



**University of Wyoming Responses  
to Questions Asked by Members of the Joint Appropriations Committee  
During UW's December, 2016 Budget Hearing**

Submitted: January 9, 2017  
Chris Boswell, Vice President for  
Governmental and Community Affairs  
University of Wyoming

**067--UW**

**Question 1.** *Explain why there are different levels of budget cuts in FY 2018, as described in the budget reduction document submitted to the JAC.*

The amounts were established by the Financial Crisis Advisory Committee, which first worked from across the board figures which were then adjusted after meetings with university vice presidents and academic deans. The bottom line for the committee and for the President was to preserve the academic mission while imposing larger percentage cuts to units that are associated with, but not core to the academic mission.

Across the board reductions are the most damaging to any organizations. They do not take into account past internal unit efforts to make efficiencies and economize, the impacts associated with previous budget reductions, or the differential importance of units to the overall mission of the organization.

Unfortunately the consideration of differential value and the impacts of previous reductions across a large organization, that has assessed itself in regard to neither, is a herculean task that requires much time and energy. Although the University's Financial Crisis Advisory Committee – FCAC) had the energy, it did not have the time. Second only to the Mission of the University, time was a driving influence in all of the FCAC's decisions.

The charge to the FCAC by University mandate through UW Regulation 6-41 (Financial Exigency) was to develop a budget reduction proposal that attempted to minimize the impact on the University in its capacity to fulfill its mission while protecting the employee rights of tenured faculty if possible. In the process of coming up with a logical and reasonable reduction proposal, the committee started by assigning each of the 10 major divisions of the University the task of developing a draft proposal based on *across the board* reductions set at a target higher than the university needed to achieve. In the end this would allow the committee the flexibility of making decisions based on impact severity, unit centrality to the mission, and previous reductions (including the reductions to FY 2017). This time allowed the FCAC to learn and assimilate this information while the draft proposals were being developed.

The committee also recognized that actions taken to reduce the FY 2017 budget had a significant impact on the University and the recommendations for reductions to the FY 2018 budget would further exacerbate the problem. The FCAC made every effort to develop a plan that protects students and their education experience, is flexible, and accomplishes its charged goal.

The University of Wyoming aspires to be one of the nation's finest public land-grant research universities. It serves as a statewide resource for accessible and affordable higher education of the highest quality; rigorous scholarship; technology transfer; economic and community development; and responsible stewardship of our cultural, historical, and natural resources. The University of Wyoming committed to outreach and service that extend our human talent and technological capacity to serve the people in our communities, our State, the nation, and the world. These aspirations were be central to the decisions on how UW responds and adapts to reduced State support.

***Question 2. Can combat veterans who were not residents of Wyoming during their period of active military service move to Wyoming and qualify for the Veteran's Tuition Waiver?***

No. Wyoming Statute 19-14-106 states in part that a qualifying combat veteran must have been a resident of Wyoming for at least one year prior to entering into active service. The waiver can be applied to undergraduate or graduate tuition, at the present time less than ten of the approximately 60 combat veterans who make use of the waiver are in post graduate programs, the rest are undergraduates.

***Question 3. Provide a detailed breakdown of funds received from the US Department of Agriculture (USDA).***

Please see the following detailed College of Agriculture budget breakdown

College of Agriculture  
Budget Detail  
1/5/2017

	FY16	FY17	FY18 - projected
<b>Budget Detail</b>			
Total block grant budget by fiscal year	\$ 21,737,738		
Federal salary funding - Federal not included in FY17 & FY18 block grant	\$ (2,432,360)		
Total Block Grant	\$ 19,305,378	\$ 18,425,818	\$ 17,727,313
Federal funding	\$ 4,425,264	\$ 4,425,264	\$ 4,425,264
Total College Budget	\$ 23,730,642	\$ 22,851,082	\$ 22,152,577
<b>Budget impacts - Block grant</b>			
Penny Plan reduction	\$ (879,560)		
Retirement & Separation Incentive		\$ (459,738)	
Cap reductions due to employee attrition, fte change etc.		\$ (238,767)	
FY18 budget reduction commitment			\$ (350,000)
Voluntary Separation incentive - Faculty - impact unknown			\$ -
Total college budget with reductions	\$ 22,851,082	\$ 22,152,577	\$ 21,802,577
Percent reduction in block grant		-4.56%	-3.79%
Federal fringe assessment estimate (based on .44)		\$ (1,065,137)	-1.97%
Federal Percent reduction - overall budget			-4.81%
Total College budget reduction			-15.13%

	FY16	FY17	FY18 - projected
<b>Expense Detail - Block Grant</b>			
Block Grant salaries scheduled/anticipated	\$ 17,314,734	\$ 14,883,401	\$ 14,203,081
Number of full time positions		397	340
			336
Block Grant support funding	\$ 1,990,644	\$ 3,542,417	\$ 3,302,554
<b>Support allocated to Departments/Units</b>			
Extension Administration	\$ 137,170	\$ 132,170	
Ag & Applied Economics	\$ 91,782	\$ 67,937	
Animal Science	\$ 88,190	\$ 62,477	
Ecosystem Science	\$ 120,928	\$ 119,392	
Family & Consumer Science	\$ 93,467	\$ 71,017	
Molecular Biology	\$ 93,556	\$ 68,386	
Plant Science	\$ 69,038	\$ 56,797	
Vet Science	\$ 58,586	\$ 38,007	
Dean	\$ 120,000	\$ 108,200	
Admin Support	\$ 116,650	\$ 110,422	
BAS program	\$ 10,000	\$ 10,000	
Rodeo	\$ 53,310	\$ 37,896	
Penalty Mail	\$ 17,000	\$ 12,000	
4-H Support	\$ 80,000	\$ 88,350	
Meat Lab	\$ 80,050	\$ 74,392	
AES Support	\$ 57,817	\$ 50,000	
Sheridan R&E	\$ 154,336	\$ 127,110	
Powell R&E	\$ 103,110	\$ 115,140	
Laramie R&E	\$ 248,530	\$ 286,921	
Lingle R&E	\$ 199,150	\$ 244,150	
Total allocated to departments/units	\$ 1,992,670	\$ 1,880,762	
Committed Startup		\$ 489,464	
Total		\$ 2,370,226	

College of Agriculture  
Budget Detail  
1/5/2017

	FY16	FY17	FY18 - projected
<b>Expense Detail - Federal Budget</b>			
Federal salaries scheduled	\$ 2,432,360	\$ 2,420,766	\$ 2,398,806
Federal fringe assessment estimate (based on .44)	\$ -	\$ 1,065,137	\$ 1,055,475
<b>Total salary and fringe federal</b>	<b>\$ 2,432,360</b>	<b>\$ 3,485,903</b>	<b>\$ 3,454,281</b>
Federal budget allocations for salary			
Animal Health	\$ -	\$ -	\$ -
Hatch	\$ 793,118	\$ 793,118	\$ 793,118
Multi-State	\$ 493,297	\$ 493,297	\$ 493,297
McIntire Stennis	\$ 118,585	\$ 118,585	\$ 118,585
EFNEP	\$ 275,720	\$ 275,720	\$ 275,720
RREA	\$ -	\$ -	\$ -
Smith Lever	\$ 1,107,809	\$ 1,107,809	\$ 1,107,809
<b>Total</b>	<b>\$ 2,788,529</b>	<b>\$ 2,788,529</b>	<b>\$ 2,788,529</b>
Federal budget allocations for support services			
Animal Health	\$ 30,192	\$ 30,192	\$ 30,192
Hatch	\$ 491,275	\$ 491,275	\$ 491,275
Multi-State	\$ 225,991	\$ 225,991	\$ 225,991
McIntire Stennis	\$ 254,919	\$ 254,919	\$ 254,919
EFNEP	\$ -	\$ -	\$ -
RREA	\$ 50,794	\$ 50,794	\$ 50,794
Smith Lever	\$ 539,613	\$ 539,613	\$ 539,613
Special Needs	\$ 43,951	\$ 43,951	\$ 43,951
<b>Total</b>	<b>\$ 1,636,735</b>	<b>\$ 1,636,735</b>	<b>\$ 1,636,735</b>
<b>Total Federal budget</b>	<b>\$ 4,425,264</b>	<b>\$ 4,425,264</b>	<b>\$ 4,425,264</b>
<b>Total budgeted salary</b>	<b>\$ 2,432,360</b>	<b>\$ 3,485,903</b>	<b>\$ 3,454,281</b>
Amount available for projects with current salary needs	\$ 1,992,904	\$ 939,361	\$ 970,983
Percent reduction in available Federal Budget due to Fringe Assessment		-24.07%	
Federal allocations to Support Departments/Units			
Ag & Applied Economics		\$ 56,850	
Animal Science		\$ 44,155	
Ecosystem Science		\$ 85,300	
Family & Consumer Science		\$ 41,467	
Molecular Biology		\$ 48,000	
Plant Science		\$ 62,800	
Vet Science		\$ 32,000	
<b>Total Federal allocations</b>		<b>\$ 370,572</b>	
Salaries outside the College's Block Grant and Capacity funding			
Other (grants, revolving and IC) payroll		\$ 4,189,081	\$ 4,014,208

	FY16	FY17	FY18 - projected
<b>Detail - 4-H payroll expense</b>			
4-H main office staff		\$ 333,420	\$ 333,420
4-H county extension agents UW portion		\$ 626,882	\$ 626,882
4-H county extension agents County portion		\$ 598,630	\$ 598,630
Fringe - extension agents 50% County- potential assessment in FY18		\$ -	\$ 263,397
Other County personnel County portion		\$ 269,225	\$ 269,225
Fringe - non extension personnel 100% County		\$ -	\$ 118,459
<b>Total</b>		<b>\$ 1,828,157</b>	<b>\$ 2,210,013</b>
FSLA full year assessment FY18 (estimated in FY17- January start)			
		\$ 49,650	\$ 99,300

**Question 4. Provide further explanation and clarification on proposed expenditures of \$475,000 for Strategic Enrollment, as requested in the University’s Supplemental Budget and recommended for approval in the Governor’s Supplemental Budget recommendations.**

The following contains changes to details in the university’s original Supplemental Budget request, but does not change the total amount requested--\$475,000.

Since September 2016, a university-wide Strategic Enrollment Management Task Force has been developing a five-year strategic enrollment management plan with the Huron Consulting Group. Aligning with the issues and plans set forth in the university’s enrollment management request in the University’s Supplemental Budget, a plan to increase and sustain the university’s enrollment is in progress. The plan will include increasing the size of the first-time, full-time freshman class with a special focus on growing the number of Wyoming students who choose to attend college in-state, expanding the number of transfer students for entry in fall and spring semesters through partnerships with and increased recruiting at Wyoming’s community colleges, and improving student retention and graduation rates for all undergraduates.

In order to grow enrollment, a comprehensive analysis of data is underway to determine the characteristics of students who succeed and graduate from the university. This analysis is giving UW a robust, practical picture of the academic preparation, sense of belonging, wellness, and financial wherewithal of our students that contribute to or deter success. An organizational assessment of admissions, financial aid and institutional enrollment practices is proceeding, along with a market demand analysis of majors, review of retention initiatives and a determination of organization and resource needs to sustain growth at the university. In addition, a comprehensive review of scholarship resources and nonresident tuition analysis will be conducted and plan developed. Critical to enrollment growth will be offering suite-style housing to new students, adding to the mix of housing options. The university has begun planning for a phased-in approach to building new residence halls, and this submittal notes. With strategic enrollment planning underway, a refinement of the budget request is delineated below:

<b>Amount</b>	<b>Purpose</b>
\$250,000 Consulting	Huron Consulting Group – Five-Year Strategic Enrollment Management Plan with focus on increasing first-time, full-time freshmen, transfer students, student retention and persistence to graduation with a focus on maximizing opportunities for Wyoming students
\$25,000 Consulting	Comprehensive review of scholarship resources and nonresident tuition analysis, and plan developed
\$75,000 Design	Residence Hall Initial Design Services
\$125,000 Enhanced Recruitment	\$75,000 Admitted Student Day Program & Statewide Regional Recruitment/Scholarship Receptions \$50,000 Using Mobile Devices for Recruitment to improve Yield

***Question 5. Compare freshman resident versus non resident remediation rates.***

For fall 2016, an estimated 164 Wyoming high school graduates were eligible to take remedial classes (22.5%). For fall 2016, an estimated 206 out-of-state high school graduates were eligible to take remedial classes (28.6%).

***Question 6. Does UW perform any sort of exit interview with non-returning freshmen?***

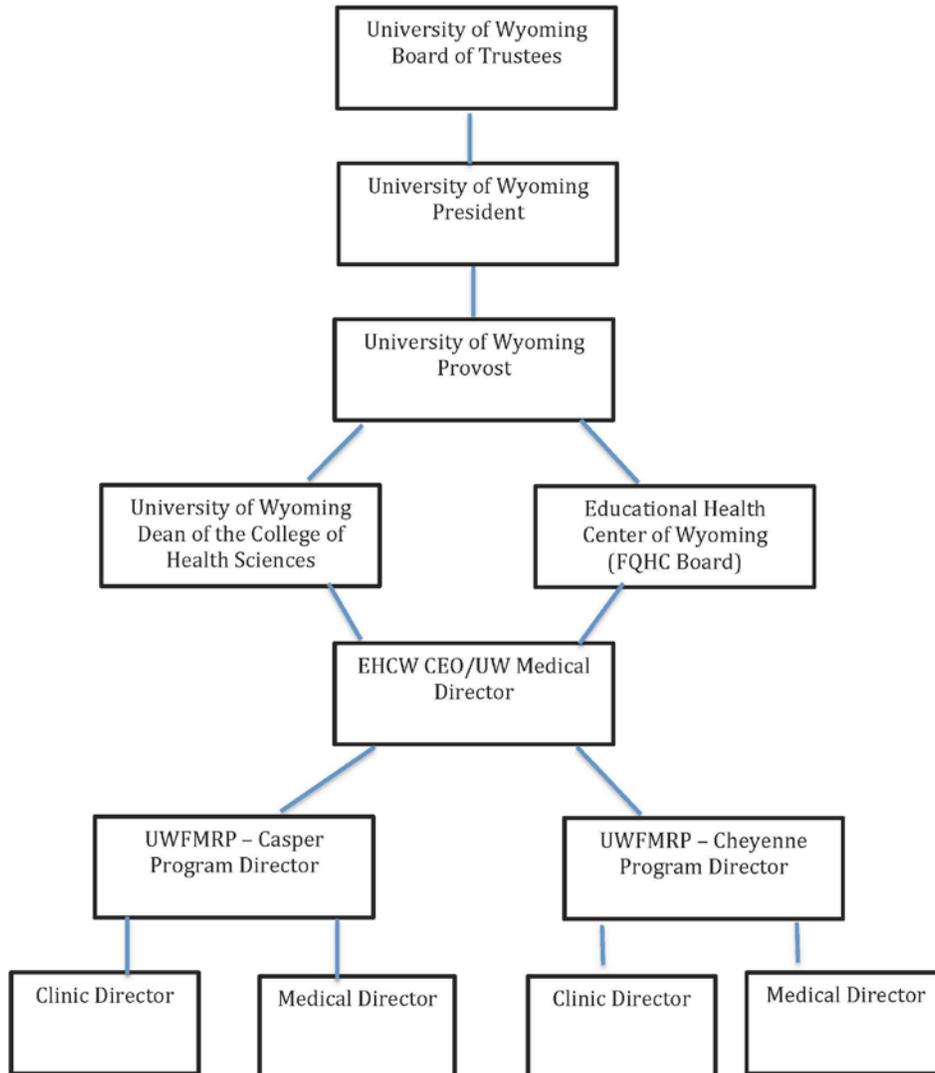
Yes. In the fall semester of 2016, 76.4% of entering fall 2015 freshmen returned for their second year at UW. The class originally had 1,674 new freshmen and 1,279 returned in the fall of 2016. UW Student Affairs contacts by phone all students who do not return, believing this method of contact elicits a better response via phone than a written survey. Most had personal and financial reasons for leaving. Non-returning students on academic probation or suspension were likely to identify "academic reasons" for their failure to persist. UW is also in the process of identifying students who lost their scholarships for academic reasons and failed to return. Using multiple methods, UW has a fair assessment of the motives of many who do not return.

## **Agency 167, University of Wyoming Medical Education**

During the Joint Appropriations Interim Committee hearing for Agency 167, UW Medical Education, on December 16<sup>th</sup>, members of the JAC made multiple requests for additional information. The University is submitting the attached documents in response to these requests.

- 1) Organizational Chart for Residencies (document 1).
- 2) Revenue breakdown for University of Wyoming Family Medicine Residency Program (UWFMRP)-Casper, UWFMRP-Cheyenne, WWAMI, and WyDENT (document 2).
- 3) UWFMRP-Casper and UWFMRP-Cheyenne balance sheet for FY 2016 (document 2).

**University of Wyoming Family Medicine Residencies Governance Structure**



**Casper Family Residency Revenue Flow (revenue projections)**

<p>Clinic Income Projections FY17 &amp; FY18=\$7,358,480*</p>	<p>Payments received from Insurance Companies, private pay, Medicare or Medicaid payments that are used to fund a portion of the clinic operations.</p>
<p>GME-Graduate Medical Education Payments FY17 &amp; FY18= \$840,788</p>	<p>Bi-weekly payments for pass-through costs for Federally Qualified Health Centers based upon the clinic's Medicare cost report. The additional funding will be used towards educational-related costs.</p>

\*Based off actuals for FY15 & FY16

**Casper Family Residency 340B Pharmacy Revenue Flow (revenue projections)**

<p>340B Income Projections FY17 &amp; FY18=\$1,397,222*</p>	<p>The income is generated from the federal government or the patient's private insurance routinely reimburses the clinic for the full price of the medication, and the clinic is able to retain the difference between the reduced price it pays for the drug and the full amount for which it is reimbursed. The funds can be used towards clinic operations.</p>
---	---

\*Based off actuals for FY15 & FY16 and prorated to 24 months

**Cheyenne Family Residency Revenue Flow (revenue projections)**

<p>Clinic Income Projections FY17 &amp; FY18=\$3,879,249*</p>	<p>Payments received from Insurance Companies, private pay, Medicare or Medicaid payments that are used to fund a portion of the clinic operations.</p>
<p>GME-Graduate Medical Education Payments FY17 &amp; FY18= \$351,958</p>	<p>Bi-weekly payments for pass-through costs for Federally Qualified Health Centers based upon the clinic's Medicare cost report. The additional funding will be used towards educational-related costs.</p>

\*Based off actuals for FY15 & FY16

**WWAMI Revenue Flow (revenue projections)**

<p>Loan Repayment</p>	<p>Endowment Corpus FY16 market Value= \$11,689,819</p>	<p>4% HB85 Market Average Calculation for FY17 &amp; FY18= <b>\$773,995</b></p>	<p>The investment income shall be expended by the University of Wyoming solely for direct assistance for relocation costs associated with practice in Wyoming, fees and materials for medical board examinations, rural training, dislocation, student development and scholarships to medical students.</p>
<p>Tuition/Contract Payment Projection FY17 &amp; FY18= <b>\$1,929,915</b></p>	<p>These funds are to be used by the university solely for the support of education and training conducted at the university pursuant to this section.</p>		

**WYDENT Revenue Flow (revenue projections)**

<p>Loan Repayment</p>	<p>Endowment Corpus FY16 market Value= \$2,784,255</p>	<p>4% HB85 Market Average Calculation for FY17 &amp; FY18= <b>\$138,204</b></p>	<p>The investment income shall be expended by the University of Wyoming solely for direct assistance for relocation costs associated with practice in Wyoming, fees and materials for medical board examinations, rural training, dislocation, student development and scholarships to medical students.</p>
<p>Tuition/Contract Payment Projection FY17 &amp; FY18= <b>\$649,513</b></p>	<p>These funds are to be used by the university solely for the support of education and training conducted at the university pursuant to this section.</p>		

UW Response to Questions asked by the Members of the JAC  
 Page 10  
 January 9, 2017

Casper Family Residency

Section I Fiscal Year 2016															
FY 2016 Net Revenue (Loss)		\$ 206,693	\$ 21,873	\$ 12,622	\$ 91,772	\$ 51,019	\$ 76,796	\$ 122,486	\$ 143,632	\$ 96,636	\$ 76,726	\$ 237,441	\$ 79,666	\$ 822,329	
Budget Reference 2016	Fund/Org	Total Budget FY 2016	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	YTD
<b>Sec I Budget Authority</b>															
General Fund Appropriation (Chapter 42 §10,670,785)		\$ 5,435,393.00	\$ 452,949.42	\$ 452,949.42	\$ 452,949.42	\$ 452,949.42	\$ 452,949.42	\$ 452,949.42	\$ 452,949.42	\$ 452,949.42	\$ 452,949.42	\$ 452,949.42	\$ 452,949.42	\$ 452,949.42	\$ 5,435,393
Adjustment (Retirement B-11#15110-30,628)		\$ 15,914.00	\$ 1,276.17	\$ 1,276.17	\$ 1,276.17	\$ 1,276.17	\$ 1,276.17	\$ 1,276.17	\$ 1,276.17	\$ 1,276.17	\$ 1,276.17	\$ 1,276.17	\$ 1,276.17	\$ 1,276.17	\$ 15,914
Adjustment (Compensation B-11# 1365,701)		\$ 365,701.00	\$ 30,475.08	\$ 30,475.08	\$ 30,475.08	\$ 30,475.08	\$ 30,475.08	\$ 30,475.08	\$ 30,475.08	\$ 30,475.08	\$ 30,475.08	\$ 30,475.08	\$ 30,475.08	\$ 30,475.08	\$ 365,701
Total General Fund		\$ 5,816,408.00	\$ 484,700.67	\$ 484,700.67	\$ 484,700.67	\$ 484,700.67	\$ 484,700.67	\$ 484,700.67	\$ 484,700.67	\$ 484,700.67	\$ 484,700.67	\$ 484,700.67	\$ 484,700.67	\$ 484,700.67	\$ 5,816,408
Casper Clinic Income (Chapter 42 §5,006,062)		\$ 2,510,031.00	\$ 209,035.92	\$ 209,035.92	\$ 209,035.92	\$ 209,035.92	\$ 209,035.92	\$ 209,035.92	\$ 209,035.92	\$ 209,035.92	\$ 209,035.92	\$ 209,035.92	\$ 209,035.92	\$ 209,035.92	\$ 2,510,031
Benefit change associated July 2016 raises		\$ (2,333.00)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (2,333.00)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (2,333)
Clinic Income transfers from Cheyenne (spending authority)		\$ 80,843.89	\$ -	\$ -	\$ -	\$ -	\$ 72,856.34	\$ -	\$ 19,810.36	\$ -	\$ 71,072.19	\$ -	\$ -	\$ 17,000.00	\$ 80,843
<b>Total Sec I Budget Authority</b>		<b>\$ 8,412,948.88</b>	<b>\$ 694,536.58</b>	<b>\$ 694,536.58</b>	<b>\$ 694,536.58</b>	<b>\$ 694,536.58</b>	<b>\$ 717,391.92</b>	<b>\$ 694,536.58</b>	<b>\$ 712,113.93</b>	<b>\$ 694,536.58</b>	<b>\$ 715,613.77</b>	<b>\$ 694,536.58</b>	<b>\$ 694,536.58</b>	<b>\$ 711,536.58</b>	<b>\$ 8,412,949</b>
<b>Section I Accounts</b>															
Family Practice Casper - Full-time	1206-18698	\$ 4,499,353.12	\$ 374,946.09	\$ 374,946.09	\$ 374,946.09	\$ 374,946.09	\$ 374,946.09	\$ 374,946.09	\$ 374,946.09	\$ 374,946.09	\$ 374,946.09	\$ 374,946.09	\$ 374,946.09	\$ 374,946.09	\$ 4,499,353
Family Practice Casper - Part-time	1206-18698	\$ 309,983.34	\$ 25,831.95	\$ 25,831.95	\$ 25,831.95	\$ 25,831.95	\$ 25,831.95	\$ 25,831.95	\$ 25,831.95	\$ 25,831.95	\$ 25,831.95	\$ 25,831.95	\$ 25,831.95	\$ 25,831.95	\$ 309,983
Family Practice Casper - transfer from Cheyenne	1206-10630	\$ 80,042.00	\$ -	\$ -	\$ -	\$ -	\$ 22,055.34	\$ -	\$ 19,910.35	\$ -	\$ 21,077.19	\$ -	\$ -	\$ 17,000.00	\$ 80,042
Family Practice Casper - Overtime	1206-18698	\$ 509.54	\$ 47.46	\$ 47.46	\$ 47.46	\$ 47.46	\$ 47.46	\$ 47.46	\$ 47.46	\$ 47.46	\$ 47.46	\$ 47.46	\$ 47.46	\$ 47.46	\$ 510
Family Practice Casper - EPB	1206-18699	\$ 2,008,702.00	\$ 167,391.83	\$ 167,391.83	\$ 167,391.83	\$ 167,391.83	\$ 167,391.83	\$ 167,391.83	\$ 167,391.83	\$ 167,391.83	\$ 167,391.83	\$ 167,391.83	\$ 167,391.83	\$ 167,391.83	\$ 2,008,702
Retirement Increase	1206-10039	\$ 22,971.00	\$ 1,914.25	\$ 1,914.25	\$ 1,914.25	\$ 1,914.25	\$ 1,914.25	\$ 1,914.25	\$ 1,914.25	\$ 1,914.25	\$ 1,914.25	\$ 1,914.25	\$ 1,914.25	\$ 1,914.25	\$ 22,971
Benefit change decrease July 2015 raises	1206-18699	\$ (2,333.00)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (2,333.00)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (2,333)
Family Practice Casper - Supportive Services	1206-18698	\$ 1,492,920.00	\$ 124,410.00	\$ 124,410.00	\$ 124,410.00	\$ 124,410.00	\$ 124,410.00	\$ 124,410.00	\$ 124,410.00	\$ 124,410.00	\$ 124,410.00	\$ 124,410.00	\$ 124,410.00	\$ 124,410.00	\$ 1,492,920
<b>Total Sec I Budget Authority</b>		<b>\$ 8,412,948.88</b>	<b>\$ 694,536.58</b>	<b>\$ 694,536.58</b>	<b>\$ 694,536.58</b>	<b>\$ 694,536.58</b>	<b>\$ 717,391.92</b>	<b>\$ 694,536.58</b>	<b>\$ 712,113.93</b>	<b>\$ 694,536.58</b>	<b>\$ 715,613.77</b>	<b>\$ 694,536.58</b>	<b>\$ 694,536.58</b>	<b>\$ 711,536.58</b>	<b>\$ 8,412,949</b>
		2,029,340.00													
		4,580,190.00													
<b>Sources &amp; Uses Statement (ACTUAL)</b>															
<b>Resources:</b>		YTD													
General Fund Appropriation		\$ 5,816,408.03	\$ 484,700.67	\$ 484,700.67	\$ 484,700.67	\$ 484,700.67	\$ 484,700.67	\$ 484,700.67	\$ 484,700.67	\$ 484,700.67	\$ 484,700.67	\$ 484,700.67	\$ 484,700.67	\$ 484,700.67	\$ 5,816,408
Casper Clinic Income	1252-10084	\$ 3,786,070.54	\$ 340,821.52	\$ 265,229.33	\$ 268,264.10	\$ 339,795.85	\$ 227,504.87	\$ 306,057.70	\$ 365,097.89	\$ 332,986.97	\$ 268,888.81	\$ 257,618.37	\$ 441,121.54	\$ 312,689.79	\$ 3,786,071
Fam Prac Student Clinic	1252-10084	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,360.00	\$ -	\$ (3,360.00)	\$ -	\$ -
Cheyenne Clinic Income	1252-10084	\$ -	\$ -	\$ 35.18	\$ -	\$ -	\$ -	\$ (35.18)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contra Revenue	1252-10004	\$ (1,669.65)	\$ (222.57)	\$ (606.09)	\$ (226.32)	\$ (1,649.95)	\$ (796.22)	\$ 123.69	\$ (155.40)	\$ (515.36)	\$ (106.01)	\$ (907.55)	\$ (1,260.55)	\$ (2,127.71)	\$ (1,670)
<b>Total Resources</b>		<b>\$ 9,993,808.92</b>	<b>\$ 825,199.62</b>	<b>\$ 749,389.29</b>	<b>\$ 752,728.45</b>	<b>\$ 822,846.37</b>	<b>\$ 711,409.31</b>	<b>\$ 790,846.88</b>	<b>\$ 869,843.16</b>	<b>\$ 837,172.29</b>	<b>\$ 776,842.67</b>	<b>\$ 741,411.49</b>	<b>\$ 921,093.66</b>	<b>\$ 795,256.75</b>	<b>\$ 9,993,809</b>
<b>Expenditures:</b>															
Full-time Salary	1206-18698	\$ 4,574,451.91	\$ 385,794.21	\$ 376,384.67	\$ 384,798.79	\$ 381,838.82	\$ 379,387.00	\$ 379,387.00	\$ 379,387.00	\$ 379,387.00	\$ 379,387.00	\$ 379,387.00	\$ 379,387.00	\$ 379,387.00	\$ 4,574,452
Overtime Salary	1206-18698	\$ 509.54	\$ -	\$ -	\$ -	\$ 509.54	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 510
Part-time Salary	1206-18698	\$ 309,047.88	\$ 20,938.00	\$ 34,486.15	\$ 33,077.85	\$ 35,467.85	\$ 31,130.49	\$ 36,073.35	\$ 32,749.19	\$ 17,940.00	\$ 16,725.00	\$ 16,725.00	\$ 16,725.00	\$ 16,895.00	\$ 309,048
Graduate Assistants	1206-18698	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Employer Paid Benefits (EPB's)	1206-18699	\$ 2,014,938.07	\$ 178,840.69	\$ 169,730.90	\$ 162,534.39	\$ 167,768.77	\$ 162,739.01	\$ 162,154.32	\$ 169,023.43	\$ 170,224.06	\$ 171,473.01	\$ 163,768.31	\$ 170,304.72	\$ 160,382.51	\$ 2,014,939
Supportive Services- 2000	1206-18698	\$ 733,666.85	\$ 19,196.60	\$ 52,381.85	\$ 98,177.71	\$ 60,077.87	\$ 98,598.04	\$ 66,096.17	\$ 78,533.30	\$ 71,998.16	\$ 52,044.77	\$ 60,087.86	\$ 53,707.83	\$ 82,517.19	\$ 733,667
Supportive Services- 3000	1206-18698	\$ 128,353.03	\$ 189.75	\$ 5,772.26	\$ 15,386.66	\$ 13,451.85	\$ 9,777.46	\$ 18,313.93	\$ 12,552.53	\$ 14,377.36	\$ 8,082.55	\$ 8,618.45	\$ 11,027.71	\$ 10,802.52	\$ 128,353
Supportive Services- 9000	1206-18698	\$ 616,636.24	\$ 13,626.16	\$ 88,723.30	\$ 46,231.25	\$ 71,399.45	\$ 37,304.15	\$ 53,028.35	\$ 74,911.84	\$ 39,613.72	\$ 52,934.52	\$ 31,347.55	\$ 54,188.40	\$ 52,500.55	\$ 616,636
Total Support Services (2000/3000/9000)	1206-18698	\$ 1,478,655.12	\$ 33,012.51	\$ 146,883.41	\$ 153,745.12	\$ 145,489.17	\$ 87,079.65	\$ 137,438.45	\$ 165,937.67	\$ 125,989.24	\$ 112,721.84	\$ 100,053.86	\$ 118,429.34	\$ 145,820.26	\$ 1,478,655
<b>Total Expenditures</b>		<b>\$ 8,377,657.82</b>	<b>\$ 618,606.40</b>	<b>\$ 727,485.03</b>	<b>\$ 740,106.15</b>	<b>\$ 731,074.15</b>	<b>\$ 660,390.15</b>	<b>\$ 715,082.12</b>	<b>\$ 747,157.38</b>	<b>\$ 693,540.30</b>	<b>\$ 680,306.85</b>	<b>\$ 664,685.75</b>	<b>\$ 683,682.66</b>	<b>\$ 715,600.61</b>	<b>\$ 8,377,658</b>
<b>Net Operating Revenue (Loss)</b>		<b>\$ 1,616,151.40</b>	<b>\$ 206,593.22</b>	<b>\$ 21,873.26</b>	<b>\$ 12,622.30</b>	<b>\$ 91,772.22</b>	<b>\$ 51,019.16</b>	<b>\$ 75,794.76</b>	<b>\$ 122,486.81</b>	<b>\$ 143,631.98</b>	<b>\$ 96,636.82</b>	<b>\$ 76,726.74</b>	<b>\$ 237,441.00</b>	<b>\$ 79,666.14</b>	<b>\$ 1,616,151</b>

