

THE UNIVERSITY OF WYOMING

MINUTES OF THE TRUSTEES

March 25-27, 2015

**Final minutes can be found on the University of Wyoming Board of Trustees website at
www.uwyo.edu/trustees**

TRUSTEES OF THE UNIVERSITY OF WYOMING AGENDA
March 25-27, 2015

WORK SESSIONS

Introductions and Recognitions	1
Fiscal Reporting System Update and Board of Trustees Financial Information “101,” Mai/True..	2
Fiscal Year 2015 Budget Authority Increase, Mai	4
Trustee Boards and Committee Structure, Palmerlee/Miller	7
Legislative Session Update, Boswell	8
Conversation with Governor Matt Mead	13
Compensation/Salary Distribution Policy for FY 2016, Mai/Jones	16
Fees for FY 2016 and Differential Tuition, Mai	29
Trustees College of Education Initiative and Endowed Chairs Initiative, Palmerlee/Bostrom (this was not covered)	
Updates	30
• Dean Searches, McGinity/Jones	
• Community College Collaboration/Course Transfer, Hagy/Noel	
• University Strategic Plan Progress, McGinity/Jones (this was not covered)	
• Enrollment, Axelson	
Administration Items, Mai	38
• Current capital facilities projects under construction, under formal planning, and under consideration for the near term	
• Update on Floods	
• Change orders (explain the change orders in the Board report and the process)	
Updates	40
• BOT/ERC Discussion [time held for dialogue between the two groups]	
• WGEESIT/College of Engineering and Applied Science/Tier I Initiative/High Bay (High Bay Matching Funds and Indirect Charges), Pishko/Laursen/Bostrom	
• Carbon Management Institute	
• Legislative Session Update, Boswell/Hurless	
• Science Initiative, Shader/Brown	
Construction Contracts, Mai/MacPherson	53
• Guaranteed Maximum Price – High Bay Research Facility	
• Architect-Engineer – Rochelle Athletic Center Addition	
• Other project actions as necessary	
Engineering Building Leadership Team Presentation, Bostrom.....	54
Professional Services Fee to Trustees, Miller (this was not covered)	

BUSINESS MEETING..... 67

Roll Call

Approval of Board of Trustees Meeting Minutes

January 15-16, 2015

February 9, 2015

Approval of Executive Session Meeting Minutes

January 15-16, 2015

February 9, 2015

Reports

ASUW
Staff Senate
Faculty Senate

Public Testimony

Committee of the Whole

REGULAR BUSINESS

Board Committees, Councils, and Club Reports
Audit and Fiscal Integrity Committee
Honorary Degrees and Awards Committee
Budget and Financial Management Committee
Vice President and Dean Search Committee
Construction Manager at Risk and Facilities Contracting
UW Alumni Association Board
UW Foundation Board
Haub School Environment and Natural Resources Board
Energy Resources Council (ERC)
Wyoming Governor's Energy, Engineering, STEM Integration Task Force
Governor's Science Task Force
Trustees College of Education Initiative
Trustee Endowed Chairs Initiative
Trustee Legislative Initiative
Enhanced Oil Recovery Commission

Item Removed Earlier from Consent Agenda: Action Taken

1. ~~Approval of Salary Distribution Policy—Mai~~ *(removed from Consent Agenda by Trustee Massie for vote during Work Session—see below)*

This item was removed from the Consent Agenda and voted on separately. Trustee Massie moved to approve the recommendation by the administration to distribute the FY 2016 raise as well as the recruitment and retention funds as presented by the administration; Trustee Baldwin seconded the motion. A roll call vote was taken, and the motion passed with a majority decision (8 to 4, see below).

<u>Vote</u>	<u>Trustees</u>
Yes	Baldwin, Mel
No	Bostrom, Dave
Yes	Gubbels, Larry
Yes	MacPherson, John
No	Marsh, Jeff
Yes	Massie, Mike
No	McKinley, John
Yes	Palmerlee, Dave
Yes	Scarlett, Dick
Yes	Sullivan, Michelle
No	True, Dave

Items for Separate Action by the Board

1. Approval of Fees for FY 2016, Fee Book and Differential Tuition – Mai
Please see page 35 of the Board of Trustees Report
2. Approval of Fiscal Year 2015 Budget Authority Increase – Mai
Please see the minutes for an updated document
3. Approval of GMP in the amount of \$42,925,724 for High Bay Research Facility with a Total Budget in the Amount of \$54.17 million for which adequate funding is in place– Mai
Please see pages 72-73 of the Board of Trustees Report
4. Status of Architect/Engineer – Rochelle Athletic Center Addition – Mai
5. Approval of Contracts and Grants – Gern
Please see pages 86-95 of the Board of Trustees Report
6. Approval of Personnel Section – Jones
Note: An addendum was added to the personnel section of the Board Report for review and approval. Addendum document was added during the meeting, see document below. The Addendum and approval of new Dean for the College of Engineering and Applied Science item were then pulled from the Business Meeting Agenda, discussed and voted on separately during the Work Session]
Please see pages 96-108 of the Board of Trustees Report and pages 1-2 of Attachment A
7. Revisions to UW Regulations:
Regulations 5-1 (Faculty Senate Bill 331), 6-702 (Faculty Senate Bill 332)
Please see pages 109-128 of the Board of Trustees Report
8. Amend Paragraph P of UW Regulation 1-102 by adding a new subparagraph 6 (added by Trustee MacPherson)
See page 3 of Attachment A
9. Approval of Budget Adjustment for the Buchanan Center for the Performing Arts
Please see page 4-5 of the Attachment A
10. Approval of Budget Adjustment for Half Acre
Please see pages 6-7 of the Attachment A
11. Approval of Change Orders
Please see page 8 of the Attachment A
12. Construction Procurement Process
Please see page 9 of the Attachment A
13. Real Estate Acquisition

New Business

Old Business

Date of Next Meeting – April 13, 2015, Conference Call; Laramie, Wyoming

Adjournment

THE UNIVERSITY OF WYOMING
MINUTES OF THE BOARD OF TRUSTEES
March 25-March 27, 2015
Marian H. Rochelle Gateway Center, Salons D & E

As will be reflected in the public session and executive session meeting minutes, the Board of Trustees of the University of Wyoming met in Laramie, Wyoming, Wednesday, March 25 through Friday, March 27, 2015. The meeting was held at the Marian H. Rochelle Gateway Center. The CMAR and Audit and Fiscal Integrity committees met Wednesday morning before the Board convened at noon with executive session. The Board covered several topics that day including a fiscal reporting system update, budget authority increase, and a legislative session update. That evening, the Board attended an information dinner with President McGinity.

On Thursday, March 26, the Board began with an executive session and then had a conversation with Governor Matt Mead. There was a gift announcement from Hess Corporation and a work session in the afternoon. That evening, the Board attended a scholarship reception dinner.

On Friday, March 27, the Board received several updates from the UW administration, attended 'take a trustee to class' activities, had a work session, and held their business meeting.

AGENDA ITEM TITLE:
Introductions and Recognitions

CHECK THE APPROPRIATE BOX(ES):

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

MINUTES OF THE MEETING:

Vice President for Information Technology Robert Alyward begin by explaining the history of computational sciences at UW, and how technical support is needed for researchers who have high computational needs. Part of this process is to give the researchers to have a platform that they can use their code on and then use it on the NCAR computer in Cheyenne or computers across the world. He introduced Dr. Dane Skow and shared his background. Dr. Skow holds a Ph.D. in high energy physics, is the author of over 50 scientific papers, and is active in many organizations. Dr. Skow thanked the Board for the welcome and noted that this has been an extremely friendly move and transition.

Vice President for Research and Economic Development Bill Gern explained that CAREER awards are not commonplace, but UW has had many awardees, and it is good that UW can attract this level of faculty. Dr. Johnathan Prather of the Department of Zoology and Physiology has his Ph.D. in neuroscience and completed his post-doctoral at Duke University. Dr. Prather is interested in neurobiological communication and how the brain sorts out this information. Dr. Prather is going to partner with the entire state, bring in high school students and teachers, and use his research to develop new curriculum models for high school classrooms. He will also partner with community colleges. He plans to use a "science cafes" format and take researchers around the state, having informal conversations about what is going on at UW and taking UW's knowledge statewide.

Vice President for Student Affairs Sara Axelson introduced Kayla Woodward and noted that she had the wonderful pleasure of being her instructor in class. Kayla thanked the Board and administrators for the support for the University. She will pursue her degree in elementary education and possibly coach basketball.

Trustee President Dave Palmerlee commented that the last item on the agenda will be recognized in May, as there was a conflict.

AGENDA ITEM TITLE:

Fiscal Reporting System Update and Board of Trustees Financial Information "101", Mai/True

CHECK THE APPROPRIATE BOX(ES):

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

MINUTES OF THE MEETING:

Trustee Dave True stated that he wanted to give an introductory comment regarding this session. He noted that he is excited that this is coming before the Board. He has spent two years trying to get a 50,000 foot view of the finances of the institution. He explained that this is a complex situation, and that over the last few weeks, Vice President for Administration Bill Mai and his staff have worked through an overall view of the finances of this institution. Trustee True added that there are many different revenues and expenditures.

Trustee President Dave Palmerlee commented that they are making inroads on the budget. Because the whole Board cannot be informed all the time, he has appointed a committee. Trustee True is the chairman and Dick Scarlett and Mel Baldwin are the other two members. Trustee President Palmerlee noted that UW President McGinity has been receptive to an active Board. He thanked President McGinity for helping them make this happen.

Vice President for Administration Bill Mai thanked Trustee President Palmerlee and the committee. He noted that this is the first set of information to be reviewed, and it has to do with the fiscal year 2016 budget that will be presented to the Board in May. Vice President Mai thanked several people for helping him prepare this information. He then reviewed several of the pages of the handout.

There was discussion on which funds were included in which sections, such as matching funds, capital construction funds, and operating costs. There were also questions on the federal minerals royalty, which is statutory. Vice President Mai also discussed personnel, as that is a large expenditure for UW. UW is down about 60 employees since 2012. There was further discussion on employees.

Vice President for Administration Bill Mai transitioned the Board into a discussion on the fiscal reporting system. He noted that UW has a dated fiscal management system, and UW has asked for funding during the supplemental budget session to change the system. UW requested funds for personnel and consulting services. Vice President Mai explained how this request was handled by the legislature and the specifics of the funding for this project. He noted that if they hire people, UW is depending on appropriations. He explained the specific hiring that could occur, and noted that Information Technology would also be contributing some funds. He added that he hoped everything would be up to speed in 2-3 years.

Trustee Mike Massie commented that UW originally asked the legislature for \$4 million, but the University did not receive that much funding. Trustee Massie asked what UW will have to give up since it did not receive the full appropriations. Vice President Mai noted that UW scaled back the number of people it was to hire and the aggressiveness of the consulting scheduling. He explained that UW was hoping to do a full analysis of college needs quickly with consultants, but now they will not be as aggressive. Trustee Massie asked what UW will be able to do with the new fiscal system in place that it cannot do now. Vice President Mai responded that the new system will allow UW to know right where it is financially at any given time. Currently, UW can figure this out, but it takes a lot of time and a lot of man-hours. The goal is to give the Trustees a report on a quarterly basis. A new fiscal management system will also help UW focus its efforts. Trustee President Dave Palmerlee noted that UW has been working with this issue for a long time. Departments have different management systems, and the University wants to bring them all together. Vice President Mai added that the current system is 15 years old, and the University wants to bring together all sections under this new system.

Trustee Dick Scarlett asked if UW has considered how other universities are handling this issue. Vice President Bill Mai passed the question to Director of Shared Business Services Megan Hammeman. Director Hammeman stated that UW is going to look at other universities, as others are making transformational changes in how they do business. She noted that there will be a learning curve, but UW is going to do site visits. There was further discussion on not coming up with a whole new system if there were other systems already in use across the county.

Trustee Dave Bostrom commented that dashboards are useful tools, and it would be great if UW's new system could have one to generate reports. Vice President Mai stated that this was the goal. Staff Senate President Rachel Stevens commented that some systems are not well tailored to the current process, and this impacts staff efficiency. Frequently, staff members who deal with finances have to fill out multiple forms and enter data multiple times. She asked if they had been building in methods to see how this will impact staffing.

Vice President Mai responded that staff analysis was part of the charge from the legislature. Many staff on campus are doing tasks they do not have a background in. He noted that there would be a uniformity of systems so they can be updated inexpensively, as well as a focus on the core mission of the University, instead of doing so much paperwork. They want well trained people doing these tasks efficiently.

Staff Senate President Stevens noted that an out-of-the-box system may not be best, but rather that a system should be created that drives what UW needs. Vice President Mai noted that this will be a long process and will include a review of UW's current financial processes to see if there are better ways to do them.

AGENDA ITEM TITLE:

Fiscal Year 2015 Budget Authority Increase, Mai

CHECK THE APPROPRIATE BOX(ES):

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

MINUTES OF THE MEETING:

Associate Vice President for Fiscal Administration Janet Lowe shared budget increases with the Board and distributed a revised handout (below). She began by explaining an appropriation made by the 2014 state legislature. The athletic department has secured their match so UW will request budget authority to spend those funds. She then explained that the \$1 million appropriated for fiscal control is a reposed appropriation. UW is requesting authority to spend the funds. Lastly, the \$1.5 million request for Information Technology will improve student wireless and networking systems and storage for those systems. UW is requesting authority to spend those funds.

Trustee Jeff Marsh asked if this needs to be on the consent agenda, and it was confirmed that it was on the consent agenda.

Associate Vice President Lowe then explained the ASUW resolution for funding to increase the number of group study areas in the library. This funding will come from the ASUW expendable account. She noted that further details could be found in the ASUW resolution report.

University of Wyoming (Agency 067) Section I Operating Budget Authority Increase

Revised 3/24/2015

BACKGROUND AND POLICY CONTEXT OF ISSUE:

An increase in Fiscal Year (FY) 2015 operating budget authority is requested to accommodate three state general fund appropriations:

- \$1.0 million in state matching funds for Intercollegiate Athletic programs
- \$1.0 million for management reporting and fiscal control improvements
- \$1.5 million for student wireless and networking systems and related storage

The \$1 million in state matching funds for Intercollegiate Athletic programs is the first half of \$2 million appropriated in the 2014 Budget Session of the Wyoming Legislature. Intercollegiate Athletics has secured the qualifying donations and is ready to draw the appropriation from the State Treasurer's Office. An increase in the FY 2015 operating budget is necessary in order to expend the matching funds.

The next two items, \$1 million for management reporting and fiscal control improvements and \$1.5 million for student wireless and networking systems and related storage, are a result of changes to budget bill footnotes during the 2015 General Session of the Wyoming Legislature. A \$1 million enrollment incentive appropriation was repurposed for the management reporting project and the matching fund requirement on a \$1.5 million student wireless system appropriation was removed. These appropriations are effective immediately, necessitating an increase in the FY 2015 operating budget spending authority.

University of Wyoming (Agency 067) Section II Operating Budget Authority Increase

BACKGROUND AND POLICY CONTEXT OF ISSUE:

In April of 2014, ASUW approved Senate Bill #2430 *ASUW Funding for Increased Group Study Areas*. The intent of the bill was to allocate \$32,896 from the ASUW Student Services Endowment expendable account for the purchase and installation of additional study pods in the social areas of Coe Library. Similar pods are currently in place and of frequent use and demand.

ASUW Senators worked with Dean of Libraries Maggie Farrell to research prices, ideal equipment, and best locations within Coe Library for new study pods. The complete research can be found in the Board of Trustees' Report Page 4-12.

Summary of Fiscal Year 2015 Total Operating Budget (University of Wyoming – Agency 067 and UW-Medical Education – Agency 167)

Revenue Budget Approved as of February 2015	\$ 539,050,232
067 Section I General Fund Increase	3,500,000
<u>067 Section II ASUW Reserve</u>	<u>32,896</u>
Revenue Budget Revised	\$ 542,583,128

Expenditure Budget Approved as of February 2015	\$ 533,214,190
067 Section I Expenditure Increase	3,500,000
<u>067 Section II Expenditure Increase</u>	<u>32,896</u>
Expenditure Budget Revised	\$ 536,747,086
* Differences in revenue and expenditure totals are planned to support future capital projects.	

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

The Board adopted the university's FY 2015 operating budget, which includes ASUW's budget, in May 2014.

The Board approved FY 2015 operating budget authority increases for various purposes in November 2014, January and February 2015.

WHY THIS ITEM IS BEFORE THE BOARD:

The Trustees of the University of Wyoming, a constitutional body, are responsible for the "management of the university" (Wyoming Constitution, Article 7, 17).

The Board's approval of increases in the operating budget, including ASUW budget authority increases in excess of \$7,500, is required by Trustee Regulations and university budget procedures.

ARGUMENTS IN SUPPORT:

Budget authority increases are required in order to expend state matching funds for Intercollegiate Athletic programs and effective-immediately state appropriations for management reporting/fiscal control improvements and student wireless/networking systems and related storage.

The allocation of ASUW funds will support a project that will increase space for student collaboration within Coe Library. This will also assist the library in meeting its main goal in assisting student academics while being under the current financial constraints.

ARGUMENTS AGAINST:

None.

ACTION REQUIRED AT THIS BOARD MEETING:

Approval of a \$3.5 million increase in the university's FY 2015 Section I operating budget as described above and a \$32,896 increase in the FY 2015 Section II operating budget for the ASUW Coe Library Study Pod project as described in this item.

PRESIDENT'S RECOMMENDATION:

The President recommends approval of the FY 2015 operating budget increase as proposed.

AGENDA ITEM TITLE: **Trustee Committee Structure**, Palmerlee

CHECK THE APPROPRIATE BOX(ES):

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

MINUTES OF THE MEETING:

Trustee President Dave Palmerlee explained that the Trustee committees have been unsettled over the past several years, and as a result, they have undergone a restructuring in the last six months, but they are still a little informal at this point. Trustee President Palmerlee reviewed the standing committees currently in place, as well as the members of each committee. Trustee President Palmerlee noted that Vice President and General Counsel Rick Miller will change the bylaws for the Board to approve in May.

Trustee President Dave Palmerlee commented that he has appointed Trustees to committees that need addressing. One committee is the Vice President and Dean Search committee. Trustee President Palmerlee noted that the Board has had no role in searches for deans other than to approve them.

He stated that Trustee MacPherson chaired this committee, and there has already been a lot of discussion on this topic. The bylaws have already been changed to give the Board a passive but consultative role when new Vice Presidents and deans are selected. This ensures that the Board is familiar with the situation by the time the hiring process comes before the Board for approval.

Trustee President Palmerlee added that other committees include the Honorary Degree and Awards committee, the Foundation Board (Trustees Marsh and Bostrom), the Alumni Board, the Haub School Advisory Board (Michelle Sullivan), the Energy Resources Council (Trustee Dave True), and the Cowboy Joe Club (John McKinley). He continued by noting that there are also the Trustee initiative committees, including education, endowed chairs, and legislative initiatives. Trustee President Palmerlee stated that he will make formal appointments to these committees. He noted that there are Trustees appointed by the Governor of Wyoming on some boards, such as WGEESIT, which Trustee Dave Bostrom serves on. Trustee President Palmerlee commented that the Science Initiative Task Force does not require a trustee, but hopefully it will have one. He continued by describing the two ad hoc committees: CMAR and the facilities contracting committee which Trustees John MacPherson, Jeff Marsh, and John McKinley serve on. He noted that a Presidential Search committee will be started as well. He added that going forward, the Board and UW will benefit by giving the Trustees a very active role. Trustee President Palmerlee thanked UW President Dick McGinity for embracing these committees.

AGENDA ITEM TITLE: **Legislative Session Discussion**, Boswell

CHECK THE APPROPRIATE BOX(ES):

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

MINUTES OF THE MEETING:

Vice President for Governmental and Community Affairs Chris Boswell discussed the materials provided in the Board Report, as well as the information distributed at the meeting (see below).

After Vice President Boswell's presentation, Trustee President Palmerlee thanked him for all that he and the other administrators do during the legislative session.

Trustee True inquired about reoccurring funds versus one time funds, to which Education Policy Advisor for Governor Matt Mead Mary Kay Hill responded with some explanation regarding those terms and how the Governor's office and legislature view their accounts and funding provided to UW.

WYOMING STATE LEGISLATURE
UW-RELATED INTERIM COMMITTEE TOPICS 2015
(Highlighted Priorities have direct impact on UW)

JOINT APPROPRIATIONS COMMITTEE

- Priority #2 **Community college funding model review**
Review the funding model for community colleges and determine whether the model requires improvement or change. Report by September 1, 2015 pursuant to section 356 of 2015 SF0001 on a recommendation for a new funding formula or the structure of a Task Force to review the model. The review shall consider if local limits on college expansion of facilities and programs should be limited to legislative oversight so as to regulate growth among community colleges.
- Priority #8** **Consistency in the treatment of state matching funds**
Summarize the status of state matching funds in all programs, including the location of the funds, ownership, costs of administration, and manner of investment. Consider legislation that would result in more uniform treatment, if necessary.
- Priority #9 **State compensation plans**
Review state government compensation plans.
- Priority #10** **Medical education recruitment**
Review the range of statutory medical education recruitment programs.

JOINT EDUCATION INTERIM COMMITTEE

- Priority #1** **University of Wyoming, College of Education**
The Committee will study possible methods to elevate the University of Wyoming's College of Education to the status of a preeminent college in professional educator preparation, a goal identified by the University's Board of Trustees in November of 2014. The Committee will receive information from the University as it develops an implementation plan for the initiative. This study will focus on K-16 program evaluation with an emphasis on quality of training for teachers and educational leadership.
- Priority #2** **College and Career Readiness**
The Committee will study college and career readiness and study mechanisms to create incentives that will increase student participation in programs that will provide them with both college and career readiness in career technical occupations.
- Priority #6 **Hathaway Scholarship Administration**
The Committee will study administration of the Hathaway Scholarship Program.

Related to this work, the Committee will receive a report from the Department of Education on mechanisms to incentivize completion of the success curriculum and the possibility of utilizing a weighted grade point average.

Priority #9 Educational Workforce Skills Gap

The Committee will focus on STEM education, transitions from K-12, community colleges' workforce training and the U.W. Tennessee Model.

**JOINT AGRICULTURE, STATE AND PUBLIC LANDS AND WATER
RESOURCES INTERIM COMMITTEE**

Priority #4 Pesticide training and safety

This topic will include issues related to pesticide training and safety including funding for those programs, other funding needs for the College of Agriculture at the University of Wyoming and issues related to control of invasive species.

**JOINT CORPORATIONS, ELECTIONS AND POLITICAL SUBDIVISIONS
INTERIM COMMITTEE**

Priority #5 Digital Information Privacy

Receive and consider the reports and recommendations of the Task Force on Digital Information Privacy, created by 2014 Wyo. Session Laws, Ch. 123 and continued by 2015 Enrolled Act No. 42.

JOINT MINERALS, BUSINESS AND ECONOMIC DEVELOPMENT COMMITTEE

Priority #1 Coal

The Committee will consider statutory and regulatory solutions to issues surrounding coal. Issues shall include, but are not necessarily limited to:

- a. President's Clean Power Plan (CPP) proposal;
- b. Carbon sequestration; and
- c. Wyoming's efforts to secure additional coal ports.

Priority #2 Joint Subcommittee on State Involvement in Economic Development

A Joint Subcommittee, consisting of three (3) members of the Joint Appropriations Committee and three (3) members of the Joint Minerals, Business and Economic shall meet as necessary to study the state's role in providing aid and assistance in economic development projects. This study shall include a review of the Wyoming Business Council, its programs, funding mechanisms and rules and regulations, and the expanded use of Amendment IV funds. The subcommittee may also consider legislative responses to promote air services in Wyoming. Members and Chairmen of the joint subcommittee shall be appointed by the respective committee chairs.

The authority of the Joint Subcommittee shall only be to make recommendations

to the appropriate standing committee. The appropriate standing committee may then consider developing legislation.

Priority #3 **Alternative energy sources and fuels**

The Committee will consider statutory and regulatory solutions to issues involving alternative energy sources and fuels. Issues shall include, but are not necessarily limited to:

- a. Natural gas as a vehicle fuel;
- b. Small/light nuclear reactors; and
- c. Advanced conversion technology programs.

The Committee will receive reports on Wyoming's efforts to become a nuclear agreement state.

The Committee will tour a natural gas station.

Priority #5 **Reports and updates**

The Committee will receive and consider reports required by law and updates on issues of concern from various agencies and interested parties, including but not limited to issues involving energy production or distribution, indemnity in a contract for any well, mine or mineral, economic development, **University of Wyoming energy programs**, destruction of a surveyor's corner monument, and issues concerning other state agencies and divisions thereof which statutorily are required, or historically have, reported to the Committee.

JOINT LABOR, HEALTH AND SOCIAL SERVICES INTERIM COMMITTEE

Priority #1 **Health Care System Problems**

Health care access and affordability continue to be the main health related problem. The Committee will study:

- Primary care, especially for non-Medicaid eligible persons below 100% of poverty level;
- Various models of hospital organization, governance, administration and funding as they affect market, funding and regulatory difficulties;
- Funding problems and regulatory issues related to safety net programs such as qualified health centers, rural health clinics and home and community based providers;
- Methods to encourage medical homes.

Priority #3 **Medical Education, Retention, and Service Gaps**

The state's medical education programs directly impact health care provider availability. The Committee will study status and effectiveness regarding:

- WWAMI;
- The Wyoming Family Practice Residency program, including potential

outreach and service to underserved areas;

- Nursing education incentive programs, including possible adoption of the Interstate Nurse Licensure Compact.

SELECT COMMITTEE ON TRIBAL RELATIONS

Priority #4

Education

The Committee will receive reports and review information regarding education, including mechanisms for improving the quality of education and for improving graduation rates. The Committee will review opportunities for vocational and medical field training.

AGENDA ITEM TITLE: **Conversation with Governor Matt Mead**, Mai/Jones

CHECK THE APPROPRIATE BOX(ES):

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

MINUTES OF THE MEETING:

Trustee President Dave Palmerlee welcomed Governor Matthew Mead. Governor Mead thanked the Board for its service and stated that he would be sharing a few comments. Trustee President Dave Palmerlee thanked Governor Mead for selecting outstanding new Board members.

Governor Mead thanked the Board again and noted that there has been a lot of interest in the UW Board of Trustees. He stated that his office receives a number of applications and suggestions when there are vacancies, which is positive because it shows that people care about UW and they understand the role it plays in the state. He stated that there are high expectations, and that this is a hard-working board. Governor Mead noted that he chose each new Board member because they understood this. He congratulated the new members of the Board. Governor Mead commented that one reason the state cares about the Board is because UW is the only public university in the state. He believes that a better UW is a better Wyoming.

Governor Mead noted that there are a few areas he wanted to address. First, he made note of the upcoming budget session. He stated that one challenge they face in the Governor's office as they prepare for the budget is the revenue forecast. Governor Mead reviewed the importance of oil and gas prices and how they affect the budget. He noted that as they enter the next budget session, the Trustees and UW President have a unified set of priorities. He shared the example of the Arena Auditorium, which was not a top priority for UW or the Trustees, but became a priority during the legislative session. Governor Mead noted that he likes to see this support of UW, but there needs to be a plan. He added that a lot of money went to UW during the supplemental budget session. There are other needs out there at the same time, so the UW President and the Trustees need to have their priorities ready. Governor Mead talked about several capital projects and the funding for them compared to the funding for municipalities. He asked the Board to keep in mind that times are tighter as they enter the next budget session and UW needs to be clear on its priorities.

Governor Matt Mead then commented on the education system. He noted that the state is fortunate to have Superintendent Balow in office. He stated that governors change and aspects of the K-12 education system change, but there needs to be a model to provide continuity and vision for the education system despite those changes. He noted that there cannot be silos of K-12 education, community colleges, and UW. He complimented Trustee President Palmerlee on his initiative to pursue this, as UW should provide leadership. However, he noted that there need to be excellent leaders on all levels. He shared some examples of the math and science education occurring in Wyoming, but noted that more of these conversations need to be had.

Governor Mead transitioned into talking about construction, and noted that UW has had many building projects, which is good. He shared his example of visiting the Jelm Mountain observatory, and the vision the observatory had when it was built in the 1970s, which is all positive.

However, all these projects need to be in line. If they are over budget or over time, support and credibility will be lacking. Governor Mead noted that UW President McGinity and Trustee President Palmerlee have been working on this issue so that UW is accountable for the money they are appropriated. Being over budget makes it difficult to continue to ask for further funding. He noted that the High Bay Research Facility and the Science Initiative are both great projects, but they are expensive but doable projects if done correctly. Governor Mead further noted that these are good projects since many of these projects get matching funds from private donors. He added that when the private sector steps up, it's a great endorsement for what is happening at UW. Governor Mead noted that UW is on the right track, and there is momentum going on at UW, which is a result of hard work. Governor Mead then asked for questions.

Trustee President Dave Palmerlee then shared some remarks. He noted that the Board is aware of the consequences of the oil and gas price changes. He stated that his commitment is that the Board and President McGinity intend to work closely with the Governor's office and the legislative leadership to develop a consensus of priorities for UW. Trustee President Palmerlee commented that he is aware this group will not agree on everything; however, it is his goal to know what is agreed upon and what is disagreed upon so that UW can anticipate and respond to those concerns. He stated that he is aware of the priorities, and added that all that comes to UW is not always all initiated by UW. He noted that UW will work for awareness. He commented that there are issues with current capital projects and UW will address those problems. He stated that everyone makes mistakes, and it is important to admit them, deal with them, and move on.

Trustee President Palmerlee also noted that the Board is changing the way it does business. For example, the CMAR committee is now in place to address capital facilities projects. This committee is working with Vice President and General Counsel Rick Miller and Vice President for Administration Bill Mai on these solutions. Another committee is the financial management committee, chaired by Trustee Dave True. Trustee President Palmerlee thanked Governor Mead for his comments and opened the floor to questions.

Governor Mead noted that Trustee John MacPherson and Vice Presidents Mai and Miller are a great team. He stated he has full confidence that they can address this issue.

Trustee Mike Massie stated that Governor Mead's comments are right on the mark, especially in regard to the education system. Trustee Massie asked about reoccurring expenses during the budget session. He noted that there are some decisions and language that will compel UW to make requests during the 2016 budget session that will try to convert one time requests into ongoing funding. Trustee Massie also asked about salaries, as Governor Mead has looked at UW in the context of state employees. Trustee Massie asked if he would take this same approach when looking at salaries and pursue across-the-board raises, or if he will address this issue agency by agency.

Governor Mead noted error on this part, as the term of one-time expenditures is often used loosely. Generally this term is used when discussing capital construction projects, but there is a better

distinction. He noted that there needs to be a better job done clarifying lifelong expenses, and the state needs to recognize that buildings will require ongoing costs and maintenance.

Governor Mead then addressed the issues of salaries. He explained that when he was in his first term in office, there were a number of state employees who were not within 90% of market salary, which had to be addressed. Governor Mead commented that some areas received raises and others did not. He noted that he does not want a situation where judges get salary raises but janitors do not. Raises need to be across-the-board. He commented that UW did get money for raises, and it should make this a priority if it wants to. Governor Mead also stated that he wants details and salary comparisons with other schools. He noted that he does not anticipate that he and UW will agree on everything heading into the budget session, but decisions need to be made and then remain firm on those priorities throughout the session.

Trustee Larry Gubbels thanked Trustee President Palmerlee for arranging for the Board to meet with legislators to discuss the goals of UW and the leadership.

Governor Mead agreed and added that the legislature also sees this as an opportunity. He also noted that he enjoyed watching the UW Cowboys basketball team play in the NCAA tournament. He again thanked the Board for their efforts and stated that he thought UW was in a good position.

AGENDA ITEM TITLE: **Compensation/Salary Distribution Policy for FY 2016**, Mai/Jones
CHECK THE APPROPRIATE BOX(ES):

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

MINUTES OF THE MEETING:

Vice President for Administration Bill Mai distributed an updated handout. He referred the Board to page 2 of the handout, which is a summary of UW's funds available for compensation increases. He explained the main differences in funding levels between fiscal years 2015 and 2016. He noted that the Board increased tuition by 5%, and 4% of the 5% will be used for raises. He added that there is \$6.2 million available for traditional compensation increases and explained the funding sources. He also noted that there are funds available for retention and recruitment efforts. He noted that the line in the document noting the \$6.2 million available for compensation increases will give direction on how to build the budget and apply those compensation increases.

Vice President Mai stated that last year the suggestion from the majority of the administrators was to apply a cost of living raise using these funds. The Board can see the effects of if this being applied in the handout. Vice President Mai noted that if the Board takes the same approach as last time, it would equate to about a 3% increase in salaries.

Trustee President Dave Palmerlee commented that he remembered those discussions on compensation. He noted that the Board considered the legislature's comments about rewarding and retaining top personnel, which worked into the merit approach. He suggested that the administration should come forward with a recommendation as to what percentage of the raise should be a market vs. merit increase.

Vice President Mai suggested that the Board follow last year's approach. He noted that the attachments in the document on pages 3-8 support the notion that at least a component of the raise should be market driven. Vice President Mai then discussed the salaries of faculty at other intuitions. He also discussed how UW's staff compared to the state level and staff at other universities. The comparison data with the state staffers is found on page 4 of the document. He noted that it would require a lot of funding to bring UW staff up to comparable levels. He referenced pages 4-8 of the handout, and noted that the data there argues for a market component of a raise.

Trustee Michelle Sullivan asked if personnel leave for reasons other than finances, and if the administration had any sense of this. Vice President Mai responded that he would break this into two different questions. First, he noted that faculty are more portable. Staff are more complicated. Specialized IT people are hard to come by, as are people in high-demand fields like nursing. UW has had issues with specialized staff and trades personnel, as a reasonable pool of applicants can be hard to find.

Staff Senate President Rachel Stevens commented that she did not have the numbers for 2014, but in 2013, 467 people left from a total staff of 1,600. She added that there is a lot of bouncing around within UW between staff positions, as the only way to get a raise is to change positions.

Vice President for Academic Affairs David Jones noted that faculty leave UW for a number of reasons. He explained that last year's numbers show that many left at the associate professor level, meaning they were well-established at UW. Sometimes it is a matter of another school having a better program or better lab facilities, or that there are more discretionary funds for faculty. However, Vice President Jones added that the Board cannot count out the impact of salaries.

Trustee Jeff Marsh commented that regionally, UW's benefits are far above the surrounding states. He noted that UW needs to provide competitive salaries and treat faculty well, but it also needs to consider the benefits received. He referenced Governor Matt Mead's comment about declining energy prices and the issues that are pulling on the state budget. UW has been treated well. He noted that he would like to have a more complete look at the package, as he did not think that other comparators include benefits, but rather only salary. It would be helpful to include salary and benefits, not just information on salaries. That is the other answer that we need to provide to the legislature. We need to be educated so we can educate the legislators.

Trustee Dick Scarlett inquired as to how much of people's decision to leave has to do with the leadership leaving, such as President Buchanan.

Vice President David Jones responded that he did not know if that that played a major role. It has certainly affected morale on campus. However, he did not think this has made a difference with the vast number of faculty members leaving. Vice President Jones also responded to Trustee Marsh's comment, and noted that it was valid, but it is also difficult to convince a young faculty member that retirement makes a difference. When one assistant professor accepted an offer, he was not sure about the cost of living in Laramie and if he could afford to live here. UW cannot lose sight of this, despite its generous benefits.

ASUW President Ahmed Balogun asked if there was a reason why UW does not conduct exit interviews.

Vice President Mai noted that there is an effort to move towards conducting exit interviews.

Vice President Jones noted that it is really up to department heads to have an interview, and some do conduct interviews, but this does not happen consistently. He added that exit interview information also does not always get passed along to Academic Affairs.

UW President Dick McGinity noted that he had lunch with Faculty Senate, and the perception of the committee is that generally exit interviews are not done and that if they are, not much is done with the information gathered.

Faculty Senate President Ed Janak commented that UW President McGinity characterized the situation accurately. He also noted that information gained from faculty leaving due to negative

circumstances may not be reliable, and no one has posed the question of what would be done with the information if it was gathered.

Trustee Marsh commented that if UW does not have data, it is no different than other reporting systems. The Board cannot comprehend the issue and make an informed decision.

Vice President Mai agreed. He stated that he is not looking at exit interviews to see who is leaving. He wants to focus on who UW is attracting. He noted that he would like to address the question about the benefits package. Retirement in Wyoming is unique, as personnel can select either the Wyoming Retirement System or TIAA CREF. UW contributes about the same amount of money to either system. However, the TIAA CREF system allows people to move around.

Faculty Senate President Janak commented that he did a lot of recruiting this fall. When he is recruiting faculty, the number one question he gets is on salary, but he also gets asked about teaching loads, research expectations, and junior faculty. Even if UW is better than other universities in some categories, potential faculty members look at salary first. He also noted that there is staff turnover, and this negatively affects programs.

Trustee Dave True commented that the Board needed to return to the intention of this session. He stated that the real question is that there is a set amount of funds, and the Board needs to decide what percent to allocate between faculty and staff and what percent should be a merit or market increase. If that is correct, the Board should return to its discussion of market vs. merit pay increases. He noted that his preference is to reward high performing individuals, whether staff or faculty, and that the majority should go towards merit increases. He added that he did not have a recommendation on staff or faculty allocation or the retention vs. recruitment allocation.

Trustee President Palmerlee asked for a clarification of what a market increase means. Vice President Mai explained that a market increase is an across-the-board increase to all employees: it is a 'cost of living' adjustment.

Trustee John McKinley agreed with Trustee True's statements. He noted that he believes it is important to recognize and encourage the retention of faculty, and to reward faculty based on merit. Keeping the percentages equal between merit and market does not accomplish this goal. Trustee President Palmerlee asked Vice President Mai what he wanted from the Board.

Vice President Mai asked if the Board had a preference on how this compensation should be awarded.

Trustee Mike Massie noted that this was on the consent agenda. He also added that he did not hear a lot of negative comments about whom the Board allocated raises to last year. As it is in the middle of a biennium, Trustee Massie recommended continuing with the same allocation. He noted this was a good discussion but wondered if it would be better to have at the beginning of a biennium.

Staff Senate President Stevens added that she understands the idea of merit, but in some cases with staff that concept is difficult to implement. If you are a custodian and you clean your area and act

in a professional manner, what counts as top performing? She noted that this can be discouraging for some staff. She stated that she does not have the type of job that draws attention, and yet the cost of living is increasing.

Trustee Mel Baldwin commented that from his experience in the education system, merit increases are low priority because they are hard to identify. He asked for clarification on how the merit raises would be identified.

Vice President Jones stated that it is easier to define merit on the faculty side, as they make these determinations based on evaluations, teaching evaluations, and records of scholarly works. He added that it is easy to document these things and make comparisons. The department heads and deans identify these top performers. There will not be many from each college to come forward. He added that it is harder to define staff evaluations, and that Staff Senate President Stevens made a good point.

There was further discussion on the \$1 million allocated for retention and recruitment, and different examples of how these funds would be used. Vice President Mai also commented that staff are evaluated on performance evaluations, which depend on supervisors, so it can present challenges.

Faculty Senate President Janak noted that he is often frustrated by faculty who give evaluations and yet are not trained on how to give effective feedback. He also noted that with no step increases, there is not a lot of motivation to increase performance.

Vice President Mai clarified that there are two evaluation systems: one for faculty and one for staff, and the system for faculty is more uniform. He added that they are working on improving the staff evaluations. Trustee President Palmerlee then asked if they can have a market increase for staff and then merit and market for faculty. Vice President Mai responded affirmatively.

Education Policy Advisor for Governor Matt Mead Mary Kay Hill commented that state employees get both a market and merit increase. She noted that there are merit increases for individuals who are evaluated. She stated that this is a difficult issue.

Trustee Jeff Marsh asked if Vice President Mai could break out the numbers if the Board were to follow Trustee True's suggestions. Vice President Mai noted that he could, but the numbers are the same. The Board needs to decide on the allocation. There was further discussion on merit pay increases for faculty and how the pay increases will affect faculty who primarily teach instead of do research.

Staff Senate President Stevens noted that staff raises should be handled in terms of market due to evaluation system issues. She also noted that staff senate is about to release data based on the evaluation system and that preliminary results show people are not happy with the system, but they are making progress. Staff Senate collected data last fall from the evaluation system.

Trustee President Dave Palmerlee asked for Vice President Mai's opinion on this issue.

Vice President Mai noted that if the Board applies the same split they used last year, it does give a supervisor some ability to recognize high performers. There was discussion on who was included in the definition of "staff." Then discussion turned to if there would be additional funds in the coming year for raises, as well as the future of the staff evaluation systems. The Board then decided that it needed to move forward, recognizing that not everyone will be pleased. Trustee President Palmerlee asked for a motion. Trustee Massie moved to distribute the fiscal year 2016 raise and retention funds as approved. Trustee Gubbels seconded. Roll Call was taken, and the vote passed 8 to 4.

Revised 03/23/15

The University of Wyoming
Board of Trustees' Meeting
March 25-27, 2015

AGENDA ITEM TITLE: Compensation/Salary Distribution Policy for FY 2016, Mai/Jones

CHECK THE APPROPRIATE BOX(ES):

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

BACKGROUND AND POLICY CONTEXT OF ISSUE:

Vice President for Administration Bill Mai will discuss the compensation/salary distribution policy for FY 2016 with the Board. In FY 2015 the legislature appropriated \$4.15 Million from the General Fund for UW salary increases. The Board of Trustees added \$1.0 Million from new tuition revenue, bringing the total amount available to \$5.15 Million. Employer Paid Benefits (EPB's) are part of this calculation. For FY 2016, \$4.2 Million General Fund is provided by the state and \$2.0 Million is provided by the Board of Trustees from new tuition revenue.

The FY 2015 distribution approach adopted by the Board of Trustees in March 2014 included 1.44% for market adjustments and 1.53% for merit adjustments, for a total average adjustment of 2.97%. The Board of Trustees will need to determine the compensation strategy for FY 2016, the total average amount available is 3.20%.

Additional funding of \$1.0 Million for recruitment and retention issues, was requested by the Board of Trustees in its supplemental budget request, separate from the previously reference amounts. This recurring funding was appropriated in the 2015 budget bill.

See Table 1 for a summary of this information.

Revised 3/23/2015

Table 1
FY 2015 - FY 2016

	A	B	C	D	E	F	G	H	I
1	UW Compensation Allocation Proposal - FY 2016								
2	Section I only - in millions								
3									
4	RAISE ALLOCATIONS ARE NET OF EMPLOYER-PAID BENEFITS (EPBs)	FY 2015		FY 2016					
5		Approved		Proposed					
6	FACULTY & STAFF RAISES								
7									
8	<u>General Fund - 2014 Appropriation</u>								
9	Faculty & Staff - Raises	\$	3.382	2.39%	\$	3.395	2.33%		
10	EPBs	\$	0.768		\$	0.805			
11	Total General Fund - 2014	\$	4.150		\$	4.200			
12									
13	<u>Tuition</u>								
14	Faculty & Staff - Raises	\$	0.815	0.58%	\$	1.273	0.87%		
15	EPBs	\$	0.185	2.97%	\$	0.302	3.20%		
16	Subtotal Faculty & Staff - Raises	\$	1.000		\$	1.575			
17									
18	Faculty - Tenure & Promotion (\$425k less EPBs)	\$	-		\$	0.344	-		
19	EPBs	\$	-		\$	0.081			
20	Subtotal - Tenure & Promotion	\$	-		\$	0.425			
21	Total Tuition	\$	1.000		\$	2.000			
22									
23									
24	TOTAL FACULTY & STAFF RAISES:								
25	Market	\$	2.037	1.44%	\$	2.263	* 1.55%		
26	Merit	\$	2.160	1.53%	\$	2.406	* 1.65%		
27	Total Faculty & Staff Raises	\$	4.197	2.97%	\$	4.669	3.20%		
28	EPBS	\$	0.953		\$	1.531			
29	TOTAL FACULTY & STAFF RAISES and EPBs	\$	5.150		\$	6.200			
30									
31									
32	RECRUITMENT & RETENTION								
33									
34	<u>General Fund - Recruitment & Retention</u>								
35	Faculty - Recruitment & Retention (\$685k less EPBs)	\$	-		\$	0.554	0.38%		
36	Staff - Recruitment & Retention (\$315k less EPBs)	\$	-		\$	0.255	0.18%		
37	EPBs	\$	-		\$	0.192			
38	TOTAL RECRUITMENT & RETENTION and EPBs	\$	-		\$	1.000			
39									
40	GRAND TOTAL	\$	5.150		\$	7.200			
41									
42	Salary Base	\$	141.300		\$	145.500			
43	EPB %		22.7%			23.7%			
44									
45									
46	* Using the same approach as FY 2015 for Market and Merit split								
47	** These percentages relate to Rows 9 and 14 - Tenure & Promotion on Row 19 is not part of this calculation								

University of Wyoming (067) a,b						
Agency 067, Section I		NOTE: Actual dollar distribution to University employees would result from UW merit salary allocation process.				
Employee Groups	Comparison Groups	Avg UW Salary	Avg Salary--Comp Group	UW % of Average	Annual Amount - Dollars Required to Bring All Groups to 95% of Market ¹	Annual Amount - Dollars Required to Bring All Groups to 91% of Market ¹
1 Administrators ²	CUPA - 50 Public Research Universities ⁴	\$ 184,304	\$ 233,296	79%	\$ 1,082,495	\$ 811,871
2 Faculty Combined ³	CUPA, OSU - 50 Public Research Univ, ARL	\$ 78,719	\$ 92,611	85%	\$ 8,046,306	\$ 4,827,784
Top 3 Ranks (b)	OSU - Public Research Universities ⁴	\$ 85,725	\$ 100,620	85%		
Full		\$ 109,123	\$ 130,834	83%		
Assoc		\$ 75,754	\$ 87,975	86%		
Assist		\$ 68,938	\$ 78,645	88%		
3 Staff	Regional/Local Market ³	\$ 47,041	\$ 51,035	92%	\$ 1,467,896	\$ -
4 Coaches / Athletics	CUPA	\$ 78,377	\$ 94,430	83%	\$ 729,314	\$ 486,209
5 Total UW Full-time Sec I Employees and Salary Increase					\$ 11,326,011	\$ 6,125,864
6 Employer Paid Benefits @ 22.94%					\$ 2,598,187	\$ 1,405,273
7 Total Cost of Salary and Benefit Program (for one fiscal year)					\$ 13,924,198	\$ 7,531,137

(a) Excludes 167 (Medical Education). Includes salary of any position funded by Section I Full-time Personnel Services (SER included). Average UW salaries are based on the FY 2015 budget.
(b) Top 3 Ranks faculty data are the average UW salaries for 2013-14 compared to the average salaries of 50 Public Research Universities for 2013-14.

Footnotes:

¹ Assumes an increase effective July 1, 2015 for fiscal year. Note that figures include the Merit Pool increases.

² Administrators include 29 positions: Executive Council members (President, Provost, Vice Presidents, Athletic Director, Associate Provosts and Associate Vice Presidents, General Counsel) and Deans.

³ Combined Faculty include tenure system faculty, department heads, librarians, and academic professionals.

⁴ The Comparator Group includes 50 public research universities, including members of the Association of American Universities and other public research universities. Sources: College and University Professional Association for Human Resources (CUPA) and Oklahoma State University (OSU) Faculty Salary Survey by Discipline, 2013-14/Special study of 50 public research institutions (Rutgers-State Univ of New Jersey-New Brunswick, Stony Brook Univ-SUNY, and Univ of Washington did not participate in the latest study).

⁵ Positions are benchmarked by their recruitment segment of local, regional, or educational. The following survey sources were used: Economic Research Institute --Wyoming, College and University Professional Association for Human Resources-- Regional Comparator Schools/Public, Doctoral Granting, or EduComp Compensation Survey.

Comparison of University of Wyoming and State of Wyoming Classified Position Salaries

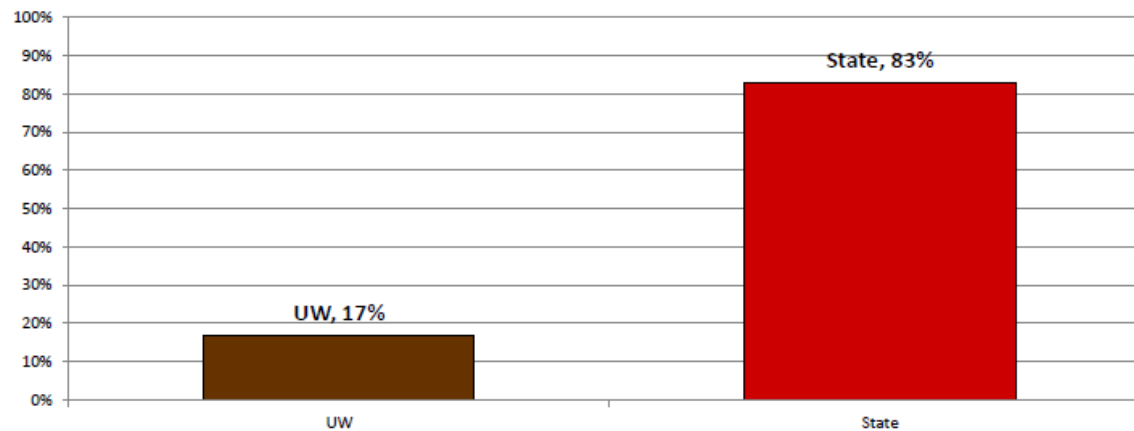
Summary of Findings

1. A total of 116 job classifications were determined to be viable matches. Classification specifications/descriptions for State jobs were taken from the A&I website and compared with UW classification descriptions to ensure appropriate matches. Jobs were matched by essential duties and required education and experience. Job matches were reviewed, validated and added to by A&I Classification and Compensation staff.
2. In 96 of 116 classifications (or 83 percent of the comparisons), State employees in comparable classifications are paid more than UW employees. UW Employees in these classifications are on average paid 17.3% less than the corresponding State employees.
3. In 20 of 116 classifications (or 17 percent of the comparisons), State employees in comparable classifications are paid less than UW employees. Employees in these classifications are on average paid 5.8% less than the UW average.
4. Across all 116 job matches, UW employees are paid on average 13.3% less than comparable State employees.
5. In this analysis we matched 116 of our 390 job classifications which represents 29.7% of our classified job titles. The number of people represented in these 116 job matches equates to 56.8% of our classified staff.

Notes

State of Wyoming data are from the "State of Wyoming Average Pay Rate by Classification" report from the A&I web site. Data reflect an effective date of 7-28-14.
University of Wyoming data are from the 7-28-14 payroll. UW Section II positions are included in the comparison matching and listed below, but are not included in the Section I salary request.

**Comparable Staff Classifications
percent of jobs with a higher average wage**



Comparison of University of Wyoming and State of Wyoming Classified Position Salaries

University of Wyoming			State of Wyoming - A&I		(UW Less) / State Less	
Job Classification	Average Annual Salary	FTE	Job Classification	Average Annual Salary	\$ Difference	% Difference
Accountant	\$45,613	26	Accountant	\$43,492	\$2,121	4.6
Accountant, Professional	\$59,400	2	Principal Accountant	\$71,198	(\$11,798)	(19.9)
Accountant, Senior	\$45,864	1	Senior Accountant	\$47,319	(\$1,455)	(3.2)
Accounting Associate	\$26,583	25	Accounting Clerk	\$30,305	(\$3,722)	(14.0)
Accounting Associate, Sr	\$35,612	26	Accounting Technician	\$37,335	(\$1,723)	(4.8)
Accounts Payable Assistant	\$29,862	4	Accounting Clerk	\$30,307	-\$445	(1.5)
Administrative Associate	\$44,670	12	Business Office Coordinator I	\$51,000	(\$6,330)	(14.2)
Area Coordinator, Public Relations	\$44,033	8	Senior Public Relations Specialist	\$55,431	(\$11,398)	(25.9)
Area Supervisor (sec II)	\$31,863	4	Food Services Supervisor	\$46,051	(\$14,188)	(44.5)
Assistant Farm Manager	\$41,036	8	Agriculture Program Supervisor	\$43,118	(\$2,082)	(5.1)
Assistant Manager, Payroll	\$55,248	1	Senior Accounting Analyst	\$60,346	(\$5,098)	(9.2)
Assistant Manager, University Landscaping	\$50,400	1	Buildings and Grounds Supervisor II	\$60,180	(\$9,780)	(19.4)
Assistant Manager, University Procurement	\$55,860	1	Purchasing Officer	\$67,727	(\$11,867)	(21.2)
Ast. Manager Procurement	\$55,860	1	Purchasing Agent	\$60,382	(\$4,522)	(8.1)
Ast. Payroll Manager	\$55,248	1	Senior Accounting Analyst	\$60,340	(\$5,092)	(9.2)
Benefits Specialist	\$42,378	2	Hr Benefits Specialist, Senior	\$44,449	(\$2,071)	(4.9)
Brand Strategist	\$58,656	1	Multi-Media Supervisor	\$57,574	\$1,082	1.8
Budget Analyst, Senior	\$57,396	1	Senior Budget Analyst	\$72,321	(\$14,925)	(26.0)
Bus Driver (sec II)	\$27,520	20	Shuttle Driver	\$32,302	(\$4,782)	(17.4)
Business Analyst, Exec	\$66,540	2	Records & Data Management Supervisor	\$63,273	\$3,267	4.9
Business Manager	\$50,325	12	Business Office Supervisor II	\$68,431	(\$18,106)	(36.0)
Business Manager, Exec	\$69,949	12	Business Office Manager II	\$78,852	(\$8,903)	(12.7)
Buyer Assistant	\$33,236	3	Associate Buyer	\$45,699	(\$12,463)	(37.5)
Buyer, Senior	\$45,604	3	Buyer	\$54,891	(\$9,287)	(20.4)
Buyer, Textbooks	\$49,404	1	Buyer	\$54,891	(\$5,487)	(11.1)
Carpenter	\$37,119	3	Carpenter	\$36,670	\$449	1.2
Carpenter Senior	\$42,696	1	Carpenter Senior	\$49,940	(\$7,244)	(17.0)
Certified Nursing Assistant	\$24,108	1	Human Services Aide	\$28,517	(\$4,409)	(18.3)
Chef	\$53,208	2	Food Services Manager	\$55,910	(\$2,702)	(5.1)
Chief Aircraft Mechanic	\$74,604	1	Aircraft Maintenance Supervisor	\$76,555	(\$1,951)	(2.6)
Chief Muesum Preparator	\$53,580	1	Cultural Resources Supervisor	\$59,758	(\$6,178)	(11.5)
Clinical Lab Manager	\$42,636	1	Lab Supervisor	\$67,255	(\$24,619)	(57.7)
Communications Specialist	\$56,388	3	Public Relations Specialist II	\$49,774	\$6,614	11.7
Computer Support Specialist	\$41,624	3	Computer Technology Support Specialist I	\$45,198	(\$3,574)	(8.6)
Computer Support Specialist, Executive	\$63,810	10	Computer Technology Supervisor	\$66,081	(\$2,271)	(3.6)

Comparison of University of Wyoming and State of Wyoming Classified Position Salaries

University of Wyoming			State of Wyoming - A&I		(UW Less) / State Less	
Job Classification	Average Annual Salary	FTE	Job Classification	Average Annual Salary	\$ Difference	% Difference
Computer Support Specialist, Senior	\$49,774	21	Computer Technology Support Specialist II	\$51,459	(\$1,685)	(3.4)
Construction Laborer	\$26,527	9	Skilled Trades Laborer	\$31,137	(\$4,610)	(17.4)
Construction Laborer, Senior	\$28,758	4	Building & Grounds Assistant II	\$31,511	(\$2,753)	(9.6)
Cook	\$20,936	3	Food Services Assistant	\$22,474	(\$1,538)	(7.3)
Cook, Senior	\$24,363	7	Food Services Specialist	\$32,480	(\$8,117)	(33.3)
Coord, Sponsored Programs	\$49,673	8	Grants & Contract Administration Specialist II	\$50,107	(\$434)	(0.9)
Coordinator, AWARE Programs	\$49,872	1	Health Program Specialist	\$49,940	(\$68)	(0.1)
Coordinator, Marketing	\$37,577	7	Multi-Media Specialist I	\$48,006	(\$10,429)	(27.8)
Dietician	\$55,224	1	Registered Dietician	\$60,444	(\$5,220)	(9.5)
Electrician	\$47,528	9	Electrician	\$38,667	\$8,861	18.6
Electrician, Senior	\$51,624	1	Senior Electrician	\$49,566	\$2,058	4.0
Employment Specialist	\$40,116	2	HR Associate II	\$44,865	(\$4,749)	(11.8)
Engineer	\$56,563	5	Engineer II	\$57,844	(\$1,281)	(2.3)
Engineer, Senior	\$81,449	8	Principal Engineer	\$75,566	\$5,883	7.2
Facilities Specialist	\$31,783	6	Buildings & Grounds Specialist	\$36,191	(\$4,408)	(13.9)
Facilities/Grounds Attendant	\$21,379	61	Buildings & Grounds Assistant I	\$23,899	(\$2,520)	(11.8)
Facilities/Grounds Attendant II	\$24,990	44	Buildings & Grounds Assistant II	\$31,511	(\$6,521)	(26.1)
Farm Manager, SAREC	\$56,484	1	Agriculture Program Farm Manager	\$56,329	\$155	0.3
Food Service Attendant (sec II)	\$20,496	11	Food Services Assistant	\$22,464	(\$1,968)	(9.6)
Food Service Attendant Sr. (sec II)	\$23,536	3	Food Services Specialist	\$32,489	(\$8,953)	(38.0)
Heavy Equipment Operator	\$40,350	2	Highway Maintenance Tech	\$36,432	\$3,918	9.7
HR Manager	\$82,098	5	Human Resource Program Manager	\$91,062	(\$8,964)	(10.9)
HR Specialist	\$37,532	3	Human Resource Associate I	\$39,540	(\$2,008)	(5.4)
HR Specialist Senior	\$43,196	3	Human Resource Associate II	\$44,865	(\$1,669)	(3.9)
Lab Assistant Sr.	\$29,328	4	Laboratory Assistant	\$34,195	(\$4,867)	(16.6)
Laboratory Technician I	\$44,058	4	Laboratory Scientist I	\$54,787	(\$10,729)	(24.4)
Laboratory Technician II	\$45,178	6	Laboratory Scientist II	\$54,017	(\$8,839)	(19.6)
Laboratory Technician III (sec II)	\$51,953	13	Laboratory Supervisor	\$67,264	(\$15,311)	(29.5)
Licensed Practical Nurse	\$39,864	3	Licensed Practical Nurse	\$40,164	(\$300)	(0.8)
Manager, Capital Projects	\$76,182	2	Architectural Project Manager	\$82,644	(\$6,462)	(8.5)
Manager, Carpentry Shop	\$53,028	1	Carpentry Supervisor	\$60,174	(\$7,146)	(13.5)
Manager, Electrical Shop	\$63,972	1	Electrical Manager	\$61,651	\$2,321	3.6
Manager, Facilities/Grounds	\$38,796	2	Buildings & Grounds Supervisor I	\$46,945	(\$8,149)	(21.0)
Manager, Fleet Services	\$51,732	1	Business Office Supervisor II	\$68,423	(\$16,691)	(32.3)
Manager, Plumbing Shop	\$63,540	1	Plumbing Supervisor	\$55,036	\$8,504	13.4

Comparison of University of Wyoming and State of Wyoming Classified Position Salaries

University of Wyoming			State of Wyoming - A&I		(UW Less) / State Less	
Job Classification	Average Annual Salary	FTE	Job Classification	Average Annual Salary	\$ Difference	% Difference
Manager, Postal Services	\$51,744	1	Mail Services Supervisor	\$49,607	\$2,137	4.1
Manager, Univ Copier Services	\$51,492	1	Production & Printing Supervisor	\$43,649	\$7,843	15.2
Materials Handler	\$22,304	3	Shipping & Receiving Clerk I	\$34,185	(\$11,881)	(53.3)
Materials Handler, Sr	\$23,667	7	Shipping & Receiving Clerk II	\$36,661	(\$12,994)	(54.9)
Mechanic	\$31,140	4	Mechanic	\$36,420	(\$5,280)	(17.0)
Mechanic, Master	\$35,508	2	Mechanic Supervisor	\$44,803	(\$9,295)	(26.2)
Mental Health Counselor	\$47,212	3	Psychology Services Analyst	\$65,852	(\$18,640)	(39.5)
Mgr, Information Technology	\$70,476	1	Computer Technology Program Manager II	\$88,356	(\$17,880)	(25.4)
Mgr, Univ Procurement Svcs	\$73,200	1	Purchasing Manager	\$75,462	(\$2,262)	(3.1)
Museum Registrar	\$49,092	1	Cultural Resources Specialist	\$48,306	\$786	1.6
Nurse Practitioner	\$66,324	1	Nurse Practitioner	\$85,238	(\$18,914)	(28.5)
Nursing Supervisor	\$65,680	3	Nurse Manager I	\$71,551	(\$5,871)	(8.9)
Office Assistant	\$18,558	5	Office Assistant, I	\$26,873	(\$8,315)	(44.8)
Office Assistant, Sr	\$24,515	79	Office Assistant, II	\$29,910	(\$5,395)	(22.0)
Office Associate	\$32,893	114	Office Support Specialist I	\$32,385	\$508	1.5
Office Associate, Sr	\$37,826	55	Business Office Coordinator I	\$51,001	(\$13,175)	(34.8)
OIA Reseach	\$54,345	2	Senior Statistician	\$62,982	(\$8,637)	(15.9)
Painter	\$34,098	4	Painter	\$36,150	(\$2,052)	(6.0)
Pharmacist	\$93,720	1	Pharmacist	\$97,385	(\$3,665)	(3.9)
Plumber/Pipefitter	\$45,417	8	Senior Plumber	\$44,990	\$427	0.9
Police Dispatcher	\$31,458	1	Highway Patrol Dispatcher I	\$31,942	(\$484)	(1.5)
Programmer Analyst	\$42,018	6	Computer Technology Business Applications Spe	\$55,827	(\$13,809)	(32.9)
Programmer Analyst, Executive	\$69,548	4	Senior Computer Tech. Business Applications	\$66,476	\$3,072	4.4
Programmer Analyst, Senior	\$52,410	8	Computer Technology Business Applications Spe	\$54,620	(\$2,210)	(4.2)
Project Coordinator	\$38,235	20	Policy and Planning Analyst I	\$48,401	(\$10,166)	(26.6)
Project Coordinator Senior	\$45,534	18	Business Project Management Analyst	\$57,095	(\$11,561)	(25.4)
Project Manager	\$53,619	4	Project Engineer	\$64,459	(\$10,840)	(20.2)
Psychologist	\$58,356	1	Psychologist	\$77,563	(\$19,207)	(32.9)
Recruitment Supervisor	\$50,808	1	HR Coordinator	\$51,230	(\$422)	(0.8)
Registered Nurse	\$45,036	9	Nurse	\$53,726	(\$8,690)	(19.3)
Risk Management Analyst	\$43,212	1	Risk Analyst	\$50,439	(\$7,227)	(16.7)
Safety Specialist	\$54,948	4	Senior OSHA Specialist	\$56,682	(\$1,734)	(3.2)
Security Officer	\$29,022	4	Security Guard II	\$33,330	(\$4,308)	(14.8)
Staff Assistant	\$43,874	23	Senior Office Support Specialist	\$45,343	(\$1,469)	(3.3)
Students Attorney	\$57,576	1	Practicing Attorney	\$59,789	(\$2,213)	(3.8)

Comparison of University of Wyoming and State of Wyoming Classified Position Salaries

University of Wyoming			State of Wyoming - A&I		(UW Less) / State Less	
Job Classification	Average Annual Salary	FTE	Job Classification	Average Annual Salary	\$ Difference	% Difference
Supervisor, Shipping and Receiving	\$49,656	1	Warehouse Supervisor	\$54,433	(\$4,777)	(9.6)
Systems Programmer	\$54,644	6	Computer Technology Systems Specialist II	\$54,912	(\$268)	(0.5)
Systems Programmer, Senior	\$62,485	13	Computer Technology Systems Analyst	\$61,172	\$1,313	2.1
Systems Specialist	\$75,146	10	Senior Computer Technology Systems Analyst	\$70,844	\$4,302	5.7
Technician, Senior	\$47,112	7	Senior Fabricator	\$49,878	(\$2,766)	(5.9)
Trades Manager, Senior	\$67,596	2	Facility Manager	\$76,438	(\$8,842)	(13.1)
Trainer	\$33,648	1	Instructor I	\$47,316	(\$13,668)	(40.6)
Training Specialist	\$41,940	2	Training Coordinator	\$63,460	(\$21,520)	(51.3)
University Photographer	\$35,292	1	Photographer	\$42,952	(\$7,660)	(21.7)
University Postal Mail Carrier	\$24,300	1	Mail Room Clerk I	\$25,396	(\$1,096)	(4.5)
University Postal Mail Carrier, Sr	\$25,956	1	Senior Mail Clerk	\$31,557	(\$5,601)	(21.6)

AGENDA ITEM TITLE: **Fees for FY 2016 and Differential Tuition**, Mai

CHECK THE APPROPRIATE BOX(ES):

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

MINUTES OF THE MEETING:

Vice President for Administration Bill Mai referred the Board to page 35 of the report, where the differential tuition rates are listed. He noted that the College of Law and the School of Pharmacy opted for this portion of differential tuition not to go up.

Trustee Mike Massie declared a conflict of interest for fees since his wife works in Student Health.

Trustee President Dave Palmerlee pulled from the consent agenda. After consultation with Vice President and General Counsel Rick Miller.

Vice President Mai referred the Board to page 38 for fee increases. He noted that most are modest increases. However, the transit fee is not increasing, as the reserves have built enough and can absorb increases in salary and maintenance. The others fees account for compensation and increased costs of insurance and retirement.

ASUW President Ahmed Balogun explained that ASUW voted on the fees, but noted that the changes almost balance out. Vice President Mai referred the Board to pages 39 and 40 of the report for a review of non-mandatory fees increases, which are mainly due to cost of personnel and changes in room and board.

AGENDA ITEM TITLE: **Updates**

- Dean Searches, McGinity/Jones
 - Community College Collaboration/Course Transfer, Hagy/Noel
 - Enrollment Update, Axelson
-

MINUTES OF THE MEETING:

Dean Searches

UW President Dick McGinity briefly reviewed the history of the search for the dean of the College of Engineering and Applied Science, and noted that one finalist became the top choice and accepted the position. He started at the beginning of March.

Trustee President Dave Palmerlee asked Vice President for Academic Affairs David Jones to discuss his team and the experience of working with the Trustees' dean search committee.

Trustee John MacPherson stated that selecting deans is important, and the historic process of selecting deans has left out the Board. As a result, there was an amendment made to the UW regulations to create a Trustees' dean search committee to monitor the process. The intent was not to interfere, but to monitor it. This would allow the Board to be informed when they voted on the appointment.

There was discussion on how the hiring of the dean of the College of Law occurred. Trustee MacPherson said the old process did not provide a forum for Trustees to verbalize any objections to the appointment.

UW President Dick McGinity noted that this administration has been intensively interested in working closely with the Board. The administration and Trustees have been working hard on consultative relationships. He noted that once a candidate has been selected, the committee must act quickly, as the candidate may have competing offers.

Trustee John MacPherson commented that the University is entering a new process. He agreed that the Board will need to act quickly and respond to candidates, as waiting until the next Board meeting may interfere with the process. He suggested that the Board could have a conference call. There was discussion on the time-frame needed to have a special meeting of the Board, with Vice President and General Counsel Rick Miller noting that the Board would be given a day's notice.

Trustee Mel Baldwin stated that if the Board has enough faith in the committee, then he would feel comfortable without having a special meeting.

Trustee Michelle Sullivan commented that if the consultative process is strong and there are good relationships working up to the final decision, it would be surprising if Trustees would want to intervene with such late notice. She stated that she hoped that the Trustees have enough confidence in individuals that the Board would not wait until just before offers are made to sound the alarm. Trustee Dave True responded that the Board has the ultimate responsibility and authority. Historically, the Board has never been involved in the process until the end. He also noted that

action taken by a subset of the Board puts the Board in a poor position if only 2 out of the 3 Trustees make a decision that the other Board members do not like.

Trustee MacPherson added that the change in the process was meant to make sure the Trustees' vote had meaning. He stated that he preferred to have a special meeting so the whole Board is involved in the hiring decision.

Trustee John McKinley stated that he was not familiar with the timeline for dean searches, but there seem to be some concerns and about doing this last minute. If process is tweaked, the search committee is interviewing candidates and there is a point in the time line when know the interview process and dean search committee have recommendation. At the beginning of the process, a date for giving a recommendation can be built in and it can be communicated to the full Board.

Trustee Mike Massie added that all appointments for faculty are approved by Trustees. Perhaps at the dean level is where the Trustees want to establish the line for further review. Trustee Massie asked if this would then be implemented for the College of Education and if they would do the same process with the vice presidents.

Trustee President Dave Palmerlee replied that this does include the vice presidents.

Trustee Jeff Marsh asked Vice President Miller to draft a motion for the policy so the Board can review it tomorrow.

There was further discussion on the process, and Vice President Jones commented that the timing will be hard, as they often only have six hours to offer a position. He noted that all dean search pools had good candidates, which shows UW's resilience.

Vice President Jones shared the background of the new College of Business Dean Dr. Sanjay Putrevu. He will do well in terms of development for the college and is very student-focused. He will start on July 1 of this year.

Trustee Jeff Marsh moved that the Board approve the recommendation and appointment. Trustee Dick Scarlett seconded. All were in favor.

Vice President Jones then shared the background of the new College of Law Dean Clint Alexander. He was the top choice from a group of good candidates. He is still practicing law, is aware of the needs and interests of the region, and has the vision to help the College of Law's goals. Trustee Massie moved to approve the appointment and Trustee Dave Bostrom seconded. All were in favor.

The new dean of the College of Engineering and Applied Science Michael Pishko was then introduced and his background was shared. Trustee Bostrom moved to approve the appointment and Trustee Larry Gubbels seconded. All were in favor.

Community College Collaboration/Course Transfer

Associate Vice President for Academic Affairs Alyson Hagy and Director of Transfer Relations Patrice Noel introduced themselves to the Board. Associate Vice President Hagy shared some

context on the topic. One year ago, the legislature asked UW and the community colleges to explain the transfer credit situation. UW worked with the community colleges and submitted a draft report to the legislature. The report found that 95% of Wyoming students' credits are accepted by UW, and the 5% that are not accepted are applied credits like welding. However, UW accepts many of these transfer credits as electives, not always as part of a degree program. Therefore, UW needs to do a program level articulation plan, so that two years of English at a community college would only leave a student with two more years of study at UW. She also noted that UW does not want its students to end up taking too many extra classes and credits. UW wants students to graduate with 120 credit hours or so. She noted that there will soon be a website with information on pathways to graduation so people will know what the path for undergraduate degrees looks like. This website will help people all over the state understand what is needed for a four year degree.

There was a question on what happens if a student starts in a program, but the program requirements change. Associate Vice President Hagy replied that the students each start in a catalog year, and they would be granted a waiver for the new requirements. She then explained the two-plus-two plans, which were also promised to the legislature. UW picked the 17 highest-demand majors to sign agreements between UW and community colleges. There is a total of 119 agreements; and the information on the program and their process on these plans can be found in the scorecard that was passed to the Board.

Director Noel noted that there are now 69 completed plans, which leave 50 more to work though. She explained the details of the unfinished programs, and noted that a lot of progress has been made.

Executive Director of the Wyoming Community College Commission Jim Rose commented that this has been good work and progress is being made. Most importantly, this is helping students, and it will give them a chance to see what is needed to pursue each degree.

Associate Vice President Hagy stated that the final aspect promised to the legislature is advising, which will be challenging and will involve UW, high schools, and community colleges. There was further discussion on this topic and the number of credits given at UW and community colleges. Executive Director Jim Rose commented that the Community College Commission is addressing the programs that require an increased number of credits.

University of Wyoming
Transfer Articulation Scorecard as of March 26, 2015

	Casper College	Central Wyoming College	Eastern Wyoming College	Laramie County Community College	Northwest College	Northern WY CCD (Sheridan/Gillette)	Western WY Community College
Animal & Veterinary Science (Production Option)	Plan Completed Not Signed Yet	Plan Completed Not Signed Yet	Plan Completed Not Signed Yet	Plan Completed	Plan Completed Not Signed Yet	Plan Completed Not Signed Yet	Plan Completed Not Signed Yet
Family & Consumer Science	Plus 2 Program Completed	Plus 2 Program Completed	Plus 2 Program Completed	Plus 2 Program Completed	Plus 2 Program Completed	Plus 2 Program Completed	Plus 2 Program Completed
Biology	Drafting Plan	Drafting Plan	Drafting Plan	Drafting Plan	Drafting Plan	Drafting Plan	Drafting Plan
Communication	Plan Completed Not Signed Yet	Plan Completed Not Signed Yet	Plan Completed Not Signed Yet	Plan Completed Not Signed Yet	Plan Completed Not Signed Yet	Plan Completed Not Signed Yet	Plan Completed Not Signed Yet
Criminal Justice	Plan Completed Not Signed Yet	Finalizing Plan	Plan Completed Not Signed Yet	Plan Completed Not Signed Yet	Plan Completed Not Signed Yet	Plan Completed Not Signed Yet	Plan Completed Not Signed Yet
English	Plan Completed Not Signed Yet	Finalizing Plan	Plan Completed Not Signed Yet	Plan Completed Not Signed	Finalizing Plan	Plan Completed Not Signed Yet	Finalizing Plan
Political Science	Plan Completed Not Signed Yet	Drafting Plan	Finalizing Plan	Plan Complete Not Signed Yet	Plan Complete Not Signed Yet	Drafting Plan	Plan Complete Not Signed Yet
Psychology	Plan Completed Not Signed Yet	Drafting Plan	Plan Completed Not Signed Yet	Plan Completed Not Signed Yet	Drafting Plan	Plan Completed Not Signed Yet	Plan Completed Not Signed Yet
Wildlife & Fisheries Biology Mgt	Plan Completed Not Signed Yet	Plan Completed Not Signed Yet	Plan Completed Not Signed Yet	Plan Completed Not Signed Yet	Plan Completed Not Signed Yet	Plan Completed Not Signed Yet	Plan Completed Not Signed Yet
Zoology	Reviewing Plan	Plan Completed Not Signed Yet	Plan Completed Not Signed Yet	Plan Completed Not Signed Yet	Plan Completed Not Signed Yet	Plan Completed Not Signed Yet	Reviewing Plan
Accounting	Reviewing Plan	Reviewing Plan	Drafting Plan	Plan Completed	Plan Completed Not Signed Yet	Reviewing Plan	Reviewing Plan
Business Administration	Reviewing Plan	Reviewing Plan	Drafting Plan	Plan Completed	Plan Completed Not Signed Yet	Reviewing Plan	Reviewing Plan
Elementary Education	Meeting in Spring	Plan Completed Not Signed Yet	Meeting in Spring	Drafting Plan	Drafting Plan	Meeting in Spring	Finalizing Plan
Civil Engineering	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Plan Completed	Not Applicable	Not Applicable
Petroleum Engineering	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Drafting Plan	Not Applicable	Not Applicable
Kinesiology & Health Promotion	Plan Completed Not Signed Yet	Plan Completed Not Signed Yet	Drafting Plan	Plan Completed Not Signed Yet	Drafting Plan	Plan Completed Not Signed Yet	Drafting Plan
Nursing	RN to BSN	RN to BSN	Future RN to BSN	RN to BSN	RN to BSN	RN to BSN	RN to BSN

Notes: In addition, the following program articulation plans have been completed, Anthropology with LCCC and WWCC, Computer Science with CC, LCCC and WWCC, and Reverse Transfer Program for various Engineering Programs.

If you have questions, please contact Patrice Noel, pnoel@uwyo.edu, or Alyson Hagy, ahagy@uwyo.edu.

University of Wyoming
Transfer Articulation Scorecard as of March 26, 2015

Scorecard Key:

Not Applicable	A 2 plus 2 plan is not appropriate given the course offerings and program requirements for the degree.
Developing New 4 Year Plan	UW department is developing a new 4 year plan for the degree. Once completed, the department will begin developing 2 plus 2 plans with CC partners.
Finalizing New 4 Year Plan	UW department is finalizing a new 4 year plan for the degree. Once completed, the department will begin developing 2 plus 2 plan with CC partners.
Meeting in Spring	Program Articulation meeting was snowed out in the fall and has been rescheduled in the spring. Developing 2 plus 2 plans will be on the meeting agenda.
Drafting Plan	A 2 plus 2 plan is in the process of being developed (2 years to complete an associate's degree and an additional 2 years to complete the bachelor's degree).
Reviewing Plan	A 2 plus 2 plan has been drafted and is under review by UW and WY CC.
Finalizing Plan	A 2 plus 2 plan has been reviewed and is being finalized by UW and WY CC.
Plan Completed, Not Signed Yet	A 2 plus 2 plan has been completed and a formal agreement has not been signed.
Plan Completed	A 2 plus 2 plan has been completed and a formal agreement has been signed.
Plus 2 Program Completed	The program requirements are established. After completing an AA, AS, or AB at any WY CC, students take 2 additional years of coursework at UW to complete BA degree.
RN to BSN	Program already established to assist Nursing students to complete bachelor's degree through RENEW Program. No need to develop a 2 plus 2 plan.

Chemistry, BA				
University of Wyoming				
Freshman Fall Semester			Hrs	Min Grade
USP First Year Seminar			3	C
CHEM	1020	General Chemistry I	4	C
MATH	2200	Calculus I	4	C
ENGL	1010	College Composition and Rhetoric	3	C
Credit hours subtotal:			14	
Freshman Spring Semester			Hrs	Min Grade
CHEM	1030	General Chemistry II	4	C
MATH	2205	Calculus II	4	C
POLS	1000	American and Wyoming Government	3	V
USP Human Culture			3	H
Credit hours subtotal:			14	
Sophomore Fall Semester			Hrs	Min Grade
CHEM	2420	Organic Chemistry I	4	C
PHYS	1110	General Physics I	4	C
USP Communication 2			3	C
USP Human Culture			3	H
Elective			3	
Credit hours subtotal:			17	
Sophomore Spring Semester			Hrs	Min Grade
CHEM	2440	Organic Chemistry II	4	C
PHYS	1120	General Physics II	4	C
A&S Core Global			3	ASG
Elective			3	
Credit hours subtotal:			14	
Students must have a minimum cumulative GPA of 2.0 to graduate. Students must complete 48 hours of upper division coursework, 30 of which must be from the University of Wyoming. No more than 60 hours in the major subject may be used toward the 120 credits required (128 for professional programs). All hours in the major subject must be completed with a grade of C or better. Courses must be taken for a letter grade unless offered for S/U only. H and PN courses must be taken outside the major subject, but can be cross-listed with the major.				
This is a guide for coursework in the major; actual course sequence may vary by student. Please refer to online student degree evaluation.				

Communication, BA/BS



University of Wyoming

Freshman Fall Semester				Hrs	Min	Grade	Notes
		USP First Year Seminar		3		C	FY
ENGL	1010	English Composition		3		C	C1
COJO	1040	Intro to Human Communication		3		C	
		USP US & Wyoming Constitutions		3			V
		Language		4		C	
Credit hours subtotal:				16			

Freshman Spring Semester				Hrs	Min	Grade	Notes
COJO	1000	Intro to Mass Media		3		C	
		USP Human Culture		3			H
		Language		4		C	
		USP Physical and Natural World		3			PN
Credit hours subtotal:				13			

Sophomore Fall Semester				Hrs	Min	Grade	Notes
MATH	1000	Problem Solving		3			Prerequisite for STAT 2070
COJO	2010	Public Speaking		3		C	C2
COJO	2100	News Writing & Reporting		3		C	
		COJO Elective		3		C	
		USP Physical and Natural World		3			PN
Credit hours subtotal:				15			

Sophomore Spring Semester				Hrs	Min	Grade	Notes
STAT	2070	Statistics for the Social Sciences		4		C	Q
		USP Human Culture		3			H
		Electives		9			
Credit hours subtotal:				16			

Students must have a minimum cumulative GPA of 2.0 to graduate. Students must complete 48 hours of upper division coursework, 30 of which must be from the University of Wyoming. No more than 60 hours in the major subject may be used toward the 120 credits required (128 for professional programs). At least 30 hours in the major subject must be completed with a grade of C or better (major may require more). Courses must be taken for a letter grade unless offered for S/U only. H and PN courses must be taken outside the major subject, but can be cross-listed with the major.

This is a guide for coursework in the major; actual course sequence may vary by student. Please refer to online student degree evaluation.

Enrollment

Senior Project Coordinator Marty Martinez of the Veterans Service Center updated the Board on the Center. Coordinator Martinez stated that the Service Center could not be where it is today without the support of Student Affairs. He shared his background, and stated that after 29 years of serving in the military, he was excited to begin a different career helping veterans reenter society. He explained that the Veterans Service Center is there to help veterans transition back into school and society. He noted that it is good place for veterans to connect with a team, and he shared examples of how they are doing this. He noted that veterans have set up a tutoring service to help one another. He stated that the Veterans Center is the most critical part of getting veterans reintegrated into school, and it is serving over 700 veterans on campus. He also stated that they will be seeing an increase in the number they serve as many are leaving the service and using their GI bill. He noted that they are trying to find more ways to expand their size and their computer lab. He talked about the programs offered through the Veterans Center, such as a fly fishing program. He explained the sacrifice these young men and women have made, and how hard it is for them to integrate with the younger students on campus. He noted that the first few months are critical. He thanked the Board for the opportunity to present and stated that he loves his job and loves serving these men and women.

There were follow-up questions on disabilities of the incoming veterans, whether physical or mental. Several Board members shared their praises for the program.

Vice President Axelson explained that this presentation would be brief, due to time constraints. She stated that UW's philosophy is to have steady growth. She shared last semester's enrollment numbers and noted that this spring's enrollment numbers are higher than last spring's. Long term plans include growing enrollment to 14,000 over the next several years. She noted that more data would be shared when there was more time. She also noted that they are seeing growth in the College of Engineering. She shared other important highlights in a PowerPoint presentation. There is an increase in the number of applications for this fall semester, and now UW is trying to increase its yield and follow up with these students so they matriculate. She also discussed the financial aid plans and scholarships and how they are having an effect on enrollment. She ended by sharing information on the retention of students. She discussed tutoring, early alert, interventions, academic probation support, and supplemental instruction, which are all important for progress toward graduation. She shared retention rates and graduation rates and noted that there are recruitment and retention goals.

AGENDA ITEM TITLE: Administration Items, Mai

- Current capital facilities projects under construction, under formal planning, and under consideration for the near term
- Update on floods
- Change orders (explain the change orders in the Board report and the process)

CHECK THE APPROPRIATE BOX(ES):

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

MINUTES OF THE MEETING:

Vice President for Administration Bill Mai introduced Director of Facilities Planning Larry Blake. Director Blake reviewed the progress on the Arena Auditorium. He noted that the scope of the BSL 3 lab renovation is still being negotiated. The engineering building team had a good design meeting, and the design of the building is just beginning. He noted that tomorrow, a conceptual design of that building will be presented to the Board. The Board will also need to review the High Bay proposal, as they have just received the guaranteed maximum price. The drawing for the building is 50% complete. Director Blake explained that the Michael B. Enzi STEM building will be completed in late May. The Half Acre Gymnasium Phase I expansion is complete and the building is now open. Phase II is expected to take five months. Hoyt Hall is in the pre-design phase. It will not be a complete renovation, but the funds will be used wisely. He noted that the Buchanan Center for the Performing Arts will be completed in June. Level I of the Rochelle Athletic Center has been done. Additionally, there is work being done on the Level I documents for the WWAMI program, and UW is considering interim locations for the program. Information is also being gathered on the College of Law clinics and a residence halls study.

Trustee Mike Massie asked for more information on Phase II of the Arena Auditorium project, stating that he thought the projected costs were over budget. Vice President Mai stated that it became clear late in 2014 that the proposed design was not attainable within the current budget: it was \$4-5 million dollars short. The architect reworked the design and scaled it back. Changes were made, but the Joint Appropriations Committee did not like the revisions. After further analysis, and when other alternatives were reviewed, it became clear that a redesign at the current time would delay the project too much to begin construction in 2015, so it was delayed and the next steps are being considered.

Trustee Massie supported the idea of opening this process to the public at this time, especially considering the negative reaction to the Visual Arts Center. This may avoid problems.

Discussion then turned to what process should be used for the Arena Auditorium project, such as CMAR. Discussion also included comments on the Rochelle Athletic Center and the process that was being used for that renovation. Several members noted that they were not prepared to act on this topic until the process for construction has been determined. Vice President and General

Counsel Rick Miller noted that the nature of the motion the Board was voting on would allow UW to identify and select the firm, but there would be no final contract made until a process could be decided upon and the Board could review the contract. He added that UW would like to take the next step with this firm and that by approving the firm, UW is not approving a method.

Trustee John McKinley commented that it is very difficult to negotiate with a firm if the Board has not decided upon the process. He noted that this may be unfair to the firm. Vice President Miller responded that the Board does not have to go through a new selection process unless it wants too. He clarified that he is talking about the Rochelle Athletic Center, not the Arena Auditorium.

Trustee Marsh stated that he agreed with McKinley. It is not fair to a firm if they are unaware of the delivery method that will be used. Trustee MacPherson noted that he didn't know what they are contracting if they don't know how they are contracting.

Vice President Miller responded that the Board will not be bound by contract. He noted that he would like to close the selection process.

Trustee President Palmerlee clarified that if he is understanding correctly, all that will happen as a result of Board action is that UW will say to a firm that it was selected in UW's process, but at this time UW does not know what that process will look like. Vice President Mai confirmed, and noted that the firm would be told that UW is currently re-evaluating its contracting process.

Superintendent of Public Instruction Jillian Balow asked that if there is a chance that another firm would be stronger based on the delivery method.

Vice President Miller responded affirmatively. He noted that this will just have to be communicated to the firm. It is possible that as the project process progresses, UW may conclude that this is not the right firm. At that point, UW will return to the Board and start from scratch again and select a different firm. Trustee MacPherson was asked to visit with Vice President Miller about what he is proposing and then the Board will review the proposal again tomorrow.

AGENDA ITEM TITLE: **Updates**

- BOT/ERC Discussion [time held for dialogue between the two groups]
- WGEESIT/College of Engineering and Applied Science/Tier I Initiative/High Bay (High Bay Matching Funds) – Michael Pishko, Dean of the College of Engineering; Krista Laursen, Engineering Initiative Facilities Project Manager; and, Dave Bostrom, Trustee appointment to WGEESIT
- Carbon Management Institute – Mark Northam, Director for the School of Energy Resources
- Legislative Session Update – Chris Boswell, Vice President for Governmental and Community Affairs; and, Rob Hurless, Deputy Director of the School of Energy Resources
- Science Initiative – Bryan Shader, Special Assistant to the Vice President for Research and Economic Development; and, Greg Brown, Associate Dean of Arts and Sciences

CHECK THE APPROPRIATE BOX(ES):

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

MINUTES OF THE MEETING:

BOT/ERC Discussion

Trustee President Palmerlee welcomed the Energy Resources Council, and thanked Trustee Dave True, who serves on the council. Chairman Tom Lang thanked the Board for inviting them to the meeting and noted that he would like to continue building a strong relationship between the Board and the Council. He stated that the Council had had some success as a board and can attract and build upon good members. Chairman Long asked the Council to introduce themselves. Trustee President Palmerlee introduced himself and then asked the Board to introduce themselves.

WGEESIT/College of Engineering and Applied Science/Tier I Initiative/High Bay (High Bay Matching Funds)

UW Trustee President Dave Palmerlee asked Trustee Dave Bostrom to begin this presentation. Trustee Bostrom stated that he is honored to serve on the Governor's WGEESIT task force. He noted that he also served on the Engineering Building Leadership Team. He stated that this group met all morning on Wednesday to try to put together the essence of the building, based on the fact that the funding has changed over the past few months. He noted that the Board will receive a formal presentation later in the day on the Engineering Building.

Dean of the College of Engineering and Applied Sciences Michael Pishko stated that he is very glad to be here, and that this is a very exciting time in the College with a great deal of work to do. He commented that the College is behind on its Tier I Initiative, and it needs to redouble its efforts

and get back on track. He noted that there is an especially pressing situation in Petroleum Engineering, as there are many students but few faculty. Both short- and long-term alternatives will be considered. He explained that there are also critical needs in staffing and improving infrastructure with respect to active learning. The theme of the new building is collaboration, with student and teaching spaces for active learning. It will be a student innovation center where students can design and fabricate. Space will be interdisciplinary and not legacy lab space. Spaces will be able to be redesigned and reconfigured if needed.

Council member Eli Bebout asked if UW's College of Engineering and Applied Science was like Texas A&M's before they were Tier I.

Dean Pishko noted that UW is in a similar place to where Texas A&M was in the 1990s. In the 1990s, engineering made a big push to become much more engaged in research related to the state. The state responded in the same way Wyoming is now by creating a separate budget for engineering to aggressively pursue teaching, research, and outreach that serves people of the state. This has been a huge benefit for Texas. He stated that many of UW's goals are well articulated in the Tier I goals. Dean Pishko noted that he read the Tier I documents, and this motivated him to come to UW. UW needs to form teams of people that do internationally recognized work in certain areas.

Council member Senator Eli Bebout asked how teams building around niche areas would work within a building that has collaborative space.

Dean Piskho responded the legislature has been very generous. With respect to the building, it is important that all the groups going into the building are thinking collaboratively. The building is to serve as a nexus for groups to take their program to the next level.

Project Manager Krista Laursen gave the Board and Council an update on the High Bay Research Facility, which remains on schedule. She noted that the page-turn review has been completed. She added that there will be three bid packages for the building and explained each of the bid phases. There was concern expressed that 50% of design documents were enough, and Project Manager Laursen was asked to give her assurances. She noted that 50% is the minimum that the Board would want to act upon. There is some argument that by the time a project gets to the end of design development, it should go out for guaranteed maximum price (GMP). At that point, there could be more detail. However, part of the reason for getting GMP at 50% is keeping the construction schedule on time and getting to the completion date. She also shared her experience with the NCAR supercomputer.

Trustee Jeff Marsh stated that the Board wants to understand the budget and how this will affect the CMAR process, and wants to make sure that they are locking in the price. The project manager needs to hold the company accountable to that price. Project Manager Laursen shared the GMP and explained the value engineering that has occurred on the building. She noted that throughout the value engineering process, the group did not remove anything that will harm building functionality or that will diminish UW's ability to operate the building in the long term. This removed the extra funds and put the project at its target GMP. She shared the timeline for the remaining construction, with its conclusion in August of 2016.

Trustee Dick Scarlett asked if there was a construction manager. Project Manager Laursen responded that there are a few layers of management. She works closely with facilities planning, but there is a separate contractor. There is also a design manager on site to inspect the construction and make sure the work is being done correctly.

Trustee Dick Scarlett asked if the people involved are experienced in their area or if this is their first time. Project Manager Laursen noted that all people providing oversight are very experienced. One reason that the contractor Haselden was hired was because their teams have good qualifications and experience on the UW campus. She noted that no one involved in the CMAR team is being trained. There was further discussion on those involved in the process, and if they were UW employees or contracted out. She stated that there are very explicit terms and conditions going forward, and they have put tighter rules with clearer expectations in place.

There was discussion on transferring funds from the Engineering Building and High Bay Research Facility, and how that related to the value engineering that occurred. Then there was further discussion on the final costs for the GMP and what the Board was approving at the meeting. Trustee Bostrom commented that having transferred money from the Engineering Building to the High Bay, the Engineering Building team has reduced the scope of the building. He noted that there needs to be a discussion between the Council, WGEESIT, legislative leadership and the Board to build the dream.

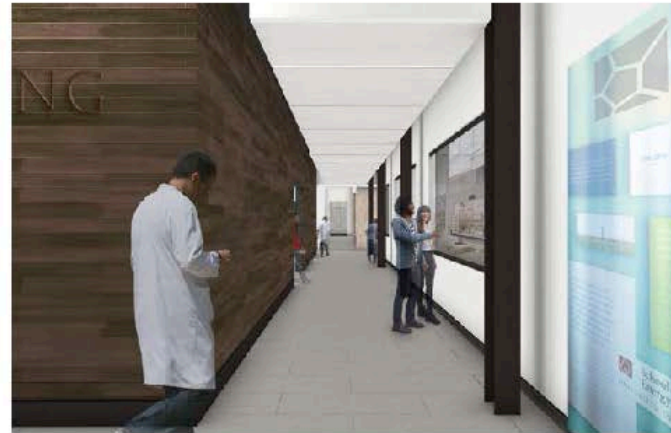
High Bay Project Update

UW Board of Trustees Meeting
27 March 2015



HBRF Design Status

- Construction Documents (CDs) development (*final design phase*) continues on schedule, with 50% CDs delivered to UW in February 2015.
- Page turn review of 50% CDs conducted on 3 March 2015.
 - Joint document review by UW, design, and Construction Manager At Risk (CMAR) team members to identify and note revisions needed to CDs going forward
- 50% CDs used by CMAR as basis for soliciting Bid Package 1 (earthwork and below-ground work) and development of Guaranteed Maximum Price (GMP).



HBRF GMP and Value Engineering (VE) Effort

- Preliminary GMP delivered to UW during week of 16 March 2015.
 - Initially \$2 million over targeted GMP of \$42.9 million
- Two intensive Value Engineering (VE) sessions conducted on 19 and 23 March to review and agree on items proposed by CMAR to gain necessary cost savings.
- Approximately \$1 million of cost reductions were gained by identifying and correcting costs related to outdated design information included in 50% CDs.
- Remaining cost reductions achieved through the acceptance of viable VE options. UW maintained consistent focus on ensuring:
 - Preservation of facility functionality
 - Cost effective, efficient, and robust long-term operability and maintainability of facility
- Targeted GMP successfully regained by formal delivery of GMP to UW on 24 March 2015.
 - **TOTAL GUARANTEED MAXIMUM PRICE (GMP): \$42,925,724**

HBRF Project Schedule

Activity	Targeted Completion
GMP presentation for BOT review and approval	<i>27 March 2015</i>
CMAR (Haselden) mobilization to construction site	<i>31 March – 1 April 2015*</i>
Planned construction start	<i>6 April 2015</i>
Certificate of Occupancy received; move-in start	<i>12 August 2016</i>

** Contingent on GMP approval and execution of necessary Amendment 1 to CMAR agreement.*

Questions



Carbon Management Institute

Director of the School of Energy Resources Mark Northam began by explaining that the High Bay Research Center is being built for several programs, and that a large portion of the funds are coming from private donations. He shared about several of the programs in the building. He further explained where the state funding from the legislature is coming from. He noted that he does not want to lose sight of all the private funds that were raised for this building.

Director Northam then transitioned the Board into a discussion of carbon management. He noted that the Carbon Management Institute has been in the School of Energy Resources for six years. He introduced Kipp Coddington, the new director, and shared his background. The institute is now adding aspects of carbon engineering and biological processing to carbon management. Director Coddington is working with others to lead that effort. Director Northam thanked Carl Bauer for serving as interim director. He noted that last November, he shared a concept for a coal refinery. The carbon management program is focused on Wyoming's coal resources, and on developing industry and manufacturing processes to develop carbon-based products from coal. Carbon-based projects include projects such as carbon fiber. He shared further details of this business and other carbon businesses. He added that he spent last week in Cheyenne, speaking with different companies about what is happening at UW. He noted that he generated a lot of interest in investing in Wyoming.

Legislative Session Update

Vice President for Governmental and Community Affairs Chris Boswell gave a brief legislative update. He noted that he would be focusing in particular on the budget bill. He explained that the legislature is funding projects in a different manner. Essentially, for some projects going forward, they are initially being funded through anticipated revenues. It is important for us to think about revenues available July 1, 2015, as other revenues will be available July 1, 2016. This is investment income that is typically not profiled. There are anticipated revenues when the fiscal year ends. Vice President Boswell noted that he would not review each of these individually. He made a short reference to retention compensation, as two members of the Council and task force did recognize the need to recruit and retain top faculty at UW. Vice President Boswell then discussed the funding for unconventional oil and gas, which will be available in July of this year. Director Northam also shared his excitement about the matching funds for this funding, and noted that this would make a big difference. He also discussed the likelihood of getting the 2015 revenues, which were anticipated to come in unless there was a substantial downturn in the market. He noted that it would be harder to predict 2016 revenues. He then discussed the funding for the engineering Tier I project, matching funds for the project, funds for upcoming years, and the amount of money UW would need to contribute.

Vice President Boswell noted that the funding for rare earth minerals is now in the School of Energy Resources, and explained the complexities of the funding. Director Northam added that the use of the money requires matching funds. Vice President Boswell touched on the funding for the engineering building and High Bay research facility, but noted that most of this discussion was heard this morning. There was further discussion on these funds, and what funds could be used as matching funds, including possible federal funds. There was then a discussion on coal, technologies being used to separate CO₂ from the coal, and improvements being made in their

areas. Deputy Director of the School of Energy Resources Rob Hurless added that they were working closely with the legislature on these issues.

Director Mark Northam briefed the Board and Council on the Global Energy Forum that was recently held in Vail, Colorado. He stated that the conference was very valuable and the School of Energy Resources made a lot of contacts.

The Board and Council thanked each other for the opportunity to have a joint meeting.

Science Initiative

Associate Dean of Arts and Sciences Greg Brown reviewed progress being made throughout the state on the Science Initiative, and noted that it has come far. He commented that active learning is a signature part of the Science Initiative, and the program has shared this information at various conferences throughout the state, including one that will occur this fall with community colleges and high schools. He noted that the Science Initiative is focusing on all the foundational sciences, which will set UW apart from other universities. Associate Dean Brown also noted that they are coordinating with the Engineering Initiative and the College of Education Initiative. He added that in addition to active learning, another major part of the Initiative is the Wyoming Research Scholars Program. The Initiative is starting to recruit top-tier scholars, such as National Merit Scholars. He stated that the Initiative has received some initial funding from the legislature to start this program, and they are addressing how to use this money wisely. The other signature initiative is the Wyoming Research Scholars program. UW is recruiting top students interested in engineering who will be the first Wyoming scholars in this program. He noted that he has been working with Facilities Planning, and the goal is to return to the Board with a recommendation for contracting with the highest ranked architect-engineering team. He further discussed possible capital construction options, as well as what would be done with the vacated space.

When asked to summarize the major progress made in the last year on the initiative, Associate Dean Brown explained that the initiative will be in two phases. He noted that there are four core programs and explained the programs. He also explained active learning and the joint research spaces that will serve several departments and put UW on the map nationally. He noted that there would be updates to existing spaces in addition to this new building and an upgrade to the Aven Nelson building, as well as to the observatory. There was discussion on how this project originated from the legislature, and how it is both a capital construction and programmatic idea.

Trustee Mike Massie thanked Associate Dean Brown for the details on the project, and asked about the one time appropriation for this year, as well as what the funding will look like in upcoming years.

Associate Dean Brown responded that the intent was ask the Joint Appropriations Committee on a biennial basis for funding for these programs. Vice President for Governmental and Community Affairs Chris Boswell added that UW's budget will also include a plan to implement the Science Initiative. He noted that the legislature is telling UW that this is a permanent plan and they should pursue what they need. There was further discussion on how it is positive that the legislature is approaching this program from a long-term perspective.

Trustee Mike Massie asked about the reactions to the program from across the state. Associate Dean Brown noted that responses have been positive. Trustee Dave Bostrom agreed and added that he had talked to many people in Rotary, and that UW should continue to share its progress across the state.

27 March 2015

Science Initiative (SI) update – UW Board of Trustees

<http://www.uwyo.edu/science-initiative>

Publicity & information:

Rotary International Club visits:

Gillette – 9 February
Worland – 11 February
Casper – 19 February
Sheridan – 20 February
Kemmerer – 25 February
Thermopolis – April 28
Lander – April 29
Laramie – pending

9th Annual Statewide Life Sciences Lost in Transition Summit. 20 February 2015, Casper.
Focus on active learning.

Mathematics, Physics, and Statistics UW and Wyoming Community College Articulation.
April, 23 & 24, 2015, Laramie.

National Science Foundation NW PULSE (Promoting Undergraduate Life Science Education) Conference, May 1-3, 2015, Vancouver.

Life Science UW and Wyoming Community College Articulation, October 2015.

Science Initiative website: <http://www.uwyo.edu/science-initiative>

Coordination:

Engineering Initiative
College of Education

Programs:

Active Learning (Learning Actively Mentorship Program; LAMP). Planning in progress for:

- Summer 2015 Active Learning Institute
- AY 2015-16 SI Active Learning Workshops
- Undergraduate Active Learning Seminar – targets College of Education pre-service science teachers.
- SI 'Garden Clubs' and SI Symposium
- Statewide K-16 Science Summit (February 2016)

Wyoming Research Scholars Program (WRSP; undergraduate research program)

- Started recruitment for Scholars to start as early as 1 July 2015. First year recruiting class goal, a mix of fall 2015 incoming freshman, current UW undergraduates, and Wyoming community college transfer students.

SI PhD Fellowships

- Recruitment has begun

Year-1 Program Budgeting:

Working with Leadership Team and key members of UW Administration to refine budget for program support; \$750,000 for FY 2016.

27 March 2015

Facilities Planning:

- Draft Project Time Line

3/10/15 First advertisement for Architect-Engineer (RFQ – Request For Qualifications process started)
4/7/15 Statements of Qualifications due from interested Architects
4/8/15 Electronic copies of A/E Statements of Qualifications and evaluation matrix distributed to Planning Team for review.
4/14/15 Planning Team reviews A/E Statements of Qualifications and selects short list of a minimum of 3 Architects to be invited to participate in interviews.
4/15/15 Short-listed Architects are notified of interviews.
4/17/15 Interview questions sent to short-listed Architects
4/21/15 Non-mandatory tour of existing science facilities for short-listed Architects
4/28/15 Architect-Engineer interviews
5/15/15 **May BOT Meeting – Seek approval for contracting with the highest-ranked Architect-Engineer.**
6/15/15 Contracts signed with highest-ranked Architect-Engineer (estimated)
6/22/15 Level I kick-off meeting; start of Level I planning process

Level I planning process - 4-6 months.

Level II design process, typical durations:

Schematic Design – 3 months

Design Development – 3-4 months

Construction documents preparation – 4-6 months

- Space repurposing requests have been submitted to UW Space & Assignment Management Committee. This addresses the undergraduate teaching lab spaces in the Biological and Physical Science buildings that will be vacated when the Enzi STEM building goes on-line, Fall 2015.
- Faculty & academic staff membership for the executive and specialty planning teams is set.

AGENDA ITEM TITLE: **Construction Contracts,** Mai/MacPherson

- Guaranteed Maximum Price – High Bay Research Facility
- Architect-Engineer – Rochelle Athletic Center Addition
- Other project actions as necessary

CHECK THE APPROPRIATE BOX(ES):

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

MINUTES OF THE MEETING:

This information was covered during the business meeting.

AGENDA ITEM TITLE: **Engineering Building Leadership Team Presentation**, Bostrom
CHECK THE APPROPRIATE BOX(ES):

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

MINUTES OF THE MEETING:

Dean of the College of Engineering and Applied Science Michael Piskho reported that the College is aggressively pursuing programming for the new building. The theme of the building is 'collaboration in teaching and learning spaces'. He noted that they have researched and considered facilities from across the nation, as well as current best practices.

Project Manager Krista Laursen shared the scope of the project, which is now solely focused on a new engineering building north of Lewis Street. She noted that the decision was made to reduce the original budget for the High Bay project. She discussed the current funding, and how the funds were handled during the legislative session. Fee

She noted that the scope and cost are decreasing, and they are paring down the building, which will include some unfinished space that could be finished if extra funds are allocated. She mentioned the Engineering Building Leadership Team, and the progress the team has made on the building's design. The design will be collaborative. She discussed the other campuses that they had toured to look at engineering buildings. She also noted that the space allocation request for proposals has been released, and noted that based on all of the feedback, there will likely be two floors for learning spaces and two floors for research spaces. Active learning will be a major theme of the building. She shared about the type of collaborative research spaces that would be present in the buildings.

Dean Pishko shared further details about the different types of spaces. He noted that the RFP was used to help gauge what was needed, not to assign spaces.

Project Manager Laursen added that preliminary design concepts were generated at a recent meeting. She explained the importance of staying within the budget, and what can be delivered at that budget. She shared the costs associated with design and construction. She noted that there can be elements added in if more funds become available. She also shared the preferred design on the power point presentation. She noted that they were looking at a building with four levels and about 92,000 square feet. There was then a discussion the CMAR process, and whether it is a good approach for this project. The advantages of a CMAR process were shared. There was also discussion on the fixed cost, which will have a firm fixed price and GMP contract.

Engineering Building Project Update

UW Board of Trustees Meeting
27 March 2015

UNIVERSITY OF WYOMING

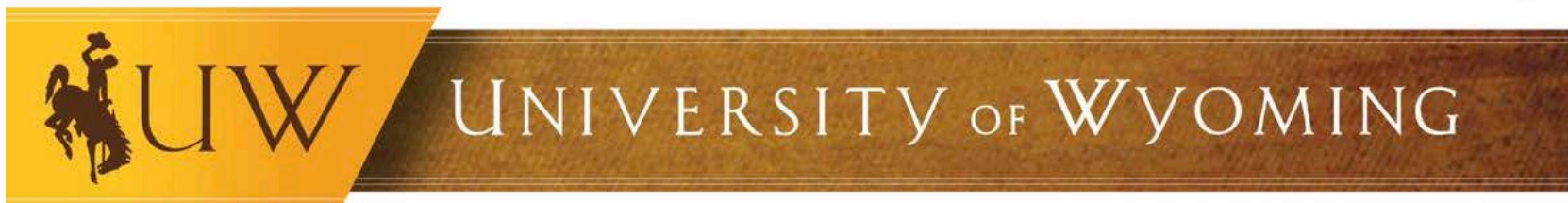


UNIVERSITY OF WYOMING

Engineering Building (EB) Project Scope

- In January 2015, UW refocused project solely on the design and construction of modern educational and research spaces in a new building north of Lewis Street.
- Based on budget actions during the Wyoming Legislature's Joint Appropriations Committee (JAC), total project budget reduced to \$101.3M (from \$106M).
 - \$4.7M to be used to cover cost overages in the High Bay Research Facility (HBRF) project
 - Possibility exists that \$4.7M could be appropriated to the project by the Legislature in March 2016
- UW now proceeding with a Construction Cost amount of \$73M.
- Base building to include design of core and shell (unfinished space) that will be finished should \$4.7M be made available to project in 2016.

2



Building Program Development

- Effort guided by new EB Leadership Team (LT), which began meeting weekly in January 2015.
- Team members collaborated on the review of previously gathered research and educational space needs information provided by College of Engineering and Applied Science (CEAS) faculty.
 - Permitted initial identification of highest priority, common needs for educational and research spaces
- Interested team members provided with opportunity to tour new Scott Bioengineering Building at Colorado State University on 17 February 2015
 - Opportunity to walk through modern teaching, research, and collaborative spaces and discuss facility design advantages and challenges with building occupants

Building Program Development (2)

- Research space allocation Request for Proposals (RFP) released by Dean Pishko in early March 2015 to solicit ideas regarding possible interdisciplinary, collaborative research spaces for the new building.
- EB LT self-organized into two subcommittees to develop space allocation recommendations for:
 - *Modern educational spaces*
 - *Transformative, reconfigurable research spaces*
- Subcommittee findings became the basis for *proposed space allocations* provided to project design team for generation of Conceptual Design ideas.

EB Project Leadership Team Members

Al Rodi, Co-chair	<i>Professor, UW CEAS Dept. of Atmospheric Science</i>
Michael Pishko, Co-chair	<i>UW CEAS Dean</i>
Krista Laursen, Co-chair	<i>UW Engineering Initiative Facilities Project Manager</i>
Amy Banic	<i>Asst. Professor, Dept. of Computer Science</i>
Erica Belmont	<i>Asst. Professor, Dept. of Mechanical Engineering</i>
Dave Bostrom	<i>UW Trustee, Bostrom Enterprises, LLC</i>
Jonathan Brant	<i>Assoc. Professor, Dept. of Civil & Arch. Engineering</i>
Gary Erickson	<i>UW CEAS National Advisory Board (NAB) Member</i>
Rob Erikson	<i>Assoc. Academic Professional Lecturer, Dept. of Civil & Arch. Engineering & Shop Manager</i>
Patrick Johnson	<i>Assoc. Professor, UW CEAS Dept. of Chemical & Petroleum Engineering</i>
Ryan Kobbe	<i>Asst. Academic Professional Lecturer, Dept. of Civil & Arch. Engineering</i>
Paige LeValley	<i>CEAS Graduate Student Representative</i>
Mark Lyford	<i>Science Initiative (SI) Leadership Team Member, UW Director Life Sciences Program</i>
Mark Northam	<i>UW School of Energy Resources (SER) Director</i>
Karen Wawrousek	<i>Asst. Professor, UW CEAS Dept. of Chemical & Petroleum Engineering</i>
David Whitman	<i>H.T. Person Professor of Engineering Education, Dept. of Electrical & Computer Engineering</i>
Richard Yang	<i>CEAS Undergraduate Student Representative</i>

Space Allocation Recommendations

Educational spaces (2 levels total):

- College shop and shop offices
- Student project areas
- Simulation lab
- Student Innovation Center (“Makers’ Space”)

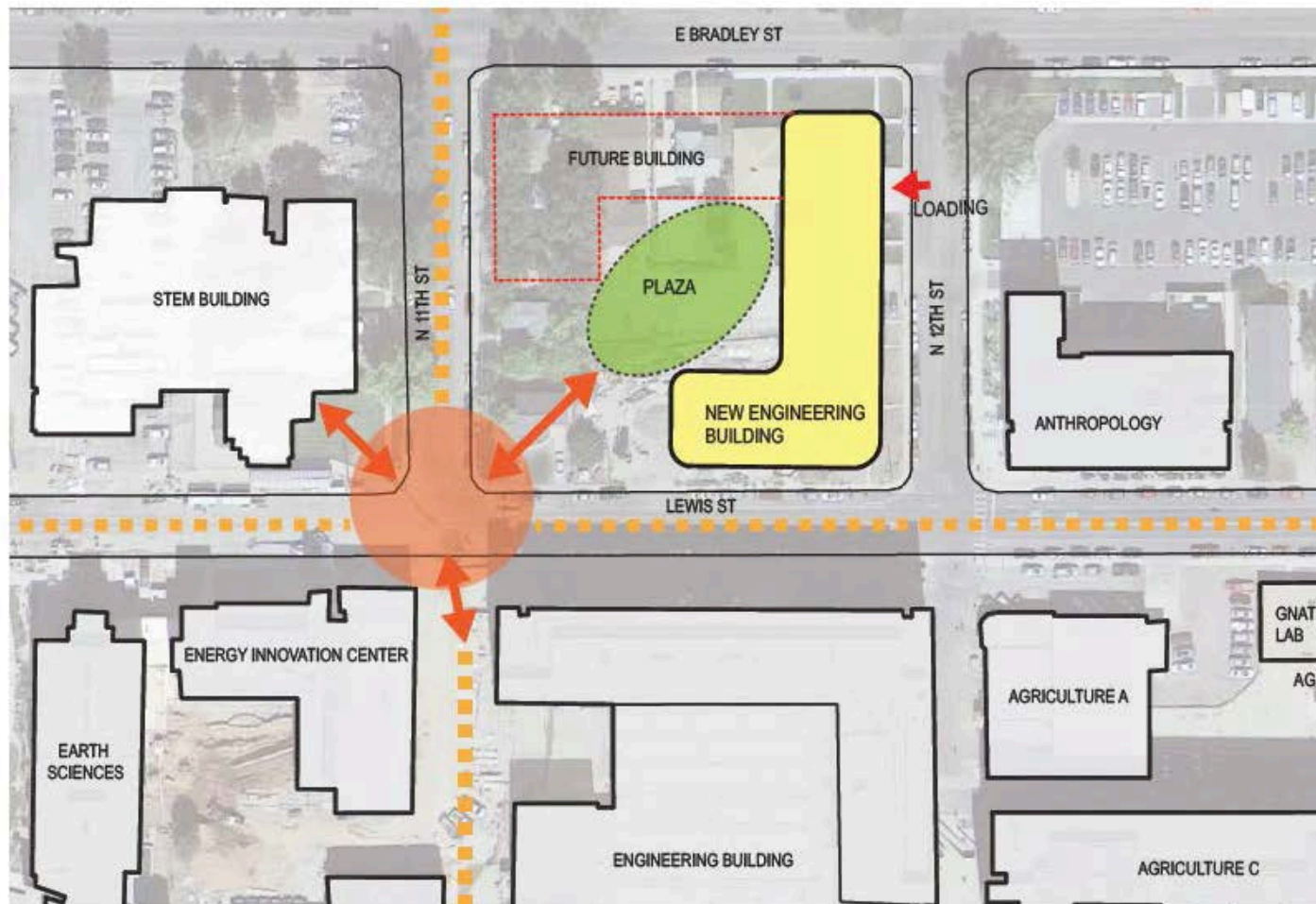
Research spaces (2 levels total):

- Vibration-isolated space and adjacent research pod to accommodate wet chemical and fume hoods
- Nanotechnology and Nanomaterials research pods, including shared clean room
- Robotics/VR Health Technologies/Telehealth Pod and Computational Research Pod
- Affiliated office, meeting, and collaborative spaces

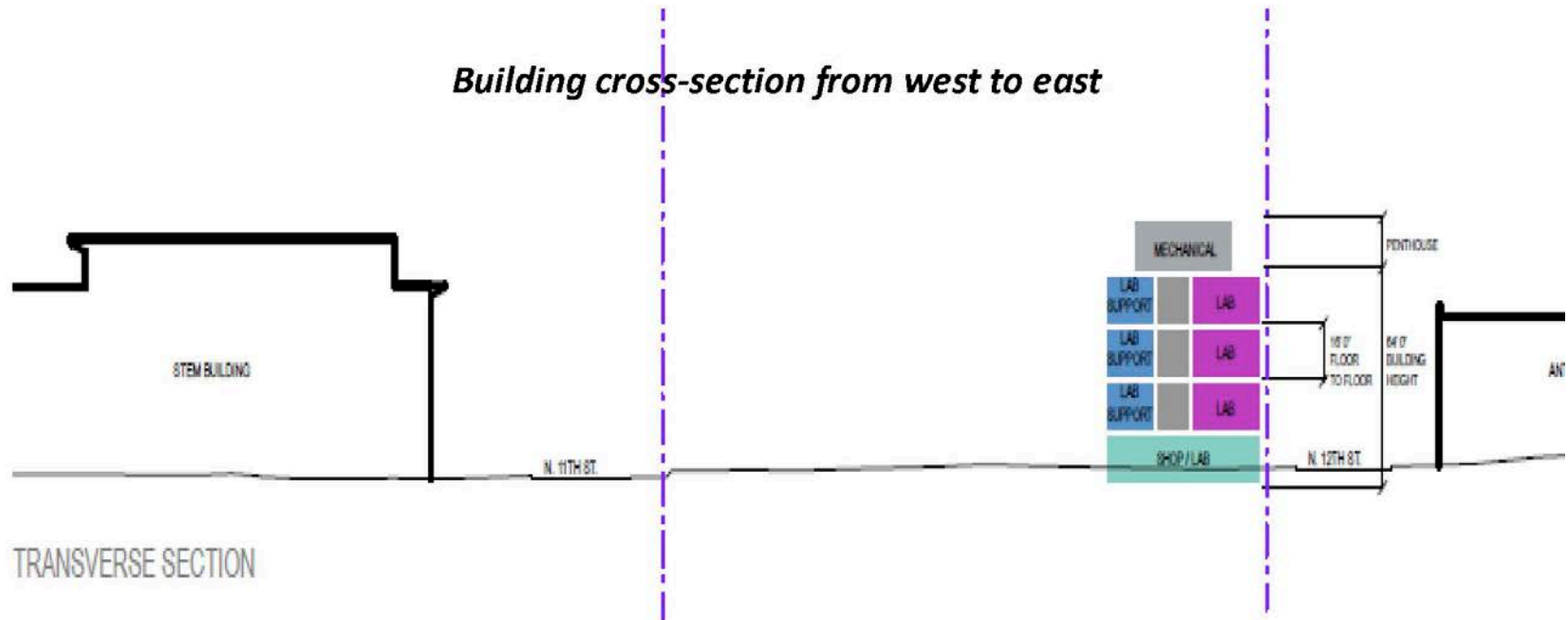
Conceptual Design Development

- Meeting held on UW campus on 25 March 2015.
- Presentation of preliminary design concepts (site layout and floor layout options, etc.) by design team members.
- Collaborative effort involving UW project team members, EB Leadership Team members, design team, and CMAR to *bracket/scope what can be delivered within the available construction cost amount of \$73M.*
- To ensure design of facility that can be built for \$73M, UW has provided further guidance to design team and CMAR to *design a building at 90% (approx. \$65M) of identified construction amount.*
 - Additive alternates totaling \$8M will be identified and carried through design; added to scope if sufficient funds available at time of construction start

L Scheme Site Plan



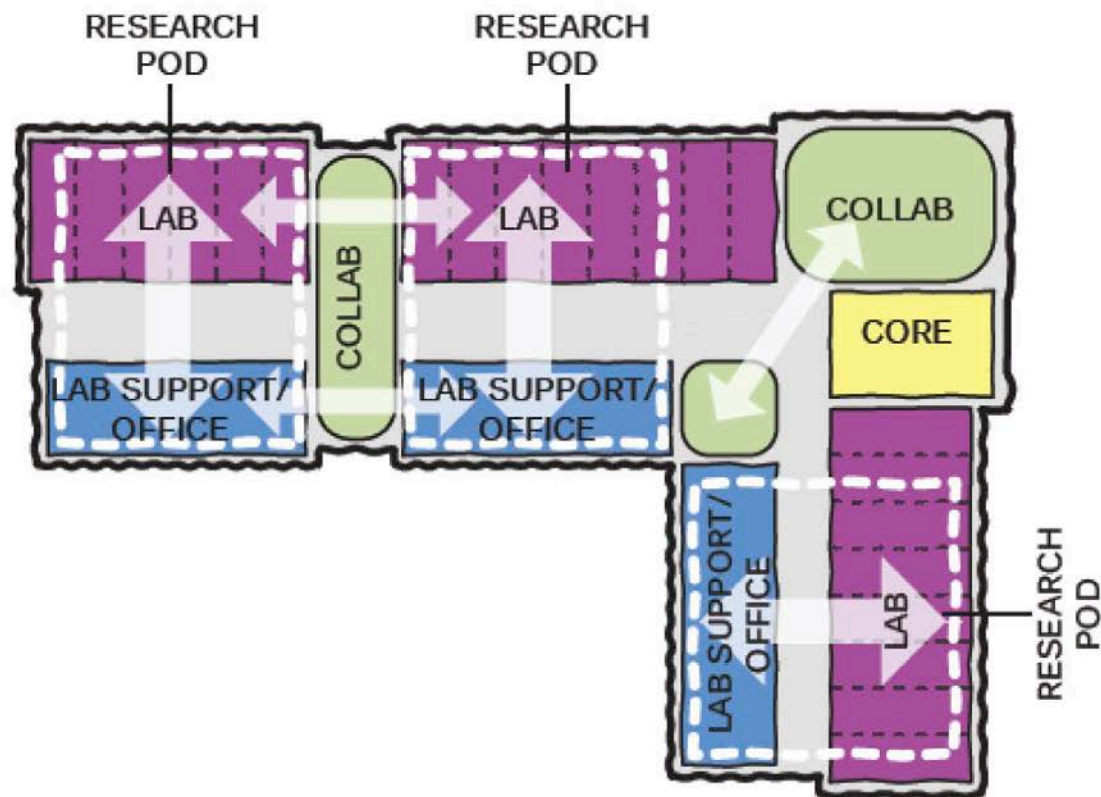
Building cross-section from west to east



Building cross-section from south to north



Research Level Floor Plan



Next Steps

Activity	Targeted Completion
Discussion of EB project status and proposed building program elements with WGEESIT	<i>31 March 2015</i>
EB Schematic Design (SD)	<i>April – Mid-June 2015</i>
Begin Design Development (DD)	<i>Late June 2015</i>

Questions



Friday, March 27, 2015

Business Meeting

Marian H. Rochelle Gateway Center, Salons D & E.

Roll Call

Deputy Secretary for the Board of Trustees, Shannon Sanchez, took roll.

Trustees participating: Mel Baldwin, Dave Bostrom, Larry Gubbels, John MacPherson, Mike Massie, Jeff Marsh, John McKinley, Dave Palmerlee, Dave True, Michelle Sullivan, and Wava Tully. Ex-officio Trustees: President Dick McGinity, ASUW President Ahmed Balogun, Superintendent of Public Instruction Jillian Balow, and Executive Director of the Wyoming Community College Commission Jim Rose were in attendance. Ex-officio Trustee Governor Matt Mead was not in attendance; Mary Kay Hill, Education Policy Advisor to the Governor, participated on his behalf. Trustee Dick Scarlett was not in attendance.

Approval of Board of Trustees Meeting Minutes

January 15-16, 2015

February 9, 2015 (conference call)

Approval of Executive Session Meeting Minutes

January 15-16, 2015

February 9, 2015 (conference call)

Trustee President Dave Palmerlee asked for a motion to approve the minutes. Trustee Larry Gubbels moved to approve; Bostrom seconded the motion which passed unanimously.

Reports

Trustee President Dave Palmerlee noted that he was not asking all the committees to give a report. Only ASUW, Staff Senate, and Faculty Senate gave reports.

ASUW

ASUW President Ahmed Balogun stated that ASUW participants went to the Wyoming State Legislature to lobby for student interests. He explained that ASUW is also undergoing some house cleaning and the election process is underway. He stated that there are many candidates.

Faculty Senate

Faculty Senate President Ed Janak noted that they have been working on several bills, and are finishing the year strong. He stated that the Board may see some bills at upcoming meetings. He also commented that a group of former department chairs conducted focus groups, and the results of the focus groups will be shared with the Board. [See insert at the end of the document.] He stated that these are recommendations at this point on how to make the University better.

Staff Senate

Staff Senate President Rachel Stevens stated that Staff Senate has a number of resolutions that have recently passed or are in process. [See insert at the end of this document.] She noted that one resolution that passed is in regard to endowed chairs on campus. Staff Senate received feedback

about endowed chairs from staff and those in academic support positions. There was feedback that endowed chairs are beneficial, but they are at other times problematic, as they can monopolize resources. Staff would like to see how new endowed chairs are structured to prevent these issues. She also commented that staff recognition day is coming up, and invited the Board to the event.

Public Testimony

[Held from 1:30-2:00 p.m. on Friday, March 27, 2015]

Public Testimony was held on Friday, March 27, 2015.

Michael Busch introduced himself to the Board. He noted that he lives in the neighbor north of UW, and that he came to the Board meeting in January. He stated that he has called the Governor's office and been in contact with the City. He noted that it appears UW cannot do anything about the parking, and yet he cannot find parking in front of his house. He added that he had met with UW administration, where he was told that the parking lot across the street from the Marian H. Rochelle Gateway center could not be opened because it could not be plowed. There is very little parking on state property, and something needs to be done to address this issue. He noted that he is working with the City of Laramie on expanding a parking restriction out five blocks from UW, which will create problems for students. Mr. Busch does not want to do this. He stated that his son was a student here. Trustee President Palmerlee asked the administration to take another look at this issue.

Committee of the Whole

Item Removed Earlier from Consent Agenda: Action Taken

1. Approval of Salary Distribution Policy – Mai (removed from Consent Agenda by Trustee Massie for vote during Work Session—see below)

This item was removed from the Consent Agenda and voted on separately. Trustee Massie moved to approve the recommendation by the administration to distribute the FY 2016 raise as well as the recruitment and retention funds as presented by the administration; Trustee Baldwin seconded the motion. The motion passed with a majority decision (8 to 4, see below).

<u>Vote</u>	<u>Trustees</u>
Yes	Baldwin, Mel
No	Bostrom, Dave
Yes	Gubbels, Larry
Yes	MacPherson, John
No	Marsh, Jeff
Yes	Massie, Mike
No	McKinley, John
Yes	Palmerlee, Dave
Yes	Scarlett, Dick
Yes	Sullivan, Michelle

No	True, Dave
Yes	Tully, Wava

Items for Separate Action by the Board

1. Approval of Fees for FY 2016, Fee Book and Differential Tuition – Mai
2. Approval of Fiscal Year 2015 Budget Authority Increase

There was brief discussion regarding items one and two on the agenda. Trustee Jeff Marsh made a motion to approve the items as presented and Trustee Michelle Sullivan seconded. The vote passed unanimously, with Trustee Mike Massie abstaining due to a conflict of interest.

3. Approval of GMP in the amount of \$42,925,724 for High Bay Research Facility with a Total Budget in the Amount of \$54.17 million for which adequate funding is in place– Mai

Trustee John MacPherson noted that he would motion for approval of the guaranteed maximum price for the building if he could be given three assurances:

- 1) The project will proceed under a true CMAR process
- 2) Adequate bonding will be provided for the project in an amount sufficient to protect the University's interests
- 3) Adequate financing is available

Vice President and General Counsel Rick Miller gave his assurances. Trustee MacPherson moved for approval. Trustee Dave Bostrom seconded. All were in favor, and the vote passed unanimously.

4. Status of Architect/Engineer – Rochelle Athletic Center Addition – Mai

Vice President and General Counsel Rick Miller noted that this item requires no action; it is only an information update. He stated that rather than having the Board select an architect-engineer, the administration will return to the Board when it has decided upon an appropriate construction process. As the Board is uncertain on how to proceed, no action will be taken. Vice President Miller added that he will advise the firms that participated that there will be a delay in selection and the University will contact them once the next steps are approved.

5. Approval of Contracts and Grants – Gern

Vice President and General Counsel Rick Miller explained the process of approving contracts and grants for the new members of the Board, as well as why the Board is

asked to approve them. Vice President for Research and Economic Development Bill Gern noted that normally these contracts and grants are approved as part of the consent agenda. However, they were taken off the consent agenda so that the process could be explained to the new Board members. He explained in further detail the information the Trustees could review in the report, as well as the total of awards at the end of the section and the student loans listed in the report. Trustee Mike Massie moved to approve the contracts and grants as presented. Trustee Mel Baldwin seconded. All were in favor, and the vote passed unanimously.

6. Approval of Personnel Section – Jones

Vice President and General Counsel Rick Miller explained the personnel section of the report, and noted that the Board had already approved the new Dean for the College of Engineering and Applied Sciences, the new Dean for the College of Business, and the new Dean for the College of Law during the work sessions of the meeting. However, he stated that there were several other personnel items that needed to be approved by the Board. Trustee Dave Bostrom motioned for approval of the remaining personnel as presented. Trustee Dave True seconded. All were in favor, and the vote passed unanimously.

7. Revisions to UW Regulations:

Regulations 5-1 (Faculty Senate Bill 331), 6-702 (Faculty Senate Bill 332)

Vice President and General Counsel Rick Miller explained the process for creating and approving a UW regulation, and what the Board sees in the report. He explained the concerns being addressed by the regulations. Faculty Senate President Ed Janak gave further detail. He noted that Faculty Senate Bill 332 addresses the composition of the UW studies committee. He explained that with the new USP requirements, a first year seminar was created. In order to maintain consistency across campus, a new position to oversee the first year seminar was created. This bill simply asks that this regulation be updated to so this new position is also on the USP committee. Senate Bill 331 addresses eliminating language in regard to length of service as people are moving through the tenure and promotion process. Trustee Mel Baldwin moved to approve the bills as presented. Trustee Mike Massie seconded. All were in favor, and the vote passed unanimously.

8. Amend Paragraph P of UW Regulation 1-102 by adding a new subparagraph 6 (added by Trustee MacPherson)

Vice President and General Counsel Rick Miller noted that this session was being held to clarify a discussion the Board previously had about how the administration will communicate with the Board regarding the selection of Vice Presidents and Deans. The technical language in the existing regulations states that the Board approves these selections based on the recommendation of the President of the University. The intent of this additional language, on page three of attachment A, is to effectively say that when it is time to begin negotiations with the selected candidate, the Board will be

notified, a meeting will be held, and the Board can enter executive session to receive the background on the candidate. The Board would authorize the negotiations to proceed. Vice President Miller noted that he wanted to confirm this language with Vice President for Academic Affairs David Jones, as it was changed late last night.

Vice President Jones stated that he would like to run a hypothetical situation to ensure everyone is understanding the language in the same manner. He noted that there may be times where the timing issue may be a problem, as many of these candidates are applying to other positions and need to receive an offer quickly. Trustee President Dave Palmerlee stated that if a search committee was in a time crunch, the Board would convene to act on the matter.

Vice President Miller stated that the Board would know in advance of the meeting, especially if the meeting is on a Friday night or a Saturday morning. Trustee President Palmerlee stated that the Board members understand this, and they will do whatever is necessary for a good candidate. Trustee MacPherson agreed, and noted that there are steps that can be taken to avoid critical situations. There was discussion on the logistics of these types of meetings and what would be discussed. UW President McGinity and Vice President Jones would brief the Board on the candidate and then Trustees could express their concerns. Several concerns with the process were voiced about what would be discussed at the meeting and if another approval would be needed from the Board once the candidate accepted the position.

Trustee MacPherson moved to amendment Paragraph P of UW Regulation 1-102 by adding a new subparagraph 6 as it appears in the material. Trustee Dave True seconded. There was further discussion and concerns with the processes and the balance between accountability and transparency and endangering the academic strengths of people who are working on these processes. The motion passed; Trustee Baldwin voted against the motion.

9. Approval of Budget Adjustment for the Buchanan Center for the Performing Arts – Mai

Vice President for Administration Bill Mai noted that the Board discussed this topic earlier in the meeting in depth. He again briefly review the purpose of the funds and the use of the reserve funds. Trustee Jeff Marsh motioned to approve adjusting the total budget for the Buchanan Center for the Performing Arts to \$42 million, with approval of \$9 million in additional funds from Section I operating reserves of this \$9 million, with \$1.5 million restricted for FF&E and other additions as approved in writing by the Vice President for Administration. Trustee John McKinley seconded. All were in favor and the vote passed unanimously.

10. Approval of Budget Adjustment for Half Acre – Mai

Vice President for Administration Bill Mai explained the situation with the Half Acre Gymnasium renovation, and noted that it is similar to that of the Buchanan Center for

the Performing Arts. Trustee John McKinley moved for approval and adjustment in the total budget for the Half Acre Addition and Renovation to \$29.419 million, with approval of \$2.5 million in additional funding, \$2 million from Section I operating reserves and \$500,000 from university-identified sources. Trustee Jeff Marsh seconded. Trustee Mike Massie inquired as to what "university-identified sources" means. Vice President Mai explained that these are the sources that were discussed yesterday and explained those sources. There was then discussion on the reserve accounts at UW and its fiscal operating system in general. Concern was expressed that there was no plan for rebuilding these reserves and that there was no timeline for doing so. Trustee President Palmerlee called for a vote, which passed unanimously.

11. Approval of Change Orders

Vice President and General Counsel Rick Miller discussed the language used on page 8 of attachment A in regard to Board approval for change orders. He noted that the projects listed on page 8 of attachment A are the large projects that the Board should be concerned about. He also noted that the language at the bottom of page 8 would allow the Board to add additional oversight to other projects not listed on page 8 of attachment A. However, he explained that not covering all projects would not delay small projects with change orders while waiting for Board approval. Vice President Miller recommended that this policy not be all-inclusive in order to keep small projects progressing towards completion.

Trustee John MacPherson moved to approve the following motion: "Effective March 27, 2015 we implement a change in our change order process so that contracts regarding the following named facilities projects shall not be executed without Board approval:

- A. Buchanan Center for Performing Arts
- B. Half Acre Gymnasium
- C. Arena Auditorium - Phase II
- D. Rochelle Athletic Center Addition
- E. High Bay Research Facility
- F. Engineering Building
- G. Science Initiative Facilities

"Perhaps not as part of the motion, but I would ask that the following be entered into the Board minutes, and that is that the Board recognizes that progress on smaller construction projects would be unduly impaired by this requirement and thus the necessity of listing the ones and that the recognition that the Board may impose this requirement on additional projects given the size and complexity of those projects or as where the Board otherwise deems desirable."

Trustee Mel Baldwin seconded this motion.

Trustee Dave True noted that he appreciated that this will not hamper the smaller projects with approval of change order. However, he noted that he was concerned that a large project would be delayed if it needed approval of a small change order. He added that this may cause a delay and that it was difficult to find a balance between overseeing a project and not unduly delaying its progress.

Trustee President Dave Palmerlee commented that he believed that the Board is in a situation where it is trying to slow things down, but that the Board will revisit this topic in the future. Trustee John McKinley noted that the Board needs something in place to address short-term issues. He stated that they will work closely with the administration moving forward to create a workable process. Trustee MacPherson commented that under the existing process, the Board does not approve change orders; they are only reported to the Board.

Trustee True agreed with slowing down the process, but noted that the process should not be stopped. He encouraged consideration of a practical alternative to this process of using the capital construction committee as a filter for Board supervision, which would allow for things to move more quickly. Trustee President Palmerlee agreed that the process is being slowed down, but not stopped. He also added that the capital construction committee will address this topic at a later date.

Vice President for Administration Bill Mai stated that a motion of this type will ensure there is good communication between those involved and the Board. He noted that perhaps as long as the change order does not add to the total cost of the project, the Board would not need to approve the change order. The Board would only need to approve change orders that add to the total project cost.

Trustee Jeff Marsh stated that this would be acceptable and could be added as an amendment to Trustee MacPherson's motion. There was further discussion of the exact language that Trustee MacPherson should use. Trustee Michelle Sullivan shared her perspective on change orders and the CMAR process. She stated that perhaps UW has not been following a true CMAR process in the past. Trustee MacPherson shared the final language of his motion with the proposed amendment: "Effective March 27, 2015, no change orders for contracts except change orders which do not add any additional costs to the project shall be implemented regarding the following facilities projects without the approval of the Board of Trustees." Trustee President Dave Palmerlee called for a vote. The motion passed; Trustees Massie and True voted against the motion.

12. Construction Procurement Process

Vice President and General Counsel Rick Miller stated that the Board had asked the administration to submit recommendations to the Board on the construction procurement process so the Board can decide what the process should be. Trustee John McKinley moved to approve the motion stated on page 9 of attachment A. Trustee Jeff Marsh seconded the motion. There was discussion as to why there needs to be a separate

process for these two construction processes. There was further discussion on what a true CMAR process is, and the hope that UW would be able to have this process in place and everything would be locked down and well documented. There was discussion on the manner of the process, and if this motion would be providing additional useful information to the Board or if it was being confusing and redundant. Trustee President Palmerlee called for a vote. The motion passed; Trustees Massie, Bostrom, and Sullivan voted against the motion.

13. Real Estate Acquisition

Vice President for Administration Bill Mai noted that the motion was to approve as discussed in Executive Session. Trustee Dave Bostrom moved to approve the motion as discussed in the executive session. Trustee Mel Baldwin seconded. All were in favor, and the vote passed unanimously.

New Business

No new business.

Old Business

No old business.

Date of Next Meeting

May 14-15, 2015 in Laramie, Wyoming

Adjournment

The public meeting adjourned at 3:25 p.m. The Board took a short break before entering executive session.

Respectfully submitted,



Shannon Sanchez
Deputy Secretary, Board of Trustees



Laura Wespital
Senior Administrative Assistant

Ad Hoc Council of Faculty Senate Chairs Report of Campus Focus Groups: Executive Summary

The future of UW, and the future for UW students, depends on a robust intellectual community. The Chair of Faculty Senate convened a committee of past chairs to examine issues confronting this community. Our first charge is to investigate matters of shared governance. At successful institutions strong shared governance is a marker of institutional health: it expresses the commitment of all participants, supports academics, multiplies student opportunity, and sustains a university's national and international reputation. The committee of Faculty Senate past chairs includes: Warrie Means, 2011-12; Ken Gerow, 2000-01; Caroline McCracken-Flesher, 1996-97; and Steve Bieber, 1986-87.

We began by taking the temperature of the campus through focus groups and meetings. We aimed to record the campus's hopes for UW as a flagship and land grant institution, to get a sense of how we meet that vision, and to generate strategies to meet it fully. The committee consulted with: faculty (including emeritus and past chairs of Faculty Senate; 29), staff (including staff senate; 17), and administrators (including Department Heads; 24).

Major conclusions:

- Participants across all levels of UW share respect for and investment in Wyoming's university.
- Faculty, staff and students are strong, but systemic problems militate against UW's current success.
- These systemic problems need urgently to be addressed across the university community.

Action Items:

- We must promptly accomplish a significant and community-building expression of institutional commitment and health—a professional, and appropriately open Presidential search.
- We must restore UW's intellectual community. To that end, we propose a summer caucus to enact policies that will address the findings of this report. Caucus membership should include: President of Board of Trustees, President of UW, Chair of Faculty Senate, President of Staff Senate, VP Academic Affairs, and President of ASUW.

Expected Outcomes:

- Ensure strength in administration at all levels through professional, open and ethical hiring practices, starting promptly at the top.
- Build trust across all levels of university responsibility through functional, open and shared governance.
- Build community between all constituents of the university through frequent and open discussion on matters of relevant importance.
- Support and enable all leaders at UW to do their jobs.
- Enact our commitment to UW's twin responsibilities as a flagship and land grant institution

A university must constantly improve its programs, functions and operations to be competitive in the world of higher education. A period of misdirection or confusion can undo the work of years and may take years to repair. Overcoming the problems currently confronting UW will require the combined and concerted effort of all constituent groups: trustees, administrators, faculty, staff, and students.

Shared Governance at the University of Wyoming

A Faculty Senate Project, 2015-

Notes from Focus Groups

Understanding/vision of a university (U.W. in particular)

- Meets the definition of a Land Grant (teaching, research, service)
- Meets the definition of a Flagship (leadership, top tier across disciplines)
- Engages the student, the state, and the wider world
- Provides an education that is recognized for its quality and valuable for students
- Continually improves and advances
- Advances knowledge
- Appreciates knowledge
- Communicates knowledge at the cutting edge
- Communicates capability
- Remembers that the student is an individual
- Prepares students to be open minded, critical thinkers
- Creates opportunities for personal transformation
- Prepares students to engage with a complex and varied world, including the world beyond Wyoming
- Prepares students for a future we cannot predict; where they learn to learn
- Prepares students to be productive members of society
- Enables students to improve the conditions of their lives, generation to generation

Developing new knowledge requires:

- A community of scholars
- The willingness to pursue difficult issues
- An atmosphere of tolerance and inclusion
- A safe place for difficult conversations, conversations that stretch our individual comfort zones, sometimes involving controversial speakers
- Academic freedom for faculty within bounds of their professional expertise
- Development of faculty knowledge and capacity (e.g. through sabbaticals) to keep at the cutting edge

- A wide range of programs to develop the flexibility to meet an unpredictable future

Facilitating this work requires:

- Collegiality
- Shared governance
- A clear administrative structure
- Transparency in administration
- VPAA to be first among equals—the academic project must drive the university
- Mutual respect, understanding, and collaboration between faculty, administration, trustees, students, staff, legislators, Wyoming citizens

Challenges unique to UW (land grant, flagship, only four-year college)

- To be fully land grant and flagship at the same time
- To foreground learning and its impact on lives—the main point of a university
- To maintain balance across the campus given the desire to be “top tier” in certain disciplines
- To accomplish educational goals given resource constraints
- To maintain this focus on learning while addressing emphases on quantifiable data and job placement (which are not the primary aim of a university)
- To increase enrollment, graduation, and job placement rates, lacking additional resources
- To liaise with the state as a whole—Community Colleges etc.
- (Service component to some faculty for outreach to the state?)
- To remember that our primary constituency is students and their parents
-

Ways we do not meet our vision, and obstructions to meeting that vision

- We meet our vision less and less
- When we fail to meet our vision, processes across the university are undermined
- When processes are undermined, standards and effectiveness fail

Specifics:

- Search processes at all levels, from the top down, need to foreground clear standards, open calls, professional processes and ethical practices
- Trustee appointments, too, need to model professional processes and ethical practices, meeting state law
- There is an invisible administration (management) that is not openly hired and not seen as invested in the university's primary research and teaching functions
- We seem to be following outside and sometimes short-term interests, rather than developing knowledge in the service of students and their varied ambitions

- Academic Affairs is marginalized and not leading the academic project
- Deans and mid-level administrators are marginalized and disenfranchised
- Faculty Senate is marginalized into a discursive rather than a legislative body
- Lacking communication, relationships essential to the university can become adversarial or participants recalcitrant
- Communication between levels of administration and governance needs emphasis
- Shared governance is difficult but essential to implement

Steps that can further our vision

Administration:

- Implement transparent practices:
 - re. hiring at all levels
 - re. the development, implementation of, and adherence to university regulations
- Clarify that there is broad support for all programs, not just a narrow few (the latter being appropriate for, say, a technical institute).
- Reinstall Academic Affairs as the hub of university activity
- Re-empower Deans
- Avoid an “interim” culture
- Recognize that to be “Tier 1” in a discipline requires us to be excellent across the university
- Promote U.W. vision and the caliber of our people and our work
- Celebrate UW’s knowledge production and capacity building

Shared Governance:

- Accomplish representation for faculty at the highest level
 - Faculty Senate chair to sit on board of trustees
 - Meaningful faculty input into administrative searches
 - Staff and faculty senate chairs should attend summer trustee retreat
 - Staff Senate chair should also sit on board of trustees
- Increase collaboration between staff senate, faculty senate, and administration
- Involve faculty and staff in major decisions and policy shifts early in the process
- Increase conversations with community colleges on shared matters of governance
- Build bridges between Faculty Senate and Wyoming legislators

Faculty Senate:

- Reenergize the Senate’s legislative role
- Implement occasional “climate” surveys of faculty (on the Staff Senate model)
- Vigorously implement current shared governance policies (in particular with respect to faculty senate committees)
- Build functional ties between faculty senate committees and decision making groups (individuals) in Old Main
- Gain a discretionary budget, on the model of ASUW
- Increase the stakes for faculty senate to

- (1) Make it more relevant
- (2) Attract more senior faculty into meaningful participation

Educational Initiatives:

- Put education and the research that supports it to the center of all our endeavors
- Reinstate the Graduate School
- Take advantage of our smallish size to foster interdisciplinary and interdepartmental initiatives
- Increase state-wide outreach, in an organized way. (Saturday U, Articulation meetings, Community College liaison, etc.)

Staff Senate Report

March 27, 2015

Resolutions

#209 Concealed Carry of Firearms on Campus	Passed March 11, 2015
#210 E-Cigarettes on Campus	Revised and moved to 3 rd reading (April 8)
#211 Recommendations for Endowed Chairs	Passed March 11, 2015
#212 Cost Analysis Procedure for Capital Construction	Passed March 11, 2015
#213 Anti-Retaliation Policy for UW Staff	First reading March 11, 2015

Taskforces

Leave Time Taskforce

The Leave Time Taskforce has begun meeting with HR representatives. The purpose of this taskforce is to address the issues revealed in the Leave Time Survey conducted in October 2014.¹ A Policy Bulletin (attached) was issued on March 17th following the first meeting.

Performance Evaluation Taskforce

The Performance Evaluation Taskforce is in the formative stages and will begin meeting to address the issues that came out of a Staff Senate survey on this issue. The Taskforce will begin meeting this spring.

Staff Recognition Day

Staff Recognition Day is scheduled for April 28, 2015.

Relay for Life

Staff Senate is participating in Relay for Life at UW once again. Relay is scheduled April 10th in the Fieldhouse. Check out our team at http://main.acsevents.org/site/TR/?team_id=1784279&pg=team&fr_id=66224.

¹ Results of the survey can be viewed at www.uwyo.edu/staffsenate/_files/docs/issues/uwstaffleavetimesurvey2014.pdf.

Policy Bulletin

To: All UW Staff
From: Staff Senate Leave Time Taskforce
Date: March 17, 2015

The Leave Time Taskforce would like to share the following information with you. These are not new policies, but issues where there seems to be confusion or a lack of consistency in how the current policy is put into practice.

1. Comp time for non-exempt employees should be recorded on a UW timesheet and turned in to Payroll each month. There is no provision for internal tracking of comp time in UW policies. As such, all of the hours that an employee works during the month should be reported on their timesheet.
2. Comp time is accrued at a rate of time and a half for any hours worked over 40 in a work week. This is stated in the Employee Handbook² on page 24, and is governed by federal law³ as well.
3. The cap for comp time accrual is 240 hours. Individual departments can choose to set lower limits on comp time, but they are expected to work with their employees to ensure that the employees can use their comp time in a reasonable period. Federal law⁴ requires that employees be allowed to use comp time on a date they request unless doing so would "unduly disrupt" the operations of the department.
4. In general, UW employees are expected to use comp time before vacation leave. However, if a staff member is at or near the vacation accrual cap (352 hours) they cannot be required to take comp time instead of vacation.

If you have any questions on these issues, or you would like to speak with a Staff Senate representative, please let us know.

² http://www.uwyo.edu/hr/_files/docs/human-resources/employee-handbook.pdf

³ <http://www.dol.gov/whd/regs/compliance/whdfs7.pdf>

⁴ <http://www.dol.gov/whd/regs/compliance/whdfs7.pdf>

STAFF SENATE RESOLUTION #209

Title: Staff Senate Position on Concealed Carry of Firearms on Campus

Date: February 11, 2015

Author: President Rachel Stevens

Sponsors: Senators Kathy Kirkaldie and Patricia Hysong

- 1 WHEREAS, a primary mission of the University of Wyoming is to promote learning and
- 2 research in a safe and supportive environment, and;
- 3 WHEREAS, the presence of firearms on campus significantly increases the risk of harm to
- 4 students, faculty, staff and visitors due to accidental discharge and improper use of firearms,
- 5 and;
- 6 WHEREAS, studies show that increased availability of firearms lead to higher rates of suicide¹
- 7 and interpersonal violence², and;
- 8 WHEREAS, there are multiple locations on campus in which children are present on a daily
- 9 basis (e.g., the UW Lab School, the Early Care and Education Center, the Geological
- 10 Museum), and;
- 11 WHEREAS, individuals on campus who are experiencing a threatening situation can currently
- 12 petition the UW Police Department for a permit to carry on campus;
- 13 THEREFORE, be it resolved that the Staff Senate of the University of Wyoming strongly
- 14 supports the preservation of current policies concerning concealed carry of firearms on
- 15 campus.

Date of Passage: March 11, 2015

"Being enacted on 3/11/15, I do hereby sign my name hereto and approve this
Senate action." Rachel Stevens

Staff Senate President, Rachel Stevens

¹ <http://www.hsph.harvard.edu/hicrc/firearms-research/gun-ownership-and-use/>

² <http://www.ucsf.edu/news/2014/01/111286/access-guns-increases-risk-suicide-homicide>

STAFF SENATE RESOLUTION #211

Title: Recommendations for Endowed Chairs Initiative

Date: February 11, 2015

Author: Vice President Arron Sullivent

Sponsors: President Rachel Stevens and Senators Kathy Kirkaldie and Elizabeth Traver

1 WHEREAS, on Nov. 13 2014, the UW Board of Trustees passed a resolution to create an
2 WHEREAS, the purpose of the Endowed Chairs Initiative is understood to be to raise the profile of UW's
3 colleges and departments by attracting new top-flight faculty and retaining current top-flight faculty; and
4 WHEREAS, any initiative proposed to increase the profile and build the excellence of the
5 University must benefit its students, including its undergraduate students;
6 THEREFORE, be it resolved that a minimum of 25% of endowed professorships be granted to existing
7 faculty; and
8 THEREFORE, be it further resolved that endowed professorship hires recruited from outside the
9 University be selected for their proven ability to collaborate productively with other faculty members; and
0 THEREFORE, be it further resolved that endowed professorship hires be held to the expectation that the
1 University will see benefit proportional to the increased salaries paid to them; and
2 THEREFORE, be it further resolved that endowed professorships be hired for programs that demonstrate
3 moderate to high levels of student demand; and
4 THEREFORE, be it further resolved that every endowed professorship hire be required to teach one
5 undergraduate class or make an equivalent departmental contribution to undergraduate education every
6 academic year.

Date of Passage: March 11, 2015

"Being enacted on 3/11/15 **, I do hereby sign my name hereto and approve this Senate action."**

Rachel Stevens

Staff Senate President, Rachel Stevens

STAFF SENATE RESOLUTION #212

Title: Staff Senate Position on Cost Analysis Procedure for Capital Construction Projects

Date: February 11, 2015

Author: President Rachel Stevens

Sponsors: Senators Mark Gunnerson, Lou Ann Montgomery, and Susan Schulz

- 1 WHEREAS, the University of Wyoming is tasked with the operation and maintenance of
- 2 taxpayer assets in its buildings and facilities, and;
- 3 WHEREAS, the addition of new buildings with increased square footage and additional
- 4 technical systems and equipment inevitably results in increased operations, maintenance,
- 5 and staffing costs, and;
- 6 WHEREAS, the footprint of the University of Wyoming campus has grown significantly in
- 7 recent years, and is projected to continue growing with the completion of current and
- 8 upcoming capital construction projects and;
- 9 WHEREAS, the current University of Wyoming budgeting process for capital construction
- 10 projects does not include allocation of funding for operations, maintenance, and staffing
- 11 after the initial construction is complete, and;
- 12 WHEREAS, current State funding allocations for operations, maintenance, and staffing have
- 13 not kept pace with the increases that have resulted from recent capital construction
- 14 projects;
- 15 THEREFORE, be it resolved that the Staff Senate of the University of Wyoming strongly
- 16 advocates for a Life Cycle Cost Analysis to be included in the facilities planning process such
- 17 that operations, maintenance, and staffing be included in the total cost of each capital
- 18 construction project.

Date of Passage: March 11, 2015

"Being enacted on 3/11/15, I do hereby sign my name hereto and approve this
Senate action." Rachel Stevens

Staff Senate President, Rachel Stevens

UW Staff Leave Time Survey October 2014

Introduction

This report provides an overview of a survey conducted by Staff Senate to evaluate the experience of UW staff members with regard to leave time.

Feedback received from this survey will be used to inform conversations between Staff Senate and members of the University Administration regarding leave time practices and policies.

Background

Staff Senate currently has a website feature that allows staff members to submit anonymous questions about their employment at the University. Members of the Senate Communications Committee investigate these questions and publish the answers in the Staff Senate Newsletter. After receiving numerous questions regarding leave time policies and practices, the Communications Committee decided that a survey was needed to determine how common the experiences of these staff members are.

Methodology

An online survey was deployed via UW email to all classified staff members that have passed the probationary period. In all, the survey was deployed to a total of 1,215 individuals. A reminder email was sent out approximately 2 weeks after the initial deployment. A total of 628 respondents completed the survey.

Discussion of Findings

The survey revealed a number of pressing issues concerning compensatory time (comp time) and vacation leave.

Vacation Leave

One of the most striking findings of the survey is that 35% of respondents reported being at or near the vacation accrual cap. Further, 34% reported that at some point they have lost vacation accrual because of the cap, and 6% report losing vacation accrual "often" or "about half the time."

A number of the comments that were received regarding leave time revealed that many staff members feel too busy to use their leave time due to staffing shortages. Others stated that there are no other staff members available to perform their duties while they are on leave, and this will greatly increase their workload when they return from leave. In some cases, it was reported that the lack of coverage may negatively impact the staff member's performance evaluation because their assigned tasks are not

completed while they are away. Some respondents also reported leave time blackout dates in their units which make it very difficult to use their leave time. In a handful of cases, Staff Senate received direct feedback from staff members noting that they had not even been aware that they were at the vacation accrual cap and losing vacation accrual until they received the invitation to take this survey. Although a good number of staff members have lost vacation accrual and/or taken on increased workloads, many still report strong commitment to their work and to the University.

Comp Time

On the issue of comp time, 29% of respondent reported that their comp time is not recorded on their UW timesheet. Of these, 24% reported that comp time is tracked internally while the other 5% use some other means for recording comp time. A number of the comments on comp time indicated that in the respondent's unit, comp time is accrued at straight time rather than time and a half. Other comments indicated that some staff members have lost their comp time when moving to a different department within the University because their comp time was only tracked internally. In addition, some respondents commented that comp time is counterproductive in their units because they are too busy to use their comp time, or are required to use it before using vacation leave. In some cases, this exacerbates the problem of loss of vacation leave accrual due to the cap.

Policy Issues

Finally, the practices reported and comments received in this survey reveal a lack of clarity on what the University's policies are on leave time accrual and use. A number of respondents stated directly that they could not answer questions about whether they are able to use their comp time and vacation leave in accordance with UW policies because they could not understand what those policies are by reading the Employee Handbook. In addition, several respondents expressed dissatisfaction with the limitations placed on when they are allowed to use their leave time, but noted that this supervisory practice does not seem to be a policy violation.

Recommendations

Based on survey findings, Staff Senate has the following recommendations.

Clarification and Enforcement of Leave Time Policies

The Employee Handbook should be revised to clarify UW policies on use of vacation leave and comp time. The proper method of reporting comp time should also be covered, and the issue of blackout dates for both vacation leave and comp time should be addressed. A number of exempt employees have also requested a clarification of the policy on the use of flex time versus leave time for exempt employees.

For non-exempt staff members, the recording of comp time should be standardized across units. All employees who are eligible for comp time should report it on their UW timesheet, and accrue it at the rate of time and a half. Managers should work with their employees to enable them to use their comp time in a timely manner that accommodates both departmental needs and the preferences of the employee.

Workload Issues

In departments that have lost staff members due to budget cuts, supervisors should work with Human Resources personnel to ensure that the workload assigned to each staff member is appropriate. Leave time should be accounted for in assessments of the workload for each staff position. Since an assessment of the workload (amount of work versus types of tasks) is not currently included in an employee's Position Description Questionnaire, a cross-campus conversation on how to account for workload would be very beneficial.

Staffing coverage for vacation leave and comp time should be addressed by an employee and their supervisor collaboratively. Cross-training within units should be pursued wherever possible. In cases where a staff member feels that it is not possible for them to be out on leave time for any period of time without experiencing negative repercussions, clear and accessible options should be available for requesting help in negotiating the issue of leave time coverage.

In many cases where staffing losses have occurred, little or no provision has been made for streamlining necessary tasks, and identifying low-priority tasks that can be eliminated to both accommodate vacation leave and reduce the accrual of comp time. In cases where there are inefficient processes or redundant tasks, methods of eliminating those inefficiencies should be pursued. It is clear from the feedback collected through this survey that attempting to maintain the same volume of work with fewer staff members is not a sustainable approach.

Supervisor Training

Survey data reveals that there are a number of divergences from University policy within campus units that could be resolved by more comprehensive and targeted supervisor training. Supervisor training should make University policies clear while also addressing best practices for department management and employee retention. All UW employees who hold a supervisory role, whether they are faculty or staff, should be required to attend training. In addition, resources and assistance for supervisors when dealing with workload and coverage concerns should be readily available.

Communication

During and after the deployment of this survey, a number of UW staff members commented to Staff Senate representative that it would be helpful to receive a notification when they reach the vacation accrual cap, as employees at other state agencies do. Staff Senate recommends that automatic notifications be set up via the payroll system that would notify a staff member when they reach a threshold of vacation leave time that is at or near the cap.

Conclusion

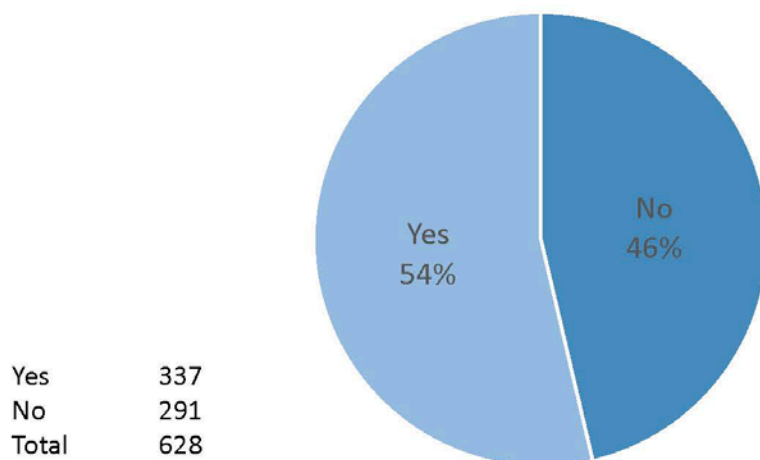
Staff Senate looks forward to working with administrative personnel on the issues highlighted by this survey.

Staff Senate Leave Time Survey

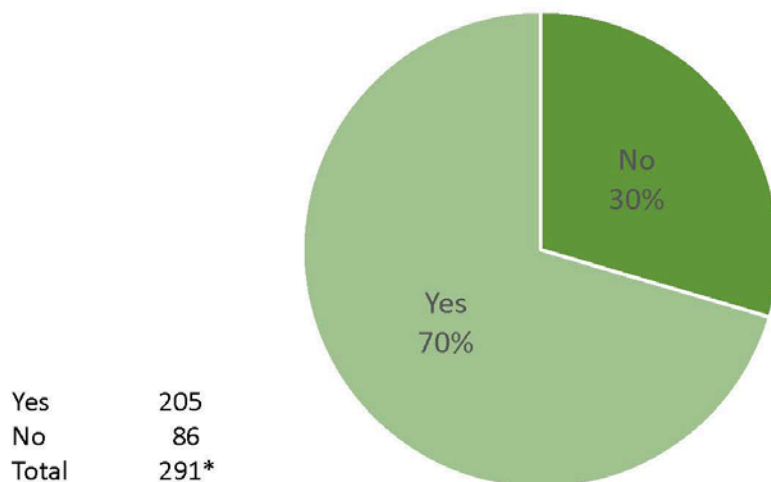
Deployed October 13, 2014 to all classified staff

628 total respondents

In your current position at the university are you an exempt employee?

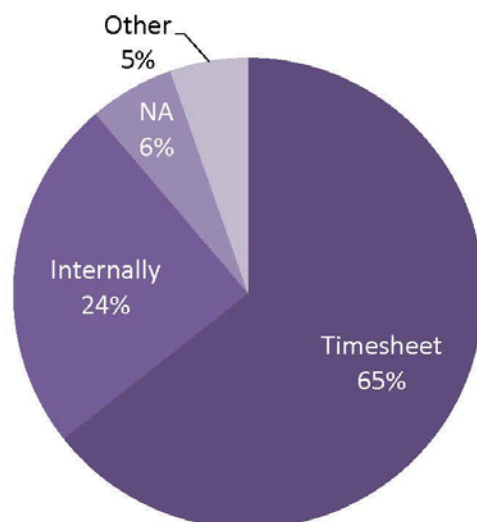


In your current position at the university do you ever work additional hours in exchange for comp time?



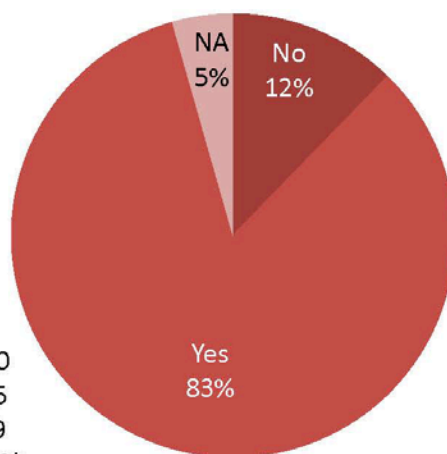
*indicates reduced number of respondents because the question was conditional on an earlier response.

How is your comp time recorded?



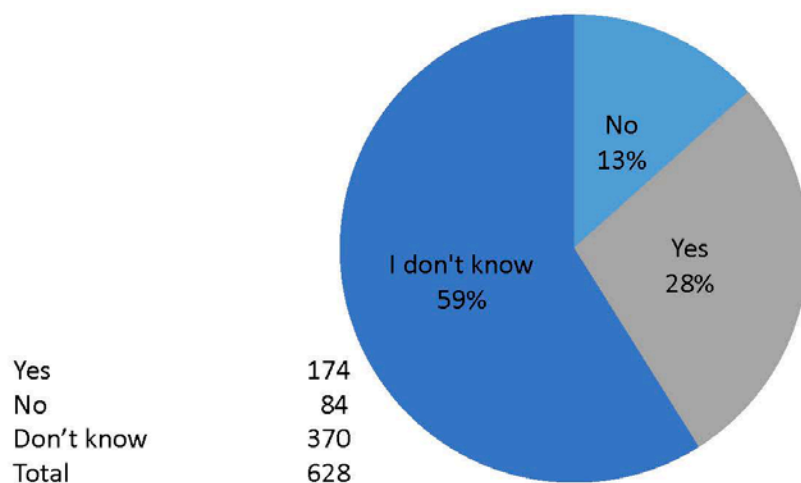
On my UW Timesheet	132
With internal documentation	50
NA (not recorded)	12
Other	11
Total	205*

Are you able to take your earned comp time in accordance with UW policies?



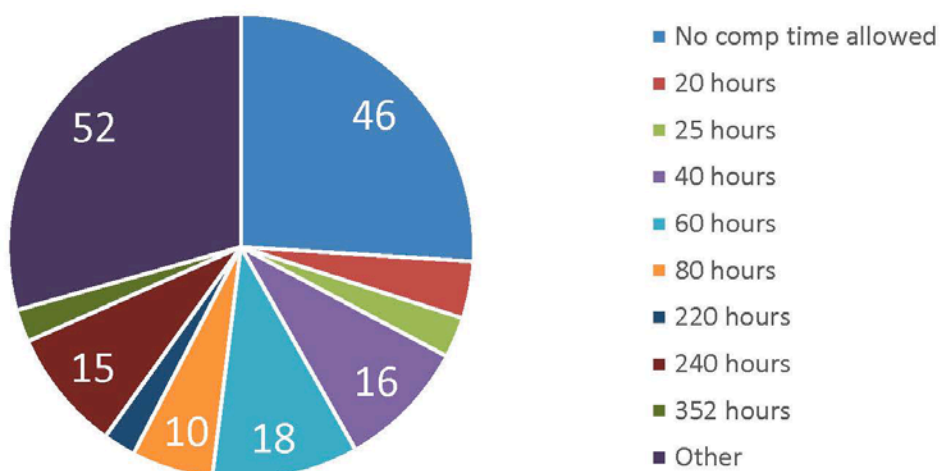
Yes	170
No	25
NA	9
Total	204*

Does your department, college, or division have a limit on how much comp time an employee can earn?

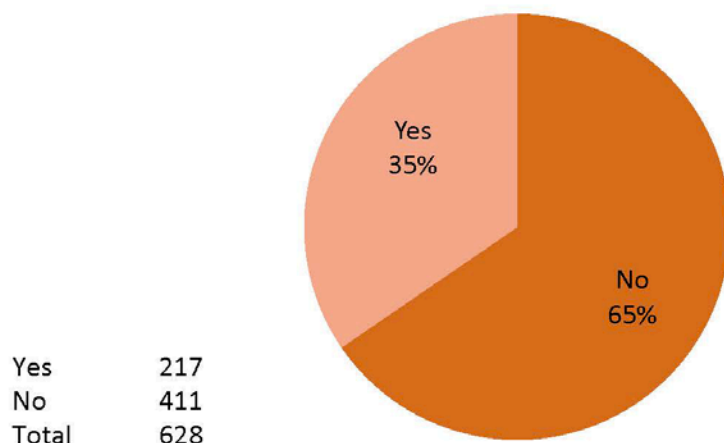


What is the limit for comp time accrual?

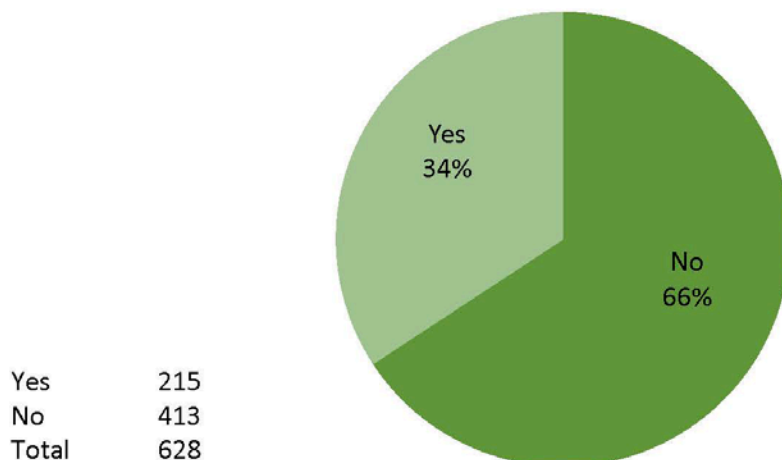
174 Responses*



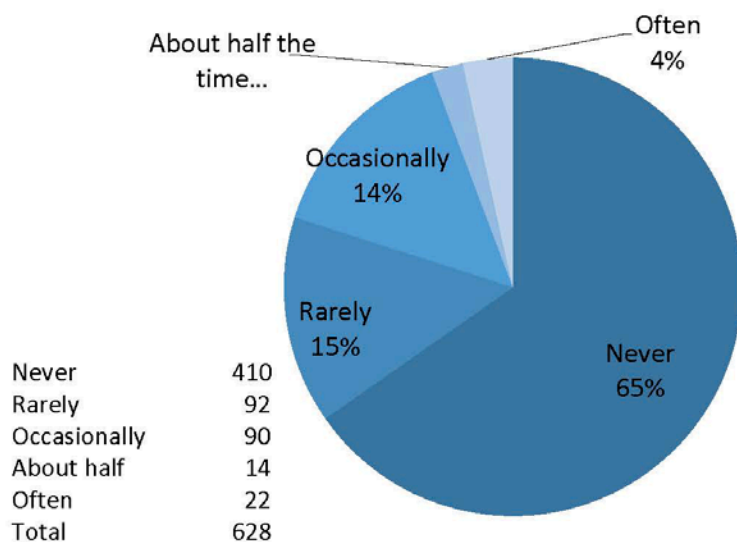
In your current position at the university are you at or near the maximum vacation leave accrual amount (352 hours)?



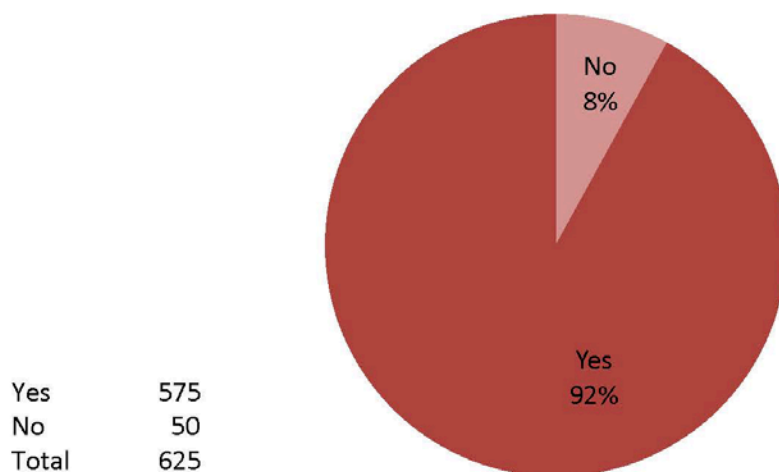
Has there ever been a month when you did not earn vacation leave because of the maximum accrual amount?



How often have you forfeited vacation leave time because you were at the maximum?

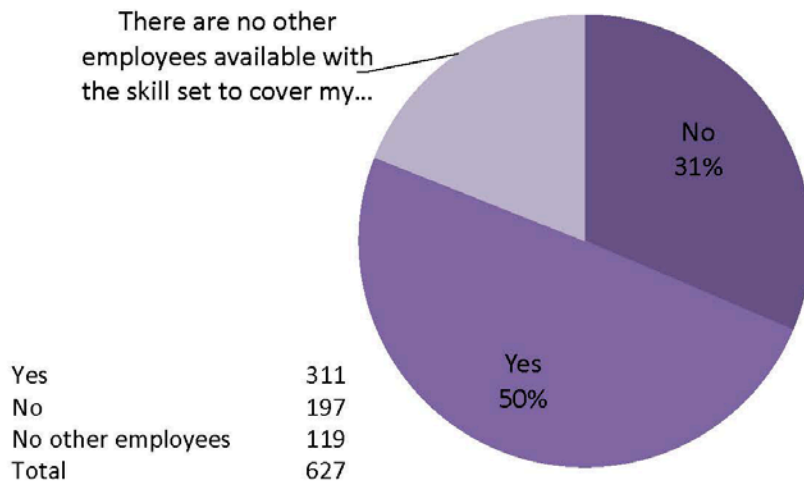


Are you able to take your earned vacation leave in accordance with UW policies? ¹

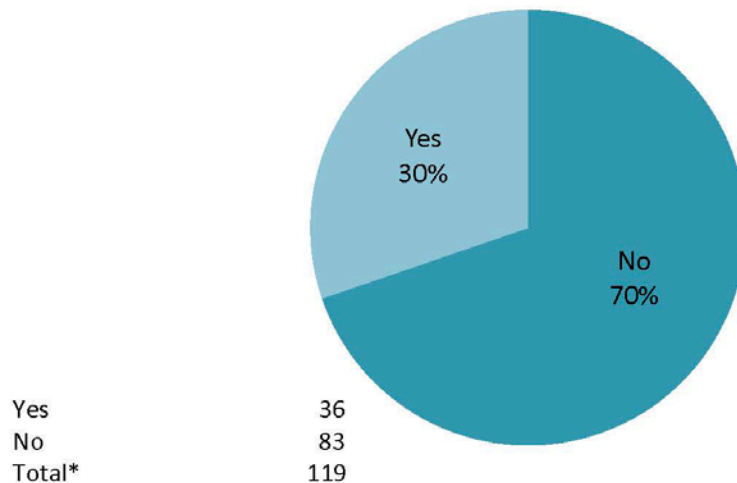


¹A link to the UW Employee Handbook was included with this question.

When you take vacation, sick, bereavement, or other leave time, is another employee assigned to cover some or all of your work duties?



Is leave time built into your regular work plan in collaboration with your supervisor?



**Do you feel that there's flexibility in when you use your
vacation leave or comp time?**

