

**THE UNIVERSITY OF WYOMING**

**MINUTES OF THE TRUSTEES**

**[Board of Trustees Retreat]**

**July 14-17, 2015**

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

**TRUSTEES OF THE UNIVERSITY OF WYOMING AGENDA**  
**July 14-17, 2015**

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CONSENT AGENDA

1. ~~Adoption of the Capital Facilities Process~~ [Voted on during work session]
2. Approval of Change in Scope for ASUW Memorial Plaza – Mai
3. Approval of Personnel
4. Approval of Appointments to the University of Wyoming Research Corporation Board of Directors
5. Jacoby Well

**Items Approved During Work Sessions**

1. Presidential Search
  - a. Approval of Search Recruiter
  - b. Approval of Presidential Position Announcement and Presidential Profile text
  - c. Approval of charge letter and modification of search process timeline document
  - d. Approval of Search Committee Appointments
2. Budget Discussion
3. Adoption of the Capital Facilities Process

**Date of Next Meeting** – August 5, 2015, conference call; Laramie, Wyoming

**Adjournment**

**THE UNIVERSITY OF WYOMING**  
**MINUTES OF THE BOARD OF TRUSTEES**  
**July 14-17, 2015**  
**Little America Hotel and Resort, Wyoming Room**

As will be reflected in the public session and executive session meeting minutes, the Board of Trustees of the University of Wyoming met in Cheyenne, Wyoming at the Little America Hotel and Resort on Tuesday, July 14-Friday, July 17, 2015.

On Tuesday, July 14, the Board met with legislators to discuss the state of the University. This meeting was followed by a dinner. On Wednesday, July 15, the Board of Trustees held various work sessions such as the Trustee Futures Committee, UW student enrollment growth considerations, the presidential search process, the capital facilities process, and the UW Family Medicine Residency Program in Cheyenne. That evening, the Board hosted a community event at the Little America.

On Thursday, July 16, the Board discussed UW's institutional fundraising priorities, the exterior design of the Area Auditorium, and had a report from the financial committee. The trustees also met with Governor Matt Mead in the afternoon. That evening, the trustees attended the Cheyenne Frontier Days Western Art Show. On Friday, July 17, the Board interviewed three search firms for the presidential search.

**AGENDA ITEM TITLE: Legislative Discussion**

CHECK THE APPROPRIATE BOX(ES):

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

MINUTES OF THE MEETING:

President of the University of Wyoming Board of Trustees Dave Palmerlee began the session by noting that, unlike last year, the Board may respond to the legislators' comments. He asked each legislator to discuss the issues that are on their minds. He asked Speaker of the House Kermit Brown to start the discussion. Speaker Brown discussed how the UW residence hall renovation is coming along and the difficulties and challenges the project is facing. Next, Representative Tim Stubson welcomed the newly appointed trustees to the Board. He commented on the issue of compensation at the University.

Representative Cathy Connolly discussed excellence at the University of Wyoming and stated that the University's goal should be to produce the best and brightest. She explained that not all students who attend the University are prepared for the experience. Representative Connolly noted that there has been a decrease in morale, which is an issue that the University needs to address. She also discussed the Management Audit report, as well as comparator institutions and how they are chosen. She spoke about the University's outreach funding model, how it is run, and explained the challenges of running the model on part-time labor. Finally, she discussed the Hathaway scholarship, and stated that it is well-funded. She noted the challenges that come from trying to be as free as possible and yet have reasonable tuition. Representative Connolly asked the Board members to consider how they handle this issue.

Representative Mary Throne thanked the Board for the joint discussion held last year. She noted that UW is expected to do a lot and to solve complex problems, such as energy issues. This is a heavy burden for the University. She stated that it is important for all involved with the University to be realistic and to establish priorities. Representative Throne expressed concern that the University has focused extensively on building in recent years, and stated that the core of UW is dependent on the quality of faculty. Representative Throne stated that it is vital that the University keeps strong faculty. She noted her concern about renovating buildings without putting long term maintenance in place that will keep buildings running.

Trustee Gubbels thanked Representative Throne for her concern about maintenance and staffing issues.

Representative Glenn Moniz stated that outreach is vital for the state. He stated that the University needs the financial system the Vice President for Administration Bill Mai has proposed, and

expressed his support for this system. He discussed BSL-3, the amount of time it is taking to fix the issues, and stated that it must be addressed.

Vice President and General Counsel Rick Miller responded to Representative Moniz's concerns about BSL-3. He stated that the University has a facility with some deficiencies, but those deficiencies are defined by a contract that was signed a number of years ago. He explained that this contract was created when there was different technology, and when UW is trying to get relief from errors, merely "fixing" does not work because technology has changed. The Attorney General's office is working with an A&E firm to figure out what UW needs to do for the reconstruction and how UW will pay for it. General Counsel Miller stated that there is a list of items in the Attorney General's office that are in being discussed as options that the firms are responsible to fix. He explained that the total, all-in cost is \$5 million, and some of this could be paid for through negotiations with the firms. Once UW has a plan, the Attorney General will resolve the issue with both the A&E firm and the contractor, and then design will be undertaken. He stated that UW already has a certification consultant.

Senator Eli Bebout also commented on the delays with the BSL-3, and expressed his concern about the issue. He noted that the damage happened in 2012, and stated that now it was 2015, and the legislature wanted to know about the delays. He commented that the delays hurt everyone, and made it harder to work together.

General Counsel Miller explained that design and subsequent construction would begin soon, but would take many months to complete. There was further discussion on this topic, the delays, the role of the legislature, and the funds needed. General Counsel Miller noted that UW wanted to work with the Attorney General's Office and explained the timeline. Policy Director for Governor Matt Mead, Mary Kay Hill, noted that there were three different pots of money, and all of these funds may be necessary to bring the project up to certification.

Representative Moniz stated that he was still concerned, and asked if the project would require an extra \$1 million. General Counsel Miller stated that he wanted to look at the different components, and that the number had not been fully clarified until last Thursday. He stated that UW needed to determine the right number, and noted that there had been recent meetings on this issue. He stated that he would develop a plan to bring to the legislators and trustees.

Representative Moniz stated that there were many frustrations with UW, and discussed where the BSL-3 lab needed to go and how UW could address these frustrations. General Counsel Miller stated that these frustrations were with the original design process, and the fact that people believe they were not being listened to. He commented that these labs have been discussed for years, and UW thought that having this BSL-3 lab would bring leverage, which frankly did not work. He shared the problems from 2013.

Representative Albert Sommers expressed appreciation for the opportunity to attend this discussion. He stated that he was a graduate of the University of Wyoming and was an ally of the University. He explained that his first experience with UW as a legislator was a budget overview

meeting and dinner. He stated that he was not sure that, in the long term, the University's outreach would get UW where it wants to be in relation to future legislators. He commented that he does not see a strategic plan at the University; rather, he sees only budget priorities. He stated that he felt most colleges were more clear about where money was spent. Representative Sommers discussed the high altitude training project, and commented that there has been great participation by donors. He commented that the residence halls at the University are old and outdated. He also stated that he would like to know where UW's money goes. He commented that outreach was currently lacking. Education has had good outreach, and former President Sternberg had good outreach, but UW now needed more outreach into the state.

University of Wyoming President Dick McGinity shared UW's strategic planning process. He commented that this was a positive process that people want, and it has produced the UW plan and the academic plans. He noted that in the past these plans were conceptual and did not have metrics, and commented that UW was working on changing this as it moved forward.

Representative Tom Lockhart stated that he was a UW graduate and shared positive comments about the University. He commented that he served on the Ruckelshaus Board, and has served on several committees and advisory boards. He expressed excitement about the School of Energy Resources (SER) research and new opportunities for uses of coal. Representative Lockhart commented that these findings were not well accepted by UW, but have been accepted by the legislature. He noted that it was good that a member of the Board has been coming to SER meetings. Representative Lockhart stated that there a lot of good things had happened, and even though it has been rough for a while, he has been seeing the benefits in the last few years. He thanked President McGinity for his service, and explained the difference between the public and private sector. He stated that we should give money to the people that help the most, and explained that the energy sector has given a lot of money to UW, which has not been well understood by the campus.

Representative Steve Harshman introduced himself and expressed appreciation for the opportunity to be at the discussion. He stated that he would try to not be repetitive. He told the trustees and UW administrators that they were sitting among legislative friends. He suggested that UW get feedback from legislators who were not their friends. He stated that funds were decreasing, and the era of fiscal plenty in Wyoming may end. He commented that these would be tough decisions, and he was concerned that the state is in an unhealthy squabble over resources. He discussed the possibility of a higher education commission. He discussed the issue of salaries, and stated that people were tired of hearing about salaries. He noted that many professors make over \$80,000, and some citizens were wondering how much is enough. He commented that it was very impressive that students voted to expand fees and tax themselves to expand Half Acre. Representative Harshman next discussed the residence hall issue. He stated that student life at UW is unacceptable, and the dorms and facilities were poor. He noted that morale is a function of leadership, and the University has been in a state of upheaval. He explained that students who receive the STAR scholarship move to Michigan and never come back, and commented that these are top students. He stated that UW needed to think about the next frontier of Hathaway and get the very best students to come to UW.

Speaker Brown stated that the legislature has been doing a lot of remediation work. He commented that he was a fan of community colleges, but stated that he would like to think about a totally integrated system. Speaker Brown stated that there has been a tremendous amount of talk about funding out-of-state. He noted that he has seen references to the University's budget, but next session there will be some compression that would have to take place. He thought the community colleges would "flex their muscles". Speaker Brown commented that the presidential search worried him, as he has seen open and closed searches fail. He expressed concern that the next president would be beholden to everyone that he would be unable to take action. He stated that he hoped UW could find a way out of this position, and suggested that a solution could be to follow leadership models from other universities. He suggested that UW maybe have another management position, such as a CEO, and stated that this is a model that has worked in industry and at universities.

The trustees and legislators took a short break.

Trustee John MacPherson discussed the Presidential Search process, and explained that the trustees took input, established a website, and held public meetings. They established a process based on the feedback they received. He shared the composition of each committee, and explained that the second committee has the same format as the first, but with different members. Trustee MacPherson noted that the University would use a search firm, and explained that Brad Mead is the search recruiter, and would contact people who might not come to light through use of a search firm. He stated that he was concerned about the open search process, but noted that this was his own opinion. He explained that there was a hearing on the issue, and it was very clear that the public wanted an open process. He stated that this may prevent sitting presidents from applying. Trustee MacPherson stated that UW was looking for the most qualified person, and was not limiting the search to people in academics. He explained that 3-5 candidates would come to campus, and at that point, the names would become public. He commented that the trustees would have an executive session with the candidates, and would find the most qualified person.

Senator Chris Rothfuss discussed bringing innovation and entrepreneurs to campus, which tied into the Tier 1 Engineering and Science Initiatives. He stated that as the state moves forward with science and engineering, there needed to be more flexibility within the University's structure to allow for an entrepreneurial spirit to be fostered. Senator Rothfuss commented that other schools have industrial parks, more programs, and more WTBC-like organizations, and faculty have a more flexible model. There were efforts underway to facilitate faculty start-ups, but UW needed more Google-like endeavors. Senator Rothfuss stated that he see folks trying to get involved with WTBCs, but there was not a lot of support for startups. He commented that UW has commitments for tenure track positions.

Next, Senator Rothfuss discussed low morale on campus, and stated that salaries play a role. He explained that he was a half-time faculty member, and that he has seen morale improve, but low morale has not totally gone away. He commented that there has been less cooperation among colleges and departments, which has to do with allotment of resources. Senator Rothfuss stated

that the funds that helped build relationships have been drying up, and cooperation was gone. Colleges were in a “bunker” mentality, trying to keep whatever resources they have and hoped to find more resources in the future.

Senator Rothfuss next discussed long term planning. He stated that UW needed more than a “master plan”, and the key dynamic difference was that there was a short attention span in the legislature. He commented that this was preventing a long term vision, and that the trustees needed tools to build and sustain a long term vision for UW. Senator Rothfuss stated that this was the trustees’ responsibility. He noted that there were several documents that could help improve understanding with the legislature, and communicate to the state what programs and buildings needed to be built and developed, and what majors are needed. The trustees could bring a long-term vision. Senator Rothfuss commented that the legislature would micromanage anything they wanted to, but that was not a good management plan. UW needed to communicate their plan to the legislature. There needs to be proper communication about O&M and salaries. He stated that he appreciated the historic preservation plan, as it was a long-term vision.

Representative Leland Christensen stated that he had limited experience with the legislature and UW, but appreciated being invited to the discussion.

Senator Drew Perkins stated that having one 4-year school makes Wyoming unique. He noted that the one thing that everyone in the state supports is UW. He thanked the trustees for bringing the accounting system up to speed, as people would then be better informed to make decisions with a new financial system. Senator Perkins commented that he has heard positive feedback about STEM, and the indirect costs generated by research grants. He noted that this tied back to the financial system, and UW needed to understand where the money goes. He shared confusion about where UW was getting \$10 million, but stated that the priority on the financial system is good. Senator Perkins commented that integration of K16 education in the state was important, and UW needed to work on this. He also stated that there should be a focus on community colleges, outreach, and the College of Education. He commented on education, and stated that UW should look at remediation programs, and work on integration.

Senator Eli Bebout thanked the Board for hosting this discussion. He commented that there was a lot of talent among the trustees, and they should manage UW because a strong Board makes the University work. He stated that we all love UW, and we build upon one another’s talents to share UW’s message. He noted that he would like it if Board members visited the Rotary Club in Riverton, as that type of relationship with the community was important. Senator Bebout explained that priorities change, as Trustee Dave True stated, and he encouraged the Board to speak with their local legislators. He commented that there were many people who do not support UW, and rather than preaching to the choir, UW should talk to those that have issues with UW. Times are changing, and UW has had a good run and received a lot of funding. Senator Bebout noted that people in his district were losing their jobs and are asking why UW employees are receiving such high salaries. He gave an example of Arizona, and the budget cuts their schools were facing. He commented that UW was doing well but stated that he did not think that message gets to faculty. Senator Bebout noted that different parts of the state have a different take on

salaries. He stated that it was amazing that UW did not have internal accounting, but that general funds should not be used for this. UW should use internal funds. Senator Bebout noted that the legislative body likes the idea of matching grants, and whenever there is extra money, they will do this. He commented that the 2016 legislative budget session would be tough, and stated that UW should speak with JAC and be aware of what is going on in the state. UW may need to sacrifice, which sells well to the state.

UW President McGinity discussed the growing student body, and stated that there would be a presentation on this topic and its implications tomorrow.

Senate President Phil Nicholas began by stating that no matter how you look at it, UW was dependent on the state for salaries, more so than any other institution around the state. He commented that many UW faculty leave and develop companies that were acquired elsewhere, and there was a perception that UW needed to be more aggressive in the economic development area. Senate President Nicholas stated that the state budget was really about three large areas: health, corrections, and education. Higher education was the largest. He noted that it was difficult to reduce budgets for health and corrections, so when reducing spending, it comes out of higher education. This was a discretionary budget, but the others are nondiscretionary.

Senate President Nicholas commented that the University and community colleges have risen and fallen with the economy. It was easier to give employees raises when people around the state feel good about themselves, and are seeing raises. He noted this was a complex lobbying effort that never stops. He spoke about energy and faculty, and stated that UW must always continue to lobby. Senate President Nicholas shared a history of legislative dollars and capital construction, and stated that capital construction gives people a living in the state. He discussed allocation of resources and capital assets. He discussed what it takes to have a replacement program, and explained that the private sector replaces science labs every 5 to 10 years and loses business if facilities are not updated. Senate President Nicholas discussed the science and engineering programs at UW and their impact throughout the state. He stated that UW is a long way away from competing with institutions like the School of Mines because they create economic growth that has not been seen in Wyoming. He stated that prevailing numbers of people around the state want to see UW become more relevant in their lives. Wyomingites want their children educated in Wyoming and hired in Wyoming so they will stay in Wyoming. This will help the state see economic development.

Senate President Nicholas also discussed micromanagement of colleges, and stated that budgeting equates to micromanagement. He noted that the legislature directs resources and would not direct them to areas they are unhappy with. He stated that no one was proposing that the legislature comes and runs UW. Certainly, the legislature does have a role, and it was a constant effort to make every legislator feel welcome and that their constituents' needs are being addressed. Senate President Nicholas stated that the legislature has been seeing hostility, and they want to know how funds are being spent. He noted that the legislators want to have a role in where resources were allocated. He commented that the community colleges directly impact economic growth through hiring, and they were trying to serve needs like nurses or welders in their communities. They have

overall lower wages, so their salaries look better, and people want to pay for their community colleges because they do not complain when people are interested in their outcomes.

Senate President Nicholas concluded by discussing capital construction and BSL-3. He spoke on living within UW's means. He commented that micromanagement was difficult in a large state where no one knows what you were doing, but when you were in a small state, everyone had an opinion and wanted to have an impact. Senate President Nicholas stated that each time the trustees and administration get hostile when people want to know what is going on, it is negative.

Trustee Dick Scarlett discussed salaries, and noted that salary is not total compensation. He asked the trustees and legislators to consider that those managing colleges and departments might do a better job with fewer people, as personnel was one of the University's major expenses. He stated that unless we are managing the 'people aspect', that was a key portion of the budget we were wasting. He challenged the trustees and legislators to really look at this, and to consider if UW could do a better job with fewer people.

Faculty Senate President Tucker Readdy shared his view on compensation. He stated that it was important that in our efforts to make sure UW can provide the best education possible, UW does not close the door on joint efforts to make external funds available. Faculty Senate President Readdy commented that sometimes the problem was represented as a need to press and press for salary increases, but at the same time, there are people who have been at the University for 20 or 25 years, and after 10% increases, there are not avenues to increase economic status other than going to the administration.

Representative Harshman spoke briefly on salary increases and managing the block grant.

Senator Bebout commented that it was really helpful for the legislators to work with members of the Board. He stated that it was a great feeling to have someone on the EROI board. He encouraged the trustees to have more involvement from the legislature.

Trustee Michelle Sullivan thanked the legislators for coming, and stated that it is important for the trustees to hear what they have to say. She commented that she has learned how complex this system is, and with a system as dynamic and interesting as UW's, there is a tendency to focus on pieces that need to be addressed. She noted that as the trustees and legislators continue conversations, she was concerned that they will be on the surface. She stated that the trustees and legislators should be able to work together to look at the complexity of the system and have a common vision.

Trustee President Palmerlee thanked the legislators for coming to speak with the trustees. He commented that he understands that it is not easy to come to a forum like this and talk about hard issues, but it is important and is why this meeting happened. He thanked them for being candid.

**AGENDA ITEM TITLE: Trustees' Future Committee, Sullivan/McGinity**

**CHECK THE APPROPRIATE BOX(ES):**

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

**MINUTES OF THE MEETING:**

Trustee President Dave Palmerlee gave the Board a brief introduction and explained that the purpose of the Future Committee is long-term planning.

UW President Dick McGinity summarized yesterday's legislative discussion. He noted that many legislators discussed how they would like to see a long term plan for UW, and how it is integrated with the K16 system in Wyoming. He explained UW's strategic plan, noting that it was important to actually implement strategic plans, not just to have them as a reference. He explained that strategic plans should include steps to carry out the plan, a timeline for accomplishing the missions, budget projections, and resource requirements. UW's strategic plan needed to be planned 5-6 years out. President McGinity explained how the current plan used metrics, and discussed the importance of having metrics. He noted that in a period of economic constraints, UW needed to plan out its needs.

Trustee Michelle Sullivan explained the Wyoming Futures project, and how it related to the work of the Futures Committee, which was to set a broad course for the future of UW and to get beyond the two year budget projections. The committee and the Board need to think about the foundational principles and narrative of UW so that administration can create a detailed strategy to address UW's long term goals. Trustee Sullivan noted that the Board and committee needed to consider what qualities and attributes are needed in the next University president. She then asked the Board to consider the following question in small groups with the people surrounding them: name one successful outcome that could come from the Futures Committee.

The trustees discussed the question in small groups and then shared their responses with the full Board. Responses included: having a long-term planning process, having committees solve complex problems so the Board was involved with the day to day business of the University, developing a focus on moving outreach into areas that receive less attention by UW, having clear policies on what was expected of staff and faculty, developing a customer service mentality towards students and constituents, identifying the higher education needs within the state, identifying areas of excellence at UW, and addressing UW's role in areas that are not areas of excellence, being an active board instead of an activist board, and placing of students after graduation. Trustee President Palmerlee asked that the Futures Committee present again at the next meeting.

**AGENDA ITEM TITLE: UW Student Enrollment Growth Considerations, Hagy**

CHECK THE APPROPRIATE BOX(ES):

- Work Session
  - Education Session
  - Information Item
  - Other            Specify:
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MINUTES OF THE MEETING:

Interim Associate Vice President for Academic Affairs Alyson Hagy explained that the University spent time researching how to best support undergraduate education, specifically in regard to the science and engineering initiatives, within the context of a stable block grant. [See attachment F for the full presentation.] She reviewed the undergraduate landscape at UW, such as undergraduate headcounts and credit hours. She noted that Arts and Sciences is the largest college on campus and a major contributor to the Science Initiative.

Trustee Mike Massie asked about the relationship between the College of Education and undeclared students, as well as if these numbers were affected by the higher enrollment standards now required by the College of Education. Interim Associate Vice President Hagy noted that a relationship could be drawn, as increasing the enrollment standards in the College of Education did decrease its enrollment.

Interim Associate Vice President Hagy then explained the situation that the College of Arts and Sciences faces, as they teach 57% of credit hours, yet receive only 45% of college budget allocation at the undergraduate level. She asked the Board how successful any of these initiatives can be if the College of Arts and Sciences is struggling with a structural budget deficit. She noted that engineering and education students take many classes within Arts and Sciences.

Interim Associate Vice President Hagy also reviewed the 4-, 5-, and 6-year graduation rates with the Board, and explained that presidential candidates will be asking the Board about graduation rates and how the Board would address them. She noted that engineering students nationwide normally take five years, and adding a semester of study abroad can also increase student's time on campus. She also explained that the University could increase its admissions profile if the admissions standards were risen, but several years ago UW decided to embrace an access-admissions policy. There was further discussion on admission standards and the success rate of students admitted with support.

Interim Associate Vice President Hagy then shared a list of the highest demand majors and explained that this was only one aspect of this issue. For example, a program like math has a few majors, but it teaches nearly every student at the undergraduate level. She noted that increasing the number of students in the STEM fields would be difficult without increasing other programs that teach those students as well. She shared resource constrains and solutions, as well as areas of undergraduate growth. She noted that there were 100 more students enrolled this fall, and a large

projected number of transfer students. She also shared the retention strategies that have kept students from dropping out.

Interim Associate Vice President Hagy explained that students' tuition is subsidized and the main revenue stream for UW. Since students were subsidized, when enrollment increases and there were no increase in the block grant, more of the block grant is used per capita. She noted that tuition was not the most significant factor when managing growth. There was a discussion of core revenues at UW, and how the legislature funds the University.

Interim Associate Vice President Hagy noted that UW needed to be ready for new students and to manage enrollment efficiently. She explained that engineering students were great students to have on campus, but they were the most expensive to educate. She shared the costs of opening up 1,000 more seats in STEM disciplines this fall in order to meet demand. She emphasized how important some of these classes were. For example, an engineering student would be already behind if they did not take chemistry in the fall semester of their freshman year. She noted that UW wants these students to attend, but Arts and Sciences is close to capacity, and this requires great management or students would not be able to take the classes they needed.

Interim Associate Vice President Hagy shared low-cost and no-cost solutions, such as advising, data, and pre-registration, which could help address this issue initially. She noted that the University was participating in a study that would show how close UW's faculty loads and teaching capacity is to other institutions. She explained that top quartile usually means high producing research faculty, not necessarily teaching faculty. There was discussion on the desirable faculty-student ratio, faculty workload, and the individual nature of each faculty member's contract. Vice President for Research and Economic Development Bill Gern shared that the faculty who are funded by research grants may do more research than teaching in order to fulfill the grant obligations, and their teaching load would be handed off to others. Interim Associate Vice President Hagy added that finding a qualified person to teach can be challenging.

Interim Associate Vice President Hagy then returned to discussing the success of pre-registration. She also discussed how strategic class timing, timely graduation, and improving the pass rate in critical classes would help address this issue. She explained that students can graduate in four years, but it would be harder for students to graduate in four years who are in professional programs or who change majors.

Interim Associate Vice President Hagy then discussed less appealing and more expensive solutions to this issue, such as increasing class sizes, increasing tuition, adjusting faculty workloads, and implementing more selective admissions standards. She noted that an important next step would be to create a presidential commission and consider a new budget model for the colleges.

Policy Director for Governor Mead Mary Kay Hill asked about program funds from the legislature for the science and engineering initiatives, and stated that she understood these funds would be used to hire additional professors. Interim Associate Vice President Hagy responded that Policy Director Hill was correct, and the programs were anticipating these funds. However, the need was immediate, and these funds have not arrived yet. UW was trying to manage the expectations of students coming in this fall, as it was not anticipated that these students would start arriving so

soon. Trustee John McKinley added that there would be a discussion on these funds tomorrow during the budget session.

Trustee Mike Massie noted that this issue was part of a larger, long-term planning issue. Overall high school graduation was increasing, and there would be more students attending UW, regardless of the initiatives. He noted there was not a traditional process for requesting funds for instructional capacity.

Trustee Sullivan commented that finding a qualified instructor was not enough; if UW is trying to become top tier, they also need to consider the quality of someone's teaching. She noted that perhaps the best investment was hiring two qualified active learning professors. There was further discussion on how to decrease the amount of failing grades in classes, class size, quality of instruction, and when courses were dropped due to low enrollment.

The Board took a short break.

Trustee MacPherson noted that this problem was not for the trustees to derive solutions to, but instead asked the administration to come up with solutions to be presented to the Board for endorsement. There was further discussion on how to best address this issue. Trustee President Palmerlee asked that the administration present alternatives to the Board at its September meeting.

**AGENDA ITEM TITLE: Presidential Search, MacPherson**

CHECK THE APPROPRIATE BOX(ES):

- Work Session
  - Education Session
  - Information Item
  - Other            Specify: Items for Approval
- 

MINUTES OF THE MEETING:

Trustee John MacPherson moved that Brad Mead be employed as the search consultant for the University of Wyoming Board of Trustees for the purpose of assisting the Board of Trustees in obtaining a slate of possible candidates to serve as the 26<sup>th</sup> President of the University, and that he be vested with such authority and directed to take such action as may reasonably be necessary in fulfilling his assigned tasks. Trustee Jeff Marsh seconded the motion.

There was brief discussion on the motion and its verbiage. Trustee Mike Massie asked that the verb employed be switched to appointed. Trustee MacPherson agreed and moved that Brad Mead be appointed as the search consultant for the University of Wyoming Board of Trustees for the purpose of assisting the Board of Trustees in obtaining a slate of possible candidates to serve as the 26<sup>th</sup> President of the University and that he be vested with such authority and directed to take such action as may reasonably be necessary in fulfilling his assigned tasks. Trustee President Palmerlee called for a vote. All were in favor, and the vote passed unanimously. Trustee Tully did not vote, as she was absent.

Trustee Michelle Sullivan updated the Board on a conference call that a few committee members had with Lisa Prigohzy-Milius from Presidio Search, and noted that there were excellent recommendations made during the call. She stated that this information would be shared with the Board. Trustee President Palmerlee asked that the Board begin at 7:30 a.m. on Friday to have a preliminary discussion on search firms before the interviews began.

[The Board took a break and listened to another presentation before resuming this discussion.]

Trustee Mike Massie moved that the Board approve the Presidential Position announcement and Presidential Profile document that were previously distributed to the Board [see attachment D]. Trustee MacPherson seconded the motion. Trustee Sullivan thanked Trustee Massie for his work on the project. Trustee President Palmerlee called for a vote. All were in favor, and the vote passed unanimously. Trustee Tully did not vote, as she was absent.

Trustee John MacPherson shared the search committee charge letter with the Board [see attachment D]. He explained that the Trustee Presidential Search Process Committee has not yet endorsed this letter, as it was recently drafted. He discussed the role of Search Recruiter Brad Mead, and shared the roles of the two search committees, and what happens with late applications. He noted that there are checks and balances for making sure that one candidate is not carried

through the process. Trustee MacPherson moved for approval of the charge letter as drafted. Trustee Mel Baldwin seconded the motion.

Trustee John McKinley proposed a change to the letter, so that the paragraph on page 2 that references the confidentiality agreement reads “required to sign” instead of “expected to sign.”

Trustee Baldwin seconded the motion in agreement with this change.

Trustee Massie noted there were discrepancies between the letter and the charge, and that the language regarding the roles of the two committees was ambiguous. There was discussion on the roles of committee members, and Trustee Massie moved to delete section 2h and 2f of the charge letter. Trustee MacPherson seconded the motion. There was discussion on if Trustees should sign the confidentially statement, as well as on the lack of deans on the committee. As there was no other discussion, the Board voted to accept the amendments. All were in favor, and the vote passed unanimously. Trustee Tully did not vote, as she was absent. Trustee MacPherson then moved to amend the search process to remove the line in reference to the trustees not having to sign the confidentiality agreement. Trustee Baldwin seconded. There was discussion as to when the full Board would become involved in the search process, if the second committee would send a recommendation to the Board of its top candidate, and if candidates would be allowed to apply after the 3-5 finalists are publically announced.

Trustee McKinley explained that the second committee may give recommendations, but once the 3-5 finalists are identified, the full Board will take over the search. He noted that there is a paragraph in the search process documents that allows the trustees to change the process as it develops. Trustee Massie commented that they could revise the documents to read a December 1 deadline to receive full consideration. The Board then voted to approve both letters. There was further discussion on confidentiality of the process, and how candidates' names would always be kept confidential. Only the finalists' names will be revealed. The Board noted that it wanted all search committee members to sign a confidentiality agreement. Trustee MacPherson asked Vice President and General Counsel Rick Miller to rewrite the confidentiality statement in accordance with the revisions made to the other documents by the Board.

Trustee MacPherson moved for the Board to approve the members of the search committees, as noted in the document dated July 14, 2015 at 9:45 a.m. [see attachment D]. Trustee Dave True seconded. Trustee President Palmerlee read the names of the committee members to the Board. The Board voted on the committee members; all were in favor.

**AGENDA ITEM TITLE: Trustees College of Education Initiative, Palmerlee**

CHECK THE APPROPRIATE BOX(ES):

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

MINUTES OF THE MEETING:

Trustee President Palmerlee updated the Board on the College of Education Initiative. He explained that the Interim Planning Board created a budget and a scope of work. He noted that the scope of work included five initial tasks and that each task was headed by a chairman of a subcommittee. He shared the funding available for the task, and noted that the Interim Planning Board's main task was to prepare the application for Board approval before October 5.

**AGENDA ITEM TITLE: Discussion of Capital Facilities Process, MacPherson**

CHECK THE APPROPRIATE BOX(ES):

- Work Session
  - Education Session
  - Information Item
  - Other           Specify: Items for Approval
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MINUTES OF THE MEETING:

Trustee John MacPherson shared the Capital Facilities Committee's decision to create a capital facilities process plan. He explained that this document would provide the process to be followed for a major construction or renovation project. He noted that this document was a work in progress. Trustee MacPherson moved that the Board approve the Project Development Policy and Procedure for UW Capital Construction for Major Projects [see attachment E], with the understanding that this document was a work in progress and would require changes and modifications from time to time. Trustee John McKinley seconded the motion.

Trustee Mike Massie expressed concern with the document presented to the Board, as there had been several other versions before the current presented document. He noted that the document lacked clarity in regard to how it would relate to other important documents, such as the capital improvement plan and the historic preservation plan. He stated that he could not support the plan as written.

Trustee McKinley responded to Trustee Massie's concerns. He noted that this document was not intended to take the place of other plans, and it was not intended to instruct other plans. He explained that the purpose of the document was to be a guide on how to handle a capital construction project. There was further discussion on how the various plans on campus would interact with one another, and emphasis was placed on the current document being used as a guiding document for each capital construction project, rather than a campus-wide plan. The Board discussed how many of UW's plans need to be updated.

Trustee McKinley suggested modifying the first sentence of the document and deleting line six of the document. Trustee Scarlett suggested adding an opening paragraph to the document to clarify its purpose. There was then discussion of if the Board should adopt the document, as it could be modified at a later date. Some Board members expressed hesitation to adopt a document that not everyone was comfortable with and may need changing immediately. Trustee President Palmerlee then asked the Facilities committee to redraft the mentioned areas in the document and bring it back to the Board later during the meeting.

[The follow action occurred later in the meeting after the Facilities Committee had redrafted their plan.]

Trustee McKinley moved that the Board adopt the revised Project Development Policy and Procedure for UW Capital Construction for Major Projects, which was distributed to the Board. Trustee Marsh seconded the motion. All were in favor, and the vote passed unanimously. Trustee Tully did not vote, as she was absent.

**AGENDA ITEM TITLE: Cheyenne Family Practice Residency, Asay/Steiner**

**CHECK THE APPROPRIATE BOX(ES):**

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

**MINUTES OF THE MEETING:**

Special Advisor to the President for External Relations Meredith Asay introduced Dr. Kevin Murray and Dr. Ronald Malm to the Board. She shared information on the Cheyenne Family Practice Residency budget and their designation as a federally qualified health center. She noted that in the past, the residency has only asked for one-time general fund appropriations. However, this session it was hoping to ask the legislature for recurring funding. She explained that healthcare has been a legislative interest in Wyoming, and this may help their funding request. One priority of the Joint Appropriations Committee was medical education and recruitment. The Joint Labor, Health, and Social Services Committee also has medical education as a priority and were looking at UW's WWAMI and residency programs.

College of Health Sciences Dean Joe Steiner thanked the Board for the opportunity to present. He shared that the college's geriatric center was recently approved for another round of federal funding. UW's center was one of only 40 centers that received the funding from over 160 applicants. He explained that medical education begins in grade school, and the college has programming for middle and high school students to get them interested in pursuing medicine. He also explained the importance of the medical education that occurs through the residency programs, as well as the WYDent and WICHE programs. He noted that the residency programs in the state had two functions. First, they helped keep doctors in the state as most doctors stay close to the area where they did their residency. Second, they educated other health professionals in a modern, team-based setting. As a small state without major hospitals, these sites provided education to current healthcare professionals, as well as students in the WWAMI program. Dean Steiner noted that another function of the programs was to provide uncompensated care to people who were unable to pay. He noted that one recurring question in regard to the residency programs was why they were so expensive. He commented that UW's residency programs were less expensive when compared with others, but they were still expensive because they are nonprofit and educational in focus and serve the population who cannot pay for healthcare. He explained that residencies needed modern equipment so residents receive the best education. Dean Steiner explained that most residencies were funded by three sources: federal GME funds, clinical revenues, and state or local funding. He noted that Wyoming was the only state that did not receive GME funds. The residencies had been considering different funding models, and the Cheyenne Residency was approved to be a federal health center, which would assist with costs. There was further discussion on GME funding and the unlikelihood of receiving such funding.

Dr. Murray shared his background. He explained that residencies were always competing for funding, especially family practice residencies. He noted that most people were interested in knowing what services they were getting for the funds. He commented that the most important output of the residencies were graduates, as most graduates plan to practice near their residency. This provides family practice physicians for Wyoming. He explained the challenges residencies were facing, such as increasing costs, lack of funding, a lack of GME funds, and the number of patients served.

Dr. Malm thanked the Board for the opportunity to speak. He noted that the residency has worked through difficult challenges. He explained that the practice has had vacant faculty positions recently, as this is a competitive environment and faculty can make more money at other locations. He noted that this creates challenges, but it is also good for their graduates, as they can all find jobs. Dr. Malm shared the number of graduates the residency produces, how many of the graduates stay in-state, and how they serve the state.

Trustee McKinley thanked the panel for their presentation and inquired as to what they thought the two most important items would be that the Board could act upon in regard to the practice.

Dean Steiner commented that the Board could understand the practice's budget for next biennium, as faculty salaries needed to be addressed. He noted that the residency had been recruiting for some positions for two to three years, and that he was concerned that salaries are not competitive.

Dr. Murray commented that the second piece the Board could address is the infrastructure issues that the residency was facing. He noted that the building has not been updated since the 1970s.

Trustee Jeff Marsh asked for an update regarding how UW was addressing the new requirements for WWAMI. Dean Steiner shared the background of the WWAMI curriculum change and how UW would now need to house students for two years at UW, which increased the number of students served per year from 20 to 40.

Trustee Dave True asked if the residency would now have a full staff with the new faculty starting. Dr. Malm replied that there would still be two openings left, and the residency was considering defunding one position in order to increase the pay on the other positions.

Special Advisor Asay noted that in the next legislative session, the WWAMI program would ask for funds for a Level 2 study on space requirements. Trustee Sullivan asked about the future of the Geriatric Learning Center as an opportunity for growth beyond the residency. Dean Steiner commented that this center did outreach and education throughout the state and that it may qualify for GME funding.

Trustee McKinley asked why there was a disparity between the Cheyenne and Casper residencies. Dr. Malm explained the differences in faculty numbers and clinic sizes. Dr. Murray added that the new federal funds that Cheyenne was receiving should help with this disparity. There was further discussion on if the residencies could ever become self-sustaining, and Dean Steiner stated that this would not happen, as they were focused on education, not profit. He also noted that if they ever come close, they would risk losing their accreditation.

**AGENDA ITEM TITLE: Budget Discussion, McKinley/Mai/Boswell**

**CHECK THE APPROPRIATE BOX(ES):**

- Work Session
  - Education Session
  - Information Item
  - Other           Specify:
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**MINUTES OF THE MEETING:**

Trustee John McKinley presented the University's budget to the Board. He noted that this was a working draft of the budget, and that the Trustees would not be required to act on this document today [see attachment G]. The Board would vote on the budget during the August conference call. Trustee McKinley referenced the handout the Board received, and reviewed each of UW's budget priorities individually. He stated that UW's top priority was salaries. There was lengthy discussion on both faculty and staff salaries, and how UW salaries compare to other institutions. The administration noted that when compared to the state and other institutions, generally UW was below market average. Vice President Mai noted that UW was finishing up an additional study on salaries, and the result of this study will be shared with the Board. Trustee True asked if any of the studies included total compensation. Vice President Mai noted that most of the studies only compare salaries. There was discussion on salary increases instead of cost of living increases and how salary affects morale on campus.

Trustee McKinley then reviewed UW's second budget priority: employee retention. He noted that this fund was created to retain top faculty and staff. There was lengthy discussion on this topic, and if this fund was creating competition internally at UW for funds. Vice President Boswell acknowledged these concerns, but noted that last year the legislature funded this item, so it was included in this year's budget request. Policy Advisor Mary Kay Hill noted that she was concerned that UW's budget request was overly optimistic due to the current revenue projections and that the budget consisted of all new money. There was discussion on how these funds were allocated last year and how many employees were awarded a raise from this fund. Trustee Sullivan commented that in this retention system, faculty must go out and pursue other opportunities before they were considered for these funds and were appreciated by UW. Vice President Jones acknowledged Trustee Sullivan's concern and noted this was discussed by the college deans as well.

Trustee President Palmerlee commented that UW's third budget priority was the update to the fiscal systems, and that he believed this should be UW's first priority. Trustee McKinley noted that these priorities have changed with each draft, and that each item on the list was very important. There was discussion of what the priorities really mean to different groups, such as employees, the governor, and the legislature. Trustee Massie noted that by the time the budget reaches the Joint Appropriations Committee, it would not have priorities. He stated that if compensation was moved down the list, it will negatively affect morale on campus.

Trustee McKinley stated that he would review each of the remaining budget items briefly, so the Board would be familiar with the order and then the Board could review each priority more in depth. He reviewed the remaining priorities, including operations and maintenance, the Science Initiative, athletics, matching funds, the research aircraft, IT, WPR, and others. The Board then discussed the priorities that they had questions on, such as matching funds and the Science Initiative. There was discussion of if the funding allocations between the Science Initiative, the High Bay Research Facility, and the engineering building had been resolved. There was discussion on the proposed capital construction projects, and Vice President Mai noted that the budget included Level 2 planning funds for a new power plant, as UW's was at capacity.

The Board took a short break.

Trustee McKinley resumed the presentation by reviewing the budgets for medical education, and discussing the family practice residences, WWAMI and WICHE. He then opened the floor to the Board's comments on the budget. Trustee Sullivan asked for additional information on the Cheyenne Family Practice Residency, given the presentation to the Board yesterday and its budget request. Some trustees expressed concern about the amount of funding requested. After these discussions, Trustee McKinley moved to amend the budget by deleting item 9 and absorbing it into the \$110 million requested for capital construction. Trustee Mike Massie seconded the motion. All were in favor, and the vote passed unanimously. Trustee Tully did not vote, as she was absent.

There was discussion as to if the Board needed to approve this budget now, but it was decided that action was not needed, as it would be voted on in August. Trustee McKinley moved that the administration send the revised budget to the Board no later than July 31 so the Board could review the budget before voting on it in August. Trustee Massie seconded the motion. There was discussion on if the Board would be able to modify the revised budget before approving it in August. Trustee President Palmerlee commented that the trustees could amend the budget during the August meeting. Trustee MacPherson asked the administration to address Trustee Sullivan's question on medical expenditures in more detail. The trustees voted; all were in favor, and the vote passed unanimously. Trustee Tully did not vote, as she was absent.

**AGENDA ITEM TITLE: Financial Committee Report, True/Mai**

CHECK THE APPROPRIATE BOX(ES):

- Work Session
  - Education Session
  - Information Item
  - Other            Specify: Items for Approval
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MINUTES OF THE MEETING:

Trustee Dave True updated the Board on the revitalization of UW's fiscal and accounting systems. He shared the progress already made, and how this project would be funded. He explained that the initial funds would be used to hire a few staff members and a consulting firm. He noted that there is a recommendation before the Board to hire Huron Consulting Group at a cost not to exceed \$1 million. He stated that the Board would be asked to act on this matter today.

Director of Shared Business Services Megan Hanneman referenced the handout before the Board [see attachment H]. She explained the criteria that was used to select the three consultants, and discussed the presentations each consultant gave. She noted that Huron Consulting Group emerged as the top consultant, and shared their background. She shared about the program budget, the costs of the consulting services, and the next steps in this process.

Vice President Mai stated that the administration was requesting authorization to sign a contract with Huron Consulting Group. Trustee True moved to authorize the administration to enter into negotiations, and to execute a contract with a third party consulting firm to provide services relating to a financial reporting system for an amount not to exceed \$1 million. He noted that it was anticipated that the firm providing this service would be Huron Consulting Group. Trustee Jeff Marsh seconded the motion. There was brief discussion on the total cost of this project, and how to best communicate this total cost to the legislature. The trustees voted; all were in favor, and the vote passed unanimously. Trustee Tully did not vote, as she was absent.

**AGENDA ITEM TITLE: Institutional Fundraising Priorities, Blalock**

**CHECK THE APPROPRIATE BOX(ES):**

- Work Session
  - Education Session
  - Information Item
  - Other            Specify:
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**MINUTES OF THE MEETING:**

Vice President for Institutional Advancement Ben Blalock shared the Foundation's fundraising priorities with the Board [see attachment I]. He explained that the priorities were selected because they are areas that the Foundation feels would be strongly supported by donors and would have potential for matching funds. He explained the history of the matching funds program, how donors were responsive to these funds, and the state criteria for matching funds. He referred the Board to their handout of fundraising priorities, and noted that these priorities could change.

Vice President Blalock shared the progress made on the College of Engineering Initiative, literacy programs, and the Rochelle Athletic Center. He shared the Foundation's goals for the College of Education Initiative, and noted that there was a bold vision for this initiative and its potential for donations. He discussed the Haub School, and noted that there was great support in this area and Indy Burke had done an amazing job. He also discussed the strong support for entrepreneurship and the STEM facility.

Vice President Blalock commented that many of these items had already been approved by the trustees, but the purpose of this meeting was to communicate with the trustees. He noted that in the memorandum of agreement between the University and the Foundation, the institutional fundraising goals are supported by the President and trustees. There was discussion as to why the Law School and the College of Business were not directly mentioned. Vice President Blalock noted that this needed to be addressed, and he was working with the new deans to decide their fundraising priorities. There was discussion about to why the Endowed Chairs Initiative was removed, as discussed at previous Board meetings. There was also discussion as to if the Foundation could provide UW with some financial stability, as it exists in a volatile economy.

**AGENDA ITEM TITLE:**

**Discussion re: Exterior Design of AA Phase II & Updates re: other Capital Projects**

CHECK THE APPROPRIATE BOX(ES):

- Work Session
  - Education Session
  - Information Item
  - Other            Specify:
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MINUTES OF THE MEETING:

Vice President Mai noted that the trustees adopted an architectural process for exterior design, and explained how the Area Auditorium project had progressed. He shared photos of the different renditions.

Trustee Massie explained the committee structure, details of the exterior features of the Arena Auditorium, and where the Kenny Sailors statue would be housed. He also discussed the historic preservation plan, and how the Arena Auditorium exterior design fits within this plan. Trustee Massie stated that he was not asking the Board to make a decision at this point, he was simply gathering feedback. The Board will vote on the final design in August. There was discussion on the current exterior design, including ADA parking and accessibility and maintenance.

Trustee John McKinley updated the Board on the Rochelle Athletic Center addition. He noted that the guiding principles for the building have been discussed, as has the functionality of the building.

**AGENDA ITEM TITLE: Session with Governor Matt Mead**

CHECK THE APPROPRIATE BOX(ES):

- Work Session
  - Education Session
  - Information Item
  - Other            Specify:
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MINUTES OF THE MEETING:

Governor Matt Mead thanked the Board for the opportunity to address them. He shared his and his family's history with UW, and the special memories he had with the University. He explained the CREG Report, which would give Wyoming an idea of its revenues in October. He noted that since a majority of Wyoming's revenues come from minerals, the government was not anticipating a positive outlook. He explained that when his office prepares the budget, they consider community colleges, UW, agencies, and the needs of towns and counties. He commented that as UW developed its budget, it needed to consider that the CREG Report would likely not be positive. He noted that agencies may need to tighten their belts, but that the state could weather this storm. He asked the Board to closely examine UW's priorities, and stated that its priorities would be reviewed within the context of the state. He noted that he wanted to keep building UW and keep it competitive, rather than have it drop off for a few years until minerals recover.

Governor Mead also discussed the issues facing the state in regard to capital construction projects. He noted that he had discussed the BSL-3 lab with Senate President Phil Nicholas. He commented that he was discussing how UW and the community colleges can work together to develop a process that could work throughout the state. He noted that buildings were important, as they help with student learning, recruitment, and retention; however, he stated that he recognizes that buildings needed a great faculty and staff.

Governor Mead briefly discussed the presidential search process, and stated that he had confidence in the selection process and that it would produce a great president. He noted that UW may face some budget challenges, but it was not time to panic.

Trustee John MacPherson noted that the trustees had an interesting discussion with multiple legislators. He asked Governor Mead to also give the Board an honest appraisal of how UW was doing. Governor Mead commented that UW needs to have a focus on strategic planning and be able to have a vision about where the University should go. He noted that this vision would help in the budget process as well.

Trustee Dave True thanked Governor Mead for attending the meeting, and commented that sometimes the Board was placed in difficult situations when the legislature puts certain policies into law. He noted that sometimes what the trustees advocate for was not in the legislation. Governor Mead commented that this was partly due to a perceived lack of strategic plan from the trustees.

Trustee True asked if Governor Mead would be willing to use the reserves in the event of a budget shortfall. Governor Mead commented that he was not prepared to answer that before seeing the CREG Report. He further discussed the purpose of the reserve funds.

Trustee Massie asked how UW was doing throughout the state. Governor Mead noted that he hears people asking why UW was receiving all the money. He also stated that parents comment that their students are getting recruited by other state schools, but not UW.

Trustee Sullivan asked Governor Mead about what opportunities for excellence he saw emerging. Governor Mead responded that the fourth largest industry in Wyoming should be technology. He noted that young people expect good technology, and this would help bring people to Wyoming and retain native Wyomingites. A technology sector would also provide for diverse job opportunities.

Trustee President Palmerlee thanked Governor Mead, and noted that they would continue to discuss the budget. Governor Mead asked Trustee President Palmerlee to present the budget to his office so everyone could be on the same page. Trustee President Palmerlee explained the trustee budget subcommittee, and stated that they have been working hard to develop a budget. Governor Mead thanked the Board for their hard work.

**AGENDA ITEM TITLE: Follow Up Session on Legislative Discussion**

CHECK THE APPROPRIATE BOX(ES):

- Work Session
  - Education Session
  - Information Item
  - Other            Specify:
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MINUTES OF THE MEETING:

Vice President for Administration Bill Mai, Vice President and General Counsel Miller, and Vice President for Governmental and Community Affairs Chris Boswell provided follow-up information to the Board from the legislative discussion that occurred on Tuesday, July 14. As BSL-3 was a topic during the legislative discussion, Vice President Mai gave the Board further detail on the issues and timing of the BSL-3 project. He explained the role that the Attorney General's Office played, how UW was trying to recover some of the losses, and the features necessary to make the building functional again. There was further discussion from the Board on UW's role in the initial construction process, and how UW did not have control over the construction. Trustee President Palmerlee asked if the Board needed to respond to the legislators on the issue of BSL-3, to which Vice President Mai replied that it did not.

Vice President Boswell reviewed a list of major points made at the meeting, such as a leadership vacuum existing at UW, how legislators were tired about hearing about salaries, concerns with outreach, how not all legislators are advocates and supporters of UW, support for the Science Initiative and a revitalization of the accounting systems, a lack of institutional vision and goals, enrollment, and the residence halls.

Vice President Miller noted that many of the legislators' concerns had been voiced in the past. He commented that when the state was faced with fiscal hardship in the past, some legislators entered a "hunker down" mentality. He also noted that the trustees only heard from a portion of legislators, and not all views were reflected at the meeting. He explained that every legislator was concerned about their constituents, and the legislators' constituents are also UW's constituents. He noted that it would take a while to change attitudes towards UW.

Trustee John MacPherson inquired about the future of UW's funding, and if the administration was concerned with the decrease in revenues, changes in leadership, and increased instructional costs. There was a discussion of the loss of mineral values, the boom and bust economic cycle in Wyoming, and how legislators were telling UW that their constituents believe UW receives all the funding. There was discussion on how UW could frame its role in the context of the state, constituents, and community colleges. There was discussion on the anticipated budget shortfall, and various ways to raise the revenues, such as increasing tuition. Vice President Boswell noted that, in order to really address this issue, UW needed to change how it does business. The fiscal system update was one example of the kind of change needed at UW.

The discussion then returned to the BSL-3 Lab, and whether UW could simply fix the problem and deal with recovering losses at a later date. There was also a discussion of receiving CDC certification, which would be a complex process that could take years. Vice President Bill Gern noted that having a CDC certified lab was important to Wyoming, as it allowed the lab to deal with select agents.

Trustee Dave True commented that the first time he participated in a legislative discussion with the Board was two years ago in Sheridan. He noted that the relationship between the legislature and trustees has come a long way, as legislators were now more willing to share their deep concerns and opinions on UW than they were two years ago in Sheridan. He commented that he hoped the relationship would continue and develop to the point where the trustees and legislators work together, rather than only offering criticism. Trustee True asked for a summary of the legislative meeting.

UW President McGinity noted that many of the issues raised in the discussion needed a long term solution. There was discussion about if UW can operate in a volatile economic environment, how to best manage UW, and how to budget with a list of goals. There was also discussion on the best way for the University to budget, the budget priorities, and if UW needed to consider cutting costs instead of only asking for additional funding. Trustee President Palmerlee noted that the University needed to develop a plan for how it would handle money until the new fiscal system is in place. Vice President Boswell commented that the trustees took a great first step yesterday after Interim Associate Vice President Hagy's presentation when they asked for the administration to come up with a plan to address the issue. Trustee Massie added that the University also needs to develop academic, recruitment, and capital facilities plans.

Trustee Bostrom agreed with Trustee True, and noted that the conversations with the legislators have progressed since the retreat in Sheridan. However, he commented that these conversations need to be more dialogue-based so the University had a chance to respond. He asked if UW could compile a document to show the trustees all of UW's outreach and economic development activities within their region. There was then discussion of if such a document should be shared with the legislators, and the nature and tone this document should take. Vice President Boswell noted that Director of the International Programs Office Ann Alexander did keep record of outreach activities. However, he cautioned against sending the document to the legislators. There was further discussion on if the trustees should respond, and Trustee President Palmerlee asked the Trustee Legislative Relations Committee to meet and discuss this issue before the retreat ended.

**AGENDA ITEM TITLE: Interviews with Search Firms**

CHECK THE APPROPRIATE BOX(ES):

- Work Session
  - Education Session
  - Information Item
  - Other            Specify:
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MINUTES OF THE MEETING:

The Board discussed how to conduct the interviews with each search committee. Trustee MacPherson explained that the Board did not have a standard set of questions during the previous search, but questions for these search firms can be structured around the rubric created by Trustee Sullivan. Trustee MacPherson reviewed the process that led to the selection of the final three search firms. Trustee Sullivan shared the criteria used to vet the search firms, and noted that the Board was looking for a firm who was a partner and would communicate ideas that the Board may not always want to hear. There was discussion on if there was one of the final three firms that stood above the other two, and MacPherson noted that there was not.

*Storbeck, Pimentel*

Trustee MacPherson briefly explained the search process the committee had developed, including the two search committees, and the roles of each search committee. Trustee MacPherson introduced Brad Mead as the search recruiter and explained his role. He noted that the Board had a profile and position announcement, but the Board would like these reviewed by the search firm.

Alberto Pimentel shared the background of his firm and its prominence in the field of higher education. He emphasized that consultant fit is the most important determination the Board could make. He explained why he was interested in this search and what UW had to offer potential candidates. He noted that he most often represents public research universities and that he liked the land grant mission of UW.

Trustee MacPherson asked if there would be any negative consequences due to the short tenure of a former president. Mr. Pimentel commented that the higher education community has moved past this event. He noted that UW has had stable leadership for a year and a half. He stated that he had done searches where the former person in the position had been incarcerated, but the external world quickly forgets. He commented that the remnants of these type of events linger internally around campus much longer than they do in the external community. He noted that the search committees needed to be well versed in talking about the opportunities at UW, talking about UW's aspirations, explaining the resources UW had to offer the new president, and explaining what the University had learned from their past experiences.

Trustee Scarlett asked what features set UW apart from other land grant schools that were looking for presidents. Mr. Pimentel responded that people who were interested in energy would be drawn

to Wyoming, and that it was the only public research university in the state so it was not competing against other presidents in the state legislature. He also noted that as the only president of a higher education institution in the state, the person selected would have a larger platform to be a spokesman for higher education. This would allow them to have influence on the K12 education system as well. He commented that UW's location, access to natural resources, and strong support from the state are appealing to candidates. He noted that many land grant institutions were still recovering from the recession and cuts in funding, but UW was thriving. He also noted that Laramie's cost of living was low, which was appealing to candidates.

Trustee Scarlett asked what aspects of UW candidates may view negatively. Mr. Pimentel noted that UW was not good at selling itself, and people did not realize all the opportunities and good work that is occurring on campus.

Faculty Senate President Tucker Readdy noted that UW's presidential profile did not require outstanding academic credentials. He asked how this would affect the search. Mr. Pimentel shared examples from schools who did not hire a traditional academic candidate. He noted that the secret behind a successful non-traditional candidate was being well-known to the university and the state, and having a deep interest in education. He stated that it would be a mistake to hire a non-traditional candidate who was not well known within the state.

Trustee McKinley asked Mr. Pimentel to explain his role in the process, and if he was the salesperson for the firm or if he would actually be conducting the search process. Mr. Pimentel noted that he does sell his firm, but that he will also be the lead consultant and will interview all the candidates, attend all the meetings, and be a resource for Search Recruiter Mead, committee chairs, and the search committee. There was further discussion on if Mr. Pimentel was alright with primarily being a recruiting firm instead of a search firm, and his role within the trustees' search process. Mr. Pimentel replied that he was comfortable with this, but also explained that his firm should be consulted in regard to background checks, as they have access through their contacts to non-public information. He noted that this information was critical for the Board to learn about before hiring.

There was then a discussion of the characteristics of the president, such as integrity, business sense, and leadership. There was also discussion of how the firm would vet candidates for these characteristics. Mr. Pimentel noted that his firm would contact applicants' former employers, often at two to three institutions prior to their current employment in order to assess their integrity.

#### *Isaacson, Miller*

Trustee MacPherson thanked Julie Filizetti for meeting with the Board. Ms. Filizetti shared information about Isaacson, Miller and why it was a good fit for UW's presidential search. She commented that UW had a unique and distinct relationship between the state and the legislature. She noted that she had read the presidential profile, and stated that it was good, but she would take it a step further. Ms. Filizetti commented that the profile needed to include the goals the president needed to accomplish in the next five years, as this would help the University select the candidate whose skills best match UW's goals. She spoke on how building relationships between

constituents, the legislature, and the new deans and administrators would be key for the next University president.

Trustee Bostrom asked how Isaacson, Miller recruits non-traditional candidates, and what background checks the firm did on candidates. Ms. Filizetti commented that most non-traditional candidates have a relationship with institutions or within higher education before becoming candidates. She noted that it was a little harder to recruit these candidates, but they were typically found by the networks among the board, key alumni, and people within government. When asked by Faculty Senate Chair Readdy to address the challenges non-traditional candidates face, she responded that it was important to consider how a non-traditional candidate talks about faculty. If the candidate did not appreciate faculty or understand shared governance, it was concerning. There was further discussion on the firm's recruitment process for both traditional and non-traditional candidates. Ms. Filizetti noted that it was likely the next UW president was not looking for a new position, and the firm's job was to convince them to apply and consider the position. There was also a discussion of the culture of the Rocky Mountain West, and how to specifically recruit for it. Ms. Filizetti noted that some people would self-select out of the search for these reasons and that it was important to bring families to campus sooner rather than later. Trustee Marsh emphasized that the person would have to fit in and understand the weather.

Trustee Sullivan asked what experience Isaacson, Miller has with public searches. Ms. Filizetti commented that the success of a public search hinges on making sure it is clear where the final decision lies and what role constituents have in the process. She stated that the Board should receive people's input, but not be driven by it. There was further discussion on how to balance taking input and still having the Board make the final decision.

Trustee Mike Massie asked what would attract candidates to UW and what would they view as challenges when coming to UW. Ms. Filizetti responded that candidates would be nervous, due to what happened to a former president. She noted that candidates would need assurance that the Board was going to be behind the president. She stated that moving to Wyoming would be a challenge, as would getting a diverse applicant pool. However, the opportunity to do meaningful work here would be a selling point, as would the focus on engineering and energy, and the investment the state makes in UW. Candidates who want to see real changes and progress would be attracted to UW. Trustee Baldwin asked what skills the next president would need, in Ms. Filizetti's opinion. Ms. Filizetti responded that the next president would need to be an ambassador. Trustee MacPherson thanked Ms. Filizetti for presenting to the Board.

#### *Korn Ferry*

Mr. David Mead-Fox from Korn Ferry began his presentation by noting that he was longstanding fan of Wyoming, and reviewing the other searches he had done for UW. He explained that he read the trustee's planning and process document, and he liked its uniqueness and the use of the search recruiter. He noted that if selected, he would want to meet with both committees and the Board and listen and learn what UW needs. He stated that he would want to begin advertising and recruiting for this position as soon as possible. He explained his firm's recruitment and vetting processes.

Trustee MacPherson asked why Korn Ferry should be selected as by the Board. Mr. Mead-Fox replied that Korn Ferry has had many successful searches for UW, had done many public searches, and was the most well-known and largest executive search firm.

Trustee Marsh asked how candidates were elevated to the top of the candidate pool. Mr. Mead-Fox commented that this most often happens through referral. He shared several examples, as well as examples for non-traditional candidates.

Trustee MacPherson asked what the University needed in a leader. Mr. Mead-Fox replied that the next president must love Wyoming, and this is the most important factor. Other characteristics include listening ability, curiosity, strategy, organizational savvy, financial skill, being a team builder, and trustworthiness. He noted that family should also be considered, as well as proximity to extended family.

Trustee John McKinley asked how to maintain a relationship with candidates and honor their confidentiality while still building a good candidate pool in a process that would eventually become public. Mr. Mead-Fox noted that he thought it best to open the process at the end, as this was a public institution. However, he stated that there were challenges with making the process public. He noted that if confidentiality was broken before the process becomes public, people would remember the breach for years. However, UW owes its constituents more than just a press release to announce a new president: they should get to meet the finalists.

Trustee Larry Gubbels asked what the normal tenure of a university president is. Mr. Mead-Fox replied that the general length of stay for leadership is between 4 and 6 years, and this number has been declining. However, presidents placed by Korn Ferry have been staying an average of 7-8 years.

Trustee Massie asked what challenges UW would face when recruiting candidates, and what would be appealing about UW. He commented that UW wanted a diverse search pool. Mr. Mead-Fox noted that he would work hard recruiting diverse candidates. He stated that some candidates would like that UW was the only school in the state and that they would get to work closely with state officials. He noted that this would make other candidates uncomfortable, as they were not used to working outside of the University. He stated that not everyone would like Wyoming, but he was not concerned with those who did not. He commented that the right people were always small in number. He stated that the right candidates would understand the unique partnership between the University and the state.

Faculty Senate President Readdy asked how non-traditional candidates were received by campuses, and what made them successful. Mr. Mead-Fox replied that these candidates need to be curious about research and faculty and understand shared governance. They also had to be able to win people over.

Trustee Baldwin asked how Korn Ferry evaluated a candidate's integrity. Mr. Mead-Fox discussed the Code of the West, and how the firm carefully consults references, both informal and formal. He noted that sometimes a visit to the person's institution was done. He also discussed the background checks done on the candidates.

The Board then entered executive session to discuss the search firms. Search Recruiter Mead, Staff Senate President Arron Sullivent, and Faculty Senate President Readdy were asked to join.

**Thursday, July 16, 2015**

**Business Meeting**

**1:30-2:30 p.m.**

Little America, Salons A&B

Roll Call

Public Testimony

[Held Wednesday, July 15, 2015, at 11:00 a.m.]

Gordon Bryson, a former UW Staff member, noted that staff was very important, and encouraged the Board to give staff raises. He stated that as he was a retired staff member, he would not be affected by this; however, many of his friends were still staff, and they were frustrated about all the funding spent on capital improvement while there had been no pay raises. He noted that staff was effective support for UW. He also encouraged more involvement in student retention, as many freshman and sophomore students get discouraged during winter. He explained the various activities that could make winter fun, and encouraged UW to share these with students, as these would help with retention.

Items Requiring Trustee Approval [Items will be discussed during the session]

- I. ~~Adoption of the Capital Facilities Process~~ – Miller [*Approved during Work Session*]
  - II. Approval of Change in Scope for ASUW Memorial Plaza – Mai
  - III. Approval of Personnel – Jones
  - IV. Approval of Appointments to the University of Wyoming Research Corporation Board of Directors – Gern
  - V. Jacoby Well
- 
- II. Approval of Change in Scope for ASUW Memorial Plaza (see attachment A)  
Vice President for Administration Bill Mai noted that there were handouts in the trustees' folders, and one of the items had already been discussed. He reviewed the change order for the ASUW plaza and explained that there was an additional \$24,000 in funds available for the plaza. With the additional funding, some additives could be added. Trustee Dave Bostrom moved that the change order be approved. Trustee Mel Baldwin seconded the motion. All were in favor, and the vote passed unanimously. Trustee Tully did not vote, as she was absent.
  - III. Approval of Personnel (see attachment B)  
Trustee Bostrom moved that the Board accepted the recommendation as the final decision. Trustee Mel Baldwin seconded the motion. All were in favor, and the vote passed unanimously. Trustee Tully did not vote, as she was absent.

Trustee MacPherson moved that the appointment letters for Chad Baldwin, Lori Phillips, Donna Brown, and Ann Alexander be approved as discussed. Trustee Mel Baldwin recused himself from vote. Trustee John McKinley seconded the motion. All were in favor, and the vote passed unanimously. Trustee Tully did not vote, as she was absent.

IV. Approval of Appointments to the University of Wyoming Research Corporation Board of Directors (see attachment C)

Trustee John MacPherson asked that the document's date be changed to reflect an appointment date of 2016. Trustee Bostrom asked if these were the same board members as the trustees approved last year. Vice President Gern asked the trustees to recall the discussion they had in November. He noted that WRI was starting to fully fill their Board, and these are the two additional new members. Vice President Gern shared their background. Trustee McKinley asked how these individuals were vetted before being presented for approval. Vice President Gern noted that the current WRI Board of Directors identified and vetted these appointments. Trustee Sullivan asked that WRI consider adding women. Trustee Bostrom moved to approve the board. Trustee Baldwin seconded the motion. All were in favor, and the vote passed unanimously. Trustee Tully did not vote, as she was absent.

V. Jacoby Well

Vice President Mai reviewed the Jacoby Golf Course well information. He noted that UW has been directed by the legislature to drill wells for the Course so that they are no longer using the city's potable water. He asked for the Board to approve the water application. Trustee Dave Bostrom moved to approve the application. Trustee Dick Scarlett seconded the motion. All were in favor, and the vote passed unanimously. Trustee Tully did not vote, as she was absent.

**Action Already Taken During Meeting Wednesday, July 15, 2015**

Presidential Search (see attachment D)

Approval of Search Recruiter

Trustee John MacPherson moved that Brad Mead be employed as the search consultant for the University of Wyoming Board of Trustees for the purpose of assisting the Board of Trustees in obtaining a slate of possible candidates to serve as the 26<sup>th</sup> President of the University, and that he be vested with such authority and directed to take such action as may reasonably be necessary in fulfilling his assigned tasks. Trustee Jeff Marsh seconded the motion.

There was brief discussion on the motion and its verbiage. Trustee Mike Massie asked that the verb employed be switched to appointed. Trustee MacPherson agreed and moved that Brad Mead be appointed as the search consultant for the University of Wyoming Board of Trustees for the purpose of assisting the Board of Trustees in obtaining a slate of possible candidates to serve as the 26<sup>th</sup> President of the University, and that he be vested with such authority and directed to take such action as may reasonably be necessary in fulfilling his assigned tasks. Trustee

President Palmerlee called for a vote. The vote passed unanimously, and Trustee Tully did not vote, as she was absent.

*Approval of Presidential Position Announcement and Presidential Profile text*

Trustee Mike Massie moved that the Board approve the Presidential Position announcement and Presidential Profile document that were previously distributed to the Board. Trustee MacPherson seconded the motion. Trustee President Palmerlee called for a vote. The vote passed unanimously, and Trustee Tully did not vote, as she was absent.

*Approval of charge letter and modification of search process timeline document*

Trustee MacPherson moved for approval of the charge letter as drafted. Trustee Mel Baldwin seconded the motion. Trustee John McKinley proposed a change to the letter, so that the paragraph on page 2 that references the confidentiality agreement reads “required to sign” instead of “expected to sign.” Trustee Baldwin seconded in agreement with this change.

There was discussion on the roles of committee members, and Trustee Massie moved to delete section 2h and 2f of the charge letter. Trustee MacPherson seconded the motion. The Board voted to accept the amendments, all were in favor. Trustee Tully did not vote, as she was absent. Trustee MacPherson then moved to amend the search process to remove the line in reference to the trustees not having to sign the confidentiality agreement. Trustee Baldwin seconded. The Board then voted to approve both documents as amended. The vote passed unanimously, and Trustee Tully did not vote, as she was absent.

*Approval of Search Committee Appointments*

Trustee MacPherson moved for the Board to approve the members of the search committees, as noted in the document dated July 14, 2015 at 9:45 a.m. Trustee Dave True seconded the motion. The Board voted on the committee members, and all were in favor. Trustee Tully did not vote, as she was absent.

Budget Discussion (see attachment G)

Trustee John MacPherson motioned that the administration present a revised budget to the Board by July 31 for the Board to review before their August meeting. Trustee Mike Massie seconded the motion.

Trustee John MacPherson asked the administration in addition to follow to Trustee's Sullivan question on the funding for the Cheyenne Family Practice Medical Residences.

Trustee President Palmerlee called for a vote. The vote passed unanimously, and Trustee Tully did not vote, as she was absent.

Adoption of the Capital Facilities Process (see attachment E)

Trustee McKinley moved that the trustees adopt the revised Project Development Policy and Procedure for UW Capital Construction for Major Projects, which was distributed to the Board.

Trustee Marsh seconded the motion. All were in favor, and the vote passed unanimously. Trustee Tully did not vote, as she was absent.

Recommendation to Hire a Third Party Consultant

Trustee True moved to authorize the administration to enter negotiations and execution of a contract with a third party consulting firm to provide services relating to financial reporting system for an amount not to exceed \$1 million. It is anticipated such service provided firm will be Huron Consulting Group. Trustee Jeff Marsh seconded the motion. There was brief discussion on the total cost of this project, and how to best communicate this total cost to the legislature. The trustees voted; all were in favor, and the vote passed unanimously. Trustee Tully did not vote, as she was absent.

**Date of Next Meeting**

Wednesday, August 5, 2015, Conference Call; Laramie, Wyoming

**Adjournment**

Trustee President Palmerlee moved that the Board enter executive session at 11:35 a.m. Trustee Gubbels seconded the motion. All were in favor.

Respectfully submitted,



Shannon Sanchez  
Deputy Secretary, Board of Trustees



Laura Wespetal  
Senior Administrative Assistant

AGENDA ITEM TITLE: **Approval of Change in Scope for ASUW Memorial Plaza**, Mai

**BACKGROUND AND POLICY CONTEXT OF ISSUE:**

The ASUW Memorial Plaza project was initiated in 2012 by ASUW leadership as a way to honor students who pass on while matriculated at the University. This project will provide a space for individuals to gather in remembrance and to provide equal recognition for all such students.

The scope of this project includes development of a landscaped plaza and student memorial at the east end of Prexy's Pasture, east of a row of existing spruce trees and west of the plaza in front of Half-Acre Gym. The design for the project utilizes native sandstone blocks and granite boulders set in low curvilinear retaining walls with raised planting beds. Much of the sandstone that will be used was salvaged from the Half-Acre Gym Renovation project. In addition, the design uses a combination of colored concrete and flagstone paving to help define the boundaries of the memorial. There are two areas designated for the placement of donor funded memorial benches. Landscape plantings include: small ornamental shrubs, native ground covers, alpine planting beds, and bluegrass sod to harmonize with the existing Prexy's Pasture landscape. A line of new spruce trees to supplement established trees in this area may also be included from a separate funding source.

The University is using the design-bid-build delivery method for this project. Construction is anticipated to begin in early July and be complete by October 1, 2015. Due to growing season restrictions and product availability, planting of the alpine plants will occur during spring 2016.

The total project budget for the ASUW Memorial Plaza is \$234,541.00. The project will be funded through the ASUW Student Services Endowment.

The project was publicly advertised starting May 21, 2015. Bids were received on June 11, 2015 from two (2) Wyoming resident contractors. Bids were received with several alternates to align the project with available funds. Following a comprehensive review of the base bids and alternates, ARCON, Inc. of Laramie, Wyoming was recommended for this project. Based on available project funding, the recommendation was to approve only the base bid amount for a total contract award of \$189,500.00. Additional funds of \$24,130.00 have since been identified from funds specified for Prexy's Pasture. These additional funds allow four of the bid alternates to be incorporated and supplement project administration costs. These bid alternates will add a stone threshold, a salvaged stone curb, perforated pipe drainage and an ASUW paving medallion. Project administration costs that will be supplemented include construction contingency and additional landscape architectural fees.

**PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:**

- June 2015 – The Board approved the Construction Contract for the ASUW Memorial Plaza with ARCON, Inc. of Laramie Wy.
- January 2015 - The Board approved the FY 2015 budget authority increase to complete construction of the ASUW Memorial Plaza.

- May 2014 - The Board approved the University's FY 2015 operating budget, which includes ASUW's budget. The Board also approved site selection for the ASUW Memorial Plaza.
- March 2014 - Presentation of ASUW Memorial Plaza concept design to Board of Trustees by ASUW President.
- November 2013 - The Board approved ASUW's \$10,000 budget increase to acquire design services for the ASUW Memorial Plaza.

**WHY THIS ITEM IS BEFORE THE BOARD:**

This item is for approval of incorporating the four bid alternates and to supplement project administration costs for a total of \$24,130.00 by the Board of Trustees.

**ARGUMENTS IN SUPPORT:**

\$234,541.00 of ASUW Student Services Endowment funding has been budgeted for this project, \$24,130.00 in additional funds have been identified to incorporate four of the bid alternates and supplement project administration costs. This increases the project budget to \$258,671.00.

**ARGUMENTS AGAINST:**

None

**ACTION REQUIRED AT THIS BOARD MEETING:**

Authorization to increase the budget for the project by \$24,130.00 for the additional scope and costs identified.

**PRESIDENT'S RECOMMENDATION:**

It is recommended that the Board of Trustees of the University of Wyoming authorize an increase to the project budget.

**AGENDA ITEM TITLE: Approval of Personnel, Jones**

**A. Items for Action Recommended by the President**

**APPOINTMENTS**

**1. Administrator**

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

**Academic Affairs**

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Period</u>
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*Academic Affairs*

<b>Alexander, Anne</b>	Associate Vice President	\$175,440/FY	08/17/2015
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Anne Alexander received a B.B.A. in Economics and International Business and a M.A. in Energy and Regulatory Economics from New Mexico State University, and a Ph.D. in Economics from the University of Wyoming. Dr. Alexander has been the Director of International Programs at the University of Wyoming since 2006. Dr. Alexander has also been an Associate Lecturer in the Department of Agricultural and Applied Economics at the University of Wyoming since 2013. Dr. Alexander will serve as Associate Vice President for Undergraduate Education.

*Ellbogen Center for Teaching and Learning*

<b>Brown, Donna</b>	Director	\$146,004/FY	08/26/2015
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Donna Brown received a B.S. and a Ph.D. in Textile Technology from the University of New South Wales. Dr. Brown has been Associate Dean and Director of Academic and Student Programs in the College of Agriculture and Natural Resources at the University of Wyoming since 2012. Dr. Brown has been a Professor in the Department of Family and Consumer Sciences at the University of Wyoming since 2004. Dr. Brown will continue to be a tenured Professor in the Department of Family and Consumer Sciences.

**University Libraries**

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Period</u>
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*Dean's Office*

<b>Phillips, Lori</b>	Interim Dean	\$159,768/FY	07/17/2015
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Lori Phillips received a B.A. in History from the University of Wyoming and a M.L.I.S. in Library and Information Science from the University of Arizona. Ms. Phillips has served as Associate Dean at the University of Wyoming Libraries since 2003. Ms. Phillips has been an Associate Librarian at the University of Wyoming since 1999.

**Governmental and Community Affairs**

<b>Baldwin, Chad</b>	Associate Vice President for Institutional Communications and Marketing	\$123,840/FY	08/04/2015
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Chad Baldwin has been the Director of Institutional Communications for UW since 2011. A graduate of the University of Wyoming (B.A., journalism, 1988), he returned to UW after more than 25 years as a journalist, serving as editor of the Casper Star-Tribune, the Riverton Ranger, the Uinta County Herald and the Branding Iron, and city editor of The Times-News in Twin Falls, Idaho.

**AGENDA ITEM TITLE:**

**Approval of Appointments to the University of Wyoming Research Corp Board of Directors,**  
Gern

**BACKGROUND AND POLICY CONTEXT OF ISSUE:**

The University of Wyoming Research Corporation Board of Directors are appointed by the UW Board of Trustees annually to serve a one year term. Board members may serve multiple, one year terms of appointment. This appointment period ends in June 2016.

We recommend that the following individuals be appointed to the UWRC Board of directors.

- Dr. William A. Gern, Chairperson
- Dr. Myron Allen
- Mr. Ronald Benson
- Mr. Ronald Collins
- Mr. Brent Erickson
- Mr. Rob Hurless
- Mr. Richard Willson
- Frederic K. Wasden
- Dale S. Decker

**UW PRESIDENTIAL SEARCH COMMITTEE APPOINTMENTS**

*(APPROVED July 15, 2015 Retreat Meeting)*

**BOARD OF TRUSTEES**

Committee #1

1. Jeff Marsh, Chair
2. Dave True
3. Mike Massie
4. Michelle Sullivan
5. Mel Baldwin

Committee #2

1. Dave Bostrom, Chair
2. John McKinley
3. Dick Scarlett
4. John MacPherson
5. Wava Tully

**FACULTY**

Committee #1

1. Deborah L. McGriff, College of Education
2. Jacquelyn L. Bridgeman, College of Law

Committee #2

1. Cynthia Weinig, Department of Botany and Molecular Biology, College of Arts & Sciences
2. Jason Shogren, Department of Economics and Finance, College of Business

**STUDENTS**

Committee #1

1. Noah Hull
2. Susan Manown

Committee #2

1. Joel Defebaugh
2. Brian Schueler

**STAFF**

Committee #1

1. Kelly Wiseman, College of Agriculture and Natural Resources
2. Mark Gunnerson, Physical Plant

Committee #2

1. Josh Decker, Real Estate Operations
2. Rachel Stevens, School of Pharmacy

**FOUNDATION**

Committee #1

1. April Brimmer Kuntz

Committee #2

1. Greg Hill

**EXTERNAL MEMBERS**

Committee #1

1. Susan Stubson
2. John Turner

Committee #2

1. Lynne Cheney
2. Lynne Boomgaarden



## **PRESIDENT**

*(Text Approved During July 2015 Retreat – July 15, 2015)*

*(narrative below with graphics to be added)*

The Board of Trustees of the University of Wyoming announces a search for a president with bold vision, high energy, an ability to work effectively with diverse constituents and the capability to lead the institution in fulfilling the university's public land-grant mission.

Founded in 1886, UW is the only public university in Wyoming, providing baccalaureate, graduate, and professional education, research, and outreach. It enrolls more than 13,500 undergraduate and graduate students, employs over 2,800 benefitted faculty and staff members, and has an annual operating budget of \$523 million.

UW combines major-university benefits and small-school advantages, offering 200 programs of study, an outstanding faculty, and world-class research and teaching facilities, all set against the backdrop of Wyoming's beautiful landscapes. The main campus is in Laramie, a community of approximately 31,000 sandwiched between the Medicine Bow and Laramie mountain ranges two hours north of Denver.

The university also maintains the University of Wyoming - Casper, ten outreach education centers across Wyoming, and Agricultural Extension Offices scattered throughout the state's 23 counties and on the Wind River Indian Reservation. UW has strong working relationships with Wyoming's seven community colleges and economic development groups in key areas of the state, as well as the NCAR-Wyoming Supercomputing Center. It is a Carnegie doctoral/research university with high research activity, attracting over \$80 million in contracts and grants last year. UW plays a key role in the state's economy, and its research attracts national and international attention.

The State of Wyoming invests strongly in higher education, providing the highest amount of State support per student in the nation. Consequently, UW has the lowest undergraduate tuition among the nation's public doctoral universities. The university also benefits from a \$500 million endowed student scholarship program, a robust capital construction budget, an active and successful foundation, a publicly and privately supported endowed faculty program, and State funding for UW's several areas of academic excellence.

The president reports directly to the UW Board of Trustees, whose twelve voting members are appointed by the Governor. As the state's flagship and land-grant institution, UW envisions its next President to be a visionary leader who understands and appreciates the unique relationship the university has with the state, its residents and industries.

The Board is seeking outstanding candidates who possess:

- A compelling vision, impeccable integrity, and exemplary leadership ability to drive positive change to ensure that UW offers quality higher education instruction and research relevant to the 21<sup>st</sup> century;
- A strong commitment to educating students with diverse academic interests so that they have the abilities to succeed in life;
- An ability to promote excellence in faculty and staff, experience with and insight into the mission and issues of higher education, and a commitment to academic freedom and an environment of tolerance and respect;
- Strong managerial skills, including a significant understanding of finances, budgets and accounting systems; capable of leading planning processes in academics, student recruitment, management and athletics and developing the internal discipline to implement them;
- The capability to build trust and unite diverse groups, ranging from students, faculty and staff to business and community leaders, community college presidents and elected officials; strong interpersonal skills are extremely important in Wyoming;
- An appreciation of and commitment to expand UW's participation in the state's economic development;
- Experience as a successful fundraiser, particularly in overseeing and promoting the mission and goals of a dynamic UW Foundation;
- Significant knowledge of Division I athletics and the relationship between athletics and academic achievement;
- A good listener, candor and a sense of humor

Applications will remain confidential until the selection of the finalists, whose names and application materials will be made public. For greatest consideration, applicants are encouraged to submit a letter of application that conveys the reasons for interest in the position and highlights the applicant's abilities, a resume, and the names and contact information for at least five references by **December 1** to:

Shannon Sanchez  
Deputy Secretary for the Board of Trustees  
University of Wyoming  
Dept. 3434, Old Main  
Laramie, WY 82071  
[sanchez@uwyo.edu](mailto:sanchez@uwyo.edu)  
307-766-2662

For more information about UW, please visit [www.uwyo.edu](http://www.uwyo.edu)

*The University of Wyoming embraces the principles of affirmative action and welcomes applications from qualified individuals of any race, color, religion, sex, national origin, disability, age, veteran status, or sexual orientation.*

## **PRESIDENTIAL PROFILE**

*(Text Approved During July 2015 Retreat – July 15, 2015)*

*(Text below with graphics to be added)*

The Board of Trustees of the University of Wyoming announces a search for a president with bold vision, high energy, an ability to work effectively with diverse constituents and the capability to lead the institution in fulfilling its mission as a public land-grant and flagship university.

Over the past fifteen years, UW has experienced a period of extraordinary growth in the university's academic stature, facilities and infrastructure, and statewide presence. These successes provide the next president with enviable opportunities from which to guide a growing institution to even greater levels of accomplishment.

### **THE UNIVERSITY'S MISSION STATEMENT**

*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.*

### **A PROFILE OF THE UNIVERSITY**

Established in 1886, the University of Wyoming is a land-grant, Internet II, NCAA Division 1, doctoral/research university. UW is the only four-year public university in the state and combines major-university benefits and small-school advantages.

The University of Wyoming has been accredited by the Higher Learning Commission continuously since 1923 and received continued accreditation in 2009-2010. Individual programs and schools are also accredited by regional and national professional organizations.

The university is organized into seven colleges and multiple interdisciplinary institutes and schools: College of Agriculture and Natural Resources, College of Arts and Sciences, College of Business, College of Education, College of Engineering and Applied Science, College of Health Sciences, College of Law, Outreach School, School of Energy Resources, and the Haub School of Environment and Natural Resources. The UW Library system has expanded substantially over the past several years and is a member of the Greater Western Library Association.

Since UW serves as Wyoming's land-grant and flagship university, the continuing challenge is to meet the highly diverse academic needs of the state's students and communities while not being everything to everyone. UW offers 200 programs of study across a broad spectrum of disciplines. Students generally experience small class sizes, affording easy access to faculty.

UW also focuses its expertise in selected *areas of academic distinction*. These are fields of academic inquiry and curriculum in which UW has both an existing foundation in faculty strength and a commitment to sustained and increasing prominence. This culture helps counteract the perennial pressure to spread faculty talent over too many fields and too many degree programs.

All of the colleges have these areas of distinction, which include health care education, performing and fine arts, business, biological and atmospheric sciences, computational technology and energy. UW is currently working closely with the governor, state legislature, industry and successful alumni in raising its engineering and science programs to national distinction. The School of Energy Resources has attracted national and international recognition for its cutting-edge instruction and applied research.

UW provides its students access to additional degree programs and coursework through its membership in the Western Interstate Commission on Higher Education (WICHE) and the WWAMI medical education program administered by the University of Washington, the nation's premier medical school in primary care and rural medicine.

The State of Wyoming invests strongly in higher education, providing the highest amount of state funding support per student in the nation. Consequently, UW has the lowest undergraduate tuition among the nation's public doctoral universities. The university also benefits from a \$500 million endowed student scholarship program, a robust capital construction budget, and a publicly and privately supported endowed faculty program.

UW has an annual operating budget of \$523 million. State funding accounts for 40% of the revenues, with the remainder generated by a variety of sources including contracts and grants, foundation resources and tuition.

External research funding was over \$82 million in FY14. Annual private giving for the same period exceeded \$50 million. With the support of the Wyoming legislature and private donors and through institutional bonding (UW currently enjoys a Standard and Poor's rating of AA-, with a positive outlook), the university has received \$925 million in capital construction and major maintenance funds over the past decade.

For the fall of 2014, 13,551 students enrolled in baccalaureate, graduate and professional programs. Approximately 10,500 students were enrolled on the Laramie campus. Students come to UW from 47 states, with 61% from Wyoming and 15% from nearby Colorado, and 11% are ethnic minorities. Six percent are international students.

In the most recent student satisfaction survey, 94% of students indicate that they are pleased with the education they are receiving at UW. The area of greatest concern to students—parking.

The university has a vibrant student life with more than 243 recognized student organizations from which to choose. The student government is engaged and active. There are inclusive living and learning environments and programs which provide civic engagement and service learning opportunities for the development of leadership skills and for dialogue, understanding, and appreciation of others. Planning for the replacement of the residence halls has started and is one of UW's top capital construction priorities.

For FY 15, the university employed 638 tenured/tenured-track faculty and 747 full-time instructional faculty. There were 2,814 full-time benefitted staff.

Faculty members are internationally renowned for their research and scholarship and are innovative and creative teachers. Long recognized for its commitment to baccalaureate education, UW seeks greater recognition, both in academia and in the private sector, for its research, scholarly work, creative endeavors, and graduate programs.

The university serves the entire state of Wyoming through an expanding outreach program and ten regional educational centers. In addition, Agricultural Extension Centers are scattered throughout Wyoming's 23 counties and on the Wind River Indian Reservation. UW is committed to strong, productive relationships with Wyoming's seven community colleges to provide a seamless and more efficient higher education to more students. And, UW is embarking on a long-term effort to bring its teacher preparation program to national preeminence.

UW is a Division I member of the NCAA and the Mountain West Conference, with 17 intercollegiate varsity sports. The Wyoming Cowboys and Cowgirls are Wyoming's home teams with a strong and passionate fan base throughout the state. There is considerable private and public support to expand the athletic facilities to ensure continued success in the conference.

### **THE UNIVERSITY'S SETTING**

Located in Laramie, a city of 31,000 nestled on the high plains between the Medicine Bow and Laramie mountain ranges two hours north of Denver, UW is an institution of truly distinctive

character. The campus exhibits a beautiful structural and landscaped setting, as described in detail in the comprehensive historic preservation plan that nears completion.

Among its assets are a heritage of strong public support, unparalleled statewide presence, and a profound commitment to explore, create, and share knowledge. The next leader of the University of Wyoming will build upon these attributes, some of which deserve elaboration:

- **Statewide role.** State officials recognize UW as Wyoming's largest reservoir of high-level expertise in many areas. It benefits from a streamlined decision-making chain, since it does not report to a statewide system of higher education. It has steadfast supporters in every branch of state government and among the state's citizens. As Wyoming's only university, UW carries a wide-ranging portfolio: It serves as the state's most significant source of teachers, engineers, health-care professionals, scientists, business professionals, attorneys, political leaders, writers, and artists.

UW enjoys a solid stance from which to contribute to the diversification of Wyoming's economy. The School of Energy Resources, College of Business and the Office of Research and Economic Development have enabled many public-private partnerships in Wyoming. Gift-matching programs sponsored by the legislature have provided outstanding resources to enable public-private collaborations.

- **State funding.** Wyoming ranks first among states in per-capita public expenditures on higher education. Strong state support and explicit attention to the instructional workforce have enabled UW to achieve a student/faculty ratio of 14:1. By comparison with public research universities in most states, UW has excellent faculty resources for the size of its student body.

Since the national recession in 2008, Wyoming is among a handful of states that has not reduced its financial support for higher education. However, the boom-bust realities of Wyoming's energy-based economy have nevertheless created some funding challenges. While state support through one-time capital construction funding remains robust, salary levels have stagnated and UW experienced budget reductions in FY10 and FY14. A combination of state funding and tuition increases have produced 2-3% raises for each of the past two years.

- **Access.** UW offers high, barrier-free access to a flagship-quality baccalaureate education. Owing to high levels of legislative support, UW's resident undergraduate tuition rate is the lowest among all American public doctoral universities, and its nonresident undergraduate tuition rate compares favorably with the prevailing resident rates in many feeder states. In addition, Wyoming's permanent Hathaway Scholarship Program generates endowment-funded financial aid for all qualifying graduates of Wyoming high schools.
- **Undergraduate education.** Most UW departments place historically strong emphasis on undergraduate teaching, a source of pride. Teaching plays an essential role in faculty reappointment, tenure, and promotion decisions. In 2011, UW's Trustees strengthened the institution's preferred admissions standards, sending a clear message to high school students and their families about the importance of academic preparation for success in college. For

students who meet the entrance requirements but fall below the preferred standards, UW offers a menu of academic supports that promote retention and success. In 2014, the university had a 75% retention rate and a 54% six-year graduation rate.

- **Research and graduate education.** As a research and doctorate-granting university, UW expects faculty to conduct rigorously peer-reviewed scholarly work and creative activity and, in some fields, to mentor doctoral students. As with many peer institutions nationwide, UW's investments in research and graduate education constitute an essential component of the state's economic development strategy. At the same time, they impart to its baccalaureate programs the distinctive opportunities associated with flagship public universities and elite private institutions.
- **Distance education and collaboration with community colleges.** A former governor once characterized Wyoming as a small town with very long streets. That pretty well sums up the opportunities and challenges in providing distance education. For decades, the university has delivered courses and student support services to learners in communities across Wyoming and worldwide. Unlike many institutions, UW offers distance education through its mainstream departments, with its Outreach School providing administrative and technical support. The outreach programs are able to focus on upper-division and graduate and professional offerings because of UW's close ties to Wyoming's seven public community colleges. UW's increasingly strong relationships with the community colleges underscore their critically important role as pipelines through which Wyoming students can begin to pursue baccalaureate degrees.
- **Strategic planning.** UW enjoys a tradition of strategic planning, which was begun in 1999 with its first Academic Plan. Much of UW's success results from its insistence that resources are allocated according to its planning priorities. One of the top priorities for the next president will be to lead the efforts in updating and developing strategic plans in academics, student recruiting and facilities.

### **THE NEXT PRESIDENT**

The president reports directly to the UW Board of Trustees, whose twelve voting members are appointed by the Governor. The president is responsible to the board for effective leadership and efficient management, and as the chair of the Executive Council, works with other campus leaders to affect these outcomes.

The board is seeking outstanding candidates who possess a compelling vision of the highest achievement at a land-grant university and who have the abilities to administer, motivate and inspire to achieve it.

Other preferred qualifications include:

- A strong commitment to educating students with diverse academic interests so that they are prepared to lead successful lives;

- An ability to promote excellence in faculty and staff, experience with and insight into the mission and issues of higher education, and a commitment to academic freedom and an environment of tolerance and respect;
- Strong managerial skills, including a significant understanding of finances, budgets and accounting systems; capable of leading planning processes in academics, student recruitment, management and athletics and developing the internal discipline to implement them;
- The capability to build trust and unite diverse groups, ranging from students, faculty and staff to business and community leaders, community college presidents and elected officials; strong interpersonal skills are extremely important in Wyoming;
- An appreciation of and commitment to expand UW's participation in the state's economic development;
- Experience as a successful fundraiser, particularly in overseeing and promoting the mission and goals of a dynamic UW Foundation;
- Significant knowledge of Division I athletics and the relationship between athletics and academic achievement;
- A good listener, candor and a sense of humor

Applications will remain confidential until the selection of the finalists, whose names and application materials will be made public. For greatest consideration, applicants are encouraged to submit a letter of application that conveys the reasons for interest in the position and highlights the applicant's abilities, a resume, and the names and contact information for at least five references by **December 1** to:

Shannon Sanchez  
Deputy Secretary for the Board of Trustees  
University of Wyoming  
Dept. 3434, Old Main  
Laramie, WY 82071  
[sanchez@uwyo.edu](mailto:sanchez@uwyo.edu)  
307-766-2662

For more information about UW, please visit [www.uwyo.edu](http://www.uwyo.edu)

*The University of Wyoming embraces the principles of affirmative action and welcomes applications from qualified individuals of any race, color, religion, sex, national origin, disability, age, veteran status, or sexual orientation.*

**Charge Letter to the Presidential Search Committees**  
*(Text Approved During July 2015 Retreat – July 15, 2015)*

Dear:

This letter will serve as a follow up to our telephone conversation in which you agreed to serve on the University of Wyoming Search Committee No. \_\_. I have asked Trustee Jeff Marsh to chair Search Committee No. 1 and Trustee Dave Bostrom to chair Search Committee No. 2. The Board has designated Brad Mead as its Search Recruiter. Members of both Search Committees are shown on the attached Exhibit “A.”

Shannon Sanchez, Deputy Secretary for the UW Board of Trustees, will provide logistical and staff support to both committees. I look forward to joining the committees from time to time.

The charge to the Search Committees is to conduct a successful search for the 26<sup>th</sup> President of the University of Wyoming. The attached Exhibits “B,” “C,” and “D” are the Position Announcement, Presidential Profile, and UW Presidential Search Planning Process and Timeline. All of these documents have been adopted by the Board of Trustees. They will be used by you to guide your work in the presidential search process.

1. Search Committee No. 1's responsibilities include, but are not limited to, the following:

- A. Conduct an active, national search to attract highly qualified candidates, and, in so doing, cast a wide and inclusive net.
- B. Maintain absolute confidentiality concerning the names of candidates and the discussions of the committee throughout the search and afterwards.
- C. Refine the list of applicants to 10 to 15 candidates who warrant further consideration and provide this refined list, without ranking the candidates, to Search Committee No. 2 by mid-December, 2015.
- D. Search Committee No. 1 should report periodically to the full Board of Trustees about the overall progress of the search process to the degree possible without compromising confidentiality requirements.
- E. A majority vote of a committee, including a majority vote by the Trustee members of that committee, is required to advance a candidate for further consideration and to take any other committee action.

2. Search Committee No. 2's responsibilities include, but are not limited to, the following:

- A. Assist in conducting an active, national search to attract highly qualified candidates and, in so doing, cast a wide and inclusive net.

- B. Arrange preliminary visits (in person or via telephone or Skype) with the most promising candidates and the members of Search Committee No. 2. Since the search is intended to find the most qualified candidate to serve as the next president of the University of Wyoming, the fact that a candidate is late in applying, and, as a consequence, is not referred on by Search Committee No. 1 will not preclude Search Committee No. 2 from considering such person. However, such consideration by Search Committee No. 2 should be only for late applying and highly qualified candidates.
- C. Organize and implement the search process, including communications with candidates and references, maintenance of records, arranging interviews, and conducting a thorough character and background search of all final candidates.
- D. Maintain absolute confidentiality concerning the names of candidates and the discussions of the committee throughout the search and afterwards.
- E. Develop an unranked list of three to five final candidates by mid-January, 2016.
- F. Search Committee No. 2 should report periodically to the full Board of Trustees about the overall progress of the search process to the degree possible without compromising confidentiality requirements.
- G. A majority vote of a committee, including a majority vote by the Trustee members of that committee, is required to advance a candidate for further consideration and to take any other committee action.

As a member of the University of Wyoming Search Committee, you will be required to sign the Confidentiality Agreement, attached as Exhibit "E." Please sign and return this to me in the enclosed, self-addressed, stamped envelope.

The University's equal opportunity and related policies apply to this search, as they do to all searches. I ask that you do everything possible to ensure full consideration of the qualifications of all candidates. Please call upon Brad Mead to serve as a resource in this regard and all other matters involving the Presidential search.

I look forward to working with you and I am grateful for your willingness to serve the University of Wyoming in this important effort.

Sincerely,

---

David Palmerlee, President  
University of Wyoming Board of Trustees

## **Project Development Policy and Procedure for UW Capital Construction for Major Projects**

*Approved by the UW Board of Trustees  
July 2015*

Each Capital Construction Project shall be subject to this process. Effective July 16, 2015, the process for developing capital construction projects shall be as follows:

- 1) Planning: Major capital construction projects shall be developed by the Division of Administration in consultation with campus and other university constituencies and approved by the Board of Trustees. Major capital construction projects are those projects that require Level I, II and III steps under Wyoming law. These projects are typically funded in whole or in part by state funds that are generally provided as a result of a budget request approved for submission by the Board of Trustees. The current capital facilities plan is out of date, and efforts to modernize it will be undertaken as soon as practicable. Meanwhile, through the state budget process there are clearly a set of major projects being considered by UW. The Guiding Principles in Appendix A shall apply to this policy and procedure.
  
- 2) Project Concept and Intent: For major capital construction projects, UW's Planning Team, as appointed and charged by the UW Vice President for Administration, shall meet with the primary campus department(s) requesting the project to create a "Statement of Need" or "Project Vision Statement" with the essential purpose and basic elements of the program requirements for the project. The Statement of Need shall include basic information, e.g. "this building renovation is planned to renovate the engineering building with program elements to assist UW in achieving Tier 1 Engineering status." This document may be relatively short with only the basic information regarding the purpose and functionality of the project.
  
- 3) Level 1 Planning: For major capital construction projects, an external planning or architectural consultant shall typically be selected to prepare the Level I planning document. UW typically does not request state funds for Level I planning, but pays for the work from available resources. The consultant shall work with the Planning Team (which shall consist solely of university employees, appropriate stakeholders, and the Facilities Planning Office) to develop the Level I Planning Document. The Division of Administration shall ensure that stakeholders working with the Planning Team include a variety of constituencies, including policymakers and at least one member of the Board of Trustees. The Vice President for Administration shall advise the Board of Trustees of the membership of the Planning Team and the stakeholders identified to work with the consultant, prior to the consultant commencing work.

The Level I plan shall include all information required by Wyoming law (W.S. 9-5-108) and additionally shall include the following: a program of spaces required in the facility; the functional, adjacency, and proximity requirements for each space; conceptual

illustrations, including floor plans as required for conceptual construction cost estimating; and the anticipated project budget. The Level 1 Planning Document shall also identify target dates for occupancy and operational use of the project. Further:

- a. UW shall utilize external consultants with planning/design experience in the particular building type and the regional construction market to estimate the anticipated design and construction costs for the building being considered. This information—together with the anticipated durations—shall be used to establish the Initial Project Budget and Initial Project Schedule.
- b. The Consultant shall be selected through a RFQ/RFP process with criteria including a focus on planning and conceptual estimating to achieve an appropriate initial or preliminary budget in advance of design drawings. The Vice President for Administration shall recommend, through the Facilities Construction Committee, to the Board of Trustees the firm to be selected. No contract shall be executed for Level I services except upon prior approval by the Board of Trustees.
- c. In the Level I planning process, the project requirements—including time and the space requirements, primary building systems, and unique attributes of the various program elements—shall be identified through meetings with the UW Planning Team, stakeholders, and other UW staff, as appropriate. The project requirements and space program shall determine the total assignable square feet (ASF) of new space to be included in the proposed project. The total ASF shall be multiplied by an appropriate building efficiency factor (such as 1.55 for 65% efficiency) to arrive at the gross square feet of new construction required to meet the program requirements.
- d. If the project involves a new building, the Level I planning process shall also include analysis of the appropriate location for the building. The Vice President for Administration shall develop a recommendation for location for the building in consultation with campus and external constituencies. The Vice President for Administration, subject to the approval of the President, shall submit a recommendation for location for the new building to the Facilities Construction Committee of the Board for review, prior to consideration by the Board of Trustees. Depending upon the nature and complexity of the project, this recommendation may be submitted prior to completion of the Level I planning document in accordance with paragraph 3.f. The location of any new building must be approved by the Board of Trustees.
- e. The Level I Planning Document shall also include an estimate of the additional operations and maintenance cost for the project when it is fully operational.
- f. Upon completion of the Level I Planning Document, the Vice President for Administration shall review and may direct further work or modifications to the

Document. If the Vice President, after review, approves the Document, the Vice President, subject to the approval of the President, will submit it to the Facilities Construction Committee of the Board for review, prior to consideration by the Board of Trustees.

- 4) Level II Planning: Upon completion of the Level I Planning document and review and approval by the Board of Trustees, the Vice President for Administration, subject to the approval of the President, shall submit a recommendation for funding for Level II planning to the Facilities Construction Committee for review prior to consideration by the Board. This typically includes a recommendation for a state budget request for funding.

If funding is secured for Level II planning, a Consultant will be selected through an RFP/RFQ process. The Vice President for Administration shall recommend to the Board of Trustees the firm to be selected. No contract shall be executed for Level I services except upon prior approval by the Board of Trustees.

The Consultant shall prepare a Level II Planning Document in collaboration with the Planning Team and stakeholders. The Board of Trustees shall be advised of any changes in the Planning Team and stakeholders compared with those who were engaged in the Level I planning process.

The Level II Planning Document shall include all information required by Wyoming law (W.S. 9-5-108), including a conceptual budget, along with scoping documents for the various spaces and functions required for the project.

- a. The conceptual cost estimate may be prepared by an independent cost estimating subconsultant of the Consultant hired by UW, and shall be reviewed and adjusted as appropriate in collaboration with the Planning Team and, once approved, shall become the Initial Project Budget for the project.
- b. In developing the Initial Project Budget, the Consultant and their cost estimating sub-consultant, if any, shall use their expertise and relevant knowledge of the local construction market along with recognized industry publications, government labor and material cost indexes, available costs of similar projects by peer institutions, the knowledge of the Facilities Planning Office, stakeholders, and any illustrations, examples, drawings or other information available or developed as part of their contract deliverables. The construction cost estimate will also include adjustments for inflation and escalators as appropriate based upon the approximate schedule for construction.
- c. The construction cost component of the Initial Project Budget is used as a basis for estimates for the cost of other components. The following are typical percentages of the construction cost for the listed components, but may vary depending upon the project:

- 5% Owner's Construction Contingency
- 15% Owner's Design Contingency
- 10% Design Fees (Including CMAR Preconstruction Services fee, if CMAR is used)
- 4% Furniture, Furnishings & Equipment (FF&E)
- 3% Technology Equipment
- 0.75% Moving Expenses
- 4% Administrative Expenses, including:
  - Owner's Consultants (Geotechnical Engineer, Site Surveyor, Industrial Hygienist, Commissioning Authority, Quality Control Engineer, Interior Designer);
  - Building permits and fees; and
  - Facilities Planning Office staff time allocated to the project.

The Initial Project Budget would be presented in categories similar to the example below:

FOR ILLUSTRATION ONLY

PRIORITY #?	College of Engineering and Applied Sciences Addition and Renov	\$ 105,800,000
<b>10-067-01-00</b>		<b>DEPT REQUEST</b>
0701	CAPITAL PLANNING	\$ -
0702	ARCHITECT SERVICES	\$ 6,600,000
0703	ENGINEERING SERVICES	\$ -
0704	RELOCATION COSTS	\$ 150,000
0705	LAND PURCHASING	\$ -
0706	BUILDING PURCHASING	\$ -
0707	GROUNDS DEVELOPMENT	\$ 2,000,000
0708	ROADS & SIDEWALKS	\$ 1,000,000
0709	UTILITY SYSTEMS	\$ 1,200,000
0710	FURNISHINGS & EQUIPMENT	\$ 8,000,000
0711	COMMUNICATION EQUIP & SERVICES	\$ 450,000
0712	SPECIAL EQUIPMENT	\$ 2,400,000
0713	FEES & PERMITS	\$ 690,000
0714	BONDING & INSURANCE	\$ 142,000
0715	LANDSCAPING	\$ 300,000
0716	FACILITY	\$ 80,700,000
0717	1% FOR ART	\$ 100,000
0718	OTHER - Administration Costs/Signs/Misc.	\$ 2,068,000
0719	MAINTENANCE	\$ -
Out-of-Balance	<b>TOTAL REQUEST</b>	<b>\$ 105,800,000</b>

5) Level III Planning (Final Design and Construction) – Funding

Upon completion of the Level II Planning Document, and after review and approval by the Vice President for Administration, the Vice President for Administration, subject to approval of the President, shall submit a recommendation for funding to the Facilities Construction Committee for review prior to submission to the Board. The recommendation shall include both sources of funding for the project and a proposed project budget. This typically includes a recommendation for a state budget request for funding.

6) Level III Planning (Final Design and Construction) –Design

If Level III planning funding is secured, the Vice President for Administration, subject to approval of the President, shall submit a recommendation for construction delivery method to the Facilities Construction Committee for review prior to submission to the Board. The construction delivery methods under law are: Design-bid-build; Construction Manager at Risk (CMAR); and Design-Build.

After the Board approves the construction delivery method, the Vice President for Administration shall ensure that a competitive process is used to select the firm(s) that will design the project. Except in unusual circumstances, the design process shall not commence unless adequate funding for construction of the project has been secured.

The Vice President for Administration, subject to approval of the President, shall submit a recommendation for selection of a design firm to the Facilities Construction Committee for review prior to submission to the Board. After the Board approves that negotiations with a particular design firm may commence, the Vice President for Administration shall pursue negotiations with such firm. The negotiations shall be based on contract templates with terms and conditions that have been reviewed and approved by the Board of Trustees. No agreement shall be executed until the Vice President for Administration has consulted with the Facilities Construction Committee as regards the terms of the agreement. The Committee may request that the Board review and approve the agreement prior to its execution.

Prior to execution of the agreement, the Vice President for Administration shall establish a project budget which shall be submitted to the Facilities Construction Committee for review prior to submission to the Board for approval. The approved project budget shall control the design and construction of the project. Only the Board of Trustees may approve modifications to the project budget.

When work under the design agreement commences, the Vice President for Administration shall designate a project manager who will be responsible for all communications on behalf of the university with the design firm. The Planning Team shall serve as an advisory group to the project manager. The Vice President for Administration shall keep the Facilities Construction Committee apprised of progress of the design process.

The design process shall have the following guiding principles:

- A. The exterior design of the facility shall be consistent with campus design standards pursuant to the UW Historical Preservation Plan.
- B. The facility will be constructed as to comply with all applicable code requirements, including the Americans with Disabilities Act.
- C. The facility will be designed so that operations and maintenance can be accomplished effectively and efficiently.
- D. The facility shall meet the program requirements envisioned by the principal users of the facility.

Exterior design advisory committee - On all new building construction projects or major renovations subject to this policy, the Vice President for Administration shall appoint an exterior design advisory committee, in consultation with the Board's Facilities Construction Committee. The committee shall have members as follows:

- One member of the Board of Trustees
- One member of the Wyoming Legislature
- One member of the Division of Administration
- One representative of the community who is not an employee of the University
- One representative of the unit that will primarily use the building
- If private funds are used to fund the project, one representative of the UW Foundation.

This committee shall meet with the design firm and provide input on the exterior design of the project buildings. The design of all new or renovated buildings shall be consistent with the existing historical buildings on campus and incorporate elements consistent with the UW Historical Preservation Plan. The Committee shall hold at least one community/public meeting to seek input.

The design firm shall take the Committee's input into consideration in designing the exterior of the building. The design firm shall document departures from Historical Preservation Plan in creating the exterior building design. The proposed exterior design shall be submitted to the Board of Trustees for review and approval. The balance of the design process shall thereafter continue. The proposed exterior design shall not be modified from that approved by the Board of Trustees except upon prior approval of the Board.

7) Level III Planning (Final Design and Construction) – Construction

The selection of a contractor and agreement for construction services will reflect the construction delivery method approved by the Board. The Vice President for Administration shall ensure that a competitive process is used to select the firm(s) that will construct the project. The construction process shall not commence unless adequate funding for construction of the project has been secured.

The Vice President for Administration, subject to approval of the President, shall submit a recommendation for selection of a construction firm to the Facilities Construction Committee for review prior to submission to the Board. After the Board approves that negotiations with a particular construction firm may commence, the Vice President for Administration shall pursue negotiations with such firm. The negotiations shall be based on contract templates with terms and conditions that have been reviewed and approved by the Board of Trustees. No agreement shall be executed until the Vice President for Administration has consulted with the Facilities Construction Committee as regards the terms of the agreement. The Committee may request that the Board review and approve the agreement prior to its execution.

Construction process – If construction manager at risk (CMAR) is the approved construction delivery method, the following apply:

- The Board of Trustees must approve the Guaranteed Maximum Price (GMP) prior to authorization to proceed to construction, Except in unusual circumstances, the GMP shall be based on approximately 90% of construction documents.
- No modifications to the GMP can be made without the prior approval of the Board of Trustees.
- No project components which are designated as contingency funds shall be expended without the prior approval of the Vice President for Administration. The Vice President for Administration shall keep the Facilities Construction Committee apprised of the extent to which these funds are expended.

## APPENDIX A

### University of Wyoming Major Construction Projects Guiding Principles

(These guiding principles are intended to address issues which have arisen during recent construction projects. They are intended to be the initial set of guiding principles and are expected to be modified, refined and adapted as UW proceeds with major construction projects.)

1. The exterior design of the facility shall be consistent with campus design standards pursuant to the UW Historical Preservation Plan. (This is presently in draft form, which shall be used until the Plan is finalized.). The A&E shall focus its objectives to achieve a varied but cohesive architectural style that enhances the character of the University and respects its history.
2. The building shall be located and sited consistent with the current UW Long Range Development Plan.
3. Facilities will incorporate today's most advanced thinking in construction design, programmatic design, and sustainability, while providing flexibility for programmatic growth, new technologies and long term use and functionality of the facility.
4. Investments in facilities will demonstrate wise stewardship of funds, taking full advantage of opportunities to reduce costs through standardization, shared resources and institutional collaboration.
5. Anticipate and provide plans to address infrastructure requirements of the campus in the most efficient and least intrusive manner possible.
6. Each major construction project shall have its own guiding principles developed by the college or unit intended to address the programmatic and functionality of the proposed facility which supplement, but not deviate from, these guiding principles for that specific project. The project specific guiding principles shall be submitted to the Facilities Construction Committee for review and approval.



# Should UW Grow? Why, and if so, How?

Board of Trustees  
July 2015

Alyson Hagy  
Academic Affairs

Data and Preparation from Sue Koller, Institutional Analysis,  
and Mary Aguayo, Student Affairs



UW

UNIVERSITY OF WYOMING

*How can UW best support the Science,  
Engineering, and Education Initiatives at the  
undergraduate level within the context of a  
stable block grant?*



UW

UNIVERSITY OF WYOMING

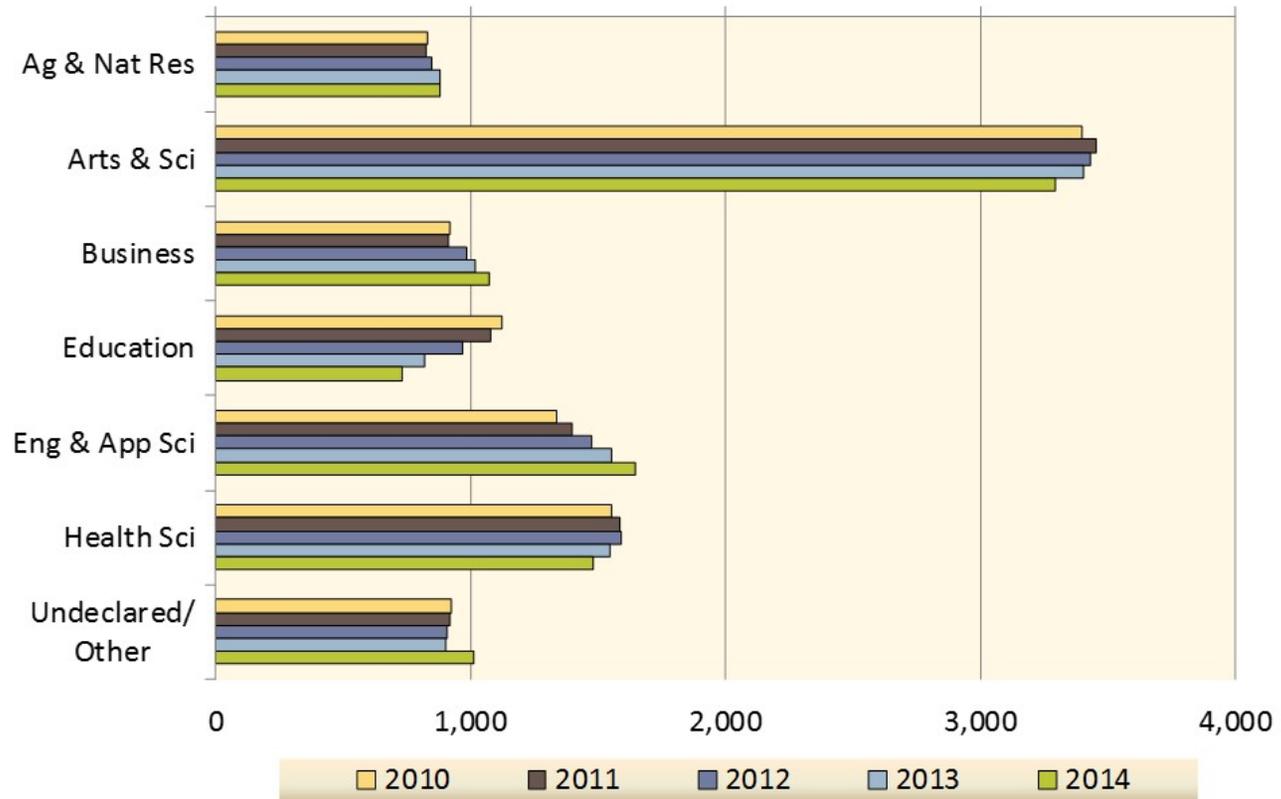
# Part 1

## Review of the undergraduate landscape

*College Enrollments*  
*College Size Comparisons*  
*Enrollments versus Credit Hour Production*  
*Graduation Rates*  
*Degrees Awarded*  
*Most Popular Majors*  
*Most Credit Hours Taught*



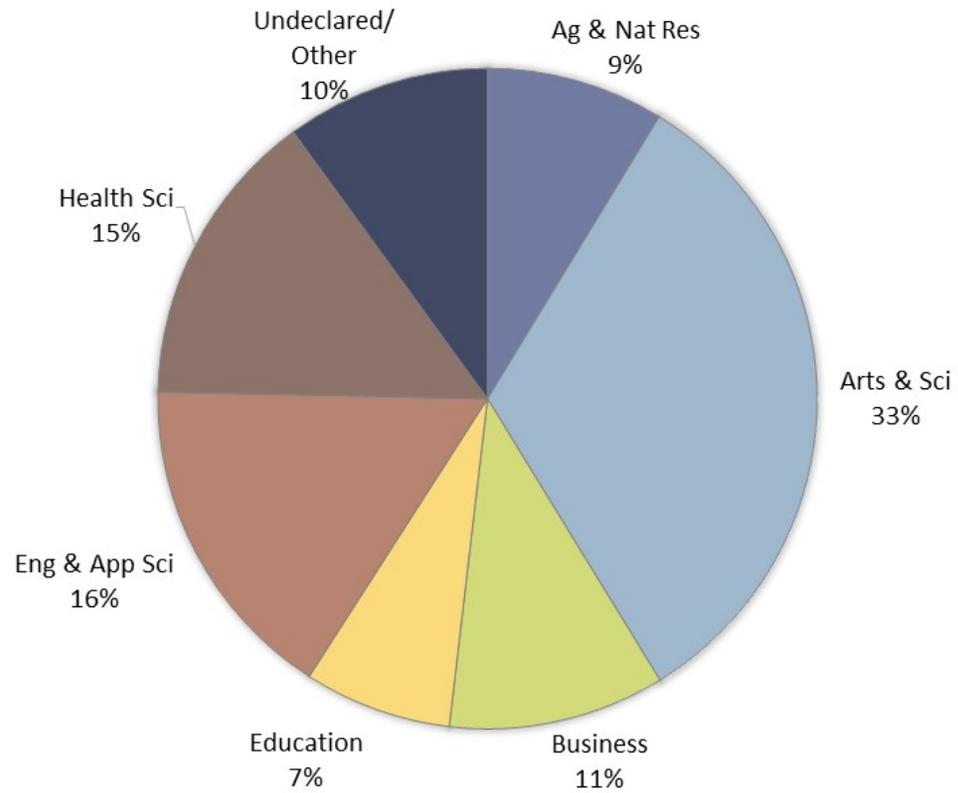
### UW Undergraduate Headcounts\* by College



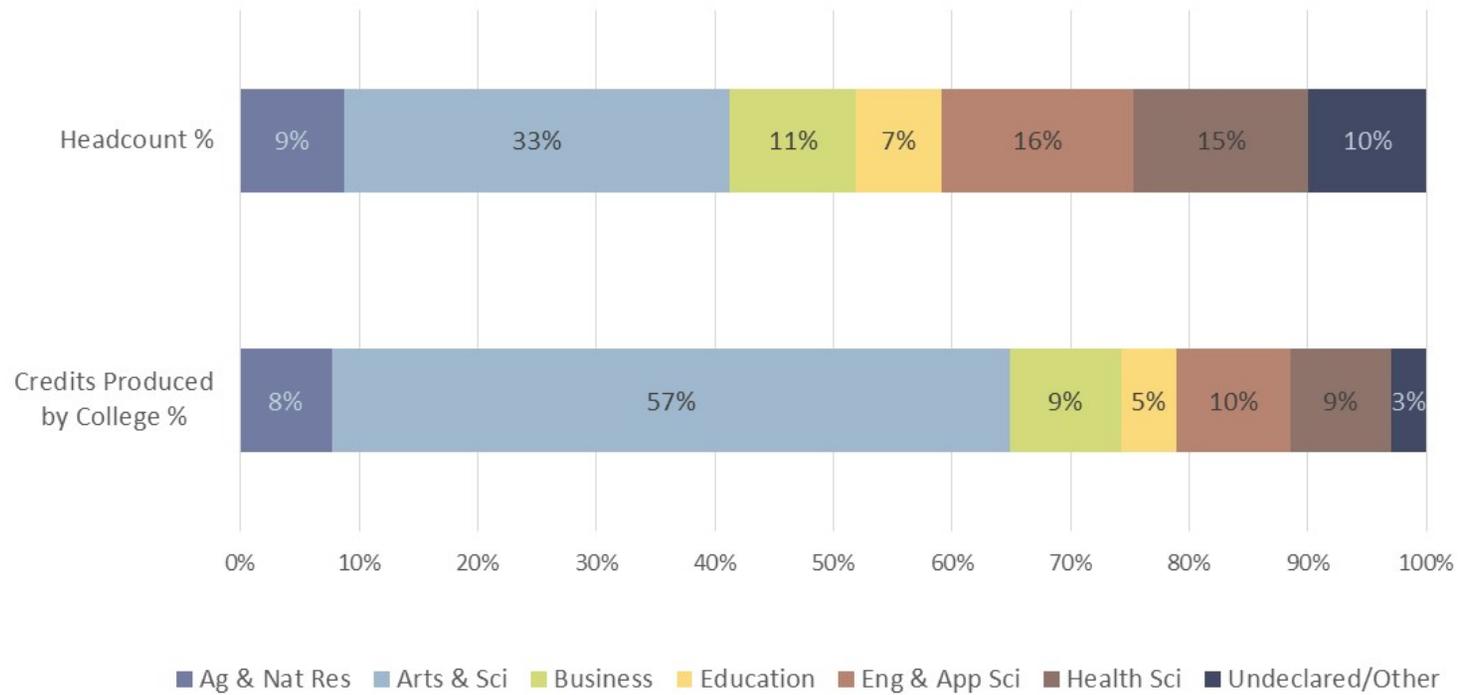
\*Headcount is the number of students based on their first declared major.

Source: Office of Institutional Analysis

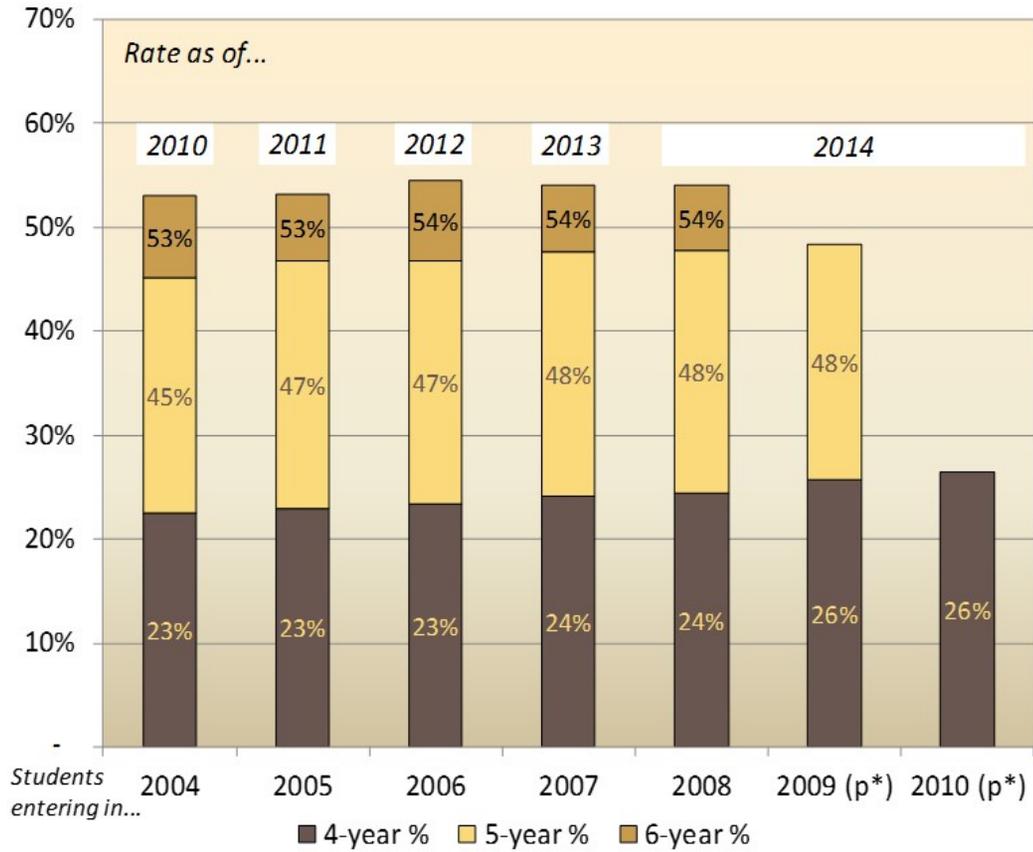
### Fall 2014 Undergraduates by College



### Undergraduate Headcounts & Credit Hours by College



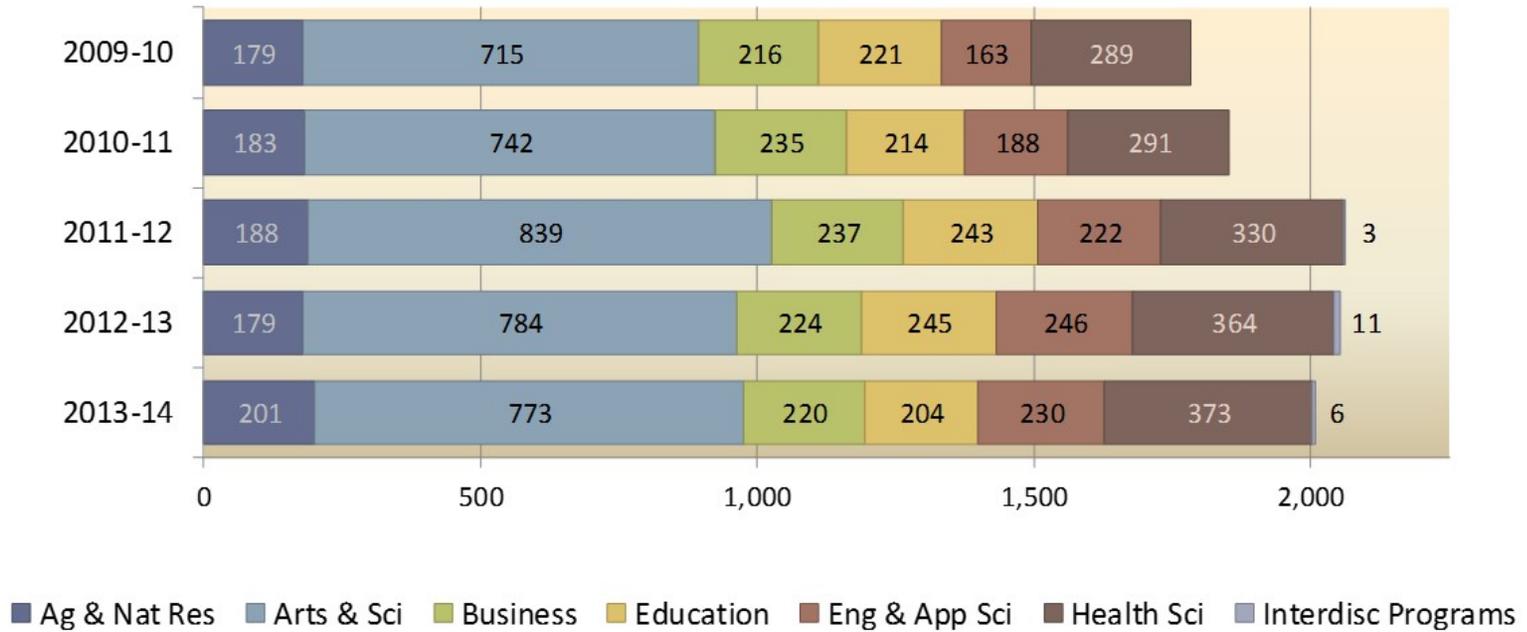
### Graduation Rates of First-time, Full-time Students



(p\*) - preliminary

Source: Office of Institutional Analysis

### Bachelor's Degrees Awarded By College



Most Popular Majors in 2014	Number of Students Enrolled
Nursing	526
Elementary Education	414
Psychology	407
Petroleum Engineering	390
Criminal Justice	360
Kinesiology and Health Promotion	322
Mechanical Engineering	321
Business Administration	302
Accounting	230
Pre-Nursing	223

**UW offers about 80 undergraduate programs of study with 200 options**

Departments Producing the Highest Undergraduate Credit Hours	Undergraduate Credit Hours
Mathematics	17,716
English	11,199
Management & Marketing	10,281
Modern & Classical Languages	10,185
Chemistry	10,010
Psychology	9,659
Economics & Finance	9,285
Communications & Journalism	9,089
School of Nursing	9,084
Kinesiology & Health	8,627

## Part 2

# Resource Constraints and Solutions

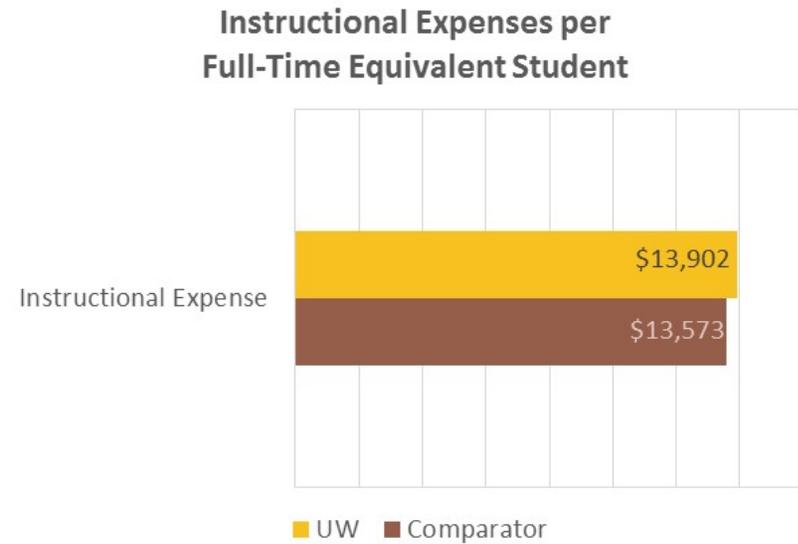
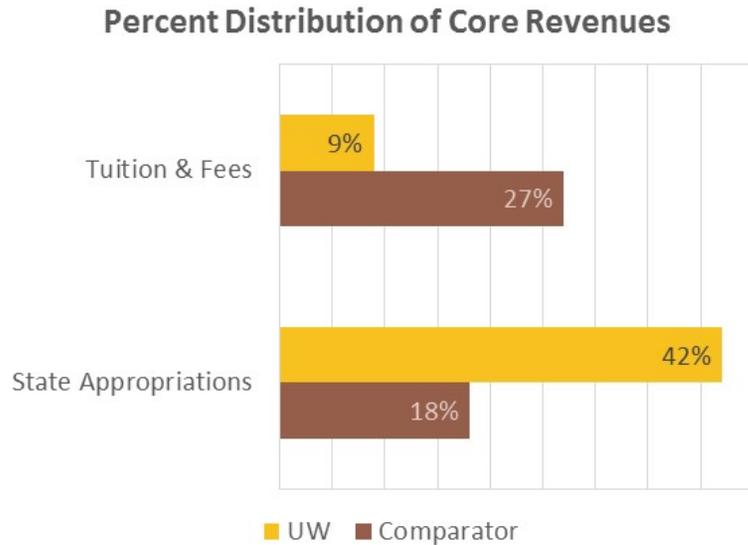
*Areas of Undergraduate Growth*  
*Revenues and Expenses*  
*STEM Growth Impacts*  
*Best Low or No Cost Policies:*  
*Advising, Data, Pre-Registration, and Scheduling*  
*Other Options*



## Areas of Undergraduate Growth

- **Increased Freshman Class Size-** nearly 100 more freshman students projected for fall 2015
- **Large Transfer Population-** between fall and spring semesters, nearly as many students transfer in as begin as freshmen
- **Keeping the Students we have-** STEP and tutoring
- **Refined scholarship strategy-** the new non-resident scholarship plans and good management of Foundation scholarship accounts incentivize students to come, stay, and graduate

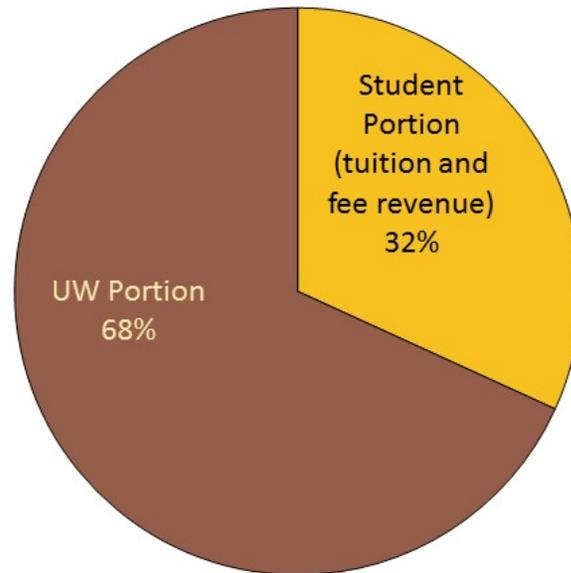
## The Subsidy Challenge: Tuition v State Funds



Note: The comparator institutions are the 50 Public Research Universities.

Source: NCES, IPEDS Data Center

### Proportion of UW Instructional Expenses Paid by Tuition and Fees



In aggregate, student tuition and fee revenue per full-time enrollment covered \$4,422 of the \$13,902 cost of academic instruction for the fiscal year- leaving UW to cover the balance of \$9,280.

Note: Instructional expense includes any expenses toward instruction of credit or non-credit activities. Administrative expenses are excluded, but costs for operation and maintenance are proportionally allocated.

Source: NCES, IPEDS Data Center

## **STEM Growth Impacts Other Programs**

The 7 key programs who serve additional STEM students are:

- Chemistry
- Physics
- Mathematics
- English
- Public Speaking – through Communication/Journalism
- First Year Seminar
- LIFE Program – through Botany and Zoology/Physiology

## Best Low or No Cost Policies

- **Advising-** a recent CSU study suggests that every change of major delays student graduation by half a semester  
*How might intentional, intrusive, standardized advising assist?*
- **Data-** the Office of Institutional Analysis at UW publishes Academic Planning Standard Data sets by department and college  
*Every department head and administrator should use the resources available, in conjunction with their 4-year plan, to develop a blueprint to meet student course demand and seat new students.*
- **Pre-Registration-** currently 53% of freshmen have 9 hours for their first fall via programs like FIGS, Power Groups, and Synergy Core  
*Registering students in classes ensures they have their needs met and assists UW with academic planning- every program could offer a cohort of classes for both fall AND spring semesters.*

## Best Low or No Cost Policies (continued)

- **Strategic class timing-** many classes are taught within a narrow timeframe, resulting in time conflicts and room availability Monday-Thursday from 9:00 AM - 2:00 PM
- **Manage class sizes-** allow for deployment of additional seats in classes in cases of critical need and monitor under-enrolled courses
- **Emphasize timely graduation-** guide students towards degree completion within the context of 4-year and 2+2 plans, minimizing excess credit hours
- **Improve the success rate in critical classes-** students who earn grades of D, F, or withdraw from classes are at risk and require additional resources, but supplemental instruction, free tutoring, and other supports can improve student performance

**ATTACHMENT G**

**2017-2018 UW Budget Exception Requests  
 Biennial Amounts**

067 - University of Wyoming		General Fund Only			7/10/2015
Priority #	Description	Recurring	Cap Con	One-Time & Matching	
1	Compensation (salary & benefits)				Request for same treatment as other state agencies. Compensation distribution to be guided for faculty based on comparators developed in response to Management Audit; staff based on comparison with state A&I salary classifications and other comparators. 1% ↑=\$2M/year or \$6M/biennium if compounded. These amounts cover salary increases for 067,070, and 167.
2	Key employee recruitment and retention	2,000,000			Mirror of 2015 recruitment and retention funding.
3	Fiscal system	1,000,000		5,000,000	Recurring operating costs and \$5M set-aside in a holding account as a start towards the cost of the system.
4	Operations & Maintenance and Environmental Health & Safety	2,000,000			\$1.75M for O&M and \$250K for EHS. Details on utility and janitorial costs for new buildings, and rebuilding of maintenance efforts in existing buildings will be provided in the actual budget request.
5	Science initiative	4,000,000			Requirement to permanently implement programmatic funding; concept is to ramp up to full legislative intention of \$10.4M per biennium over a period of years.
6	Athletic competitiveness	10,000,000			Matching funds to sustain the FY16 athletic support effort, due to NCAA rule changes. First appeared as a non-recurring appropriation in 2015 session.
7	Matching funds			23,000,000	Multiple targeted matching opportunities. To be determined with the board of trustees.
8	SER- Carbon Engineering			2,000,000	\$2M one-time to SER for carbon engineering. Similar in concept to the one-time appropriation for unconventional reservoirs in 2012, this will build base capacity so that matching funds can be pursued.
9	Campus science and engineering facilities		78,500,000		\$4.5M for Engineering Building backfill; \$1M for northwest campus power plant Level II study; \$3M for property purchases; \$70M for science initiative facilities (2015 session provided \$3M for Level II planning and \$30M set aside for construction; estimated \$100M total construction cost).
10	Research aircraft			14,923,000	Replace department of atmospheric science aircraft. Critical to Tier 1 mission. Must order new plane in CY 16 to be available for use by 2019-2020. There was footnote language requirement for creating a sinking fund for aircraft replacement. Sinking fund will be funded with proceeds from sale of existing aircraft, flight charges, and research indirect costs. Estimate is \$445,000 annually to the sinking fund plus proceeds from sale of existing aircraft in 2019-2020.
11	Information Technology			2,880,000	\$730K to replace/renew Isilon (essential bulk storage back up system); \$750K to replace/renew unified computing system; \$1.4M to replace primary data storage system.
12	Residence Halls Level II planning funds		3,000,000		Continuation of study, move to Level II.
13	Master's degree program in counselor education, UW-Casper	387,312			New program funded with one-time appropriation in 2015 session. Request is for recurring funding based on 2015 session supplemental request; amount shown from 2015-2016 supplemental request.
14	Statewide BS degree program in nursing at CCs	1,740,000			UW programs provided at community colleges to help meet statewide nursing workforce demands. Re-request of denied 2015 legislative request. CCs support this request.
15	Classroom adaptation/renovation		4,000,000		Funding for next phase; UW received \$4M in 2014 session.
16	Wyoming Public Media infrastructure			1,000,000	FY 2015-2016 request was first part of a five phase strategy for upgrades to tower equipment, this request continues that plan.
17	Wildlife livestock disease partnership	200,000			Continuation of non-recurring component of funding, but convert one-time funding to recurring funding (brucellosis).
18	Rodeo			100,000	Continuation of prior appropriation.
<b>Total</b>		<b>21,327,312</b>	<b>85,500,000</b>	<b>48,903,000</b>	<b>067 - UW Budget Priority Totals</b>

2017-2018 UW Budget Exception Requests					
Biennial Amounts					
167 - UW Medical		General Fund Only			7/10/2015
NEW Priority #	Description	Recurring	Cap Con	One-Time & Matching	Comments
1	Compensation (salary & benefits)				Consistent with the UW request for 067 and other state agencies; amount included in the total of priority #1.
2	WWAMI	593,000			\$593K increase in tuition paid to University of Washington; seek extension of 2015 footnote allowing loan repayment diversion from trust to operations.
2	WYDENT	297,000			Tuition increases at University of Nebraska and Creighton dental schools.
3	WWAMI space - Level II planning		300,000		Level II planning funds for on-campus location of additional year of medical education.
4	WWAMI space - Construction Set-Aside		5,000,000		Set aside for 2017 Construction/Space Renovation costs.
5	Cheyenne Family Practice Residencies - Operations			1,000,000	\$2.7M in recurring operational funding from Casper clinic revenues (not General Fund); \$1M (current estimate, may be refined) one-time funding for Cheyenne clinic.
6	Cheyenne Family Practice Residencies - Level II planning		300,000		Level II for renovation of Cheyenne facility.
7	Advanced nursing repayment program	540,000			Re-request of denied 2015 legislative request.
<b>Total</b>		<b>1,430,000</b>	<b>5,600,000</b>	<b>1,000,000</b>	<b>167 - UW Medical Education Budget Priority Totals</b>
069 - WICHE					
	Support Fees	374,205			Funding increase needed to continue to support students as support fees increase over time.
	Dues	18,982			Dues are projected to increase at about 3% per year.
	Program Administration	41,790			Advertising/Promotion of WICHE Professional Student Exchange Program, and additional part-time accounting position to handle increased workload.
<b>Total</b>		<b>434,977</b>	<b>0</b>	<b>0</b>	<b>069 - WICHE Budget Priority Totals</b>

# Financial Committee Report



## RFI – Financial System Assessment Services

- Request for Information (RFI) issued 4/22/15 – four phase project outlined
- 10 responses received by the 5/21/15 due date
- 3 vendors chosen to come to campus to give presentations
- 49 representatives from around campus attended at least one of the presentations and formal feedback was received from 29
- Reference checks



# Huron Consulting Group

- Firm values – Integrity, Pursuit of Excellence, Accountability, Collaboration and Passion.
- Higher Education Practice Areas – University Strategy, Financial, Operations, Technology, Research.
- 350+ University clients including University of Idaho, University of North Dakota, University of Colorado Boulder
- 100+ Financial Planning and Reporting projects and 150+ Process Improvement Projects



- 6-10 month project outline
- Lead consultant is located in Colorado
- Single partner that can effectively support management, process and technology support needs
- Dedicated team of experts
- Excellent feedback from reference calls

## UW Staffing

- Shared Business Services office formed in October 2014 to spearhead this effort
  - Director hired in October 2014
  - Assistant Director hired in June 2015
  - Coordinator hired in July 2015
  - Additional support from other existing personnel

# Project Budget

## Resources:

State Appropriation	\$ 1,000,000	
UW Matching Funds	<u>785,542</u>	
Total Resources		\$ 1,785,542

## Uses:

Personnel costs (5 positions)	\$ 714,478	
Office operations	6,000	
Training/travel	15,000	
Consulting services	<u>1,050,064</u>	
Total Uses		1,785,542



## Consulting Services Cost

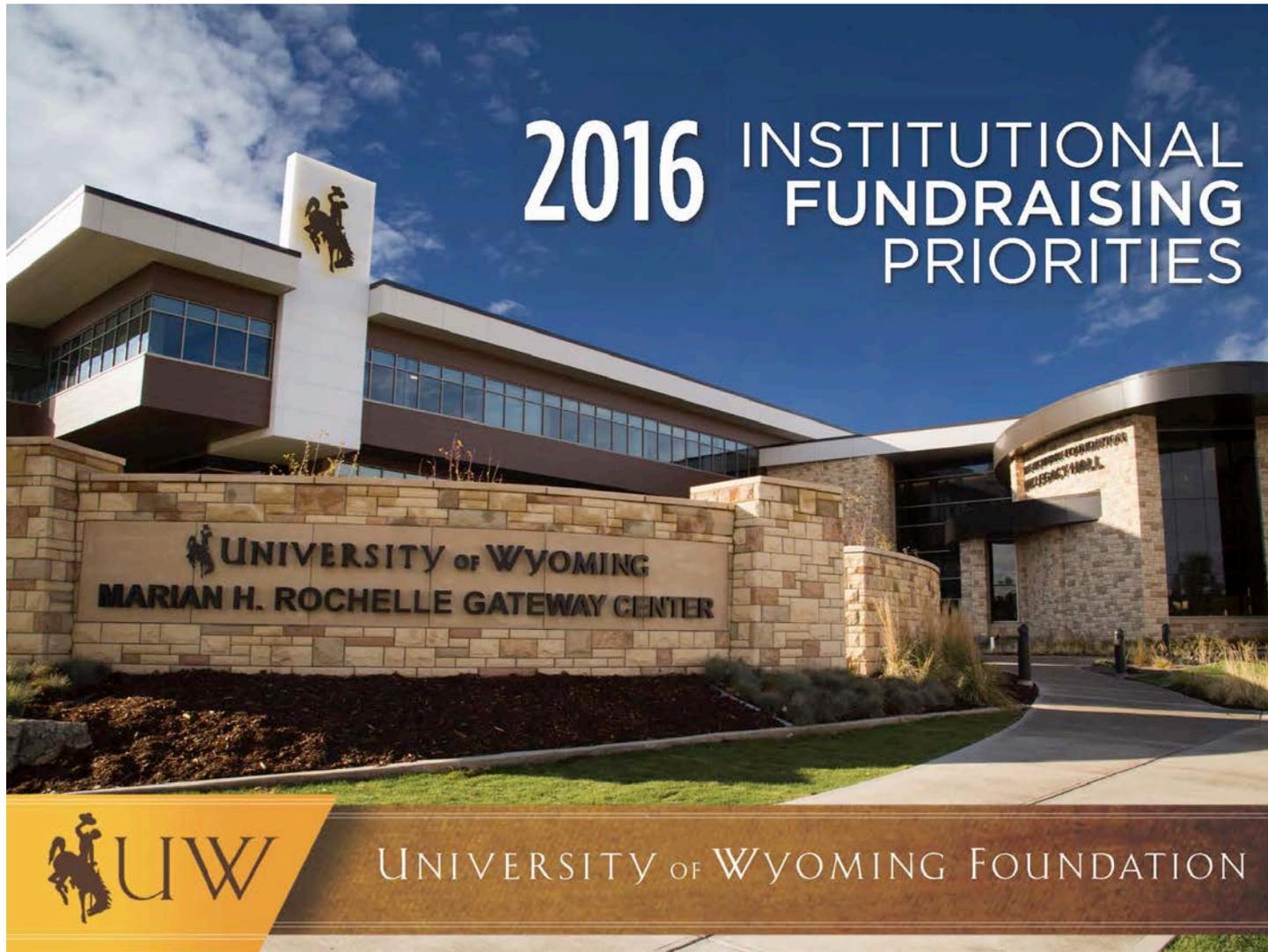
	Low	High	Average
Phase 1 (including travel) *	259,000	270,000	264,500
Phase 2 (including travel)	316,250	660,000	488,125
Phase 3 (including travel) *	259,000	270,000	264,500
Total cost for assessment	834,250	1,200,000	1,017,125

\* Fixed rate of \$225,000 plus travel of 15-20%



## Next Steps

- Board authorization to issue intent to award contract letter and begin negotiation of final contract.
- Planning for the timing of the engagement.
- Begin meetings with stakeholders for the needs analysis in September 2015.





# INSTITUTIONAL FUNDRAISING PRIORITIES

The University of Wyoming's Institutional Fundraising Priorities are the areas of greatest opportunity, not the areas of greatest need.

The University of Wyoming Foundation will focus resources on the priorities that have the highest potential to generate private support.

The criteria for fundraising success are reflected in the following:

- A focused, specific, and achievable vision
- Institutional commitment and advocacy
- Proven record of success in identified or related area(s)
- Recognized prospects and/or donors
- State legislative support and/or state match potential
- Identified deliverable(s)





# INSTITUTIONAL FUNDRAISING PRIORITIES

<b>Total Current State Match Funds:</b>	<b>\$ 245,677,479.00</b>
<b>Commitments, including outstanding commitments:</b>	<b>\$ 208,161,489.82</b>
<b>Total Remaining State Match Funds:</b>	<b>\$ 37,515,989.18</b>
<ul style="list-style-type: none"><li>• Engineering Capital Project</li><li>• Literacy Programs</li><li>• Petroleum Engineering Chair</li><li>• Rochelle Athletic Center 2.0</li><li>• Unconventional Reservoirs Research</li></ul>	<ul style="list-style-type: none"><li>\$12.9 MILLION</li><li>\$2.5 MILLION</li><li>\$5 MILLION</li><li>\$12.12 MILLION</li><li>\$3.75 MILLION</li></ul>





# TIER I ENGINEERING INITIATIVE

## COLLEGE OF ENGINEERING AND APPLIED SCIENCE

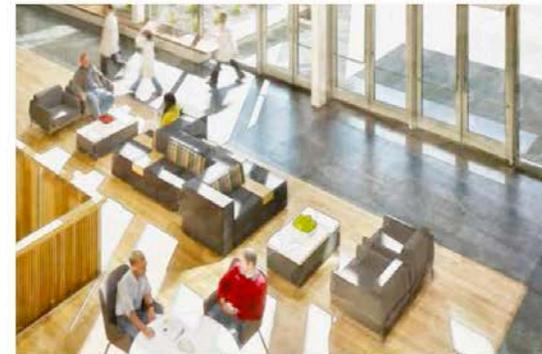
**Engineering Capital Project Remaining State Match:  
\$12.9 MILLION**

**Carbon Engineering Chair: \$5 MILLION**

This chair (to be housed in either the chemical or petroleum engineering departments) will be used to recruit and retain an internationally-recognized leader in carbon engineering, a field critical to the growth and diversification of Wyoming's economy.

# \$17.9 MILLION

INCLUDES \$5 MILLION  
PROPOSED STATE MATCH  
2016 REQUEST



UNIVERSITY OF WYOMING  
FOUNDATION





# SCHOOL OF ENERGY RESOURCES

SER Remaining State Match: \$3.75 MILLION

State Match Approved for 2016: \$5 MILLION

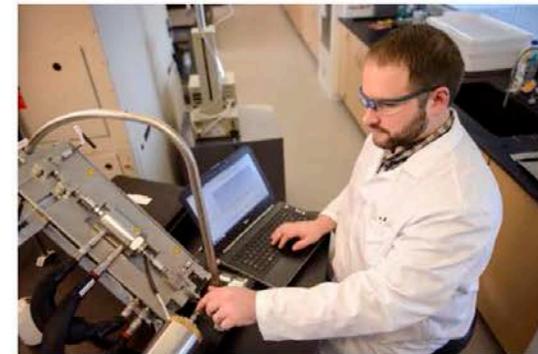
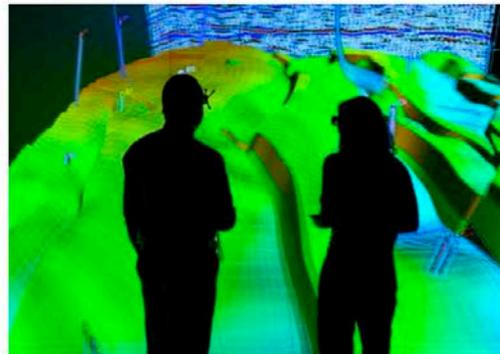
Unconventional Reservoirs and Improved Recovery  
Research and Equipment: \$5 MILLION

Carbon Engineering Research and Equipment: \$5 MILLION

# \$18.75 MILLION

INCLUDES \$10 MILLION  
PROPOSED STATE MATCH  
2016 REQUEST

*Petroleum Engineering and Carbon Engineering are partnership priorities for the College of Engineering and Applied Science and the School of Energy Resources.*



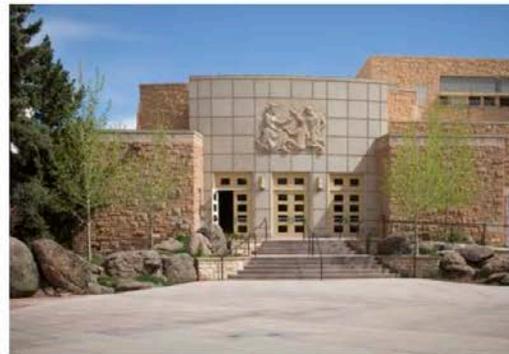
# TRUSTEES EDUCATION INITIATIVE

## COLLEGE OF EDUCATION



The University of Wyoming through a Trustees College of Education Initiative will develop a five-year Strategic Plan to elevate the College of Education to national preeminent status in Professional Educator Preparation, ultimately to reform, improve, and enhance K-12 education in Wyoming.

# \$10 MILLION



UNIVERSITY OF WYOMING  
FOUNDATION





# LITERACY PROGRAMS

## COLLEGE OF EDUCATION

While current funding has allowed for a true launch of a focused literacy agenda for the state, there is still a significant opportunity to impact the state through additional initiatives and resources. This increased focus and funding would allow for a long-term presence of the new Literacy Research Center and Clinic in Wyoming communities, increased training for teachers, opportunities to implement on-site technology, increased literacy-focused faculty, state-wide literacy initiatives, applied research, and partnerships with the university and the state.

# \$5 MILLION

INCLUDES \$2.5 MILLION  
APPROVED STATE MATCH  
2015 REQUEST



UNIVERSITY OF WYOMING  
FOUNDATION





# HAUB SCHOOL OF ENVIRONMENT AND NATURAL RESOURCES

The Haub School fills a critical niche at UW and in the state of Wyoming by preparing students, citizens, and decision makers to make wise, informed decisions to ensure future generations will enjoy the many benefits from our robust natural resources that we enjoy today.

- Water Management for the Future Professorship
- Natural Resource Recreation and Tourism Program
- Wildfire and Western Communities and Forest Management Professorships

# \$15 MILLION

INCLUDES \$3 MILLION  
PROPOSED STATE MATCH  
2016 REQUEST  
FOR WATER MANAGEMENT



UNIVERSITY OF WYOMING  
FOUNDATION





## RAC 2.0

### HIGH ALTITUDE PERFORMANCE CENTER

The expansion and renovation of the Curtis and Marian Rochelle Athletic Center into the state-of-the-art High Altitude Performance Center will enable the University of Wyoming to become a leader in the academic and athletic development of student-athletes.

Moreover, it will provide an opportunity to attract international caliber Olympic athletes to train in UW facilities further adding to UW's stature on the national sports scene.

# \$16.12 MILLION

TO COMPLETE  
\$24 MILLION PRIVATE  
CAMPAIGN



UNIVERSITY OF WYOMING  
FOUNDATION





## ENTREPRENEURSHIP

Create an interdisciplinary culture of entrepreneurship that is accessible across all of the colleges, departments, centers, and programs at the University of Wyoming. This priority is supported by an endowment managed by the Wyoming Technology Business Center.

It would include curriculum enhancement, action learning programs, student business accelerators, venture funds, student competitions, internships, and partnerships with the current UW Business Resource Network, as well as the creation of additional outreach programs related to entrepreneurship.

# \$10 MILLION

INCLUDES \$5 MILLION  
PROPOSED MATCH  
2016 REQUEST





# STEM PROGRAMS

SCIENCE, TECHNOLOGY, ENGINEERING, MATHEMATICS

Preparation for a STEM-focused degree starts early through the process of building and maintaining students' interest in STEM programs from an early age. WySTEM is a collaborative office at UW that serves as an interface between K-14 students and teachers, higher education, and industry to expand and enhance STEM education in Wyoming.

# \$10 MILLION

Giving opportunities for STEM at UW include scholarships, research, summer programs, and specific outreach opportunities.



# INSTITUTIONAL FUNDRAISING PRIORITIES

TOTAL: \$102.77 MILLION

