

THE UNIVERSITY OF WYOMING
BOARD OF TRUSTEES' REPORT
January 17-18, 2013

The Final Report can be found on the University of Wyoming Board of Trustees website at
<http://www.uwyo.edu/trustees/>

University of Wyoming Mission Statement (March 2009)

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

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

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

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

The primary vehicles for identifying the specific actions and resource allocations needed to accomplish this complex mission are the University's strategic plans, revised periodically.

TRUSTEES OF THE UNIVERSITY OF WYOMING AGENDA
January 17-18, 2013

WORK SESSIONS

Casper Economic Development Alliance (CAEDA) Update, Buchanan	1
Medical Education Plan, Allen/Frost	2
Mid-Year Development Update, Blalock	28
Enrollment Update, Axelson	29
Construction Contracts, Collins	
a) Engineering Building Addition and Renovation and Energy Engineering Research Facility (EERF) – Architectural Engineering Services.....	30
b) Indoor Golf Practice Facility – Architectural Engineering Services	34
c) Biological Sciences Building Renovation – Guaranteed Maximum Price	36
d) Half Acre Renovation and Addition – Guaranteed Maximum Price	38
e) Energy Engineering Research Facility (EERF) – Site Selection	40
2012 Student Satisfaction Survey, Allen/Ollie Walter/Axelson.....	44
Legislative Update, Boswell	45

BUSINESS MEETING

Roll Call

Approval of Board of Trustees Meeting Minutes

November 15-16, 2012

Approval of Executive Session Meeting Minutes

November 15-16, 2012

December 11, 2012 “Special” Meeting

Approval of Special Meeting Minutes

December 11, 2012

Reports

ASUW

Staff Senate

Faculty Senate

Public Testimony

Committee of the Whole

REGULAR BUSINESS

1. Board Committee Reports

A. Academics and Research (Allen) – Trustee Lauer, Committee Chair	46
B. Fiscal and Legal Affairs (Lowe) – Trustee Davis, Committee Chair	46
C. Student Affairs/Athletics/Administration/Information Technology (Axelson) Trustee Willson, Committee Chair	46

D. Alumni Board – Trustee Lauer, Board Liaison	46
E. Foundation Board – Trustees Marsh and Willson, Board Liaisons	46
F. Ruckelshaus Institute of Environment and Natural Resources (RIENR) Board Trustee Davis, Board Liaison	46
G. Energy Resource Council (ERC) – Trustee Palmerlee, Board Liaison	46
CONSENT AGENDA	
1. Approval of Contracts and Grants, Gern	47
2. Personnel, Allen	60
3. Approval of Construction Contracts, Collins	66
a. Engineering Building Addition and Renovation and Energy Engineering Research Facility (EERF) – Architectural Engineering Services	
b. Indoor Golf Practice Facility – Architectural Engineering Services	
c. Biological Sciences Building Renovation – Guaranteed Maximum Price	
d. Half Acre Renovation and Addition – Guaranteed Maximum Price	
e. Energy Engineering Research Facility (EERF) – Site Selection	
4. Evaluation and Reappointment of External Audit Firm, Lowe	66

New Business

Old Business

Date of Next Meeting – March 7-8, 2013; Laramie, Wyoming

Adjournment

Information Only Items (see tab):

1. Progress Report/Change Orders, Collins.....	67
--	----

AGENDA ITEM TITLE:

Casper Economic Development Alliance (CAEDA) Update, Buchanan

CHECK THE APPROPRIATE BOX(ES):

- ☒ Work Session
- ☐ Education Session
- ☐ Information Item
- ☐ Other Specify:

President Buchanan will provide an update to the Board of Trustees. Materials may be distributed at the meeting.

AGENDA ITEM TITLE: Medical Education Plan, Allen/Frost

CHECK THE APPROPRIATE BOX(ES):

- ☒ Work Session
- ☐ Education Session
- ☐ Information Item
- ☐ Other Specify:

BACKGROUND AND POLICY CONTEXT OF ISSUE:

In his budget recommendations to the legislature for the 2013-2014 biennium, Governor Mead asked UW to review their Family Medicine Residency Programs in Cheyenne and Casper, and to submit a plan that addresses the services provided to students and community members, and that provides options for a more efficient delivery system.

The Office of Academic Affairs and College of Health Sciences will review the report that was submitted in late October, including the plan that UW proposes to implement by the end of FY 2013.

The text of the report is appended.

ACTION REQUIRED AT THIS BOARD MEETING:

None

Report to the Governor on the University of Wyoming Family Medicine Residency Programs

Preface

This document constitutes the report requested by the Governor of Wyoming pertaining to UW's Family Medicine Residency Programs (FMRP) in Casper and Cheyenne. Governor Mead, in his budget recommendations to the legislature for the 2013-2014 biennium, stated: "I recognize the importance of the services both clinics provide in these communities and I have asked the University to explore other delivery options with the Department of Health that may be more efficient. I recommend that the University be required to evaluate both programs and submit a plan that addresses the services provided to both students and community members and to provide options for a more efficient delivery system."

This document is the result of those explorations. It provides an overview of the programs, their histories, a description of fiscal and administrative challenges, an examination of various delivery options and a recommendation on how to proceed.

In developing the report, UW had discussions with officials from the state Department of Health, specifically Mr. Thomas Forslund and Dr. Wendy Braund. Additionally, drafts of the report have been circulated to the administrations of the sponsoring hospitals, the Wyoming Medical Center and Cheyenne Regional Medical Center, for their review.

Overview of Residency Programs

The University of Wyoming Family Medicine Residency Programs were established in Casper and Cheyenne in the 1970s as part of an overall plan to address the shortage of primary care physicians in Wyoming and to provide access to medical education for Wyoming citizens. Family medicine requires three years of training beyond the MD or DO. The program in Casper has 8 residents per year, and the program in Cheyenne has 6 residents per year, for a total of 24 and 18 residents in training, respectively. A timeline for the residencies is included in Appendix I.

The residency programs have three main purposes. The fundamental purpose is educational – to provide a medical education to family medicine residents through direct patient care. Both residency programs have been and continue to be successful in meeting this goal. The residency programs combined have graduated close to 400 board-certified family medicine physicians since their inception. Many of these graduates practice in Wyoming and the Rocky Mountain region. Although it is difficult to calculate exact state retention numbers, it is estimated that between 35-40% of graduates over the past 30 years have practiced in Wyoming. The Casper program alone has over 20 graduates practicing in Casper and over 50 graduates currently practicing across Wyoming. The Cheyenne program has 30 graduates currently practicing in Wyoming and has had a total of 71 physicians who have practiced in Wyoming at some point in their careers.

A second purpose is to provide clinical training for students pursuing other health professions and a resource for college research and service. Many College of Health Science professional students (nurses, pharmacists, etc.) and medical students from WWAMI and other programs have received some of their experiences in direct patient care in the team-based, “patient-centered medical home” environment of these facilities. Unlike states with major metropolitan areas, the residencies are the only teaching sites in Wyoming that offer this educational environment in ambulatory care. They are an integral component of UW’s medical education program, the other components being strong pre-medicine academic preparation and the WWAMI medical school affiliation, and they are important to the training of other health professional students from UW and Western Interstate Commission on Higher Education (WICHE) programs. Additionally, the two residencies provide research laboratories and service to the state for testing new methods of providing health care delivery, such as the “patient centered medical home” with the Wyoming Integrated Care network and the “virtual pharmacist” with the Cheyenne Regional Medical Center CMS Innovation grant. It is expected that the residencies will house translational (bench to bedside) research endeavors in the future.

The third purpose is safety-net health care. Since their establishment, the FMRPs have provided essential medical care for citizens, regardless of their ability to pay. Both residencies are important safety-net providers for their communities and provide medical care access to patients who are financially less attractive to other providers. These include patients covered by Medicare or Medicaid, uninsured or underinsured, and the indigent. Previous program directors estimated that seeing these patients in the clinic as opposed to the emergency room results in substantial cost savings to Medicaid. Uncompensated care is a constant challenge for the community hospitals, and the residencies decrease the impact on local hospitals in providing services for which they will not be compensated.

This issue is one of the factors for the strong support the hospitals have shown the residencies. The Casper residency had 33,000 patient visits last year: 7000 inpatient visits, 24,000 clinic visits and nearly 2000 nursing home visits. They delivered nearly 200 obstetrical patients. The Cheyenne Residency had 28,700 patient visits last year: 7400 inpatient visits, 18,000 Cheyenne clinic visits, 500 nursing home visits and 1700 patient visits at the Pine Bluffs clinic.

The residencies are the largest safety net primary health care providers in Wyoming. In recognition of this key role in the provision of health care, the legislature removed the funding of the residency programs (as well as WWAMI, WYDENT, the accelerated nursing program and psychiatric nurse practitioner loan repayment program) from the UW block grant and created a related but separate budget account – Agency 167, Medical Education. This budget recognizes the missions of the FMRPs as being both educational and direct service. It is a reminder that the funding of these programs is the result of public policy decisions pertaining to both higher education and health care delivery in Wyoming’s two largest cities.

The safety-net mission of the residencies has important fiscal implications. While clinic revenues constitute an important source of funding for the programs, the patient mix makes it difficult to generate the more robust revenues that hospitals or other clinics must depend on for their survival as businesses. We review the residencies’ funding profiles below.

Both residencies enjoy strong community relationships with their respective hospitals, physicians and most other healthcare providers in their communities. Many of these providers help teach FMRP residents and other students. The expectation is that residents can and do contribute to their practice sites, underscoring the mutually beneficial relationship of having the FRMPs in these communities. This has become a standard philosophy in healthcare education. Benefits to the host site include the satisfaction of giving back to the profession and learning new and updated information about the profession and the specific facts relating to advances in medicine. The activity of teaching alone increases the quality of care in the community.

Funding of Residency Programs

Most family medicine residency programs in other states receive funding from three primary sources: state appropriation, clinic income, and Medicare Graduate Medical Education (GME) reimbursement.¹ Each of these three revenue sources typically makes up roughly one-third of a residency's total funding. Wyoming is unique in that only two of these funding sources support its Casper and Cheyenne residencies. By its own choice, Wyoming is the only state in the nation that does not receive any federal GME support, and this fact, together with the patient mix associated with the safety-net mission, continues to create funding challenges.

GME support is comprised of two distinct pieces: Part A - Direct Medical Education (DME), and Part B - Indirect Medical Education (IME). DME provides support for residency operations, and IME provides support to the hospital for hosting a residency program. In general terms, DME is calculated as the Medicare proportion of total allowable educational costs. If the residency programs were eligible to receive DME support, they could receive approximately \$1 million/year per residency program. The residencies do not receive either direct GME support from CMS nor indirect GME from a hospital pass-through.

On the other hand, IME is derived from a complex formula based in part upon total physician resident FTE's operating within the hospital. Wyoming Medical Center (Casper) and Cheyenne Regional Medical Center (Cheyenne) have financially benefitted through receiving IME payments of approximately \$850,000/year each. The current view of both hospitals is that this is an expense incurred by the inefficiency of educating residents and no money should be returned to the residency programs. This money does play an important role in offsetting the costs to meet the healthcare needs of the most vulnerable residents. Given the financial realities facing hospitals in rural states, UW does not expect the local hospitals to agree to forward IME payments to the FMRPs. While there is compelling evidence to suggest that UW residencies are at least as productive (if not more so) and actually less expensive than comparator external physicians with hospital privileges in these communities, UW is not suggesting a change in the current distribution of IME payments to the hospitals.

¹ American Academy of Family Physicians, Residency Program Solutions, Review, Cheyenne, December 5, 2011

History

In establishing the residency programs in the late 1970s, Wyoming elected not to participate in GME. The factors in that decision included a strong state financial picture and a desire for independence from federal mandates. When the residencies were established, the legislature prohibited them from seeking GME funding. Once this decision was made, the programs became “established” in the view of Medicare, and therefore, ineligible for any current or future GME support.

Several attempts at the state level have subsequently been made to obtain GME support, most notably in the early 1990's by Wyoming Medical Center and in the early 2000's by the Community Health Center of Central Wyoming. Both efforts failed to prevail at the federal level. The Centers for Medicare and Medicaid Services (CMS, the federal program administrator) ruled that Wyoming's FMRPs are ineligible because they were not new programs. Wyoming, therefore, continues its reliance on just two funding sources: state appropriations and clinic income.

With the renewed national emphasis on increasing the number of primary care physicians and training in community-based settings, the rules for GME funding may be revised, which could allow funding of Wyoming's programs. However, this outcome hinges on federal policy and is far from certain. Any future attempt to acquire GME funds would more likely require a change in the CMS interpretation of the rules and would require the support of the Wyoming congressional delegation to develop legislation favorable to enabling the UW FMRP's obtaining DME.

The lack of DME funding has required the state to provide much more than a third of the funding for the FMRPs for the past thirty years. Additionally, the residency programs' business models have relied on unrealistically high estimates of clinic revenue streams in an attempt to balance their budgets. Given the residencies' responsibilities as safety-net providers, the limited ability of their patients to pay, and the relatively low number of high-revenue producing procedures done in family medicine, the actual revenues have seldom met projections.

This situation has created fiscal and administrative problems. The reliance on state funds and clinic revenue has understandably precipitated concerns at both the state and university levels with respect to the financial stability of the FMRPs. “Why are these programs so expensive?” is a question frequently asked by legislators and others. In turn, this financial uncertainty leads to programmatic instability and uncertainty, manifested in the low faculty physician salaries compared with market averages, accreditation citations, the low faculty and staff morale, and concerns about program quality. This pattern creates a downward spiral that could be the undoing of the programs if it is not averted. At one time, these programs were known nationally as top programs for rural family medicine. This is no longer the case. The university would like them to return to that status.

There have been different but significant changes at each of the residency programs that have had financial consequences. In Cheyenne, in 2008, UW requested an increase of \$4.79 million in the biennial budget authorization. The plan, developed in an effort to overcome fiscal shortfalls prevalent at the time, was to generate these monies in the form of increased clinic revenues enabled through the hiring of 20 additional full-time and 6 additional part-time employees. This request was made under the state's B-11

process, in which the Governor may approve increased expenditures where additional revenues are anticipated. In 2009 the Cheyenne clinic revenue increased by 50% over the previous year; nevertheless, this increase fell short of the projections reflected in the B-11 request.

There were several reasons for the shortfall. One was a decreased number of paying patients due to the national recession. Compounding this problem were issues associated with business practices — especially billing, conversion to an electronic medical record and the management of accounts receivable — and the methods used to make financial projections. Finally, patient volume has decreased with the opening of new private clinics in Cheyenne..

UW took corrective steps to address these issues, including removing the Cheyenne program director and business office manager, eliminating two specialty physician positions, and outsourcing the clinic's billing. Collections remained an issue, and the former billing agency was dismissed and replaced by the same billing company used at the Casper residency. These corrective steps have helped address some of the fiscal and administrative problems. However, in the University's estimation, clinic income alone will never be sufficient to fill the fiscal gap created by the absence of GME funding. Without access to GME funding, the normal business model for residency programs that operate elsewhere in the nation does not work in Wyoming.

The Casper program faced a more difficult issue, because it involved governance as well as fiscal problems. In 2000, as part of an effort to address the structural funding shortfall and seek GME revenues, the residency entered into an affiliation agreement with a newly established Community Health Center of Central Wyoming (CHCCW) that operates under its own Board of Directors. Under this agreement, CHCCW managed the daily medical clinic and facilities operations, while UW continued to provide graduate medical education. The CHCCW was given all of the clinic's medical equipment and received all of the income generated in the clinic, much of it by the residents and faculty in the hospital. CHCCW also rented space in the UW clinic at a favorable rate. The state and university remained responsible for the educational components of the residency program including all faculty, resident and staff salaries.

The relationship was problematic for most of the time it existed. The contention centered on conflicts between the respective missions: education for UW's residency program and income generation through patient care for the CHCCW. In 2010 the CHCCW received federal funding to build a new clinic; this introduced a new dynamic in the relationship and the need to renegotiate the arrangement. However, attempts to renegotiate the contract were unsuccessful. The major concerns centered on the refusal of the CHCCW to alter business practices that UW regarded as detrimental to the residencies' accreditation and to disagreements over how much of the residency program's state budget UW should forward to CHCCW. To mitigate these issues, UW proposed merging the functions under an Educational Health Center — a federally defined structure that allows for increased rates of Medicare and Medicaid reimbursement. The CHCCW Board of Directors rejected this proposal. After lengthy discussions, UW and the CHCCW agreed to dissolve their affiliation agreement effective July 1, 2011.

UW estimates that the transition to independent clinic operations required \$1.22 million in one-time new equipment purchases and \$3.09 million/year in staffing (32 positions) and support, to offset the loss of staffing and support provided by CHCCW. The UW administration allocated \$2.31 million in one-time,

non-appropriated funds² to cover the equipment costs and that portion of the staffing and support costs that estimated clinic revenues for FY 2012 would not cover. UW also requested and received permission from the state to collect and spend clinic revenues formerly collected and spent by CHCCW, up to \$2 million/year. UW will use limited internal funding to continue covering the shortfall of approximately \$800,000 in FY14 but may need to request additional state funding assistance for the FY15/16 biennium.

Compounding the financial issues at the residency programs are the continual changes occurring in healthcare nationally. It is well known that healthcare costs in the U.S. continue to increase unabated. There are numerous reasons for this increase, including federal mandates. For example, to maintain Medicare reimbursement at current levels, the providers must use an electronic medical record system. Another example is the requirement to maintain compliance with the Health Insurance Portability and Accountability Act; the residencies have recently spent over \$20,000 on this issue alone. Medicare, Medicaid and private insurance billing has become much more complex and can no longer be accomplished in-house, requiring outsourcing. Additionally, there have not been any increases in salaries for residency center employees for several years, yet average salaries for the same professionals have increased dramatically in the private sector. Information from the Wyoming Health Resource Network indicates that it takes a minimum of \$220,000/year in salary to recruit a family physician to Wyoming. Salaries for new hires at the residency programs are budgeted in the \$150,000/year range, thus increasing the challenge of recruiting and retaining faculty. Additionally, the university has been recruiting for program directors for each of the programs for over a year, and the low salaries have been the main reason the searches have been unsuccessful.

Consultants' reports

The financial and administrative challenges described above are not new. They have plagued the residency programs for years, and UW has attempted to address them in numerous ways based upon internal and external reviews.

There have been a number of consultants who have reviewed the residency programs over the past three years. Each accreditation visit is a thorough external review, and each of these is customarily preceded by a WWAMI external review. Maintaining accreditation is extremely important for a number of reasons, the foremost being that it ensures a quality program. Accreditation is also necessary for residents to enter professional practice: residents must graduate from an accredited program to sit for board certification, and board certification is needed for practice. While both residency programs remain accredited, concerns about their future ability to meet accreditation standards have led the Accreditation Council for Graduate Medical Education to recommend reviews on a more frequent basis than the normal 5-year cycle. The following is a list of the reviews over the past three years.

² This money was from one-time funds dedicated to medical education which remained from the payback of medical students not returning to Wyoming from the contract program that UW once had with Creighton University.

Date	Reviewer	Recommendations
November 2, 2009	American Academy of Family Physicians, Residency Program Solutions Review - Cheyenne	<ul style="list-style-type: none"> • Outsourcing billing and collection functions • Address accounts receivable • Address staffing issues in the clinic business office • UW should maintain regular active engagement in the fiscal management of the practice • Investigate FQHC (Educational Health Center) model • Discuss GME funding possibilities with CRMC
January 27, 2010	WWAMI Internal Review - Casper	<ul style="list-style-type: none"> • Address leadership issues • Address major financial issues around the lack of financial flow from the CHCCW. "if there is no margin, there is no mission and there must be a wider margin for the program to grow, evolve and be sustainable going forward." • Improve both internal and external communications, including the community health center and their medical director • Improve teamwork including committees with the CHCCW • Residents need to see more CHCCW patients • Community Health Center tensions: "This is a major problem for the program. Either the program must tighten up its affiliation agreement/contract with the Community Health Center to get the financing and relationships straight between the two entities or contemplate a separation from the Community Health Center. ... Basically, the Community Health Center has to come to recognize the value of the residency, not only in the terms of seeing patients but also growing its workforce for not only the community of Casper but also the state of Wyoming." • Increase community physician teaching

February 24, 2010	WWAMI Internal Review - Cheyenne	<ul style="list-style-type: none"> • Program demonstrates solid compliance with ACGME accreditation guidelines • Access UW resources regarding curriculum development • Continue to improve internal communications • Improve intraining exam scores and Board Certification Exam results
March 23, 2010	ACGME Accreditation - Casper	<ul style="list-style-type: none"> • 16 citations including: high rate of resident attrition, Faculty/sufficient time devoted to program not ensured, goals and objectives not competency-based, lack of program evaluation by residents, lack of documentation of procedures, continuity of care not ensured, minimum number of total and continuity deliveries not ensured and poor performance on board scores. • Accreditation continued for 2 years (full accreditation is 6 years)
April 28, 2011	Community Link Consulting (CLC) – Casper	<ul style="list-style-type: none"> • CLC explored and delivered three primary options and two alternative options to develop an EHC • One option was not accepted by the CHCCW - “As outlined by UWFMRC, merging with CHCCW would require modification of CHCCW’s mission and bylaws and reconfiguration of Board of Directors to support the educational mission of the residency. Recent conversations between CHCCW’s Board of Directors and UWFMRC indicate that CHCCW is not open these modifications. In the agreement letter dated April 19, 2011, CHCCW stated that it will not transition its current operations into an EHC. As a result, both parties agreed to retain a consultant to assist a transition committee comprised of representatives of both organizations.” • CLC strongly recommends beginning the process to become an EHC as soon as possible to take advantage of the increased reimbursement rates. • CLC reviewed the proposed bylaws for an EHC and had no material changes. • CLC recommended they provide an FQHC Look Alike Application that includes an umbrella organization for the UWFMRC-Cheyenne, meet all HRSA guidelines, and develop the appropriate administrative relationship between the EHC and UW. • CLC explored the potential for qualifying for GME funding with the Wyoming Medical Center.
August 5, 2011	ACGME Accreditation - Casper	<ul style="list-style-type: none"> • Accreditation visit was accelerated due to concerns regarding last accreditation visit. • 10 citations • Accreditation continued for 2 years (full accreditation is 5years)

August 5, 2011	ACGME Accreditation - Cheyenne	<ul style="list-style-type: none"> • 11 citations • Accreditation continued for 3 years (full accreditation is 5 years)
December 5, 2011	American Academy of Family Physicians, Residency Program Solutions Review - Cheyenne	<ul style="list-style-type: none"> • Programmatic restructuring/realignment that may include development of a faculty practice plan and/or realign program structure in partnership with CRMC • Recruit a visionary and effective program director • Address billing and collections issues • Fill faculty and staff vacancies • Assess feasibility of joining the CRMC EPIC electronic health record • Address accreditation citations • Pursue Patient Centered Medical Home (PCMH) Certification
May 24, 2012	WWAMI – Internal Review - Casper	<ul style="list-style-type: none"> • Need for a permanent program director • Address funding model with Direct Graduate Medical Education funds or establishing an Educational Health Center • Doing well in addressing accreditation issues

To date, UW has been able to address the most critical of these recommendations. However, these reviews have revealed some common, persistent problems:

- The programs are underfunded when compared with other programs in the region.
- Faculty salaries are low.
- There are detailed accreditation issues at both programs (which UW is addressing).
- Finding stable, experienced leadership for the programs is a challenge at existing salary levels.
- There are educational quality issues connected with the problems listed above.
- There are business models that may increase clinic income, such as a Federally Qualified Health Center (FQHC) structure — in particular an Educational Health Center — or a faculty practice plan, as discussed in more detail below.
- While obtaining federal GME funding may be possible, it is unlikely to come from the hospitals, and current federal regulations exclude the UW residencies from this funding stream.

Substantial progress has been made by both residencies in addressing the accreditation and the educational quality issues. Leadership issues for medical education remain but are currently being addressed.

Options

A premise underlying all of the options examined here is that the FMRPs serve critical functions for Wyoming. They provide medical education to residents, offer medical care to low-income patients, and recruit and prepare primary care and family medicine physicians to practice in Wyoming. Based on this premise, we do not examine the option of eliminating the programs altogether.

The need for primary care physicians will become even more critical in the future. Nationally, the Affordable Care Act (ACA) will extend insurance coverage to many more people, which will escalate the physician shortage³. Wyoming is already facing a shortage of physicians due to retirement of an estimated half of the physicians in the state within 10 years of age 65. The Wyoming Department of Workforce Services estimates that the state will have an average annual opening of 56 positions for just the category of "Family & General Practitioners" for the 2010 to 2020 time period.⁴

Below are various options for bringing fiscal and administrative stability to the FMRPs. The report is then concluded with a recommendation for a course of action.

Option 1: Relocate the Oversight to Another Agency.

The residencies have the dual missions of education and direct patient care services, which makes providing oversight complex. The University of Wyoming has extensive expertise in the management of advanced educational ventures but does not have the same degree of expertise in the management of a highly complex medical care facility. However, the university has been doing this for over 30 years. There is no other state entity with UW's level of experience in managing a medical residency program.

We concluded from our discussions with the Wyoming Department of Health that it would not be an appropriate agency to provide oversight for the residencies and that the university remains the only appropriate state agency. Our discussions also made it clear that any state agency running the residency programs would ideally have a business officer devoted to the medical education budget. The University Medical Education (Agency 167) budget does not currently have this position.

Other than state agencies, the hospitals in Casper and Cheyenne could provide the expertise needed for managing the clinics and the services they provide, but for business-related reasons they have been reluctant to assume this fiscal responsibility in the past. Additionally, they would not have the expertise in graduate medical education to provide the educational services; hence, this function would most logically remain with the university. This type of arrangement could have the potential for conflict relating to inherent discrepancies in missions and governance, perhaps not with the current administrations but quite possibly in the future. Similar considerations arise in contracting with a for-profit entity to run the residency programs.

³ New York Times, July 28, 2012

⁴ Health Care Workforce Needs in Wyoming: Advancing the Study, Occasional Paper No. 6, Fall 2011, Research & Planning Wyoming DWS, Wyoming Workforce Services.

Option 2: Establish an Educational Health Center.

The Educational Health Center is a relatively new federal program through the US Department of Health and Human Services, Health Resources and Services Administration (HRSA), designed to support primary care education. The program provides access to financial benefits and grant opportunities available to Federally Qualified Health Centers (FQHC) as defined in federal statute.⁵ During the past 16 months, UW has explored the possibility of the FMRPs becoming Educational Health Centers (EHCs). The premise of these explorations has been that it might be possible to structure an EHC that would both meet federal FQHC guidelines and possess an acceptable system of governance. . UW's desire for appropriate control over the budget and personnel matters would have to be balanced with HRSA requirements for a governing board independent of the university's Board of Trustees. As discussed below, this balance is difficult to achieve and has significant implications.

EHC designation would increase clinic income and have other financial benefits but would not provide direct federal funding. It is estimated that the clinic income would increase by approximately \$1,000,000 at each residency, through the following mechanisms: (1) increased Medicare and Medicaid reimbursement, (2) access to grant funding, (3) National Health Service Corporation Loan Repayment for faculty physicians, (4) increased patient access, and (5) Federal Tort Claim Act malpractice coverage. Additionally, patients would receive access to less expensive medications through federal pharmacy pricing provisions. These benefits are considerable and extend beyond just a financial benefit for UW.

Still, as indicated above, there are tricky governance issues associated with this option. The federal law⁶ governing FQHCs in general, and EHCs in particular, mandates that these centers come under the authority of governing boards having prescribed structures. In UW's case, the constitutionally established governing board — the Board of Trustees — cannot fulfill this function. This constraint allows conflicts to arise between the clinical mission and the educational mission.

Understanding the UW/CHCCW relationship in Casper is critical to this discussion because of the parallels between that relationship and the EHC option. The CHCCW — a health center meeting the FQHC governance guidelines — was formed by UW to gain access to additional revenues that would help augment state appropriations. It was assumed that CHCCW would also be an educational partner. During this partnership, UW provided, in aggregate, \$10 million in direct grants and \$20 million in clinic income to the CHCCW, without significant financial benefit to the university. The CHCCW's bylaws, governance and mission statement were not developed to support graduate medical education; they were structured to support revenue generation through clinical operations. This context set the stage for repeated conflicts between UW and the CHCCW Board during most of the 10-year partnership. Because federal statute requires that health centers answer to governing boards different in nature from the university's constitutionally established governing board (the Board of Trustees), conflicts between the revenue-generating mission and the clinical education mission are virtually unavoidable and can be nearly intractable under this structure. The resulting separation in 2011 required UW's Casper program to re-assume clinic operations on its own. After one year and considerable expense on the university's part, the

⁵ Public Health Services Act of 1996 (PHSA, 42 U.S.C.).

⁶ PHSA, 42 U.S.C.254b, especially §330.

Casper FPR program is experiencing increasing patient volume, clinic income, and educational opportunities for the residents.

The point of the previous paragraph is that governance-related concerns are far from abstract. They can impose serious barriers to the educational mission, and they cost a lot to fix.

UW has undertaken great effort to mitigate the governance-related concerns, including the writing of draft bylaws and agreements. However, these drafts have not had legal review, nor have they received approval by HRSA. They have been modeled after the Richmond Clinic in Portland, Oregon, a functioning EHC family medicine residency. There will need to be other drafts to address remaining governance-related concerns or differing federal interpretations of the complex rules.

There are other hurdles that will need to be overcome. The residencies would need to be functioning as an EHC prior to any HRSA review. HRSA will critically look at overlap of services and the governance structure of each model. In Casper, the CHCCW will probably oppose the establishment of an EHC, which they would understandably regard as competition. However, the Wyoming Primary Care Association has stated they would support such an application.⁷ From UW's perspective, the key issue is whether it is possible to design a viable governance structure — one compatible with the educational mission as well as the clinical mission.

The UW and College of Health Sciences administration is currently contracting with Community Link consultants to evaluate the feasibility of establishing an EHC at both residencies. If this option is viable — an outcome that is still uncertain — it has the capacity to increase clinic revenues by increasing the rate of reimbursements from Medicare and Medicaid. Whether such increases would suffice to eliminate the programs' funding shortfall remains uncertain.

Option 3. Create a Teaching Health Center.

The Teaching Health Center (THC) is another relatively new FQHC-based program through HRSA, designed to provide federal funding for the expansion of family medicine residencies within community health centers. It does not provide increased funding for existing operations but would bring FQHC status to clinic operations. It is a demonstration project in the Affordable Care Act and is authorized only for five years.

UW's Dean of the College of Health Sciences and the Director of Medical Education have worked with consultants regarding the possibility of establishing a THC at the residencies. The efforts regarding establishing a THC at the Cheyenne residency have been supported operationally and financially by both the Cheyenne Regional Medical Center (CRMC) and Cheyenne Health and Wellness. The THC designation provides federal funding but only for additional new residents. Additionally the holder of the

⁷ Email, Patrick Monahan, MBA, MPA, Executive Director, Wyoming Primary Care Association.

FQHC authorization, Cheyenne Health and Wellness, would have to be the applicant for a THC designation. To be able to qualify CHW would have to be the fiscally responsible party for the residency. This would create the potential for a situation similar to the one UW experienced in Casper with the CHCCW; the university would have responsibility for resident education but may not have a stake in the clinic operations necessary to provide that education.

After much study, UW and the other agencies involved determined that this model would be unworkable for the residencies because of irresolvable fiscal responsibility, educational responsibility and governance issues.

Option 4: Seek Direct Graduate Medical Education (DGME) Funding Through Medicare.

As described above, GME funding is used by virtually all medical residency programs with the exception of those in Wyoming. There is the possibility that as healthcare provision and education evolve under the federal Affordable Care Act, the funding model for primary care will change allowing for direct funding of the Wyoming programs. UW has discussed this possibility with Representative Lummis and her staff, and she agreed to add her name as a cosponsor of a bill to change the distribution of GME funding to a model more favorable to the Wyoming residencies.

To receive DME funds under CMS's current regulations would require a program restructuring and realignment with respective hospitals. This would require the hospitals to become financially responsible for the residency programs. As adapted from a consultant's report, the roles of the university and the hospital may be similar to those detailed in the table below.

Differential Roles:

<u>University Role</u>	<u>Hospital Role</u>
<ul style="list-style-type: none">• Provides Resident Stipends+ EPB	<ul style="list-style-type: none">• Continues to support current resident recruitment, meals etc.
<ul style="list-style-type: none">• Leases use of FMC to Hospital	<ul style="list-style-type: none">• Leases FMC from university
<ul style="list-style-type: none">• Provides teaching and administrative cost of the residency	<ul style="list-style-type: none">• Provides FMC personnel and supply costs
<ul style="list-style-type: none">• University transfers clinic management to hospital	<ul style="list-style-type: none">• Practice is a part of the Hospital Community Practice Network
<ul style="list-style-type: none">• Maintains high level of program accreditation and high quality graduates	<ul style="list-style-type: none">• Receives clinic income
<ul style="list-style-type: none">• Equal representation on a Program Governing Board	<ul style="list-style-type: none">• Equal representation on a Program Governing Board

It is difficult to estimate how the flow of funds would change for each partner. However, with a representative governing board and opportunities for annual renegotiation, this model has potential benefits. Obviously, the hospital would have the greatest increase in financial contribution compared to the current situation. The hospital would be able to integrate the FMC into its practice group and would be able to help ensure the future stability and growth of the program.

One major disadvantage is that Wyoming Medical Center in Casper and, to a lesser extent, the Cheyenne Regional Medical Center in Cheyenne have in the past been reluctant, for business reasons, to assume any financial responsibility for the residency programs. The current financial situations of the hospitals and uncertainty created by the Affordable Care Act make a change in their interest in this model unlikely.

The other option to receiving GME funding would be to enlist the Wyoming's delegation support in seeking legislative authorization to allow these residencies to participate. There is currently discussion as to alternatives for federal funding of primary care residencies that do not rely on a hospital acting as the intermediate, so this may be a timely request. Additionally, some of the consultants have expressed the opinion that the Wyoming residencies obtaining GME funding is not as unobtainable as it was in the past.

Option 5: Establish a Faculty Group Practice

Currently, UW faculty physicians working at the residency programs bear no cost of the clinical practice and have no financial incentive to grow the practice. Establishing a group practice owned by the faculty — either under the auspices of the university or at arm's length as a Limited Liability Corporation (LLC) — could accomplish the following:

- The physician faculty members would become personally financially responsible for the clinic operations.
- Increased clinic revenues could possibly decrease the university's appropriation to the program over time.
- The new incentives would shift most of the responsibility for the success of the clinical practice to faculty and program administration.
- UW might acquire capacity to fund programmatic growth from increased income generated.

Under this model the faculty practice limited liability corporation (LLC) would receive all clinic collections. From that income they provide a percentage of their salaries and the salaries for clinic support. Because the faculty members and the clinic would still provide education, the university would still provide for the bulk of the faculty members' salaries, for some clinic support services and for all of the educational expenses, including the resident's salaries. This could then potentially leave a margin to fund new faculty and staff positions, improve billing and collecting even at an increased cost, and pay a clinical incentive to high quality and/or very productive clinicians.

A partnership or contract between UW and a faculty-driven LLC is very possible with the right leadership. The state would relinquish the clinic income and the LLC would assume a negotiated portion of the expenses. Net financial support by the state will probably not change initially, but the opportunity for financial growth and salary increases would rest with the LLC. A major challenge to this model will be malpractice coverage. Faculty members are currently covered under the state's malpractice umbrella. With a LLC this would not be the case, and as a result the model might end up being more expensive than the current one.

A faculty practice plan will not replace current funding. State funding will still be necessary to form the base funding for the educational costs of the programs. It would be necessary to use the additional clinic revenues to bring faculty members' salaries up to market levels. This may improve the university's ability to recruit and retain faculty, which will in turn improve the quality of the residents' educational experiences.

However, there are downsides to this model. It may take away valuable teaching time, as faculty members would have increased incentives to spend more time in patient care activities that generate income. It may take patients away from the residents at a time when resident patient visit numbers are an accreditation concern. The current patient mix, resulting from the residencies' mission to provide safety-net health care, is not conducive to this model. As a consequence, patients with more ability to pay would be recruited, and this dynamic would place state employees — UW faculty members — in direct competition with local healthcare providers.

Option 6: Downsize

Downsizing the residencies to meet the current money allocated in the budget is the least attractive alternative. The residencies are currently under-funded, resulting in compromised quality. The overall program expense for the Cheyenne program is approximately \$7.4 million/year, including employer paid benefits.⁸ The mean expense of comparable family medicine residency in size similar to the Cheyenne program (18 residents) in the WWAMI states is \$8.3 million per year.⁹ "Thus the program is not over-resourced and is less costly than other similar sized programs."¹⁰ A similar statement can be made for the Casper program (24 residents), where the cost of \$7.6 million/year is actually even less on a per resident basis. It would be difficult to take smaller classes of residents, because patient coverage has to be maintained continuously and there must be a sufficient number of residents and faculty for 24 hours a day, 7 days a week.

⁸ Because of accreditation issues, the Cheyenne program attempted to address inadequate funding in 2008 with a business plan and B11 request. When that business plan's income was not realized, UW cut the residency's budget with substantial savings. However, going back to pre-2008 funding would not provide sufficient financial support for the operation of the program.

⁹ Lesko S, Fitch W, Pauwels J, Ten-year trends in the financing of family medicine training programs. *Fam Med* 011;43(8):543-50

¹⁰ David AK. Confidential Residency Program Solutions Consultation Report on the University of Wyoming Family Medicine Residency Program, Cheyenne, Wyoming. December 2011.

Option 7: Consolidate the Two Programs

The only other option under downsizing would be to close one of the programs and shift most of the resources to the other residency. Consolidation does allow for continuation of a viable program at the current level of state funding, including the training of residents of which 35-40% will continue to practice in the state; the continued provision of health care to low-income patients, albeit at a lower level; and the ability to attract quality faculty and staff that would help address accreditation issues. This would not result in any cost savings but would allow the remaining residency to be funded at appropriate levels.

While this option appears feasible, it has disadvantages. It decreases the number of residents in training, which will decrease the number of family medicine physicians available to recruit and practice in the state. It will eliminate UW's safety-net health care for that community, potentially forcing those patients to seek medical care at the hospital's emergency room. Other community agencies are probably not available to fill the safety-net gap. That community hospital would have increased costs for indigent care, and state Medicaid costs would also rise because patients would be getting emergency care for more acute conditions rather than less expensive preventive care at the FMRP.

Consolidation would not be a quick solution: there would remain a contractual obligation to teach out the remaining two classes of residents. It would eliminate a much needed training site for some of UW's other health professional students. Additionally, it would have an impact on the physicians in the community and the quality of care. Many physicians chose a community to practice with a residency because of a desire to teach and, as mentioned above, the residents bring knowledge of current practice to the community.

Option 8: Increase State Funding

One option is increased state funding to stabilize the programs fiscally and administratively as well as continue providing the current level of primary health care in Casper and Cheyenne. Bringing the programs funding closer to the national level will help reach the goal of increasing the quality. The university and its FMRPs will continue to seek funds to offset expenses through increased clinic income and pursuit of federal funding through specific grant programs (see below). However, there is a limit to how much clinic income can be generated from serving low-income patients, and GME funding is highly unlikely without legislation at the federal level.

This option would entail the following amounts of additional state general fund support, starting in the FY15-16 biennium:

- continuing the funding of the Cheyenne residency at the current level by converting the \$2.3 million in one-time state general funds appropriated during the 2012 legislative session into ongoing funding,
- providing an additional \$800,000/year in state general funds (\$1.6 million biennially) to support the Casper residency clinic operations, and

- Providing an additional \$200,540/yr in state general funds (\$401,080 biennially) for salaries and employer paid benefits to ensure that salary for key employees are competitive (Appendix B). Offering competitive salaries will ensure that quality faculty will be retained and hired and that the current level of patient care will not be diminished.
- This totals an additional \$4.3 million/biennium in state general funds.

Of course, any increased state funding will be based upon weighing the value of the FMRPs against limited state revenues. As described above, the reality of the residency programs is that physician training is expensive, they are an important local source of care, they are a component of UW's medical education program, and they bring to Wyoming primary care and family health physicians that are in increasing demand. This option has the advantages of improving the quality of medical education, attracting more highly qualified student residents who in turn will make better physicians for the state and support for a Wyoming-based approach to resolving some of the health care issues facing the state.

Summary of Options:

<u>Option</u>	<u>Advantages</u>	<u>Disadvantages</u>
1. Relocate the Oversight to Another State Agency	<ul style="list-style-type: none"> • This option would use existing expertise in running a complex medical enterprise • Community hospitals have the expertise in providing oversight of medical clinics 	<ul style="list-style-type: none"> • That expertise does not exist at another state agency • The university is the agency best suited to provide oversight of the educational operations • Community hospitals have been reluctant to join this endeavor in the past and there is potential for conflict of mission • This option would not increase outside funding
2. Establish an Educational Health Center	<ul style="list-style-type: none"> • This option could allow for increased clinic revenue through federal FQHC status • There are several other benefits (e.g. 340B "sliding-scale" pharmacy pricing, physician loan repayment, etc.) 	<ul style="list-style-type: none"> • Establishing an EHC will take time (2 years) • HRSA guidelines for a separate governing board are difficult to meet • There is high potential for governance issues with a governing board separate from UW's Board of Trustees • Increased federal reimbursement rates would increase clinic income but would not replace state funding
3. Establish a Teaching Health Center	<ul style="list-style-type: none"> • Doing so would allow for new federal funding but only to support additional new residents and only for a maximum of 5 years 	<ul style="list-style-type: none"> • There are irresolvable issues of fiscal responsibility, educational responsibility and governance. • The THC program provides for a demonstration grant, funded by HRSA only for 5 years

<p>4. Seek Direct Graduate Medical Education (DGME) funding through Medicare</p>	<ul style="list-style-type: none"> • If successful, this measure would bring federal GME funding used by virtually all other US residencies 	<ul style="list-style-type: none"> • Wyoming residencies have been rejected for funding in the past • This option requires either new federal legislation or different CMS interpretation of current rules • The option would require a program restructuring or realignment with respective hospitals • Would require direct financial participation by the affiliated hospitals • Hospitals have been reluctant to establish this relationship in the past
<p>5. Establish a Faculty Practice Plan</p>	<ul style="list-style-type: none"> • This option would increase incentives for faculty physicians to generate additional clinic income. • Any increased revenues could address low faculty salaries and help with recruiting 	<ul style="list-style-type: none"> • The option would not increase outside funding or current state support • There would be some reduction in the state's fiscal oversight • Faculty would lose state malpractice insurance, probably resulting in increased malpractice costs • The current safety-net patient mix would generate limited additional revenues — perhaps enough to augment faculty physician salaries but probably not enough to offset state fiscal support • A practice plan would place the faculty in direct competition with local providers for paying patients • Faculty physicians would have incentives to reduce their teaching time
<p>6. Downsize</p>	<ul style="list-style-type: none"> • This option could make the spending match the budget, by reducing the payrolls and the number of residents trained in each of the existing programs 	<ul style="list-style-type: none"> • The option would not substantially reduce current state support • It would decrease the pool of future family medicine physicians trained in Wyoming. • The option would not increase federal funding • The option would be difficult to implement quickly • The option may have negative accreditation consequences if the reductions result in narrower clinical experiences for residents

7. Consolidate the Two Programs	<ul style="list-style-type: none"> • The option would provide sufficient funds for one high quality residency program, by focusing all existing resources in either Casper or Cheyenne 	<ul style="list-style-type: none"> • The option would decrease the pool of family medicine physicians trained in Wyoming • it would not increase federal funding • Consolidation would eliminate a safety net provider in one major Wyoming city • The option is not a quick solution; it would take at least 2 years to teach out current residents. • Would have a negative financial impact on the hospital without a residency • May increase Medicaid costs • Would eliminate an important training site for other healthcare students
8. Fund Residencies Adequately Through State Funding	<ul style="list-style-type: none"> • The option would provide sufficient funds for two high-quality residency programs • The option avoids constraints associated with federal funding 	<ul style="list-style-type: none"> • The option increases permanent commitment from state budget • The option does not, by itself, increase non-state sources of funding

Summary

There is no simple fix to the financial issues of the residency programs. Essentially almost all residency programs receive funding through federal Graduate Medical Education allocations, but this was not taken at either of Wyoming's program's inception and is now not available under current Center for Medicare Services (CMS) opinion. Federal legislative action could change this. This is currently the only avenue for direct federal support.

The other options described above have been carefully investigated by members of the university administration and, in some cases, by the supporting hospitals. The university has investigated the concept of an Educational Health Center and has utilized a consultant in these discussions. While this option does not replace state funding, it is a viable option in increasing clinic income and other patient care benefits. Becoming a HRSA certified EHC would take time. The residencies could move in this direction while the state tries to obtain GME funding.

Consolidation may appear to be an attractive option, especially if sufficient funding is not secured for the long-term stability of both programs. The question may arise: would consolidation be preferable to the *status quo* or to completely closing both programs? Yes. However, there are three major disadvantages: fewer family medicine physicians will be trained in Wyoming decreasing the probability that they will establish a practice here, providing of safety net care in one community will be lost, and the opportunity for training of other health professionals in Wyoming will be greatly reduced.

Recommendation

University of Wyoming's leaders recognize that decisions about the Family Medicine Residency Centers involve state policy dimensions that transcend UW's educational mission. With that understanding, we offer the following recommendations, based on the institution's interest in offering high-quality education, maintaining a solid fiscal footing, and meeting the state's expectations for safety-net medical care. The recommendations take account of three observations: (1) few of the options listed above can, by themselves, resolve the fiscal issues; (2) the options are not mutually exclusive; and (3) the feasibility of several options will be uncertain until we have more information about the national policy setting and local healthcare markets. Therefore it makes sense to pursue a multipronged strategy involving several options, some of which involve uncertainties.

This recommended strategy includes the following four elements:

Element 1. UW will continue operating the residencies with the current levels of state funding through FY 2014.

- This element will require that UW continue to collect and expend all clinic revenues at the Casper residency and to fund the clinic operations formerly managed by CHCCW.
- UW will continue to pursue improvements in its business practices in the Cheyenne residency, including more effective billing.

Element 2. UW will seek changes in the federal regulations governing GME (Option 4).

- Changes to make the UW residency programs eligible for Direct GME funding would allow for a mix of program funding comparable to that available in virtually all other family medicine residency programs nationwide.
- This element will require work with Wyoming's Congressional delegation. UW will coordinate with the Governor's office in implementing this task.

Element 3. UW will investigate the feasibility of establishing an Educational Health Center umbrella for both residency programs that is acceptable to the UW Board of Trustees (Option 2). A critical consideration in the feasibility study will be whether it is possible, under the Public Health Services Act cited above, to design a governance structure that will avoid conflicts between the clinical mission and the educational mission.

- Establishing an EHC may not be a panacea to all of the funding issues, but it may help address the need for additional funding, primarily by increasing Medicare reimbursement rates.
- UW has already contracted with Community Link Consulting to explore this option.
- UW plans to bring closure to this question by the end of FY 2013.

Element 4. UW will charge its faculty physicians and the appropriate medical education administrators to explore the logistics and fiscal viability of a faculty practice plan (Option 5).

- The purpose of this element is to investigate a possible vehicle for improving faculty salaries through appropriately managed mechanisms other than increased General Fund appropriations.
- The business constraints associated with UW's patient mix and the possible effects of such a plan on faculty incentives may make this option unrealistic.
- The deadline for this study will be the end of FY 2013.

Finally, we recommend that this report be used as a foundation for a Governor-convened summit of the major stakeholders, to discuss future legislative options. Among the stakeholders are:

- The University of Wyoming
- The Governor's office
- The Wyoming Medical Society
- A representative from the WWAMI medical program
- A representative of the Department of Health
- A representative of the Cheyenne Regional Medical Center
- A representative of the Wyoming Medical Center
- Representatives of the legislative delegations from Casper and Cheyenne.

The outcome that we seek from this summit is a multi-agency agreement regarding upcoming legislative measures, if any, needed to address the residencies' funding picture.

The university suggests that the summit and resulting recommendations could be completed in time for the Governor and legislators to consider them in developing the FY15-16 biennial budget.

It is often said that Wyoming should seek Wyoming solutions to providing healthcare. The two University of Wyoming Family Medicine Residency Programs have been a Wyoming solution for educating primary care physicians and for providing safety net medical care for over 30 years. Through their dual missions of providing healthcare and education they have served the state well. They are the safety-net provider for the populations of Wyoming's two largest cities and are often the only resource available to self-paying patients and those insured by Medicare or Medicaid. They educate medical school graduates to provide care in the rural and frontier environment of Wyoming and many of the graduates are located in the communities around the state. Additionally, they offer a strong interprofessional, team-oriented practice opportunity for educating many other UW health professional students. Since they are the only sites in Wyoming that offer all of these benefits, the University of Wyoming remains committed to their future success and to the pursuit of constructive avenues to achieve it.

Timeline of UW Family Medicine Residency Centers (FMRC — formerly FPRC)

Date	Action
1976	<ul style="list-style-type: none"> -Legislative appropriation for establishing a Family Practice Residency Program as a component of a medical school; authorization and funding remained in Governor's Office until 1980 -Casper FPRC began training family physicians for practices in rural Wyoming -State general fund dollars covered all costs; clinical income revenue generated not used to support program -From inception, Casper program designed to support 24 resident physicians (8 in each three year class)
1977-79	<ul style="list-style-type: none"> -State appropriation from general fund for construction of FPRC facilities in Casper and Cheyenne which opened in 1977 and 1979 respectively, with first graduates in 1979 and 1982, respectively. -State did not fund the medical school.
1978	<ul style="list-style-type: none"> -Cheyenne FPRC opened; supported 18 resident physicians (6 in each three year class)
1980	<ul style="list-style-type: none"> -UW assumed administrative responsibility for both Casper and Cheyenne FPRCs -FPRCs' funding also transferred to UW -State general fund dollars covered all costs; clinical income revenue generated not used to support program
1980s	<ul style="list-style-type: none"> -Attempts made by a minority group of legislators and some local physicians to reduce the size of the FPRCs. Multiple attempts throughout the 1980's were made by UW, some legislators and private entities to eliminate/reduce the size of the programs including suggested elimination of Cheyenne site -Board of Trustees maintained support for both FPRCs and efforts to close Cheyenne center did not succeed -FPRC funding folded into a UW block grant through the College of Human Medicine and subsequently the College of Health Sciences
1984-86	<ul style="list-style-type: none"> -Legislature, Board of Trustees, and independent studies called upon UW to consider phasing out the FPRCs based on state financial pressures and concerns about effectiveness in recruiting physicians to practice in rural areas of state
1991	<ul style="list-style-type: none"> -Both FPRCs established a "practice plan," allowing faculty to generate additional clinic revenues to augment their salaries
1993	<ul style="list-style-type: none"> -ACGME (medical education accrediting body) granted 'continuing full accreditation' to Cheyenne FPRC; raised questions about UW's sponsorship of the programs in graduate medical education, including financial support
1997	<ul style="list-style-type: none"> -FPRCs not generating enough in clinical revenues to meet budgeted expenses for operations -Undergraduate medical education contracts were changed from Creighton University to the University of Washington WWAMI program and the residencies became affiliated with a medical school for the first time.
1998	<ul style="list-style-type: none"> -With help from Legislature, UW increased investment in FPRCs by millions of dollars

2000	<p>-Casper center entered into affiliation agreement with the Community Health Center of Central Wyoming (subject to yearly renewal): CHCCW assumed daily medical clinic and facilities operations; UW continued to provide graduate medical education.</p> <p>-By assuming all costs of the residency program, CHCCW was able to receive reimbursements for the direct costs of graduate medical education under the rules governing Medicare (later rescinded and the CHCCW began charging the University for medical education even while receiving all clinical income generated by faculty and residents)</p>
2001	<p>-ACGME accreditation review team proposed 'probation' for Casper FPRC; cited 15 areas of non compliance</p> <p>-Residency Assistance Program (RAP) review was conducted in response and provided to ACGME; apparently resulted in favorable accreditation status for Casper from the ACGME</p> <p>-RAP review (September) identified strengths and concerns; concerns included data reporting, faculty development, some missing curricular elements, numbers of faculty, external reviews, relationship with Wyoming Medical Center, residents' health insurance coverage, and some other issues</p>
2002	<p>-Consultant review of FPRCs: identified problems with administrative oversight and faculty, marginal-to-failing accreditation, poor utilization of available resources, and poorly identified financial resources (<i>Note: Maybe this refers to the RAP review conducted in late 2001, but I can't match this information specifically with that report and can't find another.</i>)</p> <p>-Explored option of transitioning Casper FPRC into a "community-based, university-affiliated program" and strengthening the FPRC in dual role of resident education and primary health care for Casper area (<i>Likewise I can't find information that documents this discussion.</i>)</p>
2003	<p>-Resignation of Cheyenne director, both Centers at 50 percent physician staff levels, 'scrambling' to fill programs, residents excluded from free health coverage, block grant insufficient to maintain programs</p>
2004	<p>-UW requested and Governor approved \$2.067M in general fund appropriations for the 2005-2006 biennium to allow UW to continue at the current contract rate with the CHCCW.</p> <p>-ACGME granted continued full accreditation to Casper FPRC for five years; expressed some concerns, esp. resident attrition rate. Next site visit in September 2009.</p>
2004-2005	<p>-Rules for Medicare reimbursement changed, resulting in loss of reimbursement for direct costs of medical education by the CHCCW.</p> <p>-April 2005 the University accepted the full costs of the residency program and its educational mission, including costs of support services. CHCCW agreed to continue as a clinical services partner.</p> <p>-President requested a \$780K FY2006 budget authority increase for the Casper Center; to pay CHCCW for support of clinical activities to cover costs of uncompensated care.</p>

- 2005** -Board of Trustees reviewed proposal to extract medical education funding from UW's block grant and to create a new agency (#167) encompassing budgets for WWAMI and the two FPRC's.
-Proposal would create operating budgets for the Cheyenne and Casper centers sufficient to cover costs of physician and other employee staffing (in accordance with ACGME minimum requirements for accreditation) and to adequately fund support services.

2006	Submission of 2007-2008 Biennium Budget request. Request cemented proposal for UW-Medical Education agency (#167) -Documented significant increases in patient visits and clinic revenues; projected continued increases -For Casper, UW requested and Governor recommended \$9,370,732 in general fund appropriations for the biennium, 35 full-time and 9 part-time positions -For Cheyenne, UW requested and Governor recommended \$7,381,291 in general fund appropriations for the biennium, \$2M in other funds, 46 full-time, and 7 part-time positions
2008	-UW requested Cheyenne FPRC biennium budget authorization be increased by \$4.79M to support salary and benefits for 20 additional full-time and 6 additional part-time positions -Request made under state's B-11 process under which the Governor may approve increased expenditures where additional revenues are anticipated.
2009	-Contract between UW and CHCCW rearticulated to provide for shared governance of Casper center and fiscal transparency -Competitive salary structures in place, physician retention issues addressed; Casper center has successfully matched its full complement of 8 residents per year without having to 'scramble' to fill slots.
2009	-Cheyenne FPRC received continued accreditation for 3 years by ACGE; but 16 citations -Cheyenne FPRC clinic revenue increased 50% over previous year, but fell short of projections in B-11 request -Not all authorized positions filled, so while clinic revenues were less than the estimates in the B-11, so were the expenditures -Financial shortfall was manageable 'in house' for FY 2009, but substantially less likely moving forward -All position vacancies and searches at Cheyenne FPRC frozen if offer(s) not already extended
2009	-Board of Trustees approved and UW submitted FY 2011-2012 budget request asking for additional state section 1 money to accommodate Cheyenne FPRC over-expansion to continue operation at same level (\$3.2 million in General Fund for FY 2011-2012 biennium) -Budget request includes an explicit agreement that UW will pay down any of the state funds appropriated from the 2011-2012 request if clinic revenues allow -Request also included an additional faculty line for the Casper center to provide an accreditation buffer against loss of faculty

2010

-UW officials meet with Noridian, Inc., a Medicare-Medicaid intermediary, to discuss past and future Medicare billing practices at the Cheyenne center. At issue is the correct procedure for documenting UW's requests for federal Medicare reimbursement, since the Family Medicine Residency Center does not fit any model for which federal guidelines exist. In January 2011, Noridian relays a determination on the correct billing documentation and relieves UW of any obligations for billing done prior to the university's adoption of the new documentation procedures.

2011

-CHCCW announces plans to develop a new facility on the east edge of Casper, to operate independently of UW's residency program. UW notifies CHCCW of its desire to review the affiliation agreement between the two organizations in light of CHCCW's plans.

-UW and CHCCW agree to dissolve their affiliation agreement, effective July 1, 2011. UW estimates that the transition to independent clinic operations will require \$1.22 million in one-time new equipment purchases and \$3.09 million/year in staffing (32 positions) and support, to offset the loss of staffing and support provided by CHCCW. UW administration allocates \$2.31 million in one-time, non-appropriated funds to cover the equipment costs and a portion of the staffing and support costs that estimated clinic revenues for FY 2012 will not cover. UW also requests and receives permission from the state to collect and spend clinic revenues formerly collected and spent by CHCCW, up to \$2 million/year.

- ACGME notifies the Cheyenne FMRC that it has granted continued accreditation for 3 years. The accreditation report cites 11 areas in which the program is not in substantial compliance with accreditation standards. ACGME notifies the Casper FMRC that has granted continued accreditation for 2 years and cites 10 areas in which the program is not in substantial compliance.

AGENDA ITEM TITLE: Mid-Year Development Update, Blalock

CHECK THE APPROPRIATE BOX(ES):

- ☒ Work Session
- ☐ Education Session
- ☐ Information Item
- ☒ Other

Vice President for Institutional Advancement Ben Blalock will provide an update to the Board of Trustees. Materials may be distributed at the meeting.

AGENDA ITEM TITLE: **Enrollment Update**, Axelson

CHECK THE APPROPRIATE BOX(ES):

- ☒ Work Session
- ☐ Education Session
- ☐ Information Item
- ☐ Other

BACKGROUND AND POLICY CONTEXT OF ISSUE:

At the beginning of each regular semester, information is shared on preliminary estimates for that semester's enrollment. Official counts for the 2013 spring semester will be taken on February 4 (the 15th class day of the semester). A preliminary report will be included in each Trustee's packet for the meeting. End of 2012 fall semester enrollment will be shared as well. A full report will be presented at the March Board of Trustees meeting.

WHY THIS ITEM IS BEFORE THE BOARD:

This information is presented for the general information of the Trustees.

ACTION REQUIRED AT THIS BOARD MEETING:

None

AGENDA ITEM TITLE:

Engineering Building Addition and Renovation and Energy Engineering Research Facility (EERF) – Architectural Engineering Services, Collins

CHECK THE APPROPRIATE BOX(ES):

- ☒ Work Session
☐ Education Session
☐ Information Item
☒ Other Specify: BUSINESS MEETING (Consent Agenda)

BACKGROUND AND POLICY CONTEXT OF ISSUE:

The College of Engineering and Applied Science (CEAS) has completed the Level I of a comprehensive capital facilities development plan termed the Engineering Complex Project. The plan has two objectives:

- Upgrade and expand the college's facilities to match competitive standards for university-based education and research while accommodating foreseeable growth in enrollment and research opportunities.
- Achieve the university's vision for its strategic energy programs.

The Engineering Complex Project forms a key strategic investment enabling the college, working with other university units, to substantially strengthen Wyoming's ability to develop its resources, promote technological innovation, and educate the professionals critical to the state's economic development.

The close relationship between engineering and energy compels the planning process to jointly consider space requirements. A planning team assisted the university's Facilities Planning Office to evaluate the space needs for meeting the two objectives and consists of two component building projects.

- Engineering Building Renovation and Expansion
- Energy Engineering Research Facility (EERF)

The college is the principal university unit for the Engineering Building Renovation and Expansion project, and is partnering with the School of Energy Resources, and Department of Geology and Geophysics for the Energy Engineering Research Facility project.

The Engineering Building Renovation and Expansion will substantially enhance the learning and career paths of approximately 2,000 undergraduate and 500 graduate students (the college's design annual enrollment—about 18,000 students over a 25-year period). It will strengthen the academic programs supporting the university's strategic initiatives; e.g., energy, computational sciences, water, environment, and health sciences. The space will be configured to promote faculty-student mentoring, foster collaborative and cross-disciplinary education and research, provide spaces for students to interact and work in teams, as well as generally create a sense of

excitement and innovation about the college's programs of engineering, computational sciences, and atmospheric science.

Further, this project will better position the college to compete for talented undergraduate and graduate students, faculty, and staff.

This project entails:

- New academic spaces encompassing an estimated total floor area of 167,862 gross ft² (GSF). The space will house classrooms, offices, study areas, teaching and research laboratories, including a central atrium space as a hub for the college's programs.
- Existing space to be renovated or upgraded is approximately 300,000 GSF.
- Building sites preferred include the college's rundown core (termed the "Sawtooth," with a footprint of about 37,000 GSF) and land in the immediate area of Lewis Street, which flanks the present Engineering Building.

The Energy Engineering Research Facility enhances the university's research capacity in strategic energy areas. It provides the necessary space and infrastructure to house and support large-scale testing related to energy development, conversion, and conservation. Additionally, the design enables collaborative, multi-disciplinary research and advanced education initiatives. Space will be designed flexibly, with initial use configured for projects associated with the major themes of unconventional reservoirs, adding value to Wyoming energy and mineral resources, and enhancing technical aspects of wind and solar energy development.

This project entails:

- A laboratory building having an estimated total floor area of about 81,000 GSF with large-scale, flexibly configured research laboratories, offices and meeting areas.
- Building sites considered include both campus and off-campus locations.

An initial timeline of the principal steps associated with the Engineering Complex considered several procedural and funding considerations that determine the eventual schedule. The Energy Engineering Research Facility, by virtue of funding considerations and involving a simpler structure, may be completed before the Engineering Building Expansion. This scheduling arrangement might assist completion of the expansion that requires temporary space for displaced laboratories and workshops; they could be housed in the Energy Engineering Research Facility until a new space is developed. The Level II for the Energy Engineering Research Facility could be completed by the fall of 2013 with a potential construction start in the fall of 2014 and completion by the spring of 2016. Concurrently, the Engineering Renovation and expansion Level II could be completed by the spring of 2014 with a construction start in the spring of 2015 and completion by the spring of 2017.

The Level II planning involves preparation of a schematic design, cost estimates and site investigations for buildings. Retaining an architect-engineering consultant experienced in the design of academic and research buildings including laboratories is required. Level III planning entails preparation of construction documents and construction.

The 2012 Wyoming Legislature appropriated \$1.15M to UW to conduct a Level II planning study for the Engineering Building Addition and Renovation. The School of Energy Resources has committed up to \$400,000 for the Level II planning study for the EERF. A planning team comprised of members from the Engineering College and University completed a Level I study for both facilities in July 2012. The project is ready to proceed to the Level II stage.

The professional architect/engineering services were publicly advertised in July with qualification responses received on July 31, 2012. Ten statements-of-qualification were received from firms from coast to coast. Three respondents were interviewed on August 24, 2012. The recommended ranking of the firms by the planning team and the Facilities Planning office is as follows:

1. Malone Belton Abel, P.C., Laramie, Wyoming and GSG Architecture, P.C., Casper, Wyoming in association with Zimmer Gunsul Frasca Architects, LLP of Seattle, WA.
2. TSP, Inc., Sheridan, Wyoming in association with Smith Group JJR of Phoenix, AZ.
3. CO Architects, Los Angeles, California in association with Hein|Bond of Casper, Wyoming.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

July 2011 – Board of Trustees approved the FY 2013-2014 Capital Construction Request for University of Wyoming, which included planning funds for the Engineering Building Addition and Renovation.

May 2012 – Board of Trustees were briefed on the Engineering Complex - Engineering Building Addition and Renovation and the Energy Engineering Research Facility.

WHY THIS ITEM IS BEFORE THE BOARD:

Authorization is required from the Board of Trustees to contract the architect/engineering services for the Engineering Complex composed of the Engineering Building Addition and Renovation and the EERF.

ARGUMENTS IN SUPPORT:

- The 2012 Wyoming Legislature appropriated \$1.15M for the Level II study
- The 2012 Legislature appropriated \$30M requiring a match of \$15M to begin the funding of an expected \$100M plus total project for the Engineering Building Addition and Renovation.
- The 2012 Legislature appropriated \$15M requiring a match of \$15M to fund the construction of the EERF.
- The Level I study is completed.
- A 2014 supplement budget request of \$60M has been forwarded to the Legislature.

ARGUMENTS AGAINST:

None

ACTION REQUIRED AT THIS BOARD MEETING:

Authorization to contract with the first-ranked firms, Malone Belton Abel, P.C. and GSG Architecture, P.C. If favorable negotiations cannot be completed with the first-ranked firm, negotiation will be opened with the second-ranked firm and third-ranked firm until achieving a favorable contractual agreement.

PRESIDENT'S RECOMMENDATION:

It is recommended that the Board of Trustees of the University of Wyoming authorize the contracting with the recommended first-ranked architect/engineering firms, Malone Belton Abel, P.C., Laramie, Wyoming and GSG Architecture, P.C., Casper, Wyoming.

AGENDA ITEM TITLE:

Indoor Golf Practice Facility – Architectural Engineering Services, Collins

CHECK THE APPROPRIATE BOX(ES):

- ☒ Work Session
☐ Education Session
☐ Information Item
☒ Other Specify: BUSINESS MEETING (Consent Agenda)

BACKGROUND AND POLICY CONTEXT OF ISSUE:

The goal of this project is to create an indoor golf practice facility at Jacoby Golf Course that will become an essential practice and training tool for the intercollegiate golf team members as well as a revenue-generating facility to augment the golf course's operations. An indoor facility will extend the driving range use by 60-90 days each year. Indoor hitting bays and a golf simulator will permit year-round use.

The new facility will be centered on a large multi-purpose practice space that includes 4-5 hitting bays that can function as either indoor netted bays or driving range tees. Adjacent to the hitting bays will be an indoor synthetic chipping green surface. A single-bay golf simulator will complete the practice/analysis components of the facility. Support facilities will include a team room with seating, TV's, a computer station, a small counter for food service, restrooms for both genders, offices for the head coach and one assistant coach, a small bag storage room, and, if possible, a club repair station.

The previous architect (Hein | Bond Architects of Casper, WY) was not able to perform to the satisfaction of the university. This change has caused the project to be delayed. Efforts will be made to expedite the project to maintain the desired September 2013 completion date.

The total projected cost for the 3,450 SF facility is \$1,200,000. The project is funded through private donations.

The professional architect/engineering services were publicly re-advertised in November with qualification responses received by December 4, 2012. Five statements-of-qualification were received from firms from Wyoming and around the country. Three respondents were scheduled for interview on January 4, 2013. The recommended ranking of the firms by the Indoor Golf Practice Facility planning team and the Facilities Planning office is as follows:

1. TDSi, Cheyenne, Wyoming in association with Ratio Architects of Indianapolis, IN.
2. Vaught Frye Larson Architects, Cheyenne, Wyoming.
3. By Architectural Means, P.C., Cheyenne, Wyoming in association with Sink Combs Dethlefs of Denver, CO.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

July 2012 – The Board of Trustees approved the site for the Indoor Golf Practice Facility on the Jacoby Golf Course. The Board also discussed the appointment of Hein-Bond for architectural and engineering services, although the appointment did not appear on the July consent agenda.

WHY THIS ITEM IS BEFORE THE BOARD:

Authorization is required from the Board of Trustees to contract the architect/engineering services for the Indoor Golf Practice Facility.

ARGUMENTS IN SUPPORT:

None

ARGUMENTS AGAINST:

None

ACTION REQUIRED AT THIS BOARD MEETING:

Authorization to contract with the first-ranked firm, TDSi. If favorable negotiations cannot be completed with the first-ranked firm, negotiations will be opened with the second- ranked firm and third-ranked firm until a contractual agreement can be successfully completed.

PRESIDENT'S RECOMMENDATION:

It is recommended that the Board of Trustees of the University of Wyoming authorize the contracting with the recommended first-ranked architect/engineering firm, TDSi of Cheyenne, Wyoming.

AGENDA ITEM TITLE:

Biological Sciences Building Renovation – Guaranteed Maximum Price, Collins

CHECK THE APPROPRIATE BOX(ES):

- ☒ Work Session
☐ Education Session
☐ Information Item
☒ Other Specify: BUSINESS MEETING (Consent Agenda)

BACKGROUND AND POLICY CONTEXT OF ISSUE:

The Biological Sciences building occupied in 1969 has classrooms, class laboratories, offices and research laboratories that have remained since the original construction. The facilities requirements and building codes under which the building was constructed do not meet today's safety requirements and regulations, especially in the laboratories. The original unit ventilators in the class laboratories are too noisy by today's standards to conduct classes, requiring the ventilators to be shut down for class sessions increasing the safety concerns in the labs.

The Biological Sciences building upgrades were originally planned as part of the recent American Recovery and Reinvestment Act (ARRA) stimulus funded projects. Due to the time for the completion of the stimulus projects and the higher than expected costs of the renovations, the improvements were delayed until other funding could be identified.

The primary modifications within the 160,000 square feet will include installing two roof top HVAC units and six exhaust fans to replace unit ventilators serving laboratories, classrooms, corridors, and the animal care facilities. The work will also consolidate chemical fume hood exhaust systems and upgrade the building's mechanical control system. Replacing the ventilation system serving the office areas and replacing fume hoods will be priced as alternates to maximize use of the construction budget.

The project will be funded with FY 2013-14 major maintenance funds supplemented with available Federal Mineral Royalty funds.

Independent Heating and Sheet Metal has been working with Dale Buckingham Architects and the Biological Sciences Building Modifications planning team as well as members of the Facilities Planning Office and Physical Plant to complete the Guaranteed Maximum Price (GMP) to be considered by the Board of Trustees at the January Meeting. The GMP proposed by Independent Heating and Sheet Metal will be provided at the January 2013 Board of Trustees meeting. The project is ready to proceed to the construction phase. The budget for construction of the Mechanical Modifications to the Biological Sciences Building is \$7.5 million.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

September 2012 – Board of Trustee approval of the Architect/Engineering firm.

November 2012 – Board of Trustee approval of the Construction Manager-at-Risk firm.

WHY THIS ITEM IS BEFORE THE BOARD:

Authorization is required from the Board of Trustees to begin the construction process by bidding all subcontracts and materials supplies while the construction documents are being completed for the construction start in March 2013.

ARGUMENTS IN SUPPORT:

- The funding is available.
- The project is ready for the completion of design and to start the construction to improve building safety as well as the quality of the environment for research and classroom activities.

ARGUMENTS AGAINST:

None

ACTION REQUIRED AT THIS MEETING:

Authorization to contract the construction with the Construction Manager-at-Risk, Independent Heating and Sheet Metal of Laramie, Wyoming, for the Biological Science Building Modifications project.

PRESIDENT'S RECOMMENDATION:

It is recommended that the Board of Trustees of the University of Wyoming approve the GMP to authorize contracting for the construction with the Construction Manager-at-Risk, Independent Heating and Sheet Metal, for the Biological Sciences Building Modifications.

AGENDA ITEM TITLE:

Half Acre Renovation and Addition – Guaranteed Maximum Price, Collins

CHECK THE APPROPRIATE BOX(ES):

- ☒ Work Session
☐ Education Session
☐ Information Item
☒ Other Specify: BUSINESS MEETING (Consent Agenda)

BACKGROUND AND POLICY CONTEXT OF ISSUE:

The current Half Acre Gymnasium facility of approximately 99,300 gross square feet needs a significant level of updating. The addition of another 34,870 gross square feet of recreation/wellness space will enable this facility to meet the next level of program evolution.

The project costs (estimated at \$27M) was supported by ASUW with a fee commitment to fund half of the project. The 2012 Wyoming Legislature appropriated \$15M to continue the project and approved bonding for the remainder of the project, to be supported by student fees.

Groathouse Construction has been working with Tobin & Associates and the Half Acre Gym Addition and Renovation planning team as well as members of the Facilities Planning Office and Physical Plant to complete the Guaranteed Maximum Price (GMP) to be considered by the Board of Trustees at the January 2013 Meeting. The GMP proposed by Groathouse Construction is \$19,800,000. The project is ready to proceed to the construction phase. The budget for construction of the Half Acre Gym Addition and Renovation is \$19,800,000.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

- November 2009 – Board of Trustees approved the architect/engineering firm of Tobin & Associates of Cheyenne, Wyoming in association with Ohlson Lavoie Collaborative, Denver, CO.
- September 2012 – Board of Trustee approved the Construction Manager-at-Risk firm, Groathouse Construction of Laramie, Wyoming.

WHY THIS ITEM IS BEFORE THE BOARD:

Authorization is required from the Board of Trustees to begin the construction process by bidding all subcontracts and materials supplies while the construction documents are being completed for the anticipated construction start in March 2013.

ARGUMENTS IN SUPPORT:

- The 2012 Wyoming Legislature appropriated \$15M for the Level III construction documents and construction.
- The 2012 Legislature approved a bond issue for the remainder of the funding for the project.

- The 2012 bond issue has provided the remaining funds for the project.
- UW students have indicated their strong support for this project by virtue of an increase in student fees.

ARGUMENTS AGAINST:

None

ACTION REQUIRED AT THIS BOARD MEETING:

Authorization to contract the construction with the Construction Manager-at-Risk, Groathouse Construction of Laramie, Wyoming, for the Half Acre Gym Addition and Renovation project at \$19,800,000.

PRESIDENT'S RECOMMENDATION:

It is recommended that the Board of Trustees of the University of Wyoming approve the GMP of \$19,800,000 and authorize the contracting for the construction with the Construction Manager-at-Risk, Groathouse Construction, for the Half Acre Gym Addition and Renovation project.

AGENDA ITEM TITLE:

Energy Engineering Research Facility (EERF) – Site Selection, Collins

CHECK THE APPROPRIATE BOX(ES):

- ☒ Work Session
☐ Education Session
☐ Information Item
☒ Other Specify: BUSINESS MEETING (Consent Agenda)

BACKGROUND AND POLICY CONTEXT OF ISSUE:

The University of Wyoming has received partial funding from the 2012 Wyoming Legislature for the Engineering Complex consisting of two projects: Engineering Building Addition and Renovations and the Energy Engineering Research Facility (EERF).

The Level I document is complete, identifying the scope of the projects and the anticipated project budgets to begin the design for these significant projects. The project sites are one of the main drivers for the project design, connecting the project scope to the available sites. The existing engineering buildings have a presence on Prexy's Pasture and are within the science quadrant (northwest sector of the west campus).

The College of Engineering and Applied Sciences (CEAS) planning team and the Facilities Planning Office considered several sites as the Level I planning developed and the project requirements became known. The site approval analysis is contained within the Level I document. The sites considered are indicated on the attached set of maps. Those sites include three distinct sites near the Laramie airport of varying sizes and utility infrastructures and four distinct on-campus sites on both the east and west campus with varying utility infrastructure and levels of development.

Each individual site was analyzed with a common set of criteria and the associated costs for development. The University's Long Range Development Plan (LRDP), including the site development requirements and design criteria, was a significant part of the evaluations. The criteria included:

Legal constraints and property availability: zoning restrictions, easements, and similar issues restricting the use of the property, along with the ownership of the property; Solar exposure: access to the sun for lighting and passive energy, as well as impacts of shading from nearby facilities or landforms; Wind exposure, including up and down wind impacts, for air flow and potential contaminants; Greenfield/Brownfield/Site Vegetation: existing vegetation on the site and its potential retention, as well as potential pre-use conditions or contaminants that must be addressed; Utilities, (onsite and offsite): utility availability and capacities; Site drainage/surface water/pollution elimination: existing site drainage and issues related to surface waters are important to existing and potential contaminants, especially with federal funded projects; Adjacencies/neighborhood conditions and acceptability: impacts to and from present and

potential future neighboring properties; Access by street or roadway and availability, with respect to types of vehicle access; Site support: adequacy of site for improvements including improvements beyond a planned building, such as trash enclosures, on-site storage and parking within the University's Long Range Development Plan; Pedestrian orientation/public transit/shared parking and distance between mission critical facilities: assessment of pedestrian and alternative modes of transportation, as well as the distance and transportation to remote facilities supporting academic and research mission; and Special conditions: site conditions that are not legal limitations or ownership-related, such as flood plains, high water tables, anticipated development changes, migration patterns, etc. The engineering academic programs and the research programs have a high demand for utilities and high bay spaces with complex access needs. The recommended sites are as follows:

Engineering Building Addition and Renovation: The site of the Sawtooth building is available but cannot accommodate all of the new facilities. In addition to the Sawtooth location, the site bordered by Lewis Street on the south between 11th and 12th Streets immediately north of the existing engineering building can accommodate the additional facilities coupled with a remote EERF site. The remote EERF site is discussed later. This site (while not entirely owned by the University at this time) can be planned and constructed meeting the LRDP over time as complete acquisition occurs. Some of the primary drivers for the decision are:

1. Maintaining the academic program on the main campus.
2. Research and academic partners are in the science neighborhood both short-term and long-term, such as the School of Energy Resources, Geology and Geophysics, Chemistry, Mathematics, etc.
3. The academic and research plan can be contiguous.
4. Utilities and site support are available in capacities needed.
5. The impact on neighbors and neighborhoods will remain consistent with present conditions.
6. Multi-modal access is available with exception of the large over-the-road vehicles.

One of the site limitations both short and long-term is the accommodation of the high bay facility program demands and the access needs for large over-the-road vehicles. The programs in high bay facilities usually generate high levels of noise, vibrations and effluents, especially dust and chemicals.

Energy Engineering Research Facility: The site recommended for this facility is the open space near the Central Energy Plant and the Regulated Materials Management Center (RMMC) at 19th Street and the Gibbon Street extension. The Central Energy Plant and the RMMC both require access for large over-the-road vehicles. Both have significant effluent management requirements, and both can support high demands for energy and waste management. Both facilities will remain on the east campus well into the future. The primary reasons for the recommendation are:

1. Maintaining the research program on the main campus.
2. Research and academic partners are in relatively close proximity, and the new facility may provide opportunities for those research partners to make use of this facility.
3. The academic and research plan are relatively close in proximity.
4. Utilities and site support are available in the capacities needed.
5. The impact on neighbors and neighborhoods will remain consistent with present conditions. The Central Energy Plant provides some significant background for noise, vibrations and effluents. It also provides opportunities for research with energy systems.
6. Multi-modal access is readily available, including existing access for large over-the-road vehicles. The central receiving area for the campus, which manages campus access for large delivery vehicles, is nearby.
7. The research programs are compatible with the neighbors.

The site constraints to the initial construction and future expansion of the facility are the primary concerns with respect to the LRDP.

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

- July 2011 – Board of Trustees approved the FY 2013-2014 Capital Construction Request for the University of Wyoming, which included planning funds for the Engineering Building Addition and Renovation.
- May 2012 – Board of Trustees were briefed on the Engineering Complex - Engineering Building Addition and Renovation and the Energy Engineering Research Facility.

WHY THIS ITEM IS BEFORE THE BOARD:

Authorization is required from the Board of Trustees to site permanent structures on the University campus.

ARGUMENTS IN SUPPORT:

- The 2012 Wyoming Legislature appropriated \$1.15M for the Level II study
- The 2012 Legislature appropriated \$30M requiring a match of \$15M to begin the funding of an expected \$100M plus total project for the Engineering Building Addition and Renovation.
- The 2012 Legislature appropriated \$15M requiring a match of \$15M to fund the construction of the EERF.
- The Level I study is completed.
- A 2014 supplement budget request of \$60M has been forwarded to the Legislature.

ARGUMENTS AGAINST:

None

ACTION REQUIRED AT THIS BOARD MEETING:

Authorization to place the Engineering Building Addition and Renovations at the site of the existing building and on the site bounded by Lewis Street on the south between 11th and 12th Streets to include the Lewis Street right-of-way, and to place the Energy Engineering Research Facility at 19th Street and the Gibbon Street extension near the Central Energy Plant and the Regulated Materials Management Center.

PRESIDENT'S RECOMMENDATION:

It is recommended that the Board of Trustees of the University of Wyoming approve the site location for the Engineering Building Addition and Renovation at the site of the existing building and on the site bounded by Lewis Street on the south between 11th and 12th Streets to include the Lewis Street right-of-way, and to place the Energy Engineering Research Facility at 19th Street and the Gibbon Street extension near the Central Energy Plant and the Regulated Materials Management Center.

AGENDA ITEM TITLE: **2012 Student Satisfaction Survey**, Allen/Ollie Walter/Axelson

CHECK THE APPROPRIATE BOX(ES):

- ☒ Work Session
- ☐ Education Session
- ☐ Information Item
- ☐ Other

BACKGROUND AND POLICY CONTEXT OF ISSUE:

The University of Wyoming conducts three student surveys on a biennial basis, all of which assess student satisfaction on a wide range of topics. The Noel-Levitz (NL) Student Satisfaction Inventory is administered to approximately one half the student sample, while the other half completes the ACT Student Opinion Survey (ACT). A third survey, the University of Wyoming Student Opinion Survey (UWSOS), is composed of questions specific to UW and is administered to the entire student sample. The surveys are given to a total of approximately 1,500 students in March of each even-numbered year. The purpose of the surveys is to give UW insight into the issues that matter to students and to identify and respond to areas needing improvement.

The results of all three surveys are periodically examined and compiled by Oliver Walter, dean of the College of Arts and Sciences, and the Data Analysis and Special Projects Team of the UW Enrollment Management Council.

A presentation of results from 1994 to 2012 will show areas in which UW has made significant positive strides, as well as areas in which the university compares favorably with comparable institutions. It will also point out some areas requiring further attention. Vice President Axelson and Dean Walter will summarize the survey results.

WHY THIS ITEM IS BEFORE THE BOARD:

This information is presented for the general education of the Trustees.

ACTION REQUIRED AT THIS BOARD MEETING:

None

AGENDA ITEM TITLE: Legislative Update, Boswell

CHECK THE APPROPRIATE BOX(ES):

- ☒ Work Session
- ☐ Education Session
- ☐ Information Item
- ☒ Other

Vice President for Governmental and Community Affairs Chris Boswell will provide an update to the Board of Trustees. Materials may be distributed at the meeting.

1. Committee of the Whole: REGULAR BUSINESS
Board of Trustees Committee Reports

CHECK THE APPROPRIATE BOX(ES):

- ☐ Work Session
☐ Education Session
☐ Information Item
☒ Other Specify: Committee of the Whole (Regular Business)

A. Academics and Research Committee (Allen)

Trustee Lauer, Committee Chair

B. Fiscal and Legal Affairs Committee (Lowe)

Trustee Davis, Committee Chair

C. Student Affairs/Athletics/Administration/Information Technology Committee (Axelson)

Trustee Willson, Committee Chair

D. Alumni Board

Trustee Lauer, Board Liaison

E. Foundation Board

Trustees Marsh and Willson, Board Liaisons

F. Ruckelshaus Institute of Environment and Natural Resources (RIENR) Board

Trustee Davis, Board Liaison

G. Energy Resource Council (ERC)

Trustee Palmerlee, Board Liaison

1. Committee of the Whole- CONSENT AGENDA
Approval of Contracts and Grants, Gern

CHECK THE APPROPRIATE BOX(ES):

- ☐ Work Session
☐ Education Session
☐ Information Item
☒ Other Specify: Committee of the Whole (Regular Business)

Sponsored Programs

The following sponsored programs are accepted subject to compliance with the University's policies on classified information and protection of human subjects. This report covers the period October 2012 through November 2012.

October 2012

Sponsor	Amount	Principal Investigator (PI)	Co-PI	Dept	Description
Amer Society of Plant Taxonomists	\$5,000	Brown, Gregory		Botany	Operational Support
Blue Cross Blue Shield of Wyoming	\$9,950	Beshkov, Hristiyan		Wyoming Survey & Analysis Center	Blue Cross Blue Shield Web Portal
Blue Cross Blue Shield of Wyoming	\$7,000	Beshkov, Hristiyan		Wyoming Survey & Analysis Center	Blue Cross Blue Shield Web Portal Maintenance
Bureau of Education and Culture	\$184,070	Crawford, Warren		Cooperative Extension Service	American Youth Leadership Program Samoa: Enhancing Global Perspectives in Youth
California Inst of Technology	\$148,800	Parkinson, Bruce		Chemistry	Powering the planet
California, Santa Cruz, University of	\$25,000	Liberles, David		Molecular Biology	In Silico and in Vitro Investigation of Non-Conserved Interaction Characteristics in Homologous Proteins
Campbell County Economic Development	\$7,884	Lowe, Jeffrey		WTBC	Campbell County Business Incubator Feasibility Study
Colorado State University	\$161,004	Lauenroth, William		Botany	Support for REVAMP: Resources for Vulnerability, Adaptation and Mitigation Planning
Colorado State University	\$126,384	Mayes, Robert	Parker, Sylvia	Science & Mathematics Teaching Center	Targeted Partnership: Culturally Relevant Ecology, Learning Progressions and Environmental Literacy
Dow AgroSciences	\$13,000	Mealor, Brian		Plant Sciences	Biology and Management of Invasive Weeds in Rangelands
Drexel University	\$10,176	Myers, Adam D		Physics/Astronomy	The Ultimate Multiwavelength Quasar Survey
Foundation for North American Wild Sheep	\$2,500	Kauffman, Matthew		Zoology	Wyoming Atlas of Wildlife Migration
Gillette, City of	\$13,500	Templeton, Cherie K		Wyoming Survey & Analysis Center	Gillette Drug Free Communities Grant Evaluation

Sponsor	Amount	Principal Investigator (PI)	Co-PI	Dept	Description
Helis Oil and Gas Company	\$35,000	Campbell-Stone, Erin		Geology/Geophysics	Cretaceous Tight Oil Consortium
Monsanto Company	\$39,000	Kniss, Andrew		Plant Sciences	Weed Management Research and Education
National Institute of Neurology	\$310,721	Fox, Jonathan		Atmospheric Science	Defining the Role of Brain Iron Dysregulation in Huntington's Disease
Pittsburgh, University of	\$5,326	Jones, George		Wyoming Natural Diversity Database	Yellowstone Field Course-2012
Power Resources	\$82,080	Stahl, Peter D.		Ag Ecosystem Science & Management	Phytoremediation of Selenium Contaminated Soil at Smith Ranch-Highland In-situ Uranium Mine
Rocky Mountain Elk Foundation	\$10,000	Kauffman, Matthew		Zoology	Wyoming Atlas of Wildlife Migration
Schlumberger Foundation	\$49,550	Norton, Urszula		Plant Sciences	Faculty for the Future Fellowship: The Effects of Different Conservation Agriculture Practices on Sustainable Food Production in Eastern Kenya and Western Uganda
Serve WY	\$111,967	Olsen, Erin		Wyoming Union	AmeriCorps Program: Connecting Campus & Community 2012-2013
Southern California, University of	\$89,832	Chen, Po		Geology/Geophysics	SI2-SSI: A Sustainable Community Software Framework for Petascale Earthquake Modeling
Southern California, University of	\$32,395	Chen, Po		Geology/Geophysics	Geoinformatics: Community Computational Platforms for Developing Three-dimensional Models of Earth Structures
The Nature Conservancy	\$20,000	Kauffman, Matthew		Zoology	Wyoming Migration Initiative-Database
TIORCO	\$94,017	Alvarado, Vladimir		Chemical/Petroleum Engr	Investigation of Causes of Productivity Impairment During Sp Flooding in Salem Field
US Dept of Ag FS	\$71,114	Ben-David, Merav	Flaherty, Elizabeth	Zoology	Small mammal responses to Tongass young-growth thinning

Sponsor	Amount	Principal Investigator (PI)	Co-PI	Dept	Description
US Dept of Ag NIFA	\$10,000	Mealor, Brian		Plant Sciences	Pesticide Safety Education Program
US Dept of Ag NRC	\$75,000	Fan, Maohong		Chemical/Petroleum Engr	Removal of Se and Other Heavy Metals in Co-produced Waters for Watershed Protection
US Dept of Ag RMA	\$293,000	Hewlett, John P.		Ag Economics	Education on Federal Programs, Risk Scenario Planning, Management Succession, Crop Marketing, and Other Risk Topics for Beginning, Retiring/Transitioning, Farmers/Ranchers/Others in Wyoming 2012-13
US Dept of Defense Army	\$98,474	Carron, Keith		Chemistry	Site Selective Spectroscopy: Determination of Interparticle Molecular Structures and Adsorption Kinetics
US Dept of Education	\$288,000	Salmon, Zackie S.		Student Educ Opportunity	McNair Scholars Program Project Year 2 (2012-2013); and Exempt Portion Training Stipends
US Dept of Education	\$485,478	Pearce, Jayne		Student Educ Opportunity	Educational Opportunity Centers-EOC1(South)_Budget Year 2 (2012-2013)
US Dept of Education	\$230,000	Pearce, Jayne		Student Educ Opportunity	Educational Opportunity Centers-EOC2(North)_Budget Year 2 (2012-2013)
US Dept of Education	\$374,167	Wade, Michael		Student Educ Opportunity	Student Support Services-2012-2013 (Year 3); and Exempt Portion
US Dept of Education	\$297,034	Hesco, Paul		Student Educ Opportunity	Upward Bound Math and Science Project; and Exempt
US Dept of Energy	\$284,998	Surdam, Ronald		School Energy Resource	Optimizing Accuracy of Determinations of CO2 Storage Capacity and Permanence, and Designing More Efficient CO2 Storage Operations: An Example from the Rock Springs Uplift
US Dept of Energy	\$86,513	Zhang, Ye		Geology/Geophysics	Optimal Model Complexity in Geological Carbon Sequestration: A Response Surface Uncertainty Analysis

Sponsor	Amount	Principal Investigator (PI)	Co-PI	Dept	Description
US Dept of Interior BLM	\$22,000	Stahl, Peter D.		Ag Ecosystem Science & Management	Surveying and Inventorying Biological Soil Crusts on BLM Lands in Wyoming
US Dept of Interior BLM	\$60,000	Tanaka, John		Ag Ecosystem Science & Management	Human Footprint of Wind Energy and Related Resources
US Dept of Interior BLM	\$55,000	Caffrey, Paul		Wyoming Geographic Info Sci Ctr	Soils Salinity Risk Mapping and AGWA
US Dept of Interior BLM	\$20,000	Heidel, Bonnie		Wyoming Natural Diversity Database	Plant and Vegetation Surveys, BLM High Plains District
US Dept of Interior FWS	\$26,000	Newsome, Seth		Zoology	Stable Isotope Analysis of Carnivore Diets on the Alaska Peninsula
US Nat'l Aeronautics and Space Admin	\$113,271	Wang, Zhien		Atmospheric Science	Study Global Mixed-phase Cloud Properties by Combining CloudSat Radar, CALIPSO Lidar, and MODIS Measurements
US Nat'l Aeronautics and Space Admin	\$125,000	Johnson, Paul E.		Physics/Astronomy	Wyoming NASA Experimental Program to Stimulate Competitive Research (EPSCoR) Research Infrastructure Development (RID) Program
US Nat'l Science Foundation	\$172,673	Wang, Zhien		Atmospheric Science	Exploiting synergies between remote sensing and in situ measurements during ICE-T to better understand ice generation in tropical clouds
US Nat'l Science Foundation	\$527,546	Humphrey, Neil		Geology/Geophysics	Collaborative Research: In situ Borehole Measurements to Partition the Velocity of the Greenland Ice Sheet into Ice Deformation and Basal Sliding Components
US Nat'l Science Foundation	\$1,996	Holles, Joseph		Chemical/Petroleum Engr	Travel Award to 2012 CBET Grantee Conference
US Nat'l Science Foundation	\$239,038	Murphy, Shane		Atmospheric Science	Participation in Flame-IV: Understanding Aerosol Absorption in Biomass Burning Plumes through Measurements of Single-Particle SSA, Coatings, and Brown Carbon
Utah State University	\$19,936	Freeburn, James		Ag Experiment Station	2012 Western SARE PDP Special Outreach Travel

Sponsor	Amount	Principal Investigator (PI)	Co-PI	Dept	Description
Utah State University	\$168,670	Freeburn, James		Ag Experiment Station	2012 Western SARE PDP Administrative Support
Utah State University	\$306,000	Freeburn, James		Ag Experiment Station	2012 Western SARE PDP State Implementation
Washington State University	\$21,000	Feuz, Bridger		Cooperative Extension Service	Wyoming Master Cattleman--Ranch Management Institute
Washington, Seattle, University of	\$68,570	Easton, Marivern		WWAMI	Wyoming Model States Area Health Education Center (AHEC)
Washington, University of	\$6,552	McEchron, Matthew		WWAMI	U of Washington, U of Wyoming Medical Student Counseling Contract
Wyoming Arts Council	\$10,000	Sandeem, Eric J.		American Studies	Partnership Agreement: American Studies Folk Arts Salary Support FY13
Wyoming Arts Council	\$2,500	Clementz, Mark		Geology/Geophysics	Evo-Cete: The Big Blue Journey Dance Production
Wyoming Arts Council	\$6,208	DeTienne, Darcy		Wyoming Union	The World Music and Art Series
Wyoming Dept of Education	\$100,000	Root-Elledge, Sandra Lee		Wyoming Inst for Disabilities	Communities of Practice--Transition: Building Bridges for Success: Improving Wyoming Student Transitions
Wyoming Dept of Family Services	\$2,666,715	Wardlaw, Mary		Family/Consumer Sci	Wyoming Supplemental Nutrition Assistance Program Education 2012-2015
Wyoming Dept of Transportation	\$42,725	Harnisch, Brian		Wyoming Survey & Analysis Center	Wyoming Department of Transportation Customer Satisfaction Survey 2012
Wyoming Dept of Transportation	\$103,283	Tanner, Jennifer		Civil Engineering	Evaluating the Risk of Alkali-Silica Reaction in Wyoming: Continued Evaluation of Field Specimens, Proposed Mitigation Strategies and Improving Existing ASTM Standards; and Non-Federal Portion
Wyoming Game and Fish Dept	\$160,000	Hamerlinck, Jeffrey		Wyoming Geographic Info Sci Ctr	Nonfed Portion of DDCT Software Application Development

Sponsor	Amount	Principal Investigator (PI)	Co-PI	Dept	Description
Wyoming Game and Fish Dept	\$35,018	Chalfoun, Anna Lisa		Zoology	The Influence of Exotic Grass on SGCN Small Mammal Communities
Wyoming Game and Fish Dept	\$39,014	Chalfoun, Anna Lisa		Zoology	Columbia Spotted Frog Investigations in the Bighorn Mountains
Wyoming Game and Fish Dept	\$24,000	Buerkle, Christian		Botany	Genomic Analyses of Sucker Hybridization in the Upper Colorado River Basin
Wyoming Game and Fish Dept	\$360,000	Beauvais, Gary		Wyoming Natural Diversity Database	Essential Information on the Biological Diversity of Wyoming
Wyoming Game and Fish Dept	\$20,000	Kauffman, Matthew		Zoology	Wyoming Atlas of Wildlife Migration
Wyoming Governor's Council on Developmental Disabilities	\$75,000	Bowen, Anne		Wyoming Inst for Disabilities	Improving Health Care Access for People with Developmental Disabilities in Wyoming
Wyoming Public Service Commission	\$23,000	Dorssom, Michael D		Wyoming Survey & Analysis Center	Telecommunication Use in Wyoming Survey 2012
Wyoming Wild Sheep Foundation	\$5,800	Beck, Jeffrey L		Ag Ecosystem Science & Management	Habitat Ecology and Effects of Habitat Alteration for Bighorn Sheep Translocated to the Seminoe Mountains, Wyoming

Sponsored Programs

TOTAL 10/2012 \$9,814,449

Total From 7/2012 **\$15,143,939**

Total From 8/2012 **\$8,847,433**

Total From 9/2012 **\$12,193,223**

Total Year to Date **7/2012-10/2012** **\$45,999,044**

INSTITUTIONAL AWARDS FISCAL YEAR 2013 - Page 1

Carter, Joanna	Student Financial Aid	Direct Student Loan 12-13	US US Dept of Education (#1001577)	\$ 25,912,880
Murdock, Margaret M.	School-Extended Studies	Wyoming Distance Learning Support FY 2013: 2012 legislative mandate for the support of the Wyoming Distance Learning Center through an MOU between UW and the Wyoming State Dept of Administration and Information	Wyoming Dept of Administration and Information (#1001585)	\$ 862,000.00
Bagley, David M	Chemical /Petroleum Engr	Developing Rare Earth Materials in Wyoming	Wyoming Dept of Environmental Quality (#1001730)	\$ 700,000.00
Northam, Mark	School Energy Resource	Wyoming Pipeline Authority for Permitting Carbon Dioxide Pipeline Network	Wyoming Dept of Environmental Quality (#1001564)	\$ 2,000,000.00
Galey, Francis	Ag Dean	Sheridan Agricultural Education Program	Wyoming Dept of Environmental Quality (#1001583)	\$ 3,500,000.00

INSTITUTIONAL AWARDS FISCAL YEAR 2013 - Page 2

Northam, Mark & Surdam,Ronald	School Energy Resource	FY2010 Clean Coal/Carbon Sequestration Funds; & Carbon Sequestration Funds from FY2010	Wyoming Dept of Environmental Quality (#1001584+A)	\$ 4,106,325
Northam, Mark	School Energy Resource	Implementation of Strategic Areas of Concentration for the School of Energy Resources-Energy Partnerships (Acquisition of Equipment for UW's New Engineering Facility)	Wyoming Dept of Environmental Quality (#1001544)	\$ 5,000,000

TOTAL Inst 10/2012 \$ 42,081,205

GRAND TOTAL **\$88,080,249**

November 2012

Sponsor	Amount	Principal Investigator (PI)	Co-PI	Dept	Description
Amer Society of Plant Taxonomists	\$4,616	Brown, Gregory		Botany	Operational Support
Audubon Rockies	\$3,000	Keinath, Douglas		Wyoming Inst for Disabilities	MAPS Data Entry
Battelle Memorial Inst - Pacific NW Division	\$25,000	Deng ,Min		Atmospheric Science	Radar Research in Support of AIME
Bill Barrett Corporation	\$35,000	Campbell-Stone, Erin		Geology/Geophysics	Cretaceous Tight Oil Consortium (KTOC)
BP Amoco	\$40,000	Stahl, Peter D.		Ecosystem Science & Management	UW-BP-Conservation Seeding and Restoration Reclamation Database Project
British Petroleum Research	\$100,000	Morrow, Norman R.		Chemical/Petroleum Engr	Low Salinity Project
California, University of	\$86,714	Riebe, Clifford		Geology/Geophysics	CZO: Critical Zone Observatory-- Snowline Processes in the Southern Sierra Nevada
Corporation for Public Broadcasting	\$271,809	Kuzmych ,Christina		Wyoming Public Radio	Unrestricted Station Grant for FY13; and Restricted
Environmental Protection Agency	\$9,806	Benkman, Craig		Zoology	Towards a Mechanistic Understanding of Climate Change Impacts on a Specialized Terrestrial System (EPA Fellowship Award: Julie Hart)
Environmental Protection Agency	\$11,759	Harlow ,Henry		Zoology	How do Polar Bears cope with summer conditions altered by climate change
Health Resources and Services	\$110,000	Hart, Ann Marie		School of Nursing	Advanced Education Nursing Traineeship

Sponsor	Amount	Principal Investigator (PI)	Co-PI	Dept	Description
Jet Propulsion Laboratory	\$50,586	Howell, Robert R.		Geology/Geophysics	VIMS Spectra and Modeling of the Hottest Tiger Strips
Minnesota Department of Health	\$15,000	Dorssom, Michael D		Wyoming Survey & Analysis Center	2012 Minnesota Worksite Wellness Survey
Serve WY	\$193,010	Peacock, Cheryl		Housing	Wyoming Conservation Corps (AmeriCorps Subgrant)
Texas, Georgetown, City of	\$21,700	Holder, William		Wyoming Survey & Analysis Center	City of Georgetown Citizen's Quality of Life Survey
US Dept Health & Human Services	\$254,304	Fay, David		Molecular Biology	Developmental Functions of Rb Family Proteins (Year 8)
NIH NIGM					
US Dept Health & Human Services	\$273,237	Woodbury, Charles		Zoology	Nociceptor Maturation and Response to Peripheral Injury, Year 10
NIH NIND					
US Dept of Education	\$502,688	Carter, Joanna		Student Financial Aid	Federal Work Study Program 12-13
US Dept of Education	\$380,400	Carter, Joanna		Student Financial Aid	SEOG Grant 12-13
US Dept of Education	\$102,774	Root-Elledge, Sandra Lee		Wyoming Inst for Disabilities	Wyoming State Plan for Assistive Technology, FY2012-2014
US Dept of Interior FWS	\$20,000	Newsome, Seth		Zoology	Stable Isotope Analysis of Southeast Alaska Sea Otters and Invertebrate Prey
US Dept of Interior NPS	\$50,000	Taylor, Patricia Ann		Statistics	Redefining Visitor Status in the Comprehensive Survey of the American Public
US Nat'l Science Foundation	\$239,038	Murphy, Shane		Atmospheric Science	Aerosol Optical Properties in Biomass Burning Plumes

Sponsor	Amount	Principal Investigator (PI)	Co-PI	Dept	Description
US Small Business Administration	\$269,778	Kline, Jill		WY Sm Bus Dev Ctr	Wyoming Small Business Development Center-FY2013
Various Sponsors	\$48	Kline, Jill		WY Sm Bus Dev Ctr	Program Income for Small Business Development Centers Small Business Jobs Act Program
Various Sponsors	\$8,414	Kline, Jill		WY Sm Bus Dev Ctr	Program Income and Match for SBDC
Various Sponsors	\$50,274	Stewart, Larry Ray		Manufacturing Works	Program Income for MW NIST 12-13
Various Sponsors	\$500	Williams, Karen		Family/Consumer Sci	FCS support
Various Sponsors	\$6,105	Ford, Stephen		Animal Science	Fetal Programming
Various Sponsors	\$630	Clarke, Pamela		School of Nursing	Program Development
Various Sponsors	\$2,554	Redder, Alan		Wyoming Natural Diversity Database	Database Management
Various Sponsors	\$1,766	Hamerlinck, Jeffrey		Wyoming Geographic Info Sci Ctr	Spatial Data and Visualization Center
Various Sponsors	\$2,000	Williams, Stephen		Ecosystem Science & Management	Bighorn Sheep Survival
Washington, State University	\$5,263	Burman, Mary		School of Nursing	WWAMI Nursing Technology Collaborative 2012-13
Western Research Institute	\$7,500	Corcoran, Robert		Chemistry	Investigations of Mechanisms of Oxidative Aging of Asphalts
WY Association of Sheriffs and Chiefs of Police	\$14,815	Bade, Chad		University Police	FY-2013 Selective Traffic Enforcement Grant Program: DUI and Speed Enforcement

Sponsor	Amount	Principal Investigator (PI)	Co-PI	Dept	Description
WY Dept of Transportation	\$263,517	Kauffman, Matthew		Zoology	Developing a Database and Web Viewing Tool for Ungulate Migrations in Wyoming; and Nonfederal portion
WY Dept of Transportation	\$12,000	Smith ,Carolyn		Fleet Operations	Federal Portion Albany County Transportation Authority (ACTA) Planning Grant; and NonFederal Portion
Wy Dept of Transportation	\$139,381	Caffrey, Paul	Hamerlinck, Jeffrey	Wyoming Geographic Info Sci Ctr	Collaborative Roads Data Creation Project Plan
Wyoming Game and Fish Dept	\$22,000	Monteith, Kevin		Zoology	Nutritional Carrying Capacity and Factors Limiting Population Growth of Mule Deer in the Wyoming Range

Sponsored Programs

TOTAL 11/2012 **\$3,606,986**

Total From 7/2012 **\$15,143,939**

Total From 8/2012 **\$8,847,433**

Total From 9/2012 **\$12,193,223**

Total From 10/2012 **\$9,814,449**

Total Year to Date 7/2012-11/2012 **\$49,606,029**

INSTITUTIONAL AWARDS FISCAL YEAR 2013 - Page 1

Carter, Joanna	Student Fin. Aid	Direct Student Loan 12-13	US Dept of Education (#1001577)	\$ 25,912,880
Murdock, Margaret M.	School-Extended Studies	Wyoming Distance Learning Support FY 2013; 2012 legislative mandate for the support of the Wyoming Distance Learning Center through an MOU between UW and the Wyoming State Dept of Administration and Information	Wyoming Dept of Administration and Information (#1001585)	
				\$ 862,000.00
Bagley, David M	Chemical /Petroleum Engr	Developing Rare Earth Materials in Wyoming	Wyoming Dept of Environmental Quality (#1001730)	\$ 700,000.00
Northam, Mark	School Energy Resource	Wyoming Pipeline Authority for Permitting Carbon Dioxide Pipeline Network	Wyoming Dept of Environmental Quality (#1001564)	\$ 2,000,000.00
Galey, Francis	Ag Dean	Sheridan Agricultural Education Program	Wyoming Dept of Environmental Quality (#1001583)	\$ 3,500,000.00

INSTITUTIONAL AWARDS FISCAL YEAR 2013 - Page 2

Northam, Mark & Surdam,Ronald	School Energy Resource	FY2010 Clean Coal/Carbon Sequestration Funds; & Carbon Sequestration Funds from FY2010	Wyoming Dept of Environmental Quality (#1001584+A)	\$ 4,106,325
Northam, Mark	School Energy Resource	Implementation of Strategic Areas of Concentration for the School of Energy Resources-Energy Partnerships (Acquisition of Equipment for UW's New Engineering Facility)	Wyoming Dept of Environmental Quality (#1001544)	\$ 5,000,000
Northam, Mark	School Energy Resource	Clean Coal Technology Fund 2010 (FY11)	Wyoming Dept of Environmental Quality (#1001030)	\$ 11,116,897
			TOTAL Inst 11/2012	<u>\$ 53,198,102</u>
			GRAND TOTAL	<u>\$102,804,132</u>

2. Committee of the Whole- CONSENT AGENDA

Personnel, Allen

CHECK THE APPROPRIATE BOX(ES):

- ☐ Work Session
☐ Education Session
☐ Information Item
☒ Other Specify: Committee of the Whole (Consent Agenda)

A. Items for Action Recommended by the President

APPOINTMENTS

1. Faculty

It is recommended to the Trustees of the University of Wyoming that the following faculty appointments be approved as indicated.

College of Business

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Period</u>
-------------	-------------	---------------	---------------------------

Department of Accounting

Embree, Joy Lynn	Instructor	\$99,600/AY	01/04/2013 to 06/30/2013
-------------------------	------------	-------------	--------------------------

Joy Embree received a B.S. (1982) in Accounting from Oral Roberts University, an M.B.A. (2004) from the University of Akron, and a Ph.D. (2012 expected) in Accounting from the University of Nebraska-Lincoln. Dr. Embree has been a Research and Teaching Assistant at the University of Nebraska-Lincoln since 2008. The title of this tenure-track position will convert to Assistant Professor upon receipt of documentation of degree completion.

2. Academic Professionals

It is recommended to the Trustees of the University of Wyoming that the following extended-term-track academic professional appointments be approved as indicated.

College of Agriculture and Natural Resources

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Period</u>
-------------	-------------	---------------	---------------------------

Cooperative Extension Service

Kelley, Windy	Assistant Extension Educator	\$53,016/FY	12/17/2012 to 06/30/2013
----------------------	------------------------------	-------------	--------------------------

Windy Kelley received a B.S. (2006) in Natural Resource Recreation and Tourism and an M.S. (2010) in Rangeland Ecosystem Science from Colorado State University. Ms. Kelley has been the JIO/PAPO Agricultural Program Coordinator for the Wyoming Department of Agriculture since 2010.

GLOSSARY OF PERSONNEL TERMS

Academic Professional

Person other than faculty, engaged primarily in activities that extend and support the teaching, research, extension, and service missions of the University. There are four categories of academic professional: Extension Educators, Lecturers, Research Scientists, Post-Doctoral Associates. Individuals belonging to any of the first three categories can hold extended-term-track appointments under certain conditions.

Academic-Year (AY) Appointments

Appointments in which the regular period of employment includes the fall and spring semesters (nine months) of each year, with no accrual of vacation leave. Most faculty members and academic professionals hold AY appointments. AY employees typically receive their nine-month salaries and benefits spread out over the 12 months of each calendar year.

Adjunct Faculty

An adjunct appointment is the appointment of an individual to an academic unit that recognizes special discipline-related expertise but carries no financial obligation per se. Adjunct appointments can include qualified non-academic personnel or faculty with other academic affiliations. Adjunct appointments carry no rights to remuneration, tenure, or employment-related privileges and are normally for three years, with renewal possible.

Archives Faculty

This special faculty designation is reserved for archivists of the American Heritage Center. Archivists are responsible for acquiring original resource material to support academic research and teaching, organizing the material physically and intellectually, and teaching faculty, students and others to use these materials. There are three archivist ranks: Assistant Archivist, Associate Archivist, Archivist.

Assistant Professor

Indicates tenure-track appointments of individuals who hold the terminal degree in their discipline. This is the usual entry-level faculty rank.

Associate Professor

In addition to the qualifications of an Assistant Professor, Associate Professors have established a strong reputation in scholarship and teaching. Generally, faculty hired as Assistant Professors are promoted to the rank of Associate Professor at the time tenure is granted.

Clinical Faculty

Clinical faculty appointments allow experts in health-related fields to contribute to the training of UW students in allied disciplines. Clinical appointments are for at most one year at a time and carry no rights to tenure or extended terms. Clinical faculty members may be salaried members of the UW faculty, in which case their reappointment is subject to annual performance reviews. There are also adjunct clinical faculty appointments, which typically involve health-care professionals whose normal employment is outside the university. Adjunct clinical appointments carry no financial commitment from the University.

Emeritus Faculty

Tenured faculty who retire after long and distinguished service are eligible for emeritus status upon their retirement. The designation is honorary and carries no necessary commitment of space or remunerative employment. By analogy, extended-term academic professionals may be eligible for emeritus status upon retirement. (Emeritus=masculine, emerita=feminine, emeriti=plural)

Extended-Term Appointment

Academic professionals who have successfully completed probationary terms (usually six years) may receive six-year appointments called extended-term appointments. The term also applies to certain librarians and archivists who hold faculty status. These employees are eligible for extended-term appointments after five-year probationary periods. Extended terms for these employees are five years in length. Academic professionals, librarians, and archivists who are in the probationary period are on the extended-term-track.

Extension Educator

These academic professionals provide non-credit education to off-campus clientele through UW's Cooperative

Extension Service. There are three ranks of Extension Educators: Assistant Extension Educator, Associate Extension Educator, Senior Extension Educator. All Extension Educators are in the College of Agriculture.

Faculty

Members of the permanent faculty include tenured or tenure-track Assistant Professors, Associate Professors, and Professors. Also included are tenure-track individuals who hold the rank of Instructor while completing their terminal degrees. Librarians and archivists also hold faculty status. They are eligible for extended terms instead of tenure.

Fiscal-Year (FY) Appointments

Appointments in which the regular period of employment is the entire calendar year, with accrual of annual vacation leave. Faculty members who hold administrative positions with summer responsibilities often have FY appointments for the duration of their administrative terms.

Full-Time Equivalent (FTE)

A measure of the time commitment expected of an employee or a set of employees. For example, two full-time employees or four half-time employees constitute 2.0 FTE.

Instructor

Tenure-track faculty member who does not yet hold the terminal degree in the appropriate field. UW requires verification of degrees in the form of official transcripts. UW does not grant tenure to faculty members who hold Instructor status at the time of the decision.

Leave of Absence Without Pay

Academic and administrative personnel may request leaves without pay for periods normally not in excess of one year, for purposes consistent with the professional enhancement of the employee and the advancement of the University's stature.

Lecturer

A category of academic professional involved largely in classroom instruction. Lecturers may be appointed to three ranks: Assistant Lecturer, Associate Lecturer, Senior Lecturer.

Library Faculty

This faculty designation applies to employees of the University Libraries. There are three ranks of library faculty: Assistant Librarian, Associate Librarian, Librarian.

Part-Time Employee

Any employee holding less than a full-time equivalent position (FTE less than 1.0).

Post-Doctoral Associate

Post-Docs are doctorally qualified academic professionals seeking greater professional development and research investigation, before obtaining permanent employment. Post-Doctoral appointments are temporary.

Probationary Faculty

This term refers to tenure-track faculty members who are working toward tenure and to academic professionals, library faculty, and archive faculty who are working toward extended-term contracts. The probationary term for academic professionals is generally six years, with yearly reviews and re-appointments. For librarians and archivists, it is five years. Faculty members who are on tenure-track appointments typically undergo the review for tenure in the sixth year of employment.

Professional Development Leave

Extended-term academic professionals who have completed six years of service at the University are eligible for professional development leave. The purpose of development leave is to enhance performance, to conduct special studies, or in some other way to enhance an individual's ability to contribute to the University. Development leaves can be granted with or without pay, are the prerogative of the academic unit in which the academic professional is located, and are generally similar to sabbatical leaves for faculty.

Professor

In addition to the qualification of an Associate Professor, "full" Professors have attained wide recognition in their professional fields for scholarship or other creative activity and have gained recognition for superior teaching and service.

Research Professor

Person with demonstrated superior capacity for research contributions, who is employed solely on external funds, and who holds a terminal degree. These appointments are made only at the Professor level and for not more than one year at a time. They are renewable.

Research Scientist

An academic professional whose primary responsibility is to conduct research. There are three ranks for Research Scientists: Assistant Research Scientist, Associate Research Scientist, Research Scientist.

Review Year

Year in which a reappointment review occurs for probationary employees. Normally, tenure-track faculty members undergo mandatory reappointment reviews in their first, second, and fourth years, with optional reviews in the third and fifth years. A review for the tenure decision occurs no later than the sixth year. An explanatory flow chart appears at the end of this glossary. In some cases employees start with credit toward a tenure or extended-term decision, based on their previous experience. In these cases the review year is the number of years of service at UW plus the number of years of credit.

Sabbatical Leave

Sabbatical leave may be granted to any tenured member of the faculty for the purposes of increasing professional competence and usefulness to the University. A minimum of six years service at the University must precede each period of sabbatical leave, although no right accrues automatically through lapse of time. Sabbatical leaves are normally granted for either a half year (full pay) or a full year (60% of salary). A faculty member who fails to return to the University after a sabbatical leave must repay the amount of compensation received from the University during the sabbatical. Faculty members may not use sabbatical leaves to pursue degrees.

Temporary Appointment

A short-term appointment without rights to tenure or extended term. Most temporary appointments are for one semester or one academic year.

Tenure-Track Appointment

Indicates a probationary faculty appointment prior to the award of tenure. Tenure-track positions generally require six years to tenure, but fewer years may be required based upon level of previous experience and accomplishments.

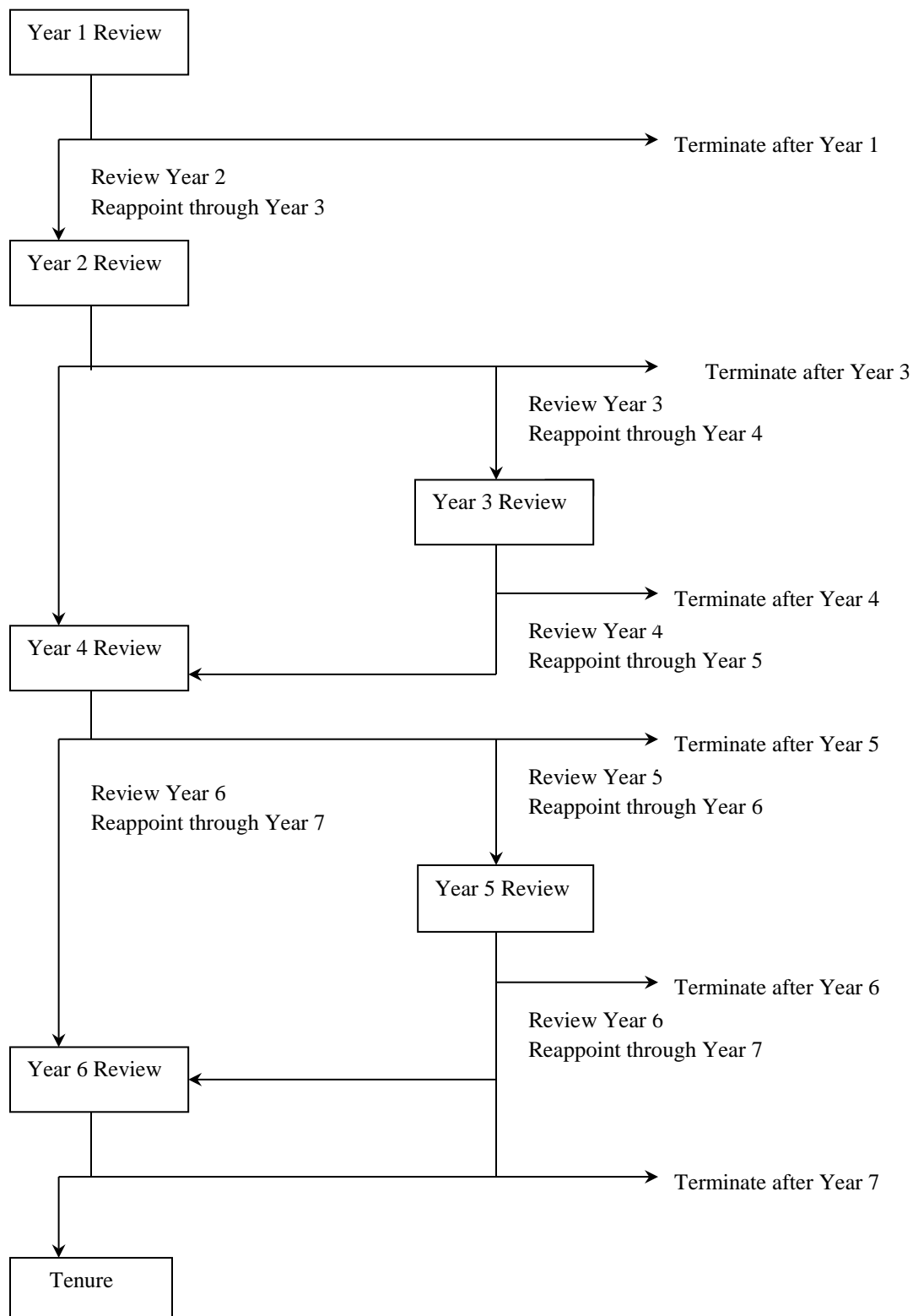
Terminal Degree

Typically the highest earned degree in a field of study. Examples include the Ph.D. (a variety of fields), the M.D. (medicine), the Ed.D. (education), M.F.A. (fine arts), M.Arch. (architecture), and J.D. (law).

Visiting Appointment

Indicates a non-permanent, non-tenure-track faculty appointment. Most visiting appointments are for one year.

FLOW CHART FOR FACULTY REAPPOINTMENTS



B. Items for Information

The changes in appointments and reappointments listed below are for the information of members of the Board of Trustees.

CHANGES IN APPOINTMENTS

1. Administrators

College of Health Sciences

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Period</u>
-------------	-------------	---------------	---------------------------

School of Pharmacy

Martin, Linda G.	Dean	\$150,000/FY	01/01/2013 to 06/30/2013
-------------------------	------	--------------	--------------------------

Dr. Martin will serve as Dean of the School of Pharmacy. She retains her tenured associate professor appointment in the School of Pharmacy.

3. Committee of the Whole- CONSENT AGENDA

Approval of Construction Contracts, Collins

- a. Engineering Building Addition and Renovation and Energy Engineering Research Facility (EERF) – Architectural Engineering Services**
- b. Indoor Golf Practice Facility – Architectural Engineering Services**
- c. Biological Sciences Building Renovation – Guaranteed Maximum Price**
- d. Half Acre Renovation and Addition – Guaranteed Maximum Price**
- e. Energy Engineering Research Facility (EERF) – Site Selection**

CHECK THE APPROPRIATE BOX(ES):

- ☒ Work Session
- ☐ Education Session
- ☐ Information Item
- ☒ Other Specify: Committee of the Whole (Consent Agenda)

4. Committee of the Whole- CONSENT AGENDA

Evaluation and Reappointment of External Audit Firm, Lowe

CHECK THE APPROPRIATE BOX(ES):

- ☒ Work Session
- ☐ Education Session
- ☐ Information Item
- ☒ Other Specify: Committee of the Whole (Consent Agenda)

1. INFORMATION ONLY ITEM

Progress Report/Change Orders, Collins

CHECK THE APPROPRIATE BOX(ES):

- ☐ Work Session
☐ Education Session
☒ Information Item
☐ Other Specify:

Capital Construction Progress Report as of December 18, 2012

The following is an accounting of the progress and activity of construction and design since the last Trustees meeting. Also reported are approved change orders.

PROJECTS IN CONSTRUCTION

1. Visual Arts Facility

Construction Manager at Risk	G E Johnson Construction Company
	Jackson, WY
Guaranteed Maximum Price	\$26,673,930
Contract Substantial Completion Date	October 28, 2011
Extended	December 18, 2011

(In Thousands)	Total	Admin	Constr	Design	Tech	FF&E	Misc	Cntngcy
Budget	36,350	1,076	26,964	3,236	712	2,860	215	1,287
Expended	32,826	817	26,964	3,190	47	1,590	95	123
Obligated	23	8	0	0	0	1	0	14
Un-obligated	3,501	251	0	46	665	1,269	120	1,150

Remarks Building is under warranty.

2. Energy Innovation Center

Construction Manager at Risk	G E Johnson Construction Company
	Jackson, WY
Guaranteed Maximum Price	\$18,926,514
Contract Substantial Completion Date	June 4, 2012
Extended	September 24, 2012

(In Thousands)	Total	Admin	Constr	Design	Tech	FF&E	Misc	Cntngcy
Budget	25,400	686	19,348	1,855	1,070	1,007	507	927
Expended	24,040	417	20,365	2,095	0	796	65	302
Obligated	413	103	0	0	0	40	0	270
Other Funding	1,257	0	1,017	240	0	0	0	0
Un-obligated	2,204	166	0	0	1,070	171	442	355

Remarks Temporary Certificate of Occupancy was given by the City. SER and EORI have moved into their offices on the third floor. Preparation for start of 3D visualization and research labs installation is underway.

3. White Hall Renovation

Contractor Sampson Construction Company, Inc.
Cheyenne, WY
Bid Price \$10,355,500
Contract Substantial Completion Date Various phases – final phase August 7, 2015

(In Thousands)	Total	Admin	Constr	Design	FF&E	Misc	Cntngcy
Budget	13,935	789	11,185	553	440	311	657
Expended	5,094	170	4,205	400	0	311	8
Obligated	6,431	5	6,241	134	0	0	51
Un-obligated	2,410	614	739	19	440	0	598

Remarks New installations continue on the 12th through 7th floors and will continue working down the building. Excavation for a new transformer vault on the east side is complete along with backfilling. The new east entry foundation has started.

CHANGE ORDERS

1. Visual Arts Facility

Statement of Contract Amount

Original Contract \$26,673,930
Change Orders 1-22 426,922
Adjusted Contract \$27,100,852
Add 51 calendar days

Energy Innovation Center

Item 1 Winter conditions for over run of allowance	Add:	<u>49,999</u>
<u>Total Change Order No. 27</u>	Add:	<u>49,999</u>
Item 1 Winter conditions for over run of allowance	Add:	<u>49,999</u>
<u>Total Change Order No. 28</u>	Add:	<u>49,999</u>

Item 1 Winter conditions for over run of allowance	Add:	<u>17,639</u>
<u>Total Change Order No. 29</u>	Add:	17,639

Item 1 Landscaping adjustments	Add:	6,594
Item 2 Modification to ventilation system	Add:	17,607
Item 3 Reinstallation of handrails	Add:	3,567
Item 4 Relocation of elevator equipment room	Add:	8,025
Item 5 Revise breaker configuration	Add:	3,691
Item 6 Light shelves color modifications	Deduct:	329
Item 7 Modification to water connections	Add:	2,554
Item 8 Modifications to radiant floor and snow melt valves	Add:	4,423
Item 9 Added return air boots	Add:	1,320
Item 10 Modifications to vacuum pump power	Add:	<u>1,983</u>
<u>Total Change Order No. 30</u>	Add:	49,435

Item 1 Relocation and modification to pre-action systems	Add:	4,694
Item 2 Modifications to retaining walls	Add:	4,832
Item 3 Infill of brick pockets at Earth Science loading dock	Add:	3,623
Item 4 Lighting control interface with BAS	Add:	<u>1,506</u>
<u>Total Change Order No. 31</u>	Add:	14,655

Item 1 Added new retaining wall and footing	Add:	<u>65,826</u>
<u>Total Change Order No. 32</u>	Add:	65,826

Item 1 Architectural modifications for drilling simulation lab	Add:	34,370
Item 2 Mechanical and electrical modifications for drilling simulation lab	Add:	<u>28,913</u>
<u>Total Change Order No. 33</u>	Add:	63,283

Item 1 Delete new irrigation controller	Deduct:	392
Item 2 Modifications to carpet	Add:	2,721
Item 3 Modification to irrigation supply	Add:	7,602
Item 4 Added BAS monitoring of glycol fee pump	Add:	944
Item 5 Modifications to doors	Deduct:	588
Item 6 Modification to east wall of trash enclosure	Add:	921
Item 7 Modifications to restroom returns and fixture	Add:	11,088
Item 8 Demo existing insulation and cover channel	Add:	1,982
Item 9 Modifications to finish sheetrock at windows, stairs and elevator	Add:	12,040
Item 10 Added paint behind stainless steel panels	Add:	<u>2,274</u>
<u>Total Change Order No. 34</u>	Add:	38,592

Statement of Contract Amount

Original Contract	\$18,926,514
Change Orders 1 – 34	<u>+ 1,664,451</u>
Adjusted Contract	\$20,590,965

2. White Hall Renovation

Item 1 Provide credit for not removing light fixtures & exit signs	Deduct:	1,700
Item 2 Delete soffits above vanities	Deduct:	3,380
Item 3 Delete new windows - work done previously	Deduct:	28,772
Item 4 Modifications to door lock	Add:	678
Item 5 Relocate hydronic piping	Add:	6,853
Item 6 Option A control work	Add:	28,682
Item 7 Modification to piping around electrical room	Add:	6,153
Item 8 Paint additional masonry walls	Add:	1,951
Item 9 Modifications to sprinkler heads and glass	Deduct:	6,455
Item 10 Adjust allowance	Deduct:	178
Item 11 Modify entry vestibule	Add:	267
Item 12 Reroute temporary power to building	Add:	13,365
Item 13 Reroute ductwork in ADA bathrooms	Add:	7,370
Item 14 Modifications to chase and soffit	Add:	3,213
Item 15 Remove & Replace exiting snow guards	Add:	1,484
Item 16 Prepare walls for painting where wardrobes were removed	Add:	2,726
Item 17 Provide elevator door jamb wraps	Add:	<u>662</u>
<u>Total Change Order No. 4</u>	Add:	32,919

Statement of Contract Amount

Original Contract	\$10,355,500
Change Order 1-4	<u>+ 90,651</u>
Adjusted Contract	\$10,446,151