should complete a feasibility study regarding the establishment of a UW Physical Therapy Program.
5. In FY 2021, the **Medical Education** (167) budget will be moved to the University (067) budget. The College of Health Sciences and the Budget Office will work together to structure WWAMI, WYDENT, BRAND, and the Family Medicine Residency Program budgets.

**Specific division funding requests to be included in the UW budget request to the Legislature in the 2020 Legislative session. The university must submit their budget requests in August 2019 for the 2020 session.**

1. There is an opportunity to build up the Social Work Program at UW-Casper. The program needs at least two full time instructors. (Presently, they have one full time instructor.) Committing more resources to UW-Casper would result in increased enrollment while also helping to meet the demand for Social Workers in state and region.  
Estimated cost for additional full-time instructor: **\$85,800 salary+EPBs**  
Estimated cost for staff support: **\$50,050 salary+EPBs**
2. If the College of Health Sciences is going to provide impactful clinical experiences for our students and continue to attract high-performing faculty, then the teaching and laboratory spaces in the HS building and Corbett need to continue to be renovated, and clinical opportunities should be provided for our students while they are on campus. Providing opportunities such as these will require significant building renovation, and funding to support these efforts.
3. As the UW Family Medicine Residency Program and the Educational Health Center of Wyoming establish a different fiscal-administrative structure, it would be beneficial for the FMRP to have an increase in funding to cover the cost of Resident Physician training. (Currently, only faculty and Resident salaries and benefits are covered by the 167 budget, no support costs.)  
Potential request: **\$1,000,000 for market salary adjustments and educational support**

**FY2020 Budget Presentation Guideline**  
**DIVISION OF GENERAL COUNSEL**  
**5-1-19**

In place of the power point presentation that were used last year for budget hearings with the Board of Trustees Budget Committee please provide narrative responses to the following five requests by May 3, 2019 – you can email your responses to [budgetoffice@uwyo.edu](mailto:budgetoffice@uwyo.edu).

- **Please provide a brief update on your division’s accomplishments in FY 2019**
  - Continued to coordinate and supervise all legal services for the University of Wyoming by providing timely legal guidance; addressing existing and potential legal problems; reducing exposure to legal risk; and helping University units effectively and efficiently achieve their objectives.
  - Completed revision of 56 of the ~100 governing regulations, including updating all of the regulations in 6 of the 12 sections: Governance and Structure, Athletics, Diversity and Equal Opportunity, Finance and Business, Information Technology, and Safety and Security.
  - Conducted 13 well attended campus-wide trainings on general legal and risk management topics including event planning, minors on campus, claims, insurance, cost of risk, travel, contracts, trademarks, export control, the Health Insurance Portability and Accountability Act (HIPAA), the Family Educational Rights and Privacy Act (FERPA), the Americans with Disabilities Act (ADA), public records, and employment law.
  - Continued to handle hundreds of claims per year, the vast majority of which are first party auto claims. Fully implemented the previously approved institutional deductible policy this year in the hopes of reducing the number of avoidable first party claims in coming years.
  - Successfully kicked off the campus Enterprise Risk Management (ERM) program with appointment and first three meetings of the ERM Advisory Committee, refinement of the 1 and 5 year implementation plans and completion of the ERM Resource Guide.
  - Responded to a continually increasing number of discrimination and harassment reports; 228 Title IX cases were reported in 2018 (an increase of 55 cases from 2017), 106 of which were reviewed by the Title IX Coordinator’s office.
  - Continued to oversee the NO MORE committee, which includes the creation of a 5 year strategic plan for the committee, distribution and discussion of the Sexual Misconduct Climate Survey, creation of the Sexual Misconduct Response Team (SMRT), and prioritization of budget requests for sexual misconduct prevention and response efforts.
  
- **Please provide a fiscal update on FY 2019 year to date. (The Budget office will provide the Q3 budget to actual report by April 15) to be used as the basis of this update.**
  - We will end 2019 with higher than budgeted claims-related expenses, primarily due to defense costs on several litigation cases. However, we will also have higher than budgeted revenue that will offset these expenses. The revenue will come from insurance reimbursements on the litigation cases as well as premium returns from several policies, including dividends for property and liability, audit premiums for out-of-state workers compensation due to reduced payroll expended out of state, and “no claims” bonuses for fine arts, cargo, and aviation.

- **FY 2020 high level internal budget adjustments and exception requests.**
  - No major internal budget adjustments.
  - Exception requests include:
    - 1) An Associate General Counsel position for \$132,698 (salary and fringe). Approved by the President for \$100,000 (salary and fringe).
    - 2) An EEO/Diversity Specialist and EORR Investigator (part of the NO MORE Initiative) for \$68,634 (salary and fringe). Approved by the President.
  
- **Three year outlook of financial/funding issues the Administration and Board should be aware of.**
  - We expect to see continued increases in premium costs associated with new construction, and we are likely to see increases in both property and liability premiums associated with national losses and trends. Renewal experience for the last quarter for 2018 and first quarter of 2019 have shown widely varying increases in property insurance premiums and a focus on sexual abuse coverage changes and increases in higher education liability premiums. (We will continue to focus on reducing preventable claims, managing the cost of other claims, and implementing best practices including enterprise risk management to reduce the impact of expected premium increases and unanticipated claims expenses.)
  - As part of the NO MORE initiative and through the Title IX office, our current resources and efforts have been focused on raising awareness of sexual misconduct, responding to sexual misconduct reports, and providing support for affected parties. To reduce the actual occurrence of sexual misconduct, we would like to explore adding resources, training, and programs focused on prevention, possibly through a prevention educator position.
  
- **Specific division funding requests to be included in the UW budget request to the Legislature in the 2020 Legislative session. The university must submit their budget requests in August 2019 for the 2020 session.**
  - Funding for an Associate General Counsel position to assist with Wyoming Public Records Requests (same position as the exception request). The Legislature of the State of Wyoming enacted the Wyoming Public Records Act (W.S. §16-4-201 through 16-4-205) to provide the public with access to public records, books, and files of state governmental agencies. SF 57 (effective July 1, 2019) modified this law to require that all public records be released not later than 30 calendar days from the date of the receipt of the request. The Office of General Counsel coordinates and reviews public records requests made to the University, which average 200 per year, but there currently is no requirement to respond within a certain amount of time. The requirement to respond within 30 days will significantly increase the amount of time my office spends within a given week to meet the deadline. This additional attorney would help reduce the University's exposure to legal risk and would support the other attorneys in providing legal advice in areas such as discrimination and harassment, employment law, ethics and conflict of interest, intellectual property, litigation, subpoenas and government investigations, policy development and interpretation, open meetings, regulatory compliance, and student education records.

# **College of Engineering & Applied Sciences**

(presented separately)

# **College of Arts & Sciences**

(presented separately)

## **FY2020 Budget Presentation Guideline** **College of Business**

In place of the power point presentation that were used last year for budget hearings with the Board of Trustees Budget Committee please provide narrative responses to the following five requests by May 3, 2019 – you can email your responses to [budgetoffice@uwyo.edu](mailto:budgetoffice@uwyo.edu).

- Please provide a brief update on your division’s accomplishments in FY 2019.

*FY19 presented both challenges and opportunities for the College of Business. Challenges included working through continued impacts of university-wide budget cuts, new accounting systems and other administrative processes, faculty retirements and resignations of numerous junior faculty. However, under the leadership of its new Dean, David Sprott, the college has achieved several notable accomplishments during his short tenure, including:*

- *The development, launch, and initial implementation of a new College of Business strategic plan that emphasizes: student success, quality research, service to the state, global connections, and online programs;*
- *Expanded opportunities for our undergraduate students such as the Summer Undergraduate Research in Economics (SURE) program;*
- *Significant progress towards planning and fundraising for the college’s new Student Success Center, the Center for Professional Selling and other initiatives emphasizing service to students, industry and the state;*
- *Collective efforts to improve the college’s efficiency, while maintaining quality, by adjusting class schedules, carefully considering class sizes and offerings, and adjusting faculty teaching loads;*
- *Strategic expansion of collaborative relationships across UW including work with the Haub School in developing the university’s first Outdoor Recreation and Tourism Management degree, and the Institute of Innovation and Entrepreneurship in revising the entrepreneurship minor to make it accessible to all UW students; and*
- *Preparations for a 2020 AACSB re-accreditation review, which is anticipated to be difficult due in part to existing and future resource constraints.*

- Please provide a fiscal update on FY 2019 year to date. (The Budget office will provide the Q3 budget to actual report by April 15) to be used as the basis of this update.

*The College of Business FY19 expenditures are projected to meet FY19 budget forecasts despite lower levels of operational support received, issues arising from emergent budget processes and funds being centralized from quasi endowments. Unfortunately, Deans Excellence Funds have been used to fund day-to-day college operational expenses; an untenable situation given that “excellence” funds are intended to drive excellence in the college consistent with its strategic planning goals, rather than cover basic expenses.*

- FY 2020 high level internal budget adjustments and exception requests.

*The exception request noted for the College of Business is intended to rectify 2-year university budget process deficiencies regarding operational support (as detailed above). Pursuant to instructions from administration in FY18, a good faith effort was employed to spend down*

*excess balances in the college's foundation accounts. The college moved its operating budgets for several departments to quasi endowments. Those endowments were later swept by administration, leaving the college to fund its operating budgets from other foundation accounts. Furthermore, because the FY18 budget became the baseline moving forward, the college was not allowed to put those operating budgets back onto unrestricted funds in FY19. Currently, only 1.13% of the college's university budget covers operating costs, compared to an expressed goal of 15% by UW. Allowing the college to revert to unrestricted operating funds would free up donor designated Foundation accounts in addition to allowing the college to appropriately invest in its new strategic plan.*

- Three year outlook of financial/funding issues the Administration and Board should be aware of.

*The biggest requests for the College of Business in the next three years will be personnel-related. As with the campus as a whole, our faculty includes too many adjunct and "APLs" and insufficient tenure-track faculty (a situation driven by budget cuts, retirements, and faculty departures). This situation will make it difficult to maintain key "ratios" for both our AACSB and HLC accreditation. Simply put, we need to be able to: 1) replace departing faculty with tenure-track faculty at market rates; and 2) to hire additional tenure-track faculty in key areas. As noted earlier, the college has taken every step we can to help solve this problem with our existing resources. To date, we have increased class sizes, adjusted tenure-track faculty course loads, and eliminated every possible inefficiency in our course schedules and offerings. While these changes have improved our position, we cannot continue with the current level of expectations at current resource levels. In April, we had a program review of the college (as part of HLC processes). While we are still awaiting a team report, the initial feedback from the reviewers is that the college is "doing too much with too little." To address these issues prior to the AACSB visit, we need additional tenure stream faculty who will start no later than August 2020 (the year of our re-accreditation visit). Without the addition of such faculty, the COB will be required to consider several undesirable alternatives, including: 1) restricting access to undergraduate business courses to business majors / minors only (currently, 25% of the COB's taught credit hours are for non-business majors or minors); 2) limiting the size of our current program offerings (e.g., by implementing a minimum GPA requirement for the college); and / or 3) eliminating some programs altogether.*

- Specific division funding requests to be included in the UW budget request to the Legislature in the 2020 Legislative session. The university must submit their budget requests in August 2019 for the 2020 session.

*The following request for the 2020 legislative session presumes that the provost will be approve us to rehire any faculty departures with tenure-track faculty at market rates. Additional new faculty resources (salary estimates do not include benefits) include the following:*

- *Senior economics tenure-track faculty (Bugas Chair to replace Ed Barbier; \$200K)*
- *Junior Marketing & Management tenure-track faculty (\$140K)*
- *Junior tenure-track faculty in ECON (\$150K)*
- *Junior Accounting tenure-track faculty (\$160K)*
- *Junior Accounting tenure-track faculty (\$160K)*
- *Center for Business and Economics Analysis Faculty and Staff (\$300K).*

## MEMORANDUM

**DATE:** May 3, 2019  
**TO:** UW Board of Trustees  
**FROM:** Dean Klint Alexander  
**RE:** College of Law Annual Budget Submission to the Board of Trustees

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The following Memorandum is hereby submitted by the UW College of Law for consideration and review by the UW Board of Trustees in preparation for the Board's Budget Hearings on May 13-14, 2019.

### **I. Please provide a brief update on your division's accomplishments in FY 2019.**

In FY2019, the College of Law (COL) made significant progress in several areas, including general fundraising, national rankings, student recruitment/retention, job placement rates, bar passage, international foreign study opportunities, cross-campus and State collaboration efforts, faculty and staff hiring, raising the profile of the COL, and the expansion of diversity placement and experiential learning opportunities for students.

- (1) Fundraising: The private fundraising effort to support the construction of a new clinic facility addition at the College of Law - The Alan K. Simpson Center for Legal Service - has made significant progress in the past year, yielding \$4 million in commitments and pledges to support the new Center. The goal is to raise \$10 million of private donor support to construct the new facility in time for the College of Law's Centennial Anniversary in September 2020.
- (2) Enrollment: The College of Law increased applications and enrollment of its freshman class by approximately 16% in the fall of 2018. There was a 14% increase in law school applications nationwide. This was the first significant increase in law school applications since 2010. Total enrollment at the College of Law remains about the same at approximately 225 law students.
- (3) Raising the National Profile of the College of Law: It has been a top priority to raise the profile of the College of Law in 2018 through marketing, improved rankings, and positive exposure in major newspapers and journals. The College was mentioned in several sources, including *National Jurist*, *Pre-Law Magazine*, for its clinical and practical training focus and its international course offerings. In addition, the *Wall Street Journal* quoted the Dean on the College's "ultimate bar passage" success rate (students who pass the bar within two years of graduation), which averages above 90 percent. Other positive press focused on the College's 18<sup>th</sup> ranked Legal Writing & Advocacy program in *U.S. News & World Report*, its top-ranked Environmental Law program, and the College's recognition as one of the most affordable law schools in the nation.

(4) Faculty & Staff Hiring

The College of Law has had great success this past year recruiting new law faculty to Laramie. In FY19, we were successful in bringing our first full-time faculty member on board since the commencement of my Deanship in 2015. Assistant Professor Lauren McLane joined the faculty in the fall of 2018 to serve as the Director of the Defender Aid Clinic and to teach Criminal Law. The College also has recently completed two successful faculty searches to hire a Business Law professor and a Family Law Clinic Director. The search to hire an International Human Rights Law faculty member is continuing. We are expecting all three positions to be filled for the FY20, which will increase the Law Faculty to 20 full-time faculty members.

(5) Global Initiatives

In FY19, we held the second Cambridge Summer Law Institute in Cambridge, England, a two week long, intensive 3 credit course co-taught to UW law students by the Dean. The purpose of the course is to provide students with the opportunity to study law at one of the world's pre-eminent institutions for international legal studies and bring Cambridge minds and ideas to students in an ideal learning atmosphere. For two weeks, student were given the opportunity to explore topical international legal events in the European Union (EU) up close (e.g., the Brexit Crisis) and study the impact of these events on the development of criminal law and policy under the tutelage of the Dean.

In addition to summer programming, the College of Law also created its first J-Mester course in Santiago, Chile, a two week long, intensive 3 credit course co-taught to UW law students. The course was offered in January 2019 and enrolled 14 students.

(6) Diversity

The College of Law established a minority recruitment pipeline program (the 2-2-3 Program) to funnel diverse students from community college through law school in Wyoming. The main goal of the 2+2+3 Diversity Pipeline Program is to admit diverse students who will ultimately enter and complete law school and to create a campus that will, "Welcome, support and graduate students of differing backgrounds, abilities and needs and from different cultures, communities and nations." Scholarship assistance is being provided by the College of Law to facilitate recruitment to UW law school through this program.

The College of Law increased its involvement with the Colorado Pledge to Diversity Program based in Denver, Colorado. The Pledge to Diversity Program promotes diversity in the Colorado legal landscape by matching hundreds of historically underrepresented and diverse students in their first year at the University of Denver and the University of Colorado law schools with paid summer

employment. UW law students are now a part of this program which is often the first encounter that underrepresented law students at UW have with the Colorado legal community.

In the realm of Native American affairs, we received an endowment gift to create the College's first Native American scholarship award to be awarded to a Native American law student from the Wind River Reservation.

**II. Please provide a fiscal update on FY 2019 year to date. (The Budget office will provide the Q3 budget to actual report by April 15) to be used as the basis of this update.**

Expenses are trending accordingly and will spend out in the fourth quarter. As expected, salaries will be over due to FY salary increases. Due to the increase in student enrollment this past fall, more scholarships were awarded in FY19, thus reducing the amount of tuition differential for other purposes at the College of Law.

**III. FY 2020 high level internal budget adjustments and exception requests.**

The College of Law has not presented any budget adjustments or exception requests at this time.

**IV. Three year outlook of financial/funding issues the Administration and Board should be aware of.**

During the next three years, the Administration and Board should be aware of two major issues impacting the College of Law's success. First, the importance of adequate scholarship funding to recruit law students is critical to the College's ability to remain competitive and improve its ranking in future years. We are losing law school applicants to CU-Boulder, Utah, Montana and Nebraska each year because UW cannot offer as much scholarship aid for recruitment as these competitor institutions. The trend at UW since 2016 has been to reduce or eliminate scholarship resources to the College of Law from the Law Services Fund, GA Fund, and other centralized accounts, thus requiring the College of Law to utilize more of its tuition differential to fund scholarships. The College of Law consistently utilizes all of its available funds from Foundation accounts designated for scholarship purposes, which constitutes approximately 15 percent of its total scholarship obligations. In 2015, the College of Law utilized 60 percent of its tuition differential to fund scholarships. Today, the College of Law allocates nearly all of its tuition differential to scholarships (approximately 1.3 million).

Second, it is critical that the College of Law freeze its *nonresident* tuition rate for the next three years in order to recruit students from the Rocky Mountain region, especially Colorado. As with most of the nation's law schools, the cost of a legal education has skyrocketed and the environment for recruiting law students has become more competitive in recent years. Today, law schools in the Rocky Mountain region (Montana, Wyoming, Utah, Colorado, South Dakota, North Dakota) are the most affordable law schools in the nation in terms of tuition and cost of living, but

they are UW's major competitors for students. A Memorandum describing the rationale for this freeze in more detail has been provided to the Administration and Board in a separate submission requesting a freeze of non-resident tuition rates for FY20.

**V. Specific division funding requests to be included in the UW budget request to the Legislature in the 2020 Legislative session. The university must submit their budget requests in August 2019 for the 2020 session.**

This coming year creates an extraordinary opportunity for the UW College of Law as it approaches its Centennial Anniversary in 2020 and seeks to honor many of its distinguished alumni, including one of Wyoming's favorite sons, Al Simpson. The College of Law is in the middle of a \$10 million private fundraising effort to support the construction of a new clinical and experiential learning facility addition – the Alan K. Simpson Center for Legal Service - to support its experiential learning program (hereinafter referred to as Phase 1). Currently, the College has raised approximately \$4 million towards its goal of \$10 million for the Simpson Center in Phase 1.

In addition to the Simpson Center, the College would like to create a \$25 million permanent endowment to elevate the College's legal education training program, including scholarships for students serving in the College's seven clinics, funding for externship opportunities, endowed professorships for clinical law faculty, and visiting professorships for clinical law faculty from other law schools (hereinafter referred to as Phase 2).

To accomplish Phase 2, the College of Law respectfully requests the Board of Trustees to include in the UW budget to the Legislature for the next biennium cycle the following: (1) a \$5 million seed money request to create a permanent endowment to support the College's clinical and experiential learning program which will be housed in the new Simpson Center; and (2) a dollar-for-dollar state match request of \$10 million to be matched by \$10 million in private donations to support the permanent endowment. The \$10 million state match would remain open for five years.

The Alan K. Simpson Center for Legal Service will transform the College of Law by providing future generations of students with the clinical and experiential learning facility they deserve to have a quality education. At present, law students representing indigent clients are forced to trek across Grand Avenue to a subpar commercial annex facility located behind the UNIWYO Credit Union. The College of Law's accrediting body – the American Bar Association – has pointed out that the current facility housing the law clinics is inadequate. It is important to ensure that Wyoming's law students have the same opportunities to work with indigent clients that other law schools provide to their students. The proposed new facility and permanent endowment would expand the current College of Law building and allow students, professors, and the community centralized access to legal resources within the College.

The Simpson Center also would be a defining legacy celebrating the life and career of Al Simpson. A 1958 graduate of the College of Law and a 20-year veteran of the U.S. Senate, Al has been known as one of the most influential American leaders in recent political history. Senator Simpson's commitment to law and public service would inspire future generations of UW law graduates in their careers. Thus, the new Center will be appropriately named in his honor.

To date, the College of Law has raised approximately \$4 million in pledges and commitments to support his important project. A state investment of \$15 million (\$10 matching and \$5 million in unmatched funds) to create a \$25 million permanent endowment is necessary to the long-term success of the academic and programmatic aspects of the Center. The return on investment by the State in funding a permanent endowment at the College of Law is assured as \$3.5 million of free legal services provided annually by law students to Wyoming citizens will exceed the State's allocation of resources for this endowment within a decade.

The College of Law's Advisory Board, which consists of 28 distinguished members of the Wyoming legal community, are one hundred percent committed to this project, and each member has pledged his or her own resources to support the project. Other commitments, thus far, have been made by friends of the Simpson family, prominent Washington figures, and members of the Wyoming Bar. The timing of the University budget cycle necessitates that the Board of Trustees include a request for state support in its upcoming budget cycle.

Accordingly, the College of Law respectfully requests the Board of Trustees to include in the UW budget to the Legislature for the next biennium cycle the following Phase 2 funding request: (1) a request for \$5 million in seed money to create a permanent endowment to support the academic and programmatic aspects of the clinical and experiential learning program at the College of Law; and (2) a dollar-for-dollar state match request of \$10 million to be matched by \$10 million in private donations to support the permanent endowment.

## **FY2020 Budget Presentation Guideline**

### **Information Technology**

In place of the power point presentation that were used last year for budget hearings with the Board of Trustees Budget Committee please provide narrative responses to the following five requests by May 3, 2019 – you can email your responses to [budgetoffice@uwyo.edu](mailto:budgetoffice@uwyo.edu).

- Please provide a brief update on your division’s accomplishments in FY 2019.

***Efficiencies and Support:** Knowing we needed to stretch our budget further, we made a concerted effort this past year to drive efficiencies and reduce costs, including restructuring elements of our support model. We have reorganized several areas to make them more efficient and more responsive. We have continued to implement inexpensive software tools to make our operations more efficient. We have evaluated various vendor contracts to see where costs can be reduced while still appropriately balancing risks and service levels. We have done this under the objective of still maintaining a high level of customer service and support.*

***IT Operations:** Scores of system and software updates and implementations (at any given time we have roughly 200 projects in process). We make great effort to do these “behind the scenes” with a focus of not impacting our customers while maintaining service and business continuity. Numerous associated RFIs and RFPs for services for IT and for our customers.*

***System and Network Up Time:** For technology under our control, we have again had essentially no down time on our primary systems and networks, including while having numerous major upgrades and system replacements. One of which was our \$1.1 million emergency chiller replacement. (This requires significant planning, lots of detailed work and creating a culture in IT of the importance of uptime and resiliency.)*

***WyoCloud:** Driven the technical work on WyoCloud: Human Capital Management, Taleo Recruiting, Taleo Learn and improvements to the financial management and business intelligence (BI) systems. (The important IT achievements in this area are a direct result of Jen Chavez’s leadership and dedication to the WyoCloud project and the work of her team.)*

***Security:** With UW Operations, UWPD and others input, developed a campus-wide, single-vendor, centralized, door security system and security camera system. (This is something we have promoted for over a decade.) Enhanced our overall security posture, including the rapid deployment of ubiquitous 2 Factor Authentication for faculty and staff, enhanced email processing and implemented annual security training for all UW employees.*

***Wireless – Campus WiFi and Athletic Venues Cellular Service:** We have upgraded and enhanced many of the WiFi locations on campus. We continue driving the Neutral Connect relationship and project for the Stadium, AA and IPF cellular Distributed Antenna System (DAS) and related WiFi installations.*

- Please provide a fiscal update on FY 2019 year to date. (The Budget office will provide the Q3 budget to actual report by April 15) to be used as the basis of this update.

*We anticipate our actuals to be close to our budgeted amounts at the end of FY19. We have not had any large, unexpected expenses, and we don't anticipate any prior to year-end.*

- FY 2020 high level internal budget adjustments and exception requests.

***Exception Requests:** Noted in the president's approved list: 1) Two Factor Authentication (2FA) for students, \$20,000. 2) Athletic Venue Wireless Enhancement Initiative. \$95,000.*

***Internal Budget Adjustments:***

- 1) Other Operating Revenue (\$14,950) – Primarily a decrease due to computer purchases going through CDWG rather than IT, plus the loss of external revenue from external sources (phones & data). Slight increase in software sales revenue, mostly a pass through, overall net increase very minimal.*
- 2) Services & Fees (\$84,760) - No ITIL training this year, limited position advertising, decrease in outside consulting, increase in Oracle, no VMAX wiping services, increase in Isilon 3 backup, increase in Duo credits, decrease in line locator services and external technician labor.*
- 3) Travel (\$19,340) – Less travel overall, some shifting in training & professional development. Limited travel for candidate visits.*
- 4) Supplies (\$90,040) – Security Center contract (3 year contract, 2020 renewal), decrease in Red Hat renewal, search engine appliance (3 year contract, 2019 renewal), Johnson Controls (data center software upgrade) not in FY20, RAVE alert system decrease.*
- 5) Utilities \$34,501 – Service increase in rebill vendor bills (some of increase is billed back to customers)*
- 6) Repairs & Maintenance (\$593,226) – decrease in telecom supplies & firewall replacement, network switch replacement funds, and CTS room refresh.*
- 7) Rentals & Leases \$1,400 – Vet Lab pole rental increase.*
- 8) Other Expense \$706,782 – Cyber security course & Internet2 membership increase. Various software and maintenance agreements coming due as well as some additional projects: Milestone security contract, Isilon 1 Backup, Commvault, Disaster Recovery strategy, and Isilon Node expansion.*
- 9) Internal Allocation & Sales \$24,659 – Increase estimated for internal revenue.*
- 10) Funding Transfers (\$400,000) – Not requesting transfer for IT reserves this fiscal year.*

- Three year outlook of financial/funding issues the Administration and Board should be aware of.

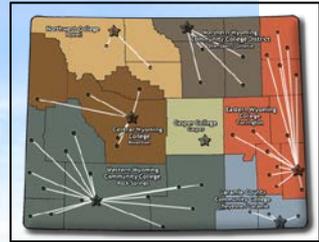
*Please see the attached spreadsheet.*

- Specific division funding requests to be included in the UW budget request to the Legislature in the 2020 Legislative session. The university must submit their budget requests in August 2019 for the 2020 session.

*None*

IT Funding Needs FY2021 - FY2023	FY2021	FY2022	FY2023	One-Time	Annual	Description
Hyper Converged Infrastructure - Pilot plus Additional Storage FY 2022	\$100,000	\$300,000		X		Hyper Converged Infrastructure is a newer data storage technology. Its use would help offset the cost of purchasing additional, more traditional, data storage, which is constantly having to be expanded to cover the increasing storage demands. IT would like to pilot the technology and explore the broader application of this architecture. If the technology meets the university's needs then as our current storage infrastructure reaches end-of-life, we would continue to transition to this technology. Existing funding will be redirected to cover recurring costs.
Cloud Disaster Recovery - Full Test	\$100,000			X		Currently, UW IT stores backups and other data off site. This ensures that in the event of a geographic disaster (e.g. tornado), the university's data is protected at another location. Unfortunately, this alternative site does not have the server infrastructure to power up and run the machines that have been backed up in the event of a disaster. (We only have the data available, not the computing infrastructure.) Expanding our disaster recovery storage to the cloud would allow IT to power up and run servers as needed without having to purchase permanent hardware. We are beginning initial, limited, tests now but we would like to more broadly run servers as needed in a cloud environment, transfer storage to the cloud as well as implementing the needed networking backbone to the provider (e.g. Amazon AWS, Microsoft Azure, Google Cloud).
Residence Hall Wireless	\$250,000			X		In order to keep up with the increased demands for wireless connectivity in the residence halls, IT needs to move to an "in room" wireless access deployment. This will provide better connectivity per student and be able to accommodate all Internet of Thing (IOT) devices students are now using (e.g. Alexa, Google Home). A relatively small increase in rates or fees could cover this cost.
Network Intrusion Detection System Expansion	\$150,000			X		IT's current Network Intrusion Detection System (NIDS) allows IT to detect and respond to security threats on the UW data network. The current NIDS are only capable of monitoring 10 GBs network connections. In FY 20, UWIT plans to upgrade the campus network to 40 Gbps links. To not lose "visibility" into these higher speed connections, IT will need to expand the NIDS.
Building 10 Infrastructure Upgrade	\$250,000	\$140,000		X		In order to ensure better redundancy of critical UW systems, IT is planning to expand redundant functionality into Bldg. 10. This requires remodeling of this location to provide a secure area with proper cooling for the infrastructure needed.
UPS - Battery Replace	\$120,000			X		Replace Data Center UPS batteries (6 years old) - 3 UPS Units Total x 3 strings (360 Total Batteries)
Enzi STEM Projector Replacements	\$ 175,000					Sinking (replacement) fund of \$35,000 should be established on-going.
Enzi STEM Monitors		\$ 155,000				Sinking (replacement) fund of \$26,000 should be established on-going.
Common Transcript	\$ 300,000			X		if UW and the community colleges move ahead with creating a common transcript then, minimally, there would be the need to purchase a core catalogue software application.
Student Information System (SIS) Replacement Evaluation				Unknown		In the next two years, working with other UW stakeholders, IT will evaluate the replacement of the Student Information System.
Help Desk Phone System	\$ 50,000			X		The IT Help Desk phone system (Fonality) needs to be replaced with a more robust call center tool.
<b>Totals</b>	<b>\$ 1,495,000</b>	<b>\$ 595,000</b>				

Enterprise  
Data Center  
Academic Technology  
Application Development



# Office of Research and Economic Development Budget Proposal for 2020



**Ed Synakowski**  
Vice President for Research and Economic Development

**Amanda Larson**  
Director, Business Operations  
April 2019



UNIVERSITY OF WYOMING

# Five ORED strategic goals drive the investments proposed here

## UW Research Goals: *Breakthroughs in Research*

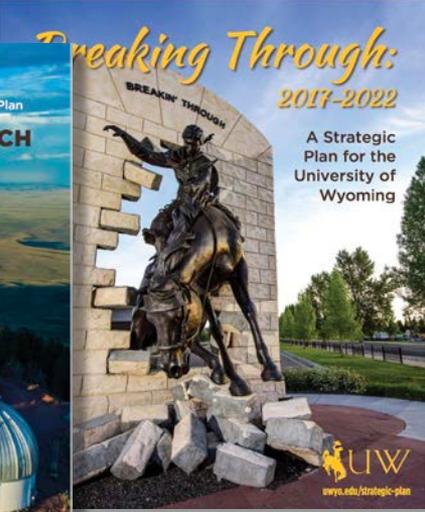
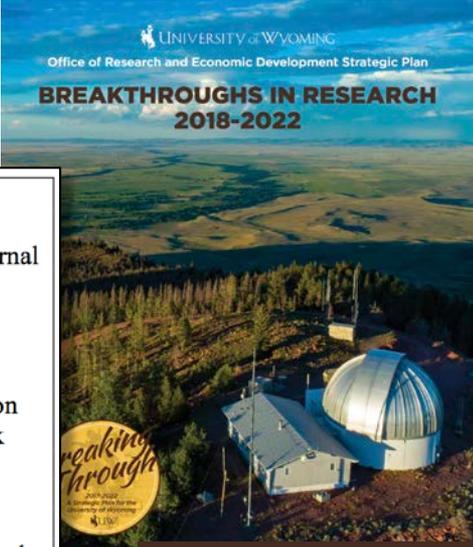
**ORED Goal 1: Breaking through in sponsored research** - Increase research supported by external sponsors in all fields in areas of statewide, national and global interest. Raise institutional expectations and rewards regarding research intensity and external research sponsorship  
- Aligned with UW *Breaking Through* Goals 1-4

**ORED Goal 2: Breaking through to the marketplace** - Facilitate intellectual property protection of ideas born from UW research, lead business development resources at the university, and work with the state and its initiatives to increase of the number and diversity of businesses launched  
- Aligned with UW *Breaking Through* Goals 1-4

**ORED Goal 3: Breaking through to new research horizons** - Increase UW's capacity to respond to disruptive research developments that cannot be predicted, especially those that demand transdisciplinary responses and that are of national and global importance  
- Aligned with UW *Breaking Through* Goals 1, 2, and 4

**ORED Goal 4: Breaking through to new research talent** - Increase research opportunities for UW campus and Wyoming community college students, enabled by a new Office of Undergraduate Research. Support increasing the number of underrepresented faculty who perform research and apply for grants that support growth in minority student representation.  
- Aligned with UW *Breaking Through* Goals 1-4

**ORED Goal 5: Breaking through with excellence in research administration** - Implement an ORED organizational structure and practices to enables efficient and transparent research program administration and to engage a broad range of stakeholders  
- Aligned with UW *Breaking Through* Goals 1-4



## Advancing Research and Scholarship at the University of Wyoming: A Focus on Society's Grand Challenges

Ed Synakowski  
Vice President, Research and Economic Development

Kate Miller  
Provost and Vice President for Academic Affairs

Open Forum  
March 6, 2019



# FY 2020 request features

- Centralize, augment, and serve: the resources requested will enable the next steps in transforming and strengthening the way ORED serves the campus and Wyoming.
- \$3.17M requested from state block grant/unrestricted operating funding for the Division. This is an apparent reduction from last year, but note that the request on the state block grant for WPM has moved out from ORED accounting, while other units have moved under ORED. The total demand on state funds does not increase.
- \$3.8M from indirects returned to ORED is proposed to cover additional operating costs of ORED and some of its units. Note the indirect cost recovery for ORED from FY 2017 was \$4.9 M
- Nearly \$4.4M from indirects returned to ORED, accrued from recent and past distributions, is proposed to be used for needed (and some urgent) investments in research and economic development.



# Key numbers

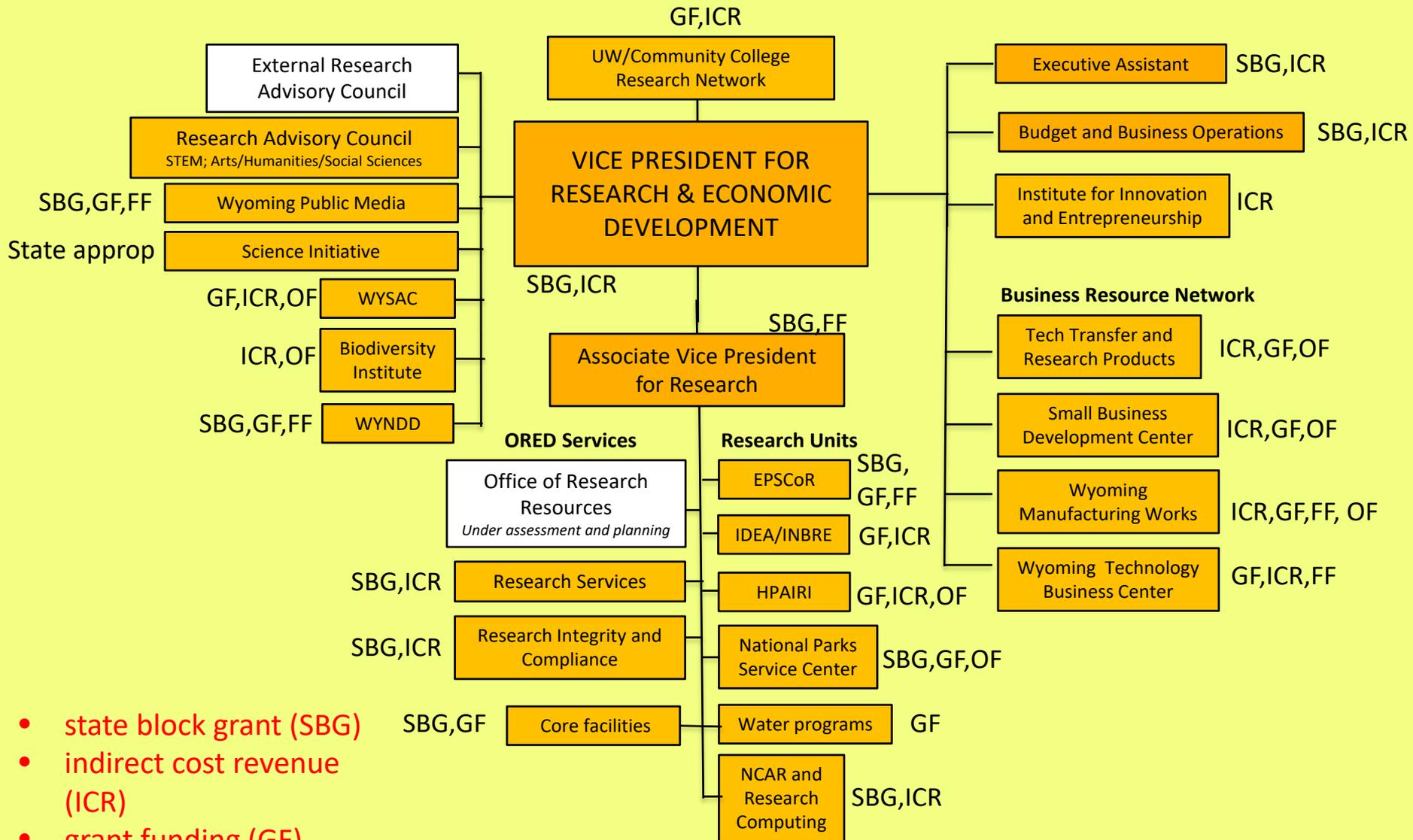
- **Zero:** The change in the level of effort to be supported by the state block grant (unrestricted operating). ORED's request grows only because some units have been moved to ORED, but their request of state block (unrestricted) dollars is the same as it was in FY 2019
- **\$4.4M** of ICR proposed to be used for urgent/critical investments.

A sustainable basis for the proposed level of spending has to be developed. Note that:

- **1% = \$100k:** At the present rate of indirect revenue generation, a 1% change in the ORED share of the 15/5/5 College/Department/ORED split approved by the Trustees will yield about a \$100k increase in revenue for ORED discretionary use. Thus, changing to a 10/5/10 split (for example) will generate about 500k for ORED use, a large step towards sustainability
- **\$1M → 100k.** On average, every \$1M of federally sponsored research yields about \$100k for ORED discretionary \$'s
- **10% = \$300k:** Historically, the split of undistributed IC revenue with the Division of Administration has been 50/50, arbitrary and, as far as we can tell, never discussed in detail. A change to 60/40 in favor of ORED would yield an additional \$300k to this office

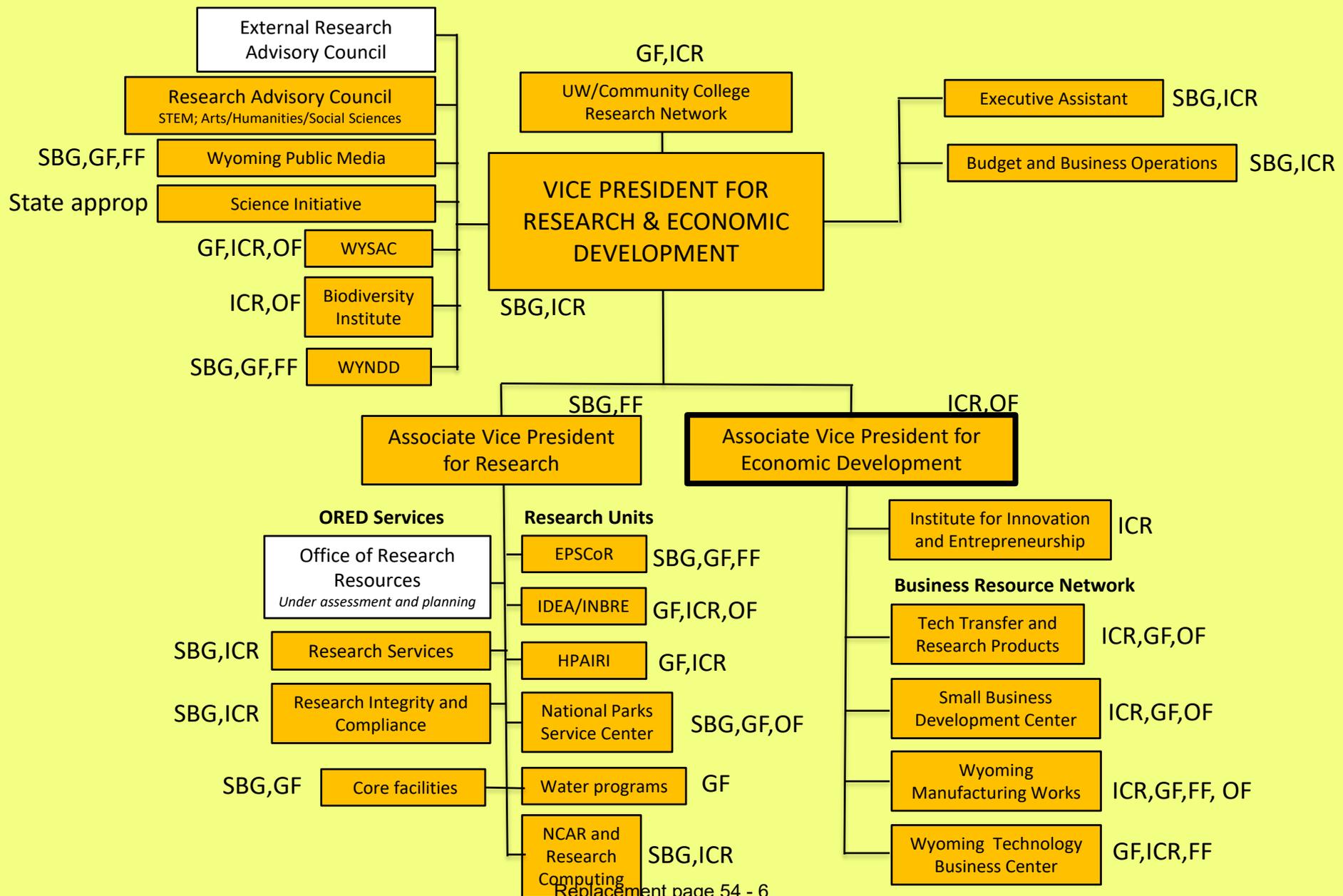


# Office of Research and Economic Development Organization



- state block grant (SBG)
- indirect cost revenue (ICR)
- grant funding (GF)
- foundation funding (FF)
- other funding (OF)

# Office of Research and Economic Development Organization: Proposed



## ORED Goal 1: Breaking through in sponsored research

Increase research supported by external sponsors in areas of statewide, national, and global interest. Raise expectations and rewards regarding research intensity and external research sponsorship

In millions of dollars	Base (FY 16)	Year 1 (FY 17)	Year 2 (FY 18)	Thru December (FY19/18)
External Awards	\$85.18	\$80.67	\$87.17	\$61.1/\$48.5
External Award Expenditures	\$108.13	\$84.67	\$83.11	---

## Activities to date

- Strengthening ORED services :
  - New organization approved and implemented
  - Research Services up to 5 FTE, up from < 2
  - Research Integrity and Compliance Office established, with new Director. 5 FTE total
  - Centralized budget ops, with new Director
  - Launched internal audit on core facilities
- Stimulating research on campus
  - Biodiversity Research Enterprise planning launched
  - Grand Challenge Strategic Planning launched
  - Science Initiative seed grant program
  - Supporting Wyo Institute for Humanities Research
  - Supporting Global Engagement Office
  - Broader Impacts services started
  - New plan for Research Computing & NCAR
  - Partnership with Academic Affairs
  - Startup package process
  - Contract for chem stockroom management

## FY 2020: investments and expenditures

- Centralized budget ops: 4 FTE total (up from 2); (\$339k – state block grant)
- Grand Challenge planning and seed grant stimulus: \$1.25M this year from indirects, \$1M in FY 2021
- Biodiversity Research Enterprise: \$425k from indirects
- Research Computing: \$590k state block/unrestricted, \$790k indirects)\*Critical investment needed\*
- Startup faculty support: \$500k for FY 2020 (indirects)
- Financing for King Air: \$300k annually (indirects)
- Science Initiative program: \$1.15M reoccurring, \$1M from new appropriation (state contract)
- Wyoming Institute for Humanities Research: \$60k; Global Engagement: \$50k
- Professional development: \$63.5k (indirects)

## ORED Goal 2: Breaking through to the marketplace

Facilitate intellectual property protection of ideas born from UW research, lead business development resources at the university, and work with the state and its initiatives to increase the number and diversity of businesses launched

### FY 2020: Investments and expenditures

- IIE: \$500k from indirects from ORED
- Tech Transfer Office: Hire new director, plus one other (total 4 FTE) \$539k indirects, for personnel; \$500k for patent costs
- New AVPED proposed: invest indirects to hire promptly, and use savings from BRN reorg to support long-term. WBC CEO (Reese) willing to partially support in new contract. *This is new: not yet accounted for in the submitted budget*

### Activities to date

- IIE: \$500k from ORED in FY 2019. IIE Hires: COO, 3 faculty. (CEAS and COB) and one Makerspace staff
- New IIE activities
  - Center for Business and Econ Analysis
  - Center for Design Thinking
  - Bioscience Innovation Hum
  - Law Practicum
- WBC discussions: entrepreneurship & joining forces
- Fisher Innovation Launchpad (donor):
  - 150 tech biz proposals by student teams
  - 21 student companies launched
  - Winners have raised \$670k to date and hired 31 employees
- TTO Director hired, but since has departed. New search underway

### **ORED Goal 3: Breaking through to new research horizons**

Increase UW's capacity to respond to disruptive research developments that cannot be predicted, especially those that demand transdisciplinary responses and that are of national and global importance

### **Activities to date**

- Grand Challenge Strategic Planning launched
- Biodiversity Research Enterprise planning launched
- Science Initiative seed grant program
- Supporting Wyoming Institute for Humanities Research
- New plan developed for Research Computing
- New point of contact with NCAR
- Partnership with Academic Affairs
- Startup package support for new faculty

### **FY 2020: Investments and expenditures**

- Biodiversity Research Enterprise: \$425k (indirects)
- Grand Challenge research planning & seed grants: \$1.25M this year, \$1M in FY 2021
- Research Computing: \$590k state block/unrestricted, \$790k indirects)\*Critical investment\* Additional hardware investment needed in FY 2021
- Startup faculty support: \$500k for FY 2020 (ORED contribution)
- Science Initiative program: \$1.15M reoccurring, \$1M from new appropriation (state contract)

## **ORED Goal 4: Breaking through to new research talent**

Increase research opportunities for UW campus and Wyoming community college students, enabled by a new Office of Undergraduate Research. Support increasing the number of underrepresented faculty who perform research and apply for grants that support growth in minority student representation

### **FY 2020: Investments and expenditures**

- Startup packages for new faculty: \$1.3M budgeted in total (indirects, foundation, reserves)
- Undergraduate Research Coordinator: summer salary

### **Activities to date**

- Startup package process developed, with Academic Affairs.
  - Committed in FY 2019: **\$1.8M** (from Central, indirects)
- Developed proposal for NIH to bring INBRE into Science Initiative Building (NIH UW/Community College partnership)
- Campus-wide, grass roots undergrad research programs are a huge asset for UW
  - Undergraduate Research Day, hosted by EPSCoR and ORED programs, hosted 498 *presentations from UW* last year, and 37 from community colleges

## ORED Goal 5: Breaking through with excellence in research administration

Implement an ORED organizational structure and practices to enable efficient and transparent research program administration and to engage a broad range of stakeholders

## Activities to date

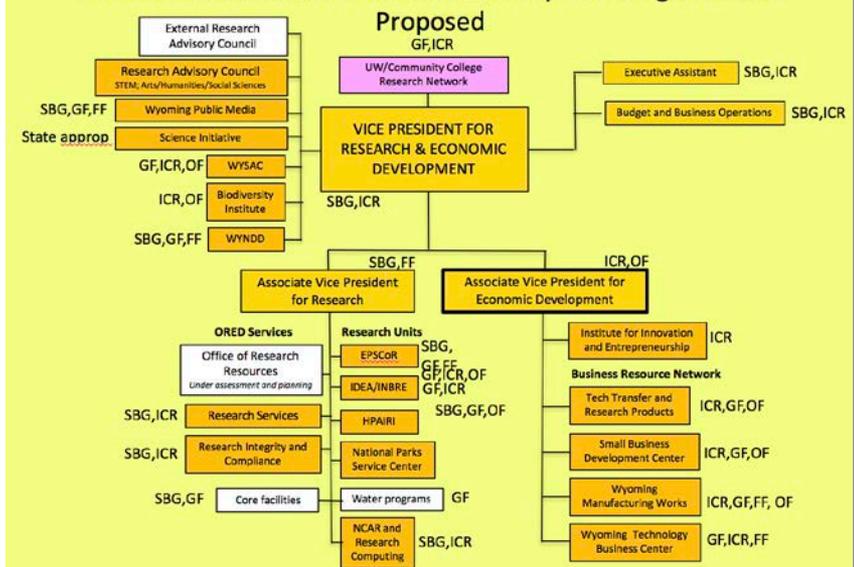
- Strengthening ORED services :
  - New organization approved and implemented
  - Research Services up to 4 FTE, up from 2
    - Plan to hire fifth FTE in FY 2020
  - Research Integrity and Compliance Office established, with new Director. 5 FTE total
  - Centralized budget ops, with new Director
  - Launched internal audit on core facilities

## FY 2020 investments and expenditures

Total FTE expenditures:

- Research Services: 5 FTE (recall the recent pinch point of 2)
- Centralized budget ops: 4 FTE total (up from 1)
- Research Integrity and Compliance: 5 FTE
- Professional development: \$63.5k

## Office of Research and Economic Development Organization:



## FY 2021 - 2023: investment needs and enduring costs will grow

### Investments

ARCC	\$1.2M	FY 2021
AMK Research Infrastructure	\$1M each yr	FY 2022,23
Biodiversity Research Enterprise	\$925k,500k	FY 2021,22
SI Building Equipment	~\$1M each yr	FY 2021,22
Research Grand Challenges planning	\$1.25M	FY 2021

### Enduring costs

ARCC staff	\$650k, growing	FY 2021 →
Research services co-located in colleges	~\$350k	FY 2021 →
King Air loan service	\$300k	FY 2021 →
Science Initiative programs**	\$1M	FY 2021 →
WyNDD**	~\$350k	FY 2021 →

**\*\*To be included in the UW budget request to the legislature**

- **Otherwise, support needs to come from**
  - **ICR to ORED, potentially with adjusted distribution policy**
  - **Additional budgeting for FY 2021-22 or exception requests**

*Thank you*



UNIVERSITY OF WYOMING

Replacement page 54 - 13

# **Institute for Innovation and Entrepreneurship**

(presented separately)

# Division of Student Affairs

*THE WORLD NEEDS  
MORE COWBOYS.*

# Division of Student Affairs

## **Vision:**

To promote student success through engagement, holistic wellness, and providing excellent student-centered services.

## **Mission:**

To advance the student success agenda of the University of Wyoming, we will:

- Provide safe, comfortable, affordable and physically and programmatically appealing housing and dining programs to students living on campus;
- Provide integrated wellness service to address physical and behavioral health;
- Hold students accountable for their choices and actions; refer students to appropriate resource on and off-campus;
- Engage students in leadership opportunities; social justice activities; provide educational, social, and entertaining programs and events;
- Foster opportunities for students to provide feedback to the university and participate in shared governance;
- Provide alumni and parents opportunities to be active in the UW Community;

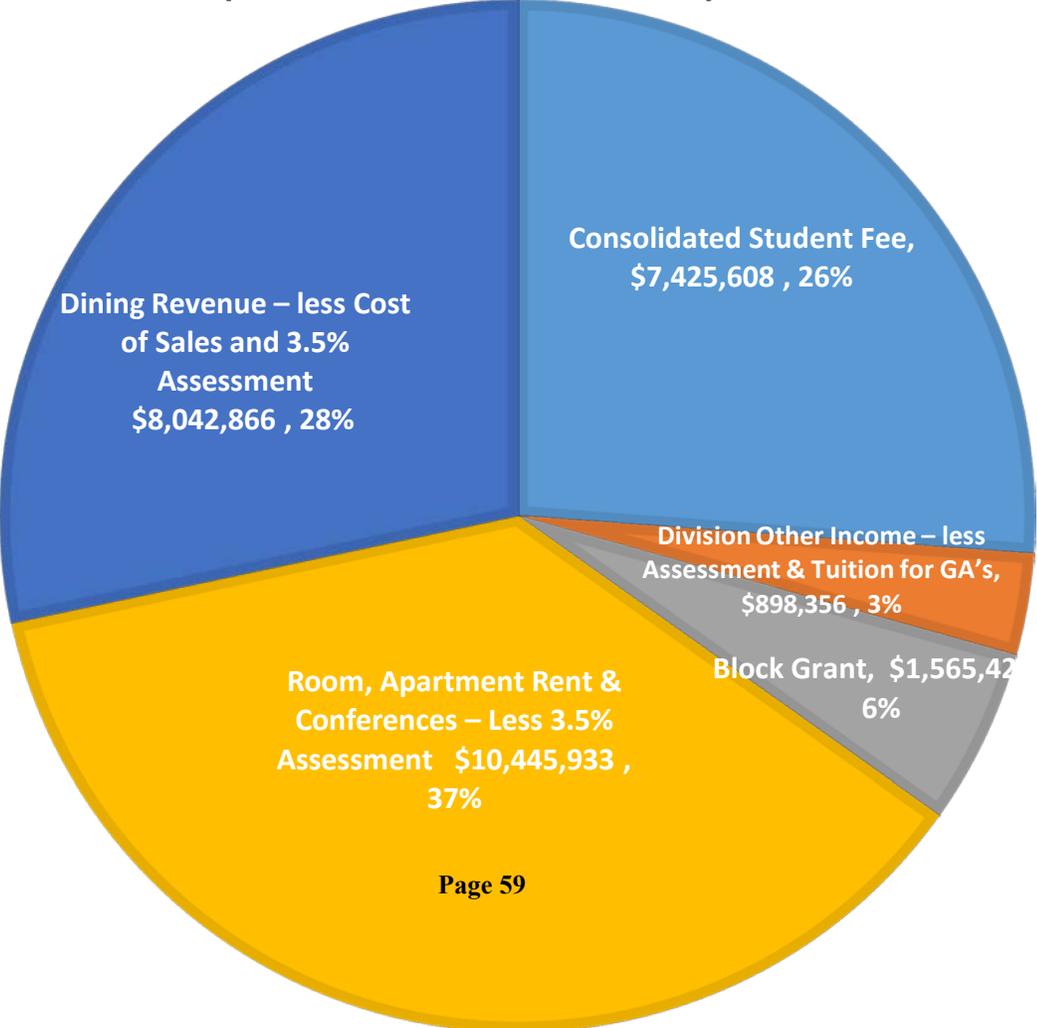
# Division of Student Affairs

## Full Time Benefited Staff

Unit	Full-time employees
VP Student Affairs	3
Dean of Students	6
University Counseling Center	10
Disability Support Services	7
Campus Recreation	15
Student Health Services	18
Alumni	5
STOP	1
Multi-Cultural Affairs	4

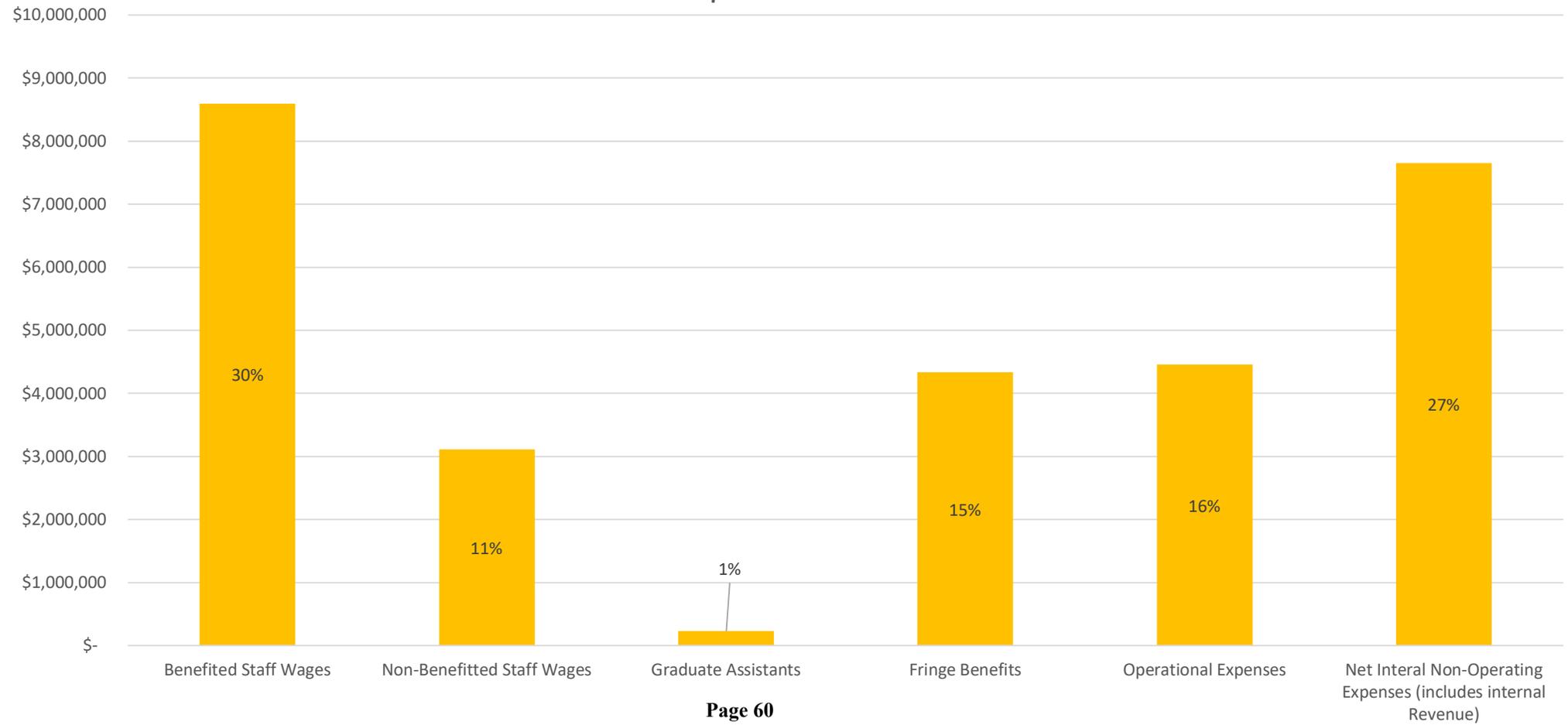
Unit	Full-time employees
Veterans Services	1
Student Media	3
ASUW	6
Union	20
Residence Life	59
Dining	64
Copy & Print Center	1
University Store	11
WCC	2

**DIVISION OF STUDENT AFFAIRS UNRESTRICTED OPERATING FUNDS – FY20**  
**BUDGETED NET REVENUE**  
**\$26.8M + BLOCK GRANT - \$1.6M (\$28.4M)**  
**(NOT INCLUDING ALUMNI)**



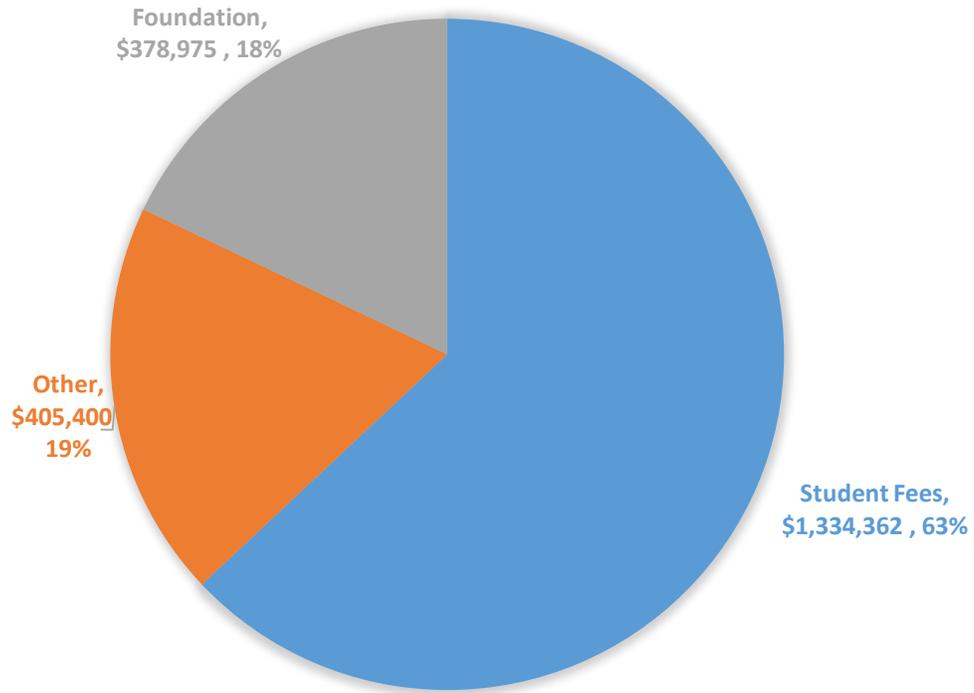


## Division of Student Affairs Unrestricted Operating Fund FY20 Budgeted Expenses \$28.4M

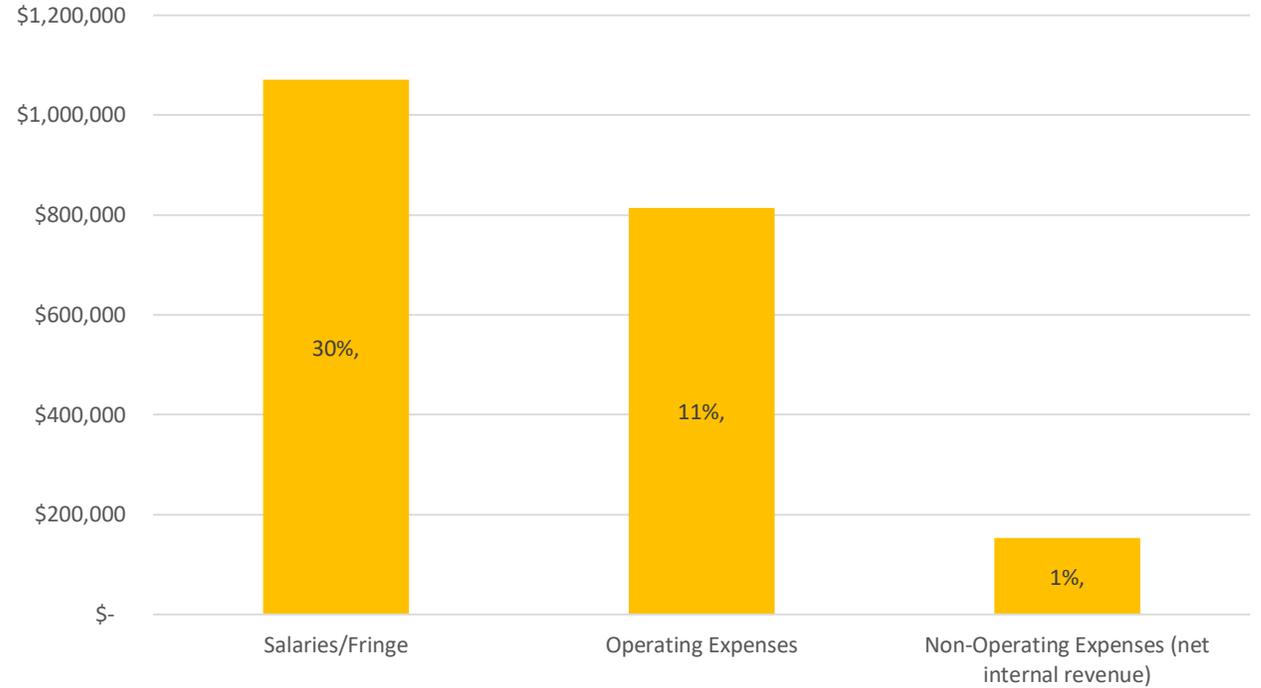


# Division of Student Affairs – FY20 Budgeted Designated and Foundation Funding

### NET REVENUE



### NET EXPENSES



# Student Affairs Reserves & Facility Renewal FY20

- Reserves

- \$735K
  - Student Media Renovation
  - Half-Acre Pool / Equipment
  - Multicultural Affairs and Greek Life Office Remodel

- Facility Renewal

- Residence Life & Dining Services
  - \$3.7M
    - Housing Reserve
    - Coffee Shop
    - Washakie Platform change

Close adherence to the Project Development Policy and Procedure for UW Capital Construction Projects

# Student Affairs Major Accomplishments

- New Center for Student Involvement and Leadership
- Veterans Center Completion
  - Veterans Center Secured another \$300,000
- Conference Center Kitchen Renovation
- Maurice Brown Nutrition Center & Training Table with Athletics
- Badger Creek Forest Fire Support
- Mathew Shepard Memorial
- Assessment Leader within the Division of Student Affairs to support HLC Accreditation
- Garrett Lee Smith Campus Suicide Prevention Grant (\$300,000.00)
- Sexual Misconduct Climate Survey and created a Strategic Plan
- Winter 2018 and Spring 2019 Commencement Program Improvements
- Engagement of the Legislative Housing Taskforce

# Accomplishments Continued

- Coffee refresh across campus - Wyoming Coffee sourced for most campus dining
- Reinvigorated New Student Convocation
- Improved New Student Move-in and Cowboy Connect with Academic Affairs
- Successful Elements Café remodel
- Opened residence hall at 102% Occupancy
- Welcomed the University Store, Copy & Print Center, and Pepsi Contract
- Dining Silver Award Winner – NACUFS
- Launched Wyoming Union Visioning
- Broke ground Einstein's Brothers Bagel
- Student Health Services Reaccredited

# 3 Year Outlook of Future Funding Considerations & Biennium Legislative Requests

- New Housing & Dining
- Union Remodel, Dining & Engagement
  - Additional Dining
  - Expanded student programming and engagement space
  - Co-locate Student Health Service and University Counseling Service
- Testing Center - \$250K
- Payoff Bison Run Debt – approx. -\$14M
- Wyoming Conservation Corp (WCC) Facility – \$250K

# Student Affairs Budget Transfer

The Residence Hall opened this past fall 2018 semester at 102% occupancy. Occupancy has remained strong due to freshman enrollment exceeding expectations and a dedicated effort to improve the residential experience and minimize housing exceptions. The occupancy increase has carried over to the spring and resulted in an increase in revenue projections for both the residence halls and dining services. Coupled with salary savings the result is a net revenue increase for Residence Life and Dining Services beyond original FY 19 projections of up to 2,000,000.00.

- The anticipated balance of the Student Affairs Unrestricted Operation Reserve on June 30, 2019 will be \$1,500,000.00.
- The Residence Hall Capital Project Reserve balance is currently \$14,000,000.00.

The Division of Student Affairs requests the net revenue increase of up to \$2,000,000.00 be transferred to the Residence Hall Capital Project Reserve.

# Debt Service

• Current FY 20 debt service payment	\$2.1M
• Net Revenue Residence Life & Dining Services	<u>\$3.7M</u>
• (\$.68M for Washakie and New Coffee Shop in Union)	
• Total FY20 Total	\$5.8M
• FY 21 Metric	\$6.0M

# FY20 President's Approved Exception Request University of Wyoming Alumni Association

- Completed hundreds of engagement events in the past year
  - Admitted student project for freshmen with 450 alumni volunteers from all 50 states communicating with nearly 4,000 admitted students
  - Starting this April 15, 120 alumni volunteers began writing notes to 1,200 Wyoming Community College transfer students and international students
- 
- UW Alumni Association, Assist. Director Communications \$90,840
  - UW Alumni Association, Employee Relations & Operating Expenses \$91,000

## **FY2020 Budget Presentation Guideline Athletics**

In place of the power point presentation that were used last year for budget hearings with the Board of Trustees Budget Committee please provide narrative responses to the following five requests by May 3, 2019 – you can email your responses to [budgetoffice@uwyo.edu](mailto:budgetoffice@uwyo.edu).

- Please provide a brief update on your division's accomplishments in FY 2019.

### **Academic Accomplishments**

- Record breaking 64 Academic All-Mountain West Athletes for the 2018 fall semester
  - 22 football athletes
  - 17 soccer athletes
  - 9 volleyball athletes
  - 9 women's cross country athletes
  - 7 men's cross country athletes
- 2018 Fall Semester overall GPA of 3.18, overall campus GPA was 3.03
- Clara Tapia was a finalist for the University of Wyoming's highest honor for a graduating senior. She was among 11 students nominated for the Rosemarie Martha Spitaleri and Tobin Memorial Award, which recognizes the most outstanding graduates from the 2018-19 undergraduate class. The award is based on academic excellence and achievement, service to the university, participation and leadership in the community and campus activities, and citizenship qualities.
- Christopher Henry won the Elite 90 Award at the NCAA Cross Country Championship. The Elite 90 is presented to the one student-athlete with the highest cumulative grade-point average participating at the finals site for each of the NCAA's 90 national championships.
- Eight members of the Wyoming Men's Swimming and Diving team were named 2019 Academic All-Western Athletic Conference honorees.
- Wyoming Cowboy wrestlers Montorie Bridges and Tate Samuelson were named 2018-19 Scholar All-Americans by the National Wrestling Coaches Association.
- The Mountain West will release their Winter and Spring Academic All-Conference team this summer.
- Both Cross Country teams, along with Paul Roberts and Christopher Henry, earned USTFCCCA All-Academic honors.
- Clara Tapia was named an Academic All-American for the second time in her career, becoming the only Cowgirl to receive the honor multiple times.
- Men's & Women's golf have been recognized for perfect 1000/1000 point APR score for the past 4 years
- 191 Student Athletes on Dean's List, President's List, Provost List, and Freshman Honor Roll
- 12/15 sports had above a 3.0 team GPA
- 8/15 sports had above a 3.4 team GPA
- WBB lead all sports with a 3.769 team GPA
- 64 Student Athletes with a 4.0 GPA

## **Athletic Accomplishments**

- **Cross Country**
  - The Wyoming Cowboys finished 12th at the NCAA National Championships.
  - Paul Roberts was named an All-American, the MW Athlete of the Year and placed 1st at the MW Conference Championship.
  - Christopher Henry won the Elite 90 Award at the NCAA Cross Country Championship. The Elite 90 is presented to the student-athlete with the highest cumulative grade-point average participating at the finals site for each of the NCAA's 90 championships.
  - Paul Roberts, Christopher Henry and Harry Ewing were named All-Mountain West and All-Region.
- **Football**
  - The Wyoming Cowboys earned bowl eligibility for the 3rd consecutive season.
  - The Cowboys won their last four games of the season, including wins over archrival CSU for the 3rd consecutive season and a memorable comeback win over Air Force, scoring 3 touchdowns in the final 5 minutes to win 35-27.
  - Wyoming ranked No. 19 in the nation in total defense, No. 25 in rushing defense and No. 28 in scoring defense.
  - Cooper Rothe was one of 3 national finalists for the Lou Groza Award – nation's top place-kicker – and was named the MW Special Teams Player of the Year and First Team All-MW.
  - Marcus Epps was one of 3 national finalists for the Burlsworth Trophy – nation's top player who began their career as a walk-on.
  - Andrew Wingard tied the MW record for career tackles (454), now ranks No. 20 in NCAA history.
  - Wingard earned First Team All-MW honors for the 3rd consecutive season.
  - Nico Evans ranked No. 1 in the MW in rushing (132.5 yards per game), No. 4 in the nation and earned First Team All-MW.
  - Marcus Epps was drafted by the Minnesota Vikings in the 6th round of the 2019 NFL Draft, marking the third consecutive year that Wyoming has had at least one player selected in the NFL Draft, and the fourth year in the last five years of the Craig Bohler era that Wyoming has had a player selected.
  - Seven other Wyoming Cowboys earned free-agent opportunities with NFL teams in 2019.
- **Soccer**
  - Cowgirl Soccer shared the 2018 Mountain West Title for the first time in school history.
  - The team's 12 wins tied for the most in school history for a single season.
  - The seven league wins was the second most in a single season in school history.
  - Wyoming currently has the nation's longest home unbeaten streak against non-conference opponents, holding a 13-0-3 record dating back to the 2013 season.
  - Senior Taylor Burton was named the Mountain West Defensive Player of the Year and First Team All-MW. It's the first time in school history that a Cowgirl had earned Defensive Player of the Year honors.

- Burton was named First Team All-Pacific Region by the United Soccer Coaches Association. It's the first time in the program's history that an individual has been a first team selection.
  - Fellow senior Annika Clayton earned Second Team All-MW honors and freshman Savannah Warner was selected to the MW All-Newcomer team.
  - Pete Cuadrado became the all-time winningest head coach in school history. He currently has 66 career wins.
- **Volleyball**
    - The Cowgirls posted their fourth 20-win season (20-11) in the Chad Callihan era.
    - UW volleyball earned back-to-back postseason appearances for first time since 1990. The Cowgirls participated in both the 2017 and 2018 National Invitational Volleyball Championship (NIVC).
    - Defeated No. 15 ranked Colorado in the program's first ranked win since 2015 and seventh all-time win over a top-15 ranked team.
    - Senior Reed Copeland's 195 blocks in 2018 ranked second in the NCAA and first in the Mountain West.
  - **Women's Basketball**
    - Reached the quarterfinals of the WNIT for only the second time in school history.
    - Played in the program's first-ever Mountain West Tournament Championship game.
    - Won 25 games (25-9), tying for the second-most wins in a single season in school history.
    - Joe Legerski retired as the winningest coach in University of Wyoming women's basketball history with a record of 314-186 (.628) in 16 seasons.
    - Bailee Cotton was named the MW Defensive Player of the Year and All-Conference.
    - Marta Gomez was named All-conference.
    - Karla Erjavec was named to the MW All-freshman team.
    - Marta Gomez ended the season as the NCAA statistical champion in three-point field goal percentage (47.4 percent).
  - **Men's Basketball**
    - Senior guard Justin James finished his stellar career with 2,061 points to rank third in Wyoming history.
    - James finished his career scoring the fourth most points in the history of the Mountain West Conference.
    - James was invited to play in the prestigious Portsmouth Invitational, a tournament featuring the nation's top senior NBA Draft prospects.
    - James was one of only two players in the country to score over 700 points and grab over 200 rebounds for the 2018-19 season.
    - Incoming Cowboy freshman recruit Kenny Foster was named the 2019 Gatorade Colorado Player of the Year.

- **Swimming & Diving**
  - Four Wyoming divers competed at the NCAA Zone E Diving Championships. The senior duo of CeeJay Harris and Peyton GrandPre along with freshman McKenna Houlihan represented the Cowgirls, while senior Ryan Russi was the lone Cowboy competing.
  - Peyton GrandPre earned All-Mountain West honors in the platform event in 2019.
  - Senior diver Ryan Russi earned All-Western Athletic Conference honors in all three diving events. In the 1-meter, Russi finished third. In the 3-meter, he finished second, and in the platform event, he placed fourth.
  - Members from the Cowboy and Cowgirl swimming teams qualified for the CSCAA National Invitational Championship in Cleveland, Ohio. Among the qualifiers were Wyoming's two conference champions in senior Isobel Ryan and junior Seth Borgert. Ryan claimed the MW title in the 100 backstroke. Borgert would earn his title at the WAC championships in the 1650 freestyle finals.
  - Six members of the Wyoming Women's Swimming and Diving Team were named to the All-MW Team (Isobel Ryan, Samantha Burke, Hannah Mclean-Leonard, Connor Tarver, Lainee Jones, Peyton GrandPre).
- **Wrestling**
  - Qualified seven wrestlers for the NCAA Championships for the first time since 2013.
  - During the dual season, the Cowboys racked up 16 dual wins for the first time in the Mark Branch era. The Pokes' 16 dual wins this season were the most since winning a school-record 17 during the 1966-67 season.
  - The Cowboys reached a high national ranking as high as No. 8 in the InterMat Dual Meet Rankings.
  - Defeated No. 4 North Carolina State, marking the highest-ranked win on record in program history.
  - Montorie Bridges advanced to his first career Big 12 finals match at 133 pounds.
  - Senior Branson Ashworth finished his career with 121 wins, tying him for sixth in UW history.
- **Tennis**
  - Advanced to the semifinals of the 2019 Mountain West Conference Championships before falling to No. 1 seed and eventual MW Champion UNLV.
  - Elisa Koonik and Tessa van Der Ploeg were selected to the All-Conference doubles team for the third straight season. The duo joins former Cowgirls Veronica Popovici and Simona Synkova as the only other three-time doubles honorees in school history.
  - Tessa van Der Ploeg earned All-Conference honors in singles for the first time in her career.
  - With a win over Northern Arizona on March 3, 2019, head coach Dean Clower reached 100 victories in his career which have all been as head coach at Wyoming.
  - Dean Clower is the all-time winningest coach in school history, with a record of 105-66 (.614).

- **Women's Golf**
  - The Cowgirls recorded five top-10 team finishes on the season.
  - They turned in a historic showing at the Red Rocks Invitational where they posted the lowest team tournament score in school history with a 20-over par 872.
  - Junior Erin Sargent recorded the lowest single-season stroke average in school history with a 74.7 average for the season.
- **Men's Golf**
  - John Murdock finished 5th at the Mountain West Conference Championship.
  - Two other Cowboys finished in the Top 14 at the MW Championship. Junior Dan Starzinski placed 8th and freshman Kirby Coe-Kirkham finished 14th.
  - Murdock tied for the title at the Wyoming Cowboy Classic in Arizona and placed in the Top 20 in six of 13 tournaments in the 2018-19 season.
  - Starzinski won the Colorado State Ram Masters Invitational and placed in the Top 25 in nine of 13 tournaments in the 2018-19 season.
  - Murdock and Starzinski are waiting to see if they are qualifiers for the 2019 NCAA Championships (to be announced on Wed., May 1).
  - John Murdock and Dan Starzinski are also awaiting the naming of the All-Mountain West Team (announcement to be made Friday, May 3.)
- **Track & Field**
  - Ja'la Henderson and Hap Frketich were Mountain West Indoor champions -- long jump and triple jump for Henderson and weight throw for Frketich.
  - Ja'la Henderson earned All-America honors in the indoor triple jump.
  - Jerayah Davis is currently the only female athlete in NCAA Outdoor Track & Field this season that holds a Top 10 time in a track event and a Top 10 mark in a field event. Her 100-meter dash time of 11.18 ranks fifth nationally, while her long jump mark of 21 feet, 2 1/2 inches is sixth nationally.
  - Christopher Henry set the indoor 3,000-meter school record.
  - Ja'la Henderson set the indoor long jump and triple jump school records.
  - Harry Ewing set the outdoor steeplechase school record.
  - Jerayah Davis set the outdoor 100m and long jump school records.
  - The Cowboys and Cowgirls will compete in the Mountain West Outdoor Track and Field Championships May 8-11.

### **Facility Accomplishments**

- Completion of the High Altitude Performance Center
- Landscaping master plan around AA, IPF, 22<sup>nd</sup> Street, and the HAPC
- Men's & Women's Track & Field Locker Room Renovations
- Extension of goal posts in War Memorial Stadium
- New turf, wall mats, and graphics in the Indoor Practice Facility
- Renovate Cheer lock and team rooms
- Installation of DAS in War Memorial Stadium and AA (in progress)
- LED light upgrades in the South Fieldhouse
- Sound system improvements to Wildcatter audio system
- Installation of new carpet in Wildcatter
- Graphic upgrades in Fieldhouse North and South

- Equipment Room upgrades (office for Head FB Equipment Manager, replacement dryers, etc.)
  - Exterior lighting improvements to Ford lot, Willett and 22<sup>nd</sup> St.
  - Relocate and renovate Women's Soccer offices
  - Replacement of ticket scanners and servers (to be used for all UW athletic events)
  - Refinishing of AA floor
- Please provide a fiscal update on FY 2019 year to date. (The Budget office will provide the Q3 budget to actual report by April 15) to be used as the basis of this update.
    - We were under budget in both Football and Basketball revenue, over budget in some expense areas, and were able to save in some expense areas. That being said, we will need to take additional money from the Cowboy Joe Club to offset revenue shortfalls.
    - See variance explanations submitted to the Budget Office for details
- FY 2020 high level internal budget adjustments and exception requests.
    - No exception requests
    - See BOT report for variance explanations
- Three year outlook of financial/funding issues the Administration and Board should be aware of.
    - Rising costs of keeping our best coaches and staff (New MBB coaches at UNLV and Nevada are being paid \$1M +)
    - Rising costs of medical expenses (including mental health and concussions)
    - Dramatic increase in cost to secure home games
      - \$100k + for Men's Basketball games
      - \$500k + for Football games
    - Changing NCAA landscape (mandating increased student athlete support)
      - Nutrition
      - Counseling
      - Medical
      - Summer school
    - Level that opposing team are investing in Athletics
      - CSU's budget has grown by \$10M over the last 24 months
      - UNLV has recently built and Athletic Facility similar to the HAPC
      - FY18 Budgets:
        - San Diego State: \$55.69M
        - Colorado State: \$54.73M
        - Fresno State: \$50.64M
        - UNLV: \$50.57M
        - UWYO: \$44.91M
- Specific division funding requests to be included in the UW budget request to the Legislature in the 2020 Legislative session. The university must submit their budget requests in August 2019 for the 2020 session.
    - West Stadium and Corbett Pool projects are part of Capital Construction budget

# **Administration**

(presented separately)