

**THE UNIVERSITY OF WYOMING
MINUTES OF THE TRUSTEES
September 9-11, 2015**

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

TRUSTEES OF THE UNIVERSITY OF WYOMING AGENDA
September 9-11, 2015

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Roll Call

Approval of Board of Trustees Meeting Minutes

- **July 27, 2015 “Special” Meeting**
- **August 5, 2015**
- **August 12, 2015 “Special” Meeting**

Approval of Executive Session Meeting Minutes

- **August 5, 2015**

Reports

ASUW

Staff Senate

Faculty Senate

Public Testimony

[Held Thursday September 10, 2015, at 11:00 a.m. – There was no testimony give]

Committee of the Whole

REGULAR BUSINESS

Board Committee Reports

[Note-Committees of the Board were discussed during a regular work session of the meeting. Those listed below provided reports during the regular Business meeting.]

Trustee Standing Committees

Audit and Fiscal Integrity Committee (“Audit Committee”)

Jeff Marsh (Chair)

Liaison to Other Boards

- *UW Alumni Association Board* – Wava Tully
- *Foundation Board* – Jeff Marsh & Dave Bostrom
- *Haub School of Environment & Natural Resources* – Michelle Sullivan
- *Energy Resources Council* – Dave True
- *Cowboy Joe* – John McKinley

Items for Approval:

1. Approval of Contracts and Grants – Gern
2. Approval of Personnel – Jones
3. Approval of Bonded Debt Post-Issuance Compliance and Disclosure Policies and Procedures – Mai
4. ~~Approval of CMAR – Rochelle Athletic Center Addition – Mai~~ *(removed by Trustee Jeff Marsh during Work Session)*
5. Adopt Historic Preservation Plan – Mai
6. Approval of Literacy Minor – Jones

7. Approval of Fire Suppression Contractor for Arena-Auditorium Renovation, Phase 2
– Mai [see handout reviewed and discussed attached] (*added after discussion during Work Session*)

New Business

Old Business

Date of Next Meeting – December 9, 2015. Conference Call.

Adjournment

THE UNIVERSITY OF WYOMING
MINUTES OF THE BOARD OF TRUSTEES
September 9-11, 2015
University of Wyoming Conference Center, Salon 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, September 9 through Friday, September 11, 2015. The meeting was held at the University of Wyoming Conference Center. The Budget, Facilities Contracting, Audit and Fiscal Integrity, Financial Management and Reporting, and Honorary Degrees and Awards committees met Wednesday morning, September 9. The Board convened at 6:00 p.m. on Wednesday, September 9 with a working dinner.

On Thursday, September 10, the Board covered topics such as community college collaboration and tuition for FY2017. The Board also took a tour of the Enzi STEM building, followed by a working dinner in executive session. On Friday, September 11, the Board discussed the Presidential Search, the Education Initiative, and the budget, among other topics. The Board concluded with a business meeting, and several members attended the Art Museum dedication after the conclusion of the meeting.

AGENDA ITEM TITLE: **Historical Preservation Plan**, Massie/Mai

CHECK THE APPROPRIATE BOX(ES):

- | | | |
|-------------------------------------|-------------------|-----------------------------|
| <input checked="" type="checkbox"/> | Work Session | |
| <input type="checkbox"/> | Education Session | |
| <input type="checkbox"/> | Information Item | |
| <input checked="" type="checkbox"/> | Other | Specify: Items for Approval |

MINUTES OF THE MEETING:

Trustee Mike Massie introduced the Historic Preservation Plan committee, which included Mary Hopkins from the Wyoming State Historic Preservation Office, Randy Byers, and Megin Rux, both from TDSI Design associates, as well as Larry Blake, Director of Facilities Planning at UW. Trustee Massie said that they and several other professionals were the ones who did the work and developed the program. Trustee Massie explained that in 2013 legislative session, the legislature asked about UW's plan to address the architecture in historic buildings and what the University's plans were for those buildings. The Board responded that UW would develop a historic preservation plan, which would contain standards for the preservation of architecture and the preservation of the University's iconic image. Trustee Massie noted that they also discussed how the historic preservation plan would work with the capital construction plan. He noted that there was growing concern on campus that the University of Wyoming may not have sufficient standards to preserve its historic image moving forward. There were concerns from the public who were not involved in UW's capital construction plans about the look of new buildings on campus and about the plans to tear down Merica hall.

Trustee Massie explained that Director Blake put out a request for proposals and TDSi was hired. A great deal of the public input was reviewed, and there were two different time for public input. Trustee Massie noted that part of this project included a five-person advisory committee that would work closely with TDSi. He noted their role was explained in the historic preservation plans. The historic preservation plan contains guidelines and policies in regards to capital construction, major maintenance, landscaping, and general appearance. Trustee Massie mentioned that many of these processes have actually been adopted and integrated into policies. He urged the Board to ask questions throughout the presentation. He said that this was probably one of best historic preservation plans for a university in the country. After all of the questions, he said they would discuss landscaping and then vote on a plan.

Mr. Byers noted that Trustee Massie was too modest. His involvement, stewardship in the process, and his unyielding interest in seeing a quality plan put together were crucial. He explained that this plan would be a document that UW could use to inform decisions both in historic presentation matters and new projects. He then acknowledged those involved in the project and shared each of their backgrounds.

Mr. Byers said that UW had one of most significant collections of historic buildings in Wyoming, and it also had some of most important contributors to this advisory committee. He shared the

members of the advisory committee and their backgrounds. He then shared the work project schedule and what was done at each step of the process. He noted that it was important to open this process to the public. He shared the outlines of the Historic Preservation Plan, noting it includes both the documentation of historic buildings on campus and offered recommendations for the preservation of buildings and landscape, as well as architectural guidelines for new capital construction or additions/renovations in the future.

Ms. Rux talked about the major findings of the plan. She stated the campus had done a great job with repurposing historic buildings to function in more useful ways. She noted there were times that replacement of some architectural features were needed, such as new windows in Old Main. As one of UW's highest values, stewardship shows through all of the buildings and maintains the character of the campus. She explained that this plan is based on the 1924 campus plan and because of long range thinking about the ability to maintain campus character. She noted that the historic architecture was innovative at the time, and this innovation was included in the plan.

Mr. Byers stated that when the historical buildings were built on Prexy's, they were contemporary to the time when built. He explained that this was not a question of style, but a question of quality and how the buildings built today would look 50 years from now.

Ms. Rux shared when the buildings were built and the styles of each building. She noted that there was a consistent UW campus character. Ms. Rux explained that their firm evaluated the buildings to determine which features made up the UW campus style. These features included contrasting texture, Wyoming landscape with colors and textures, sandstone, rough-texture brick. She shared the design guidelines for UW—sandstone, vertical lines, horizontal lines, symmetrical or asymmetrical design, glass and metal, and decorative features.

Trustee McKinley explained the cascading features on the exterior and the articulation of the vertical columns.

Ms. Rux shared a photograph that diminishes the overall scale of the building. She said when building a large structure, it is necessary to diminish the scale so it relates human elements. When there were large facilities with no articulation and no horizontal or vertical articulation, it appears as an overwhelming mass to pedestrians. She said the cascading form greatly enhances the look of the building. She noted that the articulation around the columns in the engineering building speak to varying planes and introduce shadow lines to the facility, adding interesting elements and perception of quality. UW is interesting because you can walk on campus and find very strong examples of vertical and horizontal emphasis. She said that the bottom line was whether it was well designed overall.

Director Blake said that since rusticated sandstone was used, articulation was important to make certain the third dimension and ins and outs go with modern articulation. The modern stone was so uniform that it needed to be broken up. He then shared the Enzi STEM building as an example. Mr. Byers said that he believed the key to development was a strong sense of entry to the building. He said that people needed to know initially where the entrance to the building was located. This was essential in a quality design.

Ms. Rux said that all of these design elements were integrated and put in the design guidelines. She noted the back page of the preservation plan had design guidelines. She said what has been done in order to address the different needs of the campus was to design guideline zones. She said that basic features are included, but there are slight variation between the zones. She then shared the different zones and their needs.

Mr. Byers said the design zones were a tool to address the needs of different buildings around campus. For example, the High Bay Research Facility is large, but the UW and the design team had done well in maintaining the character and defining elements in the design. This building was not designed to be historical, but rather as a building that belongs on UW's campus. The use of sandstone and the articulation had both been handled well.

Ms. Rux explained how the historic preservation plan would be used. She provided guidelines for the renovation and construction and defined the different preservation approaches. She shared the policies of the program, such as the landscape architecture. She said there was an emphasis to review other documents before making changes to the landscape. Designers did write-ups for the historic buildings and the treatments needed for each building. Ms. Rux shared the policies on new construction projects, which had already been established by the board with the exterior advisory board and include public comments. She then shared the design guidelines checklist.

Mr. Byers shared his recommendations and thanked the Board for its stewardship. He said that the preservation plan would help inform the decision process moving forward. His recommendation included doing rehabilitation projects first when possible. He also recommended the preservation plan be a living document that would be revisited when appropriate. He also said to continue to invest in both existing and historical buildings.

Historic Preservation Officer Mary Hopkins noted that Mr. Byers' firm did a great job. She noted that the historic preservation plan serves the dynamic nature of the campus. They are not frozen in time, but are rather places of change. She said there was no intention in this plan to freeze the campus in time. Ms. Hopkins realized that Prexy's Pasture has to change, as well as other parts of campus. Rehabilitation and renovation of old buildings can be done successfully. She said that a good example of how this has been done on campus was the College of Business. Ms. Hopkins noted that her office was here mainly for advisement—they were not statutory required to participate or required to participate by UW. She said that they were here as experts and technical people.

Mr. Byers said that this plan was a toolbox to help UW. He said there had been some misinformation regarding the historical plans and the limits they set. He said that from his experience, they do not believe this to be the case. These plans were there to provide guidance and to be a tool for UW.

Trustee President Palmerlee said that the Board will be asked to act on this and called for Board members to voice concerns.

UW President Richard McGinity said that for someone who used the Wyoming State Historic GPreservation Office often, he wanted to comment that Mary Hopkins and her consultants were hidden gems.

Trustee Massie said that the landscaping/capital construction language does not include landscape, but it should. He then discussed landscaping on campus. He proposed that the notion of major landscaping projects and whether or not they should be considered by the Facilities Committee. Trustee MacPherson said that in the spring, the Board approved a policy and procedure for capital facilities. That document does incorporate the UW historic preservation plan as part of the process and does establish the exterior design committee. Trustee MacPherson noted that Senate President Phil Nicholas served on this committee, and to his credit, had read this document. He noted that Senate President Nicholas had a sincere, genuine concerns in regards to the exterior of the building and the landscaping—he probably had more concern with landscaping than design issues. Trustee MacPherson noted that these expressed concerns were well founded, and that landscaping does play role. The pages in the document make references to landscaping, and chapter six, as well, deals with landscaping.

Trustee McKinley said he looked at city plan for in an attempt to address landscaping issues. He noted the revised site plan that envisions landscaping between the Enzi STEM Building, the College of Engineering and the Anthropology Building. He said that the site plan is the first step in the overall landscaping area on Lewis Street. He also noted this was not part of be construction budget.

Trustee Massie said that the process that was in place for developing new buildings added important elements, such as involving the public, to make sure what was in place is a part of the plan to have quality control. He said that he was concerned this was not present regarding landscaping. Trustee Massie said that they were in the finishing stages of a landscape that will be as big as Prexy's Pasture and it would violate several provisions in regard to landscaping in the Union's parking area. He asked how the Board can be sure landscaping is addressed, so they are not held accountable.

Trustee Palmerlee said that the Facilities Committee made this plan a part of the process. He then asked if this plan addressed landscaping.

Trustee MacPherson said that the issue of landscaping may be an issue that needed to be dealt with. He asked if the Board wanted the committee to address this issue.

Trustee Massie said that the historic preservation plan lays it out well, but figuring out how to implement the plan, and actually implementing it were the keys. He said that the building is covered, but he is worried about the landscaping.

Trustee Palmerlee said it was fair to look this over during the meeting and to come up with a couple of sentences suggesting resolutions. Trustee MacPherson agreed.

Trustee Palmerlee asked the Capital Facilities Committee to look into this and make recommendations at the next meeting.

Trustee Dick Scarlett asked what changes were made since the 1999 plan. Mr. Byers said that the 1999 plan is ten pages and was a good start, but does not have as much depth and breadth as needed.

Mary Hopkins added that the 1999 plan was done because of the addition to the Aven Nelson Building. It was completed by the Department of American Studies with lots of students and gave more description than anything. At first, Prexy's Pasture was the main focus, but now the plan includes all of the campus buildings.

ASUW President Brian Schueler thanked the committee for the good plan. He asked why there were only three fraternities included in the sorority and fraternity part of the plan. Ms. Rux said that UW owns three fraternity buildings featured in the plan, while the others were not owned by the University.

Faculty Senate Chair Tucker Readdy asked where parking would be implemented in this plan, especially in Prexy's Pasture.

Director Blake said he was working on a residential hall study. He was working on including some sort of parking structure, so there would not be a net loss in parking. The long-range development plan did propose parking structures. He said that UW had wonderful transit, but needs more parking. He said that he is on the lookout for more opportunities. Trustee Palmerlee thanked him.

AGENDA ITEM TITLE: **Engineering Building Exterior Discussion/Presentation**, Laursen/Mai

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

MINUTES OF THE MEETING:

Dean of the College of Engineering Michael Pishko updated the Board on the engineering building. He shared the schematic design documents and site plan. He shared that the new engineering building will go on the north side of Lewis Street, between 11th and 12th Street. Dean Pishko noted that this project would not be collocated with the new Science Initiative building. There would be a considerable amount of green space, consistent with the long-range planning documents. Dean Pishko explained how the space within the building is flexible, and can be reprogrammed without major renovations. The space is designed to support collaborative research teams with open lab spaces.

Dean Piskho noted that this building was modeled after the Clark Center at Stanford University. Faculty from different disciplines can work together and collaborate. There would be a shared space for students to support them both at the freshman and senior levels. The College of Engineering is also collaborating with libraries and the College of Education to help K-12 STEM programs in the state. This building will have active learning classrooms and share the types of additional laboratories on other levels of the building.

Dean Pishko also noted that the engineering building would have an additive alternatives area, which would allow for different construction depending on the amount of funding that is provided. The building would have more classroom space and a student entrepreneurship center, which would help students transfer their skills to the market and sell them. This center would collaborate with the Wyoming Technology Business Center. Dean Pishko explained that an atrium was needed to get natural light into the building and that it would house a crane that can move the student displays in the atrium. Dean Pishko shared the layout for each floor of the engineering building. There would be research space in this building with dry labs and some intensive labs for chemicals that require ventilation/hooding. All offices will be the same size—that is how many modern labs facilities are designed. Dean Pishko explained the importance of being able to redesign lab spaces. He said that legacy labs, which are built for a single professor, are hard to reconfigure and require lots of money to renovate. In contrast, the labs in the engineering building would have mobile case work with drop down utilities so if a lab needed to be reconfigured, it would be very easy and inexpensive to change.

Dean Pishko discussed the exterior design of the engineering building. He shared renditions of the exterior, and noted that the architectural preservation committee and exterior design committee liked many of the façade features and long vertical lines. Dean Pishko shared the pictures of the

3D model that was developed for the building. He also shared the revised project schedule and timeline, which included events such as the meeting to show the public the competition date for the final design documents.

There was a discussion on the computing capacity of the building. Trustee Bostrom discussed the collaborative nature of the design team and noted that he hoped to see collaborations happening across campus. He mentioned that he was impressed with Pishko and the faculty who came together to bring this idea to fruition. There were some give and takes, and people did not want to talk about reprogrammable labs. However, Trustee Bostrom said he was excited to watch the dynamics that were occurring. He stated that a great deal of this happening because of Dean Pishko. Trustee Bostrom hoped that this spirit of cooperation and collaboration will transfer to other facilities. He explained that there was frustration with the exterior design of the building, which resulted in a loss of as square footage, but the design team managed to address this issue. Trustee Bostrom noted that they were not able to build to the Tier I dream, but that the initiative had not lost sight of the dream. He noted that it may be possible to renovate the old engineering building in the future to accomplish more of the dream.

Dean Pishko said that the engineering building would be a collaborative space and would not duplicate other spaces already on campus. He noted that the design of this building had been done in collaboration with the design of the Science Initiative building, so there would not be duplication in either building. Dean Pishko said they worked hard to develop a new culture for designing and programing the spaces in the engineering building, and the building came together very well. He acknowledged there were challenges, and that they were not able to include everything, such as clean rooms, due to expense. However, he noted this building is one step towards achieving the Tier I dream. This is one step towards getting into the dream. What goes on in the building is much more important than its looks. He said that they are working to build a collaborative teaching culture, which will benefit more than the building itself.

Dean Pishko then discussed some of the programming that would occur in the building, such as the seed funding program. He explained that the seed funding program had been implemented at Stanford's Clark Center and that it had generated over \$240 million in external funding for a \$20 million investment. He noted that this initial funding would allow faculty research to then be levied by external funds.

Trustee John McKinley explained how the engineering building and Science Initiative building would complement each other when the SI building was in place and will expand upon the vision of the program.

Dean Pishko said the Science Initiative was interested in having a similar research space. The Science Initiative would foster collaborations across colleges. He noted that from an educational perspective, what was being created by adding a new building is a STEM campus. This would be an area in which engineering and science students can work and interact in the same block, and this would be a powerful to recruit and retain students.

Faculty Senate Chair Tucker Readdy thanked Dean Pishko for mentioning the collaboration with the teaching culture, which is different than the collaboration with the research culture. He explained that the Science Initiative set aside programmatic funds to develop teaching for active learning. He asked if active learning was being done in engineering.

Dean Pishko said that in the current year, they awarded several programs to faculty to develop new active learning initiatives. In subsequent years, the college would hold summer workshops on active learning that would be open to faculty across campus and to community colleges.

AGENDA ITEM TITLE: **Managing UW's Undergraduate Enrollment Growth**, Alexander/Jones

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

MINUTES OF THE MEETING:

Vice President of Academic Affairs David Jones introduced Associate Dean Anne Alexander and shared her background instead of doing so during the introductions and recognitions section. He noted that it was a difficult choice in choosing the person for this position, but he said that Anne is very productive and her work produces excellent results. He said he was very happy that she was in the Office of Academic Affairs.

Vice President Jones noted this topic would be dealing with the issue of increased enrollment that was discussed in July at retreat. Associate Vice President Alexander briefly reviewed the information that was shared with the Board in July. She noted that the Office of Academic Affairs was tasked with following up with the Board on how to handle the increased enrollment with no cost or low cost initiatives. She shared that increasing graduation rates at UW would assist with managing enrollment. Associate Vice President Alexander shared the mission of UW with the Board [see attachment A for full presentation]. She said there was a strong emphasis on understanding graduate education through land-grant and flagship missions. She then shared some goals, which included managing growth, increasing graduation rates, and explaining post-graduation education. She shared an overview of the timeline for implementing these results.

Associate Vice President Alexander explained the first goal: managing enrollment growth wisely. She said there were many engineering students entering UW, and there needed to be better management for chemistry, math, and English classes. She mentioned that there are only so many faculty and graduate students. Associate Vice President Alexander said they opened up lots of sections for a low amount of cost for this fall in order to accommodate student needs, but that was not the best management going forward. She said UW was trying to pre-enrollment all new students in at least some credit hours. She noted the goal was to increase pre-enrollment up to 70% of students for the fall of 2016. Associate Vice President Alexander said that lots of other school do pre-enrollment. She said that she was also asking colleges to simplify curriculum, which many are already doing in order to manage resources. She shared an example within theater and dance majors, and noted that there were 220 degree options currently available, which may be too many.

Vice President Jones said it was necessary to come up with an approach that is no cost or low cost. He noted that this year, UW was fortunate enough to have a good sense of the freshman class and the instructional needs for the freshman during the early summer. However, in the past, this information was not given until later in the summer, making it difficult to scramble to meet

instructional needs. If freshman cannot take certain courses during their freshman year, it could add a semester or year to graduation, which impacts graduation rates. Moving forward, there would be low cost no cost options, but ultimately some funding was needed to address this issue as well. He said that those decisions need to be made by using mechanics on how to direct one time and permanent funds, if this trend continues. He wants to make data-based decisions. He then shared an example of this.

He said a total of 25 extra sections were opened to accommodate incoming freshman. Some of these departments were at capacity, so they needed on time funds or to hire more graduate assistants for labs. He then shared the additional scenarios that may occur, such as one time funding increase, or the need for ongoing funding as this trend may occur one or two years in a row. He noted that deans have control over faculty positions in colleges and every year the deans reallocate these positions that resign to fill positions in high demand areas, such as chemistry. He said the Deans hope to have a better feel on the effects of increased enrollment after next spring. Associate Vice President Alexander then shared her second goal: to boost graduation rates. She shared the data on graduation rates and graduation rates by college with the Board. She then shared programs in place, such as the four year paths to graduation. Associate Vice President Alexander said that the new USP studies program was also implemented and that they had been simplified and streamlined. She also addressed that course scheduling bottle necks in lower division classes could be solved by reducing the number of critical courses that are taught. Associate Vice President Alexander was working with the colleges to see how this might work. She would also include intentional advising in all academic units.

The next goal Associate Vice President Alexander shared was to boost support for post graduate opportunities and boost services available in the Career Center. She shared future actions for the Board to consider in regards to this goal. Some of those included examining UW admission standards, having discussions of the resources required for supporting enrollment growth, and expanding student success initiatives. Associate Vice President Alexander said she wanted students to have more experiential learning classes, and those can be a little expensive, but they are good for employability.

Trustee Sullivan said that she would encourage the Board to not just think about graduation rates, but competence as well. She said to think about increased class sizes and what kinds of support needed to be given and the graduate assistance that were needed to make sure they had the capacity to help people.

Vice President Jones said that in the efforts to assess learning, competency-based education was gaining ground. He noted one of the problems with being in Laramie was the challenging of finding competent instructors, as Laramie is not a large metropolitan area with lots of people to teach. He hoped that departments would mentor instructors who do not have as much experience. Trustee Bostrom thanked Vice President Jones and Associate Vice President Alexander. He noted that the trustees should think about this issue and understand that students' graduation rates were because they were not able to take the classes they needed. He then further introduced Associate Vice President Alexander, her work with the Wyoming Business Alliance, and her service to the

state. He said that she was the unofficial exterior economist of Wyoming and that it was an honor and pleasure to work with her. Vice President Jones agreed that Anne Alexander's statewide engagement was a benefit.

College of Arts and Sciences Dean Paula Lutz explained there were lots of foundation course for graduate assistants, as well as training and orientation, to help graduate assistants learn how to teach. The Ellbogen Center for Teaching and Learning and the Department of English have weekly meetings to make sure students in the writing program are meeting standards and understanding rubrics.

Vice President Jones noted that UW was in the process of reducing upper division credit hours from 48 to 42. He said that they were having the Office of the Registrar review this policy to make sure it matches up with the graduation audit, so there are no errors. He said that they hope to have the website developed and populated with graduation plans for students soon.

Trustee True asked if the four year graduation plans provide some cushion for the possibility of remedial courses necessary for incoming freshman who might not measure up.

Vice President Jones said that they had to do some credit trimming to programs. However, remedial courses cannot be counted to the 120 hours required to graduate. He said that they have to make programs more in line with 120 credit hours, and there is some room to do that. David Anton in the Department of Mathematics really helped students and get them through remediation more quickly by having students in first year math course with mandatory support, and this had been successful and saved resources from being spent on other courses.

Trustee McKinley said that as far as dealing with increased enrollment for core classes goes, it appears that this was more a reaction based upon last minute registration. He wondered if there were any long range projections for class sizes with the engineering and science initiatives. He asked what the initial view was of how that increase will affect long range plans to satisfy those needs, and noted that he was concerned that there was not a long-range plan.

Vice President Jones said that was why student data needed to be tracked. He said that there were suspicions with what would happen in the long term. He noted that Dean Michael Pishko had enrollment goals and that this would have an impact on the College of Arts & Sciences. Vice President Jones said that this would eventually be put in a long term plan but because this is the first year, it was only necessary to talk broadly about the long range plans and set aside a pool of funds to do this.

Associate Vice President Alexander said that that was a good repository of data. She said that they will continue to mine lots of data over the next few months to see what classes have the highest retake rates to try and use that data to project how many courses needed to be offered. She said that they have also integrated plans with the College of Engineering.

Trustee Bostrom asked if Associate Vice President Alexander had any data that could determine what impact Hathaway has had on increased enrollment, if any. Anne Alexander replied by saying that they have lots of good data, and they could probably figure that out. Trustee Bostrom said that he would like to know that data. He asked if the University had gotten the “bang for the buck” that was expected.

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

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

MINUTES OF THE MEETING:

Vice President of Student Affairs Sara Axelson said that the freshman class is strong, with close to 1700 students. She mentioned that this was a record size for an incoming freshman class. She then discussed discounts, coupled with the Engineering Initiative, Science Initiative, and seeing momentum with high achieving students. She noted that UW would have to wait until 15 days into the semester before releasing final numbers. Vice President Axelson said that number of transfer students was a little low this fall, but that in couple of weeks, the statewide community college enrollments will be release, which main explain some of UW's numbers. She anticipated the transfer student numbers to continue to grow as the semester progressed.

Vice President Axelson explained there was impressive growth on the graduate front. There was a 4% increase in law school enrollment, and graduate student enrollments overall are strong. She said that the last two years the University has wanted to attract students, move them through, and get them to graduate. She then recognized Shelley Dodd, Director of Admissions, Jo Chytka, Director of the Center for Advising and Career Services, April Heany, Director of the Learn program, and Dean of Students Sean Blackburn as many players in this effort.

Trustee Gubbels asked if students coming in with credits are counted as sophomores. Vice President Axelson said that they were. However, if it was the student's first time attending UW, they start out as a first time freshman. She said there were a few initiatives to refine the transfer process.

Trustee McKinley said that there are 125 more students in the freshman class than there were last year, and there are 100 less transfer students. He asked if that makes the University's enrollment even with last year. At the graduate level, the Law School's enrollment is up, but the School of Pharmacy is down, so he asked if the graduate numbers were roughly the same.

Vice President Axelson said that she understood that enrollment was up by 30, campus wide. She also explained the issues with counting outreach students, as some only take a one credit course. She said that it was important, but compared to full time students, it was a big difference. She said that there was a truly significant growth in the freshman class.

Trustee Massie noticed that there are new non-residence freshman. He asked about the number of freshman admitted with support vs. those who were not admitted with support over the last few years.

Vice President Axelson noted that these numbers stayed fairly even. She shared different admission categories. The percentage of out-of-state students in the Synergy Program is around 55%. She said she does not want to impact the UW's access mission, but UW needed to consider how to have students succeed. Vice President Axelson noted was a big increase is non-residence students.

AGENDA ITEM TITLE: **Diversity**, McGinity

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

MINUTES OF THE MEETING:

UW President Dick McGinity discussed the topic of diversity. He explained that this topic was not an action item. President McGinity noted that there was a perception by various groups of individuals that we could call “minorities” or “people of color,”—cultures. This was a broad definition for talking purposes. He said he is not saying that this is a crisis or major problem, but it is an aspect of students’ experience here that we need to give some thought to and seek to improve. In talking with individuals, what he hears are feelings of isolation. These are terms not used to be indecent to UW or its people, but reference some unpleasant experiences, within the city and on campus. Most of the experiences are not referenced as complaints because individuals are tough. He said he is trying to understand the climate, he wanted to let the Board know that it is going on, and this just a start. He said he wanted to start with the Board and then broaden out to talk to others. He mentioned that it is difficult at times to recruit members of minorities to Laramie because it is far from the cultures they are familiar with. He said he needs to understand this. He reiterated to not perceive this as a crisis, but only a challenge. There is a committee on women and people of color working on this, he said. He told the Board he would keep them informed as it progressed.

AGENDA ITEM TITLE: **Community College Collaboration/Course Transfer**, Hagy/Noel

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

MINUTES OF THE MEETING:

Associate Dean of Academic Affairs Ann Alexander briefly reviewed the articulation programs process and shared the scorecard [see attachment B]. She noted that 59% of the plans are completed.

Director of Transfer Relations Patrice Noel said that Dr. Alyson Hagy will still be involved in this initiative, but she was on sabbatical this semester. She would be another team member with Associate Dean Alexander. Director Noel said that it had been about a year since the start of the initiative, and it takes a lot of work and time to create these plans. She said there were seven very different community colleges and it takes quite a combination of people to determine how it will look. Director Noel then said she would love to say the scorecard was complete after a year, but it was not yet complete. She explained the turnover in the academic affairs offices at the community colleges, as well as the many new community college presidents. Director Noel noted that at UW, there were three new deans as well. She said that summer was an interesting time because she thought there time to make progress on the plans, but the community college partners did not work throughout the summer, so this time was not as productive. Director Noel mentioned that the last few weeks had been extremely productive. She said that she was thrilled to see the change on the score card.

Director Noel noted that several people are interested in the scorecard, such as the community colleges and the Joint Appropriations Committee. She shared the challenges that were present with the College of Engineering and Nursing School due to lack of class options. She also shared programs that were not shared with the community colleges. Director Noel looked across the community colleges, she could share many stories. The kickoff for the next programs that would be articulated would begin at The Articulation Summit on Friday, September 25th. Director Noel said that there would be a session to begin conversations about new programs to be articulated, and to talk about how to make articulate more efficient. This was a great effort and UW needed to make sure it continues.

Trustee MacPherson said that the transfer of credits can be controversial, but that was pleased this issue was being addressed. He said that we owe this to the students to make sure credits transfer successfully, and that the progress on this program had been easy to monitor success on the scorecard.

Trustee Sullivan said that this was a critical role of outreach, and that this program was a wonderful example of outreach over time.

President McGinity said that he thought about this effort in context of the k16 system. He said that this would coordinate activities between the University and the community colleges. The state needed this to be done, and the University needed this as well. Doing it involves lots of work from several different people. After we get there, it needs to be institutionalized in some fashion. If this is not done, this will wither away.

AGENDA ITEM TITLE: **Post Issuance Bond Compliance Policy**, Mai/True

CHECK THE APPROPRIATE BOX(ES):

- | | | |
|-------------------------------------|-------------------|-----------------------------|
| <input checked="" type="checkbox"/> | Work Session | |
| <input type="checkbox"/> | Education Session | |
| <input type="checkbox"/> | Information Item | |
| <input checked="" type="checkbox"/> | Other | Specify: Items for Approval |

MINUTES OF THE MEETING:

Director of Shared Business Services Megan Hanneman introduced the session and its presenters, PIC, Post Insurance Compliance. The presenters shared the current level of UW's debt [see attachment C for full presentation].

Mr. Fred Marienthal then introduced himself and his firm, Kutak Rock. They are a law firm that has a specialty in public finance, and they work in higher education financials. The firm members shared their background.

Fred explained that the University has a very good bond rating—AA—and that things are going well at UW. Fred explained that many bond issues did not arise until about 6-7 years ago when the IRS found that the audit program had put issues on auto pilot and had forgotten about bond financing details. He said that he had the understanding that the University needed to make tax exceptions and maintain federal tax compliance. Fred explained that three years ago, the securities and exchange commission put up penalty cards when they discovered disclosures either in the primary market or from second market disclosures. This was followed by a series of enforcement to make sure things are done in compliance. Fred explained the Tower amendment and MCDC initiative. The MCDC initiatives made sure UW is up to date on disclosures and have updates of operation data. The University did not report because they had been in compliance. Many issuers were not in compliance, and a few months ago FCC individually looked at investment bankers who were out of compliance.

Mr. Marienthal also shared the policies and procedures that are in place and gave an overview of post-issuance compliances. He then shared tax policies and FCC disclosure policies. The papers that maintain tax exempt status of bonds do not count income from the investment of bonds.

Mr. Marienthal also shared the policies and procedures that are in place and gave an overview of post-issuance compliances. He then shared tax policies and FCC disclosure policies. He discussed UW's buildings, and being sure that they were not being used for private use.

Mr. Marienthal shared the series of UW bonds and processed that the Board would approve at tomorrow's business meeting. The current UW debt portion is all fix-rated. UW funds and accounts system have clean audits, which is good. He said that the investment laws in Wyoming do not guarantee investment contracts, so recording the involvement of the state is also important.

Fred then talked about the third slide of the PowerPoint, which covered investing and its history. He said that every five years UW was required to have arbitrage with federal government, so that when investing money, they can make sure all of the procedures were in place to make sure money

was invested properly. He said that for certain transactions, there is a requirement in bond-issued bonds to refinance old bonds.

The fourth slide of his presentation discussed disclosures. When the University issued bonds, it needed to do an ongoing disclosure. He then shared his up-to-date trade data and shared how bonds are traded on tax exempt debt.

Fred explained that the University was successful in filing and sharing material event notices, such as redeeming bonds, and changing in standard and poor ratings.

The other guy shared elements of a post insurance tax compliance program, such as writing policies and procedures. There was then discussion on who UW is doing these things. There was a discussion of best practices. Mr. Marienthal said that nothing stands out to say that UW is not in compliance. UW is in compliance. There was discussion on being audited. Trustee President Palmerlee said that the Board would have opportunity to talk to the administration and give considerations for audit recommendations.

AGENDA ITEM TITLE: **Introductions and Recognitions**, Jones/Gern

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

Vice President for Academic Affairs David Jones introduced Dr. Mary Kathrin Scott, the acting director of the International Programs Office and visiting assistant professor of art history. She has a Master's degree in art history, a doctorate in world art studies. She also has taught art history and Spanish since 2013. She will bring her wealth of experience and knowledge with her, as she was enthusiastic about furthering efforts of internationalization.

Vice President Jones then introduced Lori Phillips, who was serving as the Interim Dean of UW libraries. Vice President Jones noted that Ms. Phillips became the Associate Dean of the Libraries in 2003. She received her Bachelor's and Master's degrees in library science from ASU. She also has published numerous publications and presentations and was active on the national level. Vice President Jones noted that Ms. Brown was involved in many projects at UW libraries, and that he was very happy to have her at UW.

Vice President Bill Gern said that introductions and recognitions were his favorite part of Board meetings. He then introduced Jeff Clune, an assistant professor in computer science and shared his background. Dr. Clune was a NSF career award winner, which is the most prestigious award given to early career faculty. Vice President Gern noted that Dr. Clune's was currently studying computational biology and artificial intelligence.

Vice President Gern then introduced Valdimar Aldervatro from the Department of Petroleum Engineering. Dr. Aldervatro has his undergraduate degree in Physics, and his doctorate from the University of Minnesota in Chemical Engineering. He has worked in many areas including research institutions, industries, and he came to UW to rebuild the Chemical Engineering Department. Vice President Gern shared Dr. Aldervatro's research areas, and his memberships in national organizations and associations. Vice President Gern noted that Dr. Aldervatro was a great example of a mid-career faculty performing at a high level.

Vice President Gern noted that UW had been bringing in lots of money in external contracts and grants, and that this was the first time this total was over \$90 million. This speaks strongly about UW and its ability to receive grants.

AGENDA ITEM TITLE: **Tuition for FY 2017**, Mai

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

MINUTES OF THE MEETING:

Vice President Mai said that this topic was discussed in length at last year's November meeting. He reminded the Board that it was that time of year again. He said that he wanted to lay ground work for the November meeting, at which he hoped the Board will act. Vice President Mai noted that the majority of the tuition raises in the past two years have gone to salary. He noted that it was not likely the state would provide much funding for state salaries. With that understanding, he explained that it would take about a 4% tuition increase to result in a 1% salary increase. Vice President Mai noted the administration was leaning toward the recommendation in November to adhere to standard tuition policies. He noted that the trustee's adopted a standard 4% tuition increase unless otherwise directed by the Board. Vice President Mai explained how last year's 4% tuition increase was allocated. He noted that if the Board decided to go with 4% increase, he recommended that some portion of it be devoted to O&M expenditures.

Trustee Massie said he would not mind hearing different scenarios for tuition increases. He also noted that it would be helpful to have some background data and information on the average student debt before debating this increase in November. He wanted to know how the University compares to other western states in regard to student debt, and how student debt has changed over two to three years.

Trustee MacPherson said that when financial problems were discussed, solutions seem to be sought in terms of where additional money could be generated. He said that savings were never discussed. He asked if something could be cut expenses to thereby increase available revenues. Trustee MacPherson said that if he had a financial problem, he would need to make more money or cut expenses. He noted that cutting expenses was never discussed. He asked that the administration discuss some areas where costs could be saved. Getting more money is always discussed, but cutting expenses is not.

AGENDA ITEM TITLE: **Transition Plan Development**, Palmerlee/McGinity

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

MINUTES OF THE MEETING:

Trustee Palmerlee explained that the Board is discussing how to plan for the upcoming presidential transition. He noted that various topics will be covered within this transition, and that in one sense it will be like a notebook with topics. One topic would be financial management and will explain where the money tends to go. This will be a fairly extensive package because it would talk about the future and what new president would need to know, as he would be the committee chairman. Trustee Palmerlee noted that a packet would be created containing several things—the existing trustee committees, the trustee transition committee, and the chairman of each one of these committee will be on the committee. He explained that different constituents groups—such as alumni, the Foundation, and community colleges—would have a chapter so that a background set of relationships can be established for the new president to develop. Trustee President Palmerlee noted that the president would be able to get a jump start on different issues and would have a transition plan available to discuss in November. Trustee President Palmerlee noted that President McGinity would be the leader on this transition plan. He then asked President McGinity to share his thoughts on the transition plan.

President McGinity said that the administration needed to come together to organize the transition and schedule of events for carrying out the transition process. This would need to done within the next several weeks. President McGinity said that by the time the new president officially starts, he or she should know all of the key players. He mentioned that the new president would need to be familiar with the K-16 education system, understand how the academic enterprise of UW was organized, and understand budget, including financing, the budgeting process, and the financial management system. The culture of the campus and the state, along with UW's planning process, and the priorities of the Board and the individuals are also critical categories for the new president to understand.

Trustee Palmerlee explained that sequencing of meeting was very important, as everyone will want to meet the new president immediately. A transition plan would eliminate that chaos while making sure the new president meets the constituents he needed to. He said that there would be more discussion in the near future, but he prompted the Board to let him know if they had any more thoughts.

Trustee True mentioned that the category that struck him the most includes the number of initiatives that have been conducted at UW. Initiatives have become critical focuses of the University. He said that it may be appropriate to allow initiatives to have their own category.

Trustee Baldwin suggested that all of the construction activities be included.

Dr. Tucker Readdy said that the Faculty Senate should be a constituent group.

Trustee Sullivan said that it would be worth having background information on K-12 issues. If the next president was not someone from Wyoming, they needed to be able to understand the historic roots of public education and constitution in the state.

AGENDA ITEM TITLE: **Capital Facilities**, Mai

- Hoyt Hall Renovation Update – Mai
- WWAMI Facilities Update – Mai
- CMAR Selection – Rochelle Athletic Center – Mai
- Residence Halls Update – Mai
- Transit Facility Renovation/Fleet Service Modernization – Mai

CHECK THE APPROPRIATE BOX(ES):

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| <input checked="" type="checkbox"/> | Work Session | |
| <input type="checkbox"/> | Education Session | |
| <input type="checkbox"/> | Information Item | |
| <input checked="" type="checkbox"/> | Other | Specify: Items for Approval |

Arena Auditorium Update – Mai [see attachment D]

Vice President of Administration Bill Mai said he wanted to start the facilities discussion with the Arena Auditorium. He said that there was an approval of the fire suppression and standard pipe system in the Arena Auditorium. The pipes could not be installed this summer as they were trying to figure out phase two of the renovation. Vice President Mai shared the total cost for the pipes, and noted a design concept that had been approved in July so that the work was due to start in September and will be done by October 30.

Hoyt Hall Renovation Update – Mai

The next item that was discussed was the Hoyt Hall renovations. Vice President Mai said that the building needs lots of TLC due to the foundation. Due to the way the steel was installed, there has been lots of corrosion. There had been enough corrosion that engineering was concerned with the stability of the building. Vice President Mai said that the latest estimate is \$150,000 to fix the building, and that will come from major maintenance before the renovation work begins.

WWAMI Facilities Update – Mai

Vice President Mai then began discussion on the WWAMI facilities. Dean Joseph Steiner found some monies from the WWAMI program so the Board can begin a consultant study on space policies for the program as new classes are coming on board without enough space. He said that he contacted with consultants, who have experience with other WWAMI schools. He said that the Board needs to consider the whole spectrum, since there were some political aspects of this.

CMAR Selection – Rochelle Athletic Center – Mai

Before discussion began on the CMAR Selection for the Rochelle Athletic Center, Trustee MacPherson recused himself from the selection due to a conflict of interest.

The Board discussed the different contracting firms that should be selected for the Rochelle Athletic Center 2.0. It was stated that Pappas & Pappas Architects, P.C. have been selected for the architecture of the building.

Trustee Jeff Marsh moved to remove the CMAR selection from the consent agenda and approve the following:

1. Move to approve GE Johnson as the Construction Manager at Risk for the RAC 2.0. (as recommended by administration)
2. Finalize contract with CMAR (GMP) consistent with new Capital Facilities process adopted by the University of Wyoming, Board of Trustees when construction documents are at 90% completion.
3. This project will proceed once \$24M in fundraising has been committed, the Foundation has transferred those funds to UW for this project, and the State Treasurer has released the match funding.
4. The total project cost is not to exceed \$44M. ("All in" constr. cost).
5. In the event that the UW Foundation raises more funds than the \$24M required match, those additional funds will be used by UW to enhance internal FFE items as developed by Vice President of Administration and Matt Kibbon in consultation with the Athletics Department as to needs and enhancements.
6. It is further agreed that this project will move forward under the new Capital Facilities process adopted by the University of Wyoming Board of trustees and the project will be managed by the Vice President of Administration and Matt Kibbon is designated as the project manager.
7. All communication from the A&E, CMAR, or any other entity, or individual involved with this Project will communicate directly to the Vice President of Administration or his designee.

Trustee Baldwin seconded the motion. The selection was put to a vote. All trustees were in favor, the vote passed unanimously by the Board. Note: Trustee John MacPherson excused himself from the room for this discussion and vote due to conflict of interest in the topic.

Residence Halls Update – Miller

Vice President and General Counsel Rick Miller explained the concepts of the plan to remodel the residence halls to the Board. He explained that this project would be phased because all of the current buildings cannot be taken offline at once. He stated that the Board will need to have a conference call late in September to share further information on this project before a proposal is presented to the Legislature. As General Counsel Miller began to explain the different conceptual drawings, he emphasized that all of these options are concepts and not plans. He noted that when this discussion first began the largest concern was the decision of whether the new building concepts had to remain on the current location. He added that with these new concepts, it may be possible to move some of these buildings away from Grand Avenue. General Counsel Miller explained the advantages and disadvantages of the four conceptual drawings, which the Board was presented at the meeting, while making specific notations about the new communities as a whole. He explained that when creating these new concepts the idea of creating comfortable living groups and communities for the new students entering UW was essential. In addition to the concepts for the residential buildings, he stated that a parking structure was necessary to this project. The parking structure that is being presented would

double as an additional power plant for the university, allowing for power demands to be distributed between two facilities instead of one.

Vice President and General Counsel Miller stated that it is important to start with a concept like the one set before the Board to work down the current footprint and begin conversations towards a final decision. He explained that making this decision could be the base of the proposal set for October 1, 2015, which starts the discussion with the governor and the legislature. He added that for Phase One of this project, UW would be asking for state assistance, where the project and bond financing would need to be approved. The item that he wanted all members of the Board to focus on going toward the October 1, 2015 submission are the priorities of Phase One and what ground work must be done to support the project in the long term.

Trustee Scarlett asked if it would be possible to construct an over or under pass if scheme B is selected in which a building across Grand would be created.

Vice President Mai clarified that these depictions are all still very early thoughts that are up for review and discussion.

Trustee Scarlett suggested that the parking structure being discussed be moved closer to the proposed building sites.

Vice President Mai explained that all of the schemes are experimenting with the placement of the parking structure. With the structure doubling as an additional power plant the best location for any parking structure would be between the Information Technology Building and Corbett Building, where it could best service that side of campus.

Trustee Massie added, as one of the trustees present at the meeting, that there was good discussion about the project and that more options could be presented that were discussed at the meeting. He suggested that there be a public survey taken about the proximity of the Residence Halls to Grand Avenue to get feedback from the local community. He expressed his concern of displacing the Sororities and Fraternities and stated that to make space for one group of students, the decision should work to not displace another group. He cautioned against the option to move the Residence Halls across Grand Avenue as there are many local business and houses that belong to permanent residents of Laramie. Trustee Massie also stated that the Board should be careful in their placement as to not mix academic buildings and housing.

Trustee Marsh stated that the critical piece of this discussion is that the conceptual designs are very preliminary and it is going to be a costly project. These stipulations mean that the Board needs to get it on the table and start planning as soon as possible. He noted that to this point those involved have done a really good job of researching and working to meet the needs of a lot of people.

Vice President and General Counsel Miller explained that it is possible to begin Phase One of this project before any final decisions are made and additional decisions can continue to be made.

Transit Facility Renovation/Fleet Services Modernization – Mai

Vice President Mai discussed the last item, which was transit facilities. He explained that the current facility was a converted car dealership. He noted that minor work was done on busses and fleet vehicles in this facilities and that there was health and safety issues in this old facility. Vice President Mai noted that there were already some funds allocated from major maintenance, and action does not need to be taken. The source of funding was going to be the central auxiliary money. Vice President Mai noted it would be great to have a new facility, but there has been competition to receive a grant to do so. There was a discussion of other funds that could be available to fund this facility. Vice President Mai also noted that some funds would be spent on modernizing the fueling system for buses and fleet vehicles, but this will be a onetime cost and would allow fleet to keep better track of the need maintenance on issues.

AGENDA ITEM TITLE: **Administrative Appointments - Regulations**, MacPherson/Miller/Jones

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

MINUTES OF THE MEETING:

Trustee MacPherson noted that this item of discussion would be turned over to the Office of General Counsel and Vice President Jones.

Vice President Miller explained that some administrators, after their tenure in an administrative office, return to a faculty position. He explained the different UW Regulations that guide this transition, including the regulation that guides salary for the administrator who returns to the faculty. Vice President Miller noted that there could be an exception when an individual serves as an administrator who has faculty appointment that the individual returns to their faculty position with 83% of their administrative salary.

Vice President Miller he said that the regulation did not outline if an individual needed to serve as an administrator for a specific amount of time in order to retain 83% of their administrative salary when they returned to the faculty. He explained that the first issue is that there is an expectation of returning to the faculty at 83% of their administrative salary, and there was no provision in the UW regulations that states the minimum period of service. Vice President Miller noted this issue had been worked out in recent appointments, and it had to do with terms and conditions of employment. He noted that another issue is that faculty salaries are driven by market rate for discipline. Vice President Miller commented that a chemical engineering professor makes more than a history professor, and if a chemical engineering professor returned to the faculty after serving as an administrator, his administrative salary would not be that much more than he would make as a regular faculty member. In contrast, a history professor would be making much more at 83% of his administrative salary. .83 of administration salary will be higher than the chemical engineering professor's salary, but much higher than that of the history professor. Vice President Miller discussed some of the issues that arise when a department needs to cover their increased salary when they return to the department. He noted that the UW regulation has rules, but these rule could be decided upon between the two parities.

Vice President Jones commented that UW had been functioning under the expectation that administrators return to their faculty status at 83% of their administrative pay. However, as 11 administrators have returned to their faculty positions in the last 18 months, the departments had been feeling financial strain. Vice President Jones noted that the increased pay gives incentive to put their faculty career and research career on hold to fill an administrative position. Vice President Jones noted that he thought it was odd that there were no guidelines for minimum time required to serve before receiving the 83% of the administrative salary. He noted that a two year

minimum requirement seemed reasonable. Vice President Jones said that it may be reasonable to look at the UW regulation and try and come up with guidelines for the amount of service time required so it was not arbitrary.

Trustee MacPherson said that he only found out about this regulation very recently. He said he look at the financial repercussions, and randomly choose two people who were associate vice presidents and use them to determine those financial repercussions. He shared his findings with the Board, and noted these would be additional costs that UW would have to bear. Trustee MacPherson said that he was unsure what UW was getting in return for paying these former administrators more. He noted that person would create some financial issues for that college. Trustee MacPherson noted that the most recent two administrators the Board appointed included at two year service requirement in their contract in order to be eligible to return to their faculty position at 83% of their administrative salary. He noted that this provision would allow for the new president and provost to formulate their own team. Trustee MacPherson said that time limits are not the answer, as there was an argument that could be made that the policy was self-defeating. He asked why the University has this program, and noted there must be a better way. Trustee MacPherson noted that the Board needed to have a discussion on how to proceed.

Trustee Marsh said that it is critical that the Board was fiscally responsible, and noted that this salary raise would also have an impact on the state's retirement system. He noted that perhaps the Board could fund faculty member at 83% of their administrative salary for one year, but not for the duration of the tenure.

Trustee McKinley asked that once a faculty member becomes an administrator, if their position is filled when they leave. He then asked what happens when that person returns to the faculty and there is not an open position for them. Trustee MacPherson said that that situation has happened, and a position was created. Vice President Jones said that there may be an interim period where the department might have an extra faculty member, but the deans manage positions, so if someone else in the department resigns they would not hire a replacement.

Trustee MacPherson said that to an extent, a person returns to the faculty in a newly created position and the problem is compounded.

Vice President Jones said that that incident has only happened with long-time administration. He noted that positions were not filled if the appointment was an interim one. He the Office of Academic Affairs will help for one to two years to bridge this financial gap.

Faculty Senate Chair Tucker Ready said that this conversation raises a number of points for people who have not gone into administration. He said that he does think a vesting number was important to consider, but he also warned to be careful that return on the investment from administration back to line is important. He said that most people do not go on to teach another 20 years after returning to the faculty. He thinks that when people come back they assume they have the same responsibilities, and investment is still important.

Trustee MacPherson noted that his following motion would not affect any past appointments. Trustee MacPherson moved that the current 83% rule be suspended pending administration studying that issue and other revenant issues and then reporting back to the Board. Trustee McKinley seconded.

Trustee Marsh said that he would support the motion. Trustee MacPherson noted that this motion could not be applied retroactively to those who have already signed contracts. Vice President Miller agreed, and noted that contracts could be negotiated, but it cannot be changed without consideration. He noted that he had advised offices not to include this 83% in agreements moving forward. He said that UW will not see too many of these in the coming weeks because they are fully staffed. He said that a decision needs to be made next spring with the new president to have it sorted out.

Trustee Massie said that he thinks a study was needed. He said he hopes to resolve this issue soon. Trustee Massie moved that the administration report back to the Trustees at the November Board meeting. Trustee MacPherson seconded the amendment and accepted it.

Faculty Senator Chair Tucker Ready noted that this should be done quickly.

Trustee Bostrom supported the motion. He asked how the University of Wyoming compares to other schools, and asked that this information be included in the study.

Trustee McKinley said that he would accept the amendment as a second to the original motion. Trustee True added that the administration in advance of the November meeting, bring this information to Trustee MacPherson's committee before it comes before the full Board.

Trustee Palmerlee accepted this as an amendment.

Trustee Palmerlee withdrew the previous motion.

Trustee MacPherson said that the same motion with idea that administration will report back to the Board by November and the administration would work with his committee to report back.

Trustee MacPherson accepted the suggest language; Trustee McKinley seconded. All were in favor.

AGENDA ITEM TITLE:

Presidential Search Process Clarification, Marsh/Brad Mead/Alberto Pimentel

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

MINUTES OF THE MEETING:

Trustee Marsh began this discussion by stating that Search Committee #1 had their first meeting on August 19, 2015 where they discussed the charge of the committee and the outline of the process. The most important item that came out of that meeting is the need for clarification on the role of the search recruiter and the search firm when names of potential candidates are referred to either of these individuals. Additionally, he noted that this is an aspect that is different from the previous search, which has prompted this conversation.

Search Firm Consultant Alberto Pimentel stated that as it currently stands, Search Committee #1 narrows down the candidates that are viable for the position to Search Committee #2. However, the question that has presented itself is, "what happens when there are candidates that are interested in the role but want to apply after the smaller list has been given to Search Committee #2?" This is an issue that presents itself when speaking with candidates who are currently in a position as a president or provost at another institution and cannot afford high visibility early in the process. This prompted the conversation about whether these candidates would be reviewed by Search Committee #1 and then sent to Search Committee #2, if necessary.

Search Consultant Pimentel suggested that Committee #1 should be allowed to review these candidates as long as this does not impede the search process. To prevent any late coming candidates from impeding the process, he continued by presenting the idea of a hybrid. This hybrid would function where the committee would be on standby to review late coming candidates but also allow for the turn around to be very quick so that the interview process could continue as scheduled. He stated that by allowing this hybrid model, it would allow all candidates to be vetted through the same process, while not losing candidates or drastically changing the timeline of the process.

Search Recruiter Mead emphasized the importance of this decision for the sake of clarity for the Board and potential candidates.

Trustee Marsh noted that it is critical to retain the integrity of the search process. As candidates come through the different avenues they need to be treated fairly but their materials might be looked at differently. The final decision that was made will allow both Search Consultant Pimentel and Search Recruiter Mead to tailor their conversations to potential candidates.

Trustee President Palmerlee asked for discussion from the Board.

Trustee Massie stated that every individual on both search committees have signed a confidentiality agreement, which means that these names will not be leaked to the public. He expressed that this was not an issue of concern in the past and should not be an issue of concern for this search. He stated that the only time names will be released is when the candidates have been narrowed down to the final five candidates. He noted that it is important for candidates to put the needs of UW at the forefront and requesting a change of the Presidential Search Process to accommodate their needs seems to do the opposite.

Faculty Senate Chair Tucker Readdy asked Trustee Marsh whether candidates that were recruited by either Search Recruiter Mead or Search Consultant Pimentel would be required to fill out all of the same application materials as someone who applies for the position on their own based on the advertisement.

Trustee Marsh stated that he agreed with Trustee Massie that a breach of confidentiality should not be a concern of any potential candidates. He clarified that when a candidate is being recruited based solely on timing that this candidate ultimately may not give UW affirmation of their candidacy until Search Committee #1 has completed their required duties. In order to recruit a high profile candidate and provide the integrity this search requires, Search Committee #1 should reconvene so these candidates go through the same process as all of the other candidates.

Search Recruiter Mead noted that confidentiality agreements are important and all who have signed them will need to uphold these agreements. However, some candidates are not comfortable with these alone. He stated that his ultimate need from this decision is what to say to individuals when they ask whether or not they need to be reviewed by both committees within the search process. He explained that he has had potential candidates ask him this, and he wants to present a consistent message to every candidate with whom he speaks.

Trustee True asked that if a candidate comes into the process after Search Committee #1 has completed their duties and this committee needs to reconvene to review late coming candidates, does this group have the authority to say "no" or will the committee just be made aware that this candidate has been added to the process?

Trustee Marsh explained that Trustee True's question was what needed to be decided upon. He then asked Search Consultant Pimentel how he envisioned this or how this situation has been handled in other presidential searches.

Search Consultant Pimentel stated that in every case he has experienced Search Committee #1 is required to carry out their entire task, which includes late coming candidates. This means that Search Committee #1 would have the ability to either pass or not pass the candidate along based on the criteria that has been set forth for the position of president at UW.

Trustee True stated his understanding of Trustee Massie's earlier point and asked him for an alternative option to be put in front of the Board.

Trustee Massie noted that there is already a provision that under special or unforeseen circumstances which cause a candidate to apply late, Search Committee #2 has the opportunity to review that candidate and move them forward. He elaborated that the option currently being discussed is an expansion of this provision, in which the candidate does not present a special circumstance. He expressed the need to continue with the current process as already outlined but also noted that some individuals may have a hard time supporting a candidate that has not been reviewed by Search Committee #1.

Search Consultant Pimentel added two reasons why candidates may not apply for the position until the last opportunity. The first reason being the issue of confidentiality. He explained many situations recently of high profile searches, in which candidates have been exposed early and have put their current career in jeopardy. The second reason being candidates who are being recruited sometimes need additional time to consider the position before officially applying.

Trustee President Palmerlee noted that the category of individuals who are not even aware of their potential as a candidate for the position early in the process, who might end up applying late should also be kept in mind.

Trustee McKinley stated that he thinks the present policy already envisions and allows potential candidates to come into the process at various stages. He explained that he viewed the discussion, requested by Search Recruiter Mead and Search Consultant Pimentel, to be a request for clarification on how those candidates would be handled at whichever stage they enter the process. He noted that whatever the reason for the candidates delay in applying, it is important that the Board have a consistent process. He expressed that it is important that Search Committee #1 have the same authority as with the original candidates.

Trustee MacPherson asked the Board to analyze their overall goal. He continued by asking whether their goal was to adopt a process or to hire the best candidate, the latter being the number one goal. He expressed that the more flexibility within a process, the easier for that process to be misused. However, as the Board it can be seen if this process begins to be misused, but the process cannot be too rigid to prevent hiring the best candidate. He stated that all of the options must be left open to ultimately allow UW to hire the best candidate.

Trustee Scarlett expressed agreement with Trustee MacPherson's thoughts on the process. He stated the Board wants to hire the best candidate, and he suggested having a joint meeting between the two search committees to review any late coming candidates.

Trustee Bostrom stated that the question truly is who is going to have the authority to say, even though this candidate came into the process late they really need to be considered for the position? Will this be Search Committee #1 or Search Recruiter Mead and Search Firm

Consultant Pimentel? Whoever has this authority decides how these candidates are sent through the process.

Trustee Marsh expressed that the final decision will be made by the Board. It is important to note that members from both search committees will be included in that final decision. He stated that whether there is a joint meeting of the two committees, if a candidate does apply late, they should be reviewed by Search Committee #1.

Trustee Sullivan agreed with the previous comments that the most important idea to keep in mind as the Board moves forward is to select the best candidate for the job and for the University of Wyoming. She stated that the process needs to be very clear so that the constituents of the Laramie community feel the search is being completed fairly. There needs to be a process in place in case any candidates have an extenuating circumstance, while not sending the message that any high profile candidate can wait until the last possible opportunity to apply. She noted that having a process where Search Recruiter Mead and Search Consultant Pimentel present late candidates following the criteria that Search Committee #1 has sent forward to Search Committee #2, but allowing Search Committee #1 the authority to send late candidates forward after the original deadline.

Trustee Gubbels agreed with the previous trustees comments.

Search Recruiter Mead expressed an understanding for flexibility but said that often time's flexibility can lead to ambiguity. When he is asked by potential candidates for a specific deadline to apply, it becomes difficult to say a candidate can apply late only if they have extenuating circumstances. He asked when it comes to these circumstances, what and who decides what is accepted? It is important that each candidate who applies has the same set of guidelines to follow and when there is flexibility and ambiguity these become hard to explain and follow. He noted that the decision on whether a candidate has an extenuating circumstance or should be allowed to apply late should be left to the Board to decide.

Faculty Senate Chair Readdy reminded all of those present during the discussion that the documents that were approved by the Board in January had the final deadline of December 1, 2015 for full consideration. He stated that Committee #1 should have the ability to review all of the candidates who apply, despite when they apply. He added that every candidate should have to complete all application materials to ensure integrity within the entire search process.

Trustee Baldwin stated that he could agree with the hybrid concept that has been presented to the Board. However, there needs to be a point in which no additional candidates can be added to the process to ensure the fairness and integrity of the search and what the Board is working to do.

ASUW President Schueler noted that it should be seen as necessary to have Search Committee #1 have full ability to review all candidates. He stated that there needs to be an exceptional process to slightly discourage candidates from applying late. He explained that candidates who apply late need to be sent through a more stringent process before they can be sent on to Search

Committee #2. Additionally, he explained his original thought on the situation giving Search Committee #1 the ability to pass along a late candidate only if they retract one of their initial candidates. This ensures that our process is not easy, but makes sure every candidate is going through the exact same process.

Trustee Marsh clarified earlier comments about the December 1 deadline, which is seen as a preferred deadline. He added that having flexibility within the process is important, but the goal of this discussion is to solidify the consistent message that both the Search Firm and the Search Recruiter will be using when speaking with potential candidates.

Trustee John McKinley moved that even that if a candidate applies after the first committee has forwarded names to the second committee, those application are fully vetted by Alberto Pimentel and Brad Mead and they will make a recommendation to advance the candidate to Committee #1. Committee #1 then has the same authority as the committee did when reviewing the initial pool. Committee #1 would then advance or note advance the names to Committee #2 in a timely manner. Trustee Bostrom seconded the motion.

Trustee Marsh asked Search Recruiter Mead if this motion would make the process clearer moving forward.

Search Recruiter Mead stated that yes, it would provide slightly more clarification moving forward. He explained that in his role as search recruiter, he contacts people based on the recommendations he receives and encourages those individuals to look into applying. Often times they do not want to apply initially. When this happens he said that he likes to refer them to Search Firm Consultant Pimentel. This is when the question of process is usually discussed. He noted that people who are recruited think they are exceptional based on the route for which they were contacted, meaning coming in between the committees becomes more of an option for them. He stated that knowing that Search Committee #1 will have the authority to review the candidates makes sense to him. He supported the motion.

Trustee True asked if the term "exceptional candidate" needed to be added to the motion. He elaborated that if the word is left out Search Recruiter Mead and Search Firm Consultant Pimentel would not have to worry about whether or not the candidate is exceptional. The decision just has to be made whether or not this candidate should be evaluated by Search Committee #1.

ASUW President Schueler suggested that if a candidate has come through this process as a late applicant, the approval required to forward the candidate to Search Committee #2 be different and require a larger number than candidates who come in before the names have been passed to Search Committee #2.

Trustee Marsh stated that these guidelines are already outlined in the original process and have been taken into consideration. He asked Search Consultant Pimentel if he agreed with the motion moving forward.

Search Consultant Pimentel agreed with the motion.

Trustee Palmerlee called for a vote from the Board. The motion passed unanimously.

AGENDA ITEM TITLE:

FY 15 Quarterly Expenditure Report and FY 16 Operating Budget Review, Mai

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

MINUTES OF THE MEETING:

Trustee True referred the Board to pages 32-35 of the report, which reviewed the last fiscal year. He did not want to take time to review the documents during the meeting, but since it is a part of the agenda, he wanted to disclose that this information was in the report. He then returned to the document discussing the operating budget. Trustee True noted that was happy to have this document, and that many people had done a great service for the Board by developing this document. He explained that this document provides an overview of where funding comes from, where expenditures were spent before transitioning to more detail.

Trustee True stated the format of the report would be a valuable tool for the Trustees. He reviewed the pie chart showing general funding sources for section I funding for agency 67. Trustee True He said that he wants the Board to understand the format of the report and how to utilize it.

Trustee True introduced the other members of the committee. He then explained the content of page 12 and 13 and said that it showed the same amount of money, but was sliced differently showing expenditures by classification. He also reviewed personnel services, employer paid benefits. Trustee True noted that blue sheets relate to the foundation, and purple sheet show different divisions.

Trustee True explained agency 67 section two funding, which covered areas such as auxiliary support and the Foundation. He also explained the sources of funding for section two funds. He noted that external research dollars have been transferred to a new section, section III. Vice President Gern noted that there were a few permanent staff funded in section III who work in his office. There was discussion as to if there were any staff or faculty positions funded by state appropriations in section III and how these positions were being treated. This transitioned to a larger discussion of personnel and where different personnel positions were listed in the document. Vice President Mai noted that some of these complicating factors in section three were being addressed by UW's fiscal consultant, Huron. He believed that there were some people who are not fully time employees showing up as full-time employees. Vice President Mai said this document was a work in progress.

Trustee True went on to discuss the Agency 167, medical education, budget. He shared section I funding for 167 by source. The expenditures are by function, by program, and by classification. Trustee True explained that there is not a yellow sheet personnel section for for full-time positions.

He said that he wanted the main purpose of this to be to allow the Board to comment on the format and ask questions. He said that it is not a finished product, but it was an excellent start. He then asked other committee members to comment.

Trustee Scarlett and UW President Dick McGinity congratulated Vice President Mai and his staff for all of their hard work.

Trustee Baldwin said that he felt good about the document. He said that he knows that it is not totally complete, but everything he has seen is superior.

Trustee MacPherson asked what the best tool would be to estimate the total operating and capital budget. Vice President Mai said this budget could vary and could exceed \$700 million. He said that there has to be \$20 million available for major maintenance that is a capital expenditure as well.

Trustee Palmerlee said that Trustee MacPherson wanted to save money. He then wanted to know if this document could be used as a way to save money. Vice President Mai responded this document could be used in this way. He said that a major part of the university system was to ensure fiscal review and to know where the resources lie. Trustee President Palmerlee asked Trustee MacPherson to think about how to create a something to understand where cost savings could be found, and perhaps this document could be useful in this regard.

Trustee MacPherson appreciated all of the efforts to create this document and noted that Vice President Mai has done an excellent job since was hired. He noted that a few years ago the University did undergo some cuts, and there may be additional cuts in the future. He noted he wanted the trustees to be aware of this, so they were prepared with a contingency plan and would not be reacting to issues that will face them in the future.

Vice President Mai thought this was the beginning of a good tool to review budgets, and he appreciated the position that administration and trustees face when they have to make budget reductions. He said that the O&M component was a never good place to make cuts, but the university did cut in this area. Vice President Mai said that he certainly understood what happened due to budget cuts, but he does not want to see any further reduction in those areas. He noted that not spending money on O&M will cost more in the future.

Trustee Gubbels suggested not purchasing any more vehicles for Fleet as an area where funds could be saved.

Trustee Palmerlee said that the legislature is very interested in operating on a business-like basis. He said that he was hoping that in the next budget cycle there can be a better case built for continued support.

AGENDA ITEM TITLE: **Budget and Legislative Session Discussion**, McKinley

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

MINUTES OF THE MEETING:

Trustee McKinley explained that the budget the Board of Trustees approved had been submitted to the Governor's Office. He noted there were not changes to the budget from what the Board discussed. Trustee McKinley noted UW anticipates having a meeting with the Governor on the budget, likely in November. He explained that the Governor had to submit his budget by December 1. Trustee McKinley noted there was not a legislative update, but there would likely be one at the November meeting.

AGENDA ITEM TITLE: **Futures Committee**, Sullivan

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

MINUTES OF THE MEETING:

Trustee Sullivan led the Board in a discussion about the difference between a Land Grant Mission and a Flagship Mission for the University of Wyoming.

Ex-officio Jim Rose stated that as the university moves forward, the decision between a Flagship or Land Grant Mission is important because the state relies on the students coming out of the various colleges. The challenge is melding those two missions and encouraging those involved in these relationships so that this is a part of a statewide mission that can honor the Land Grant idea but not divorce ourselves from the Flagship idea. It needs to be done in a way that promotes scholarship and state service.

Trustee True stated that this discussion was a real eye opener because the idea of a Flagship Mission can be seen as broader than just being a research institution or a land grant institution. He believed that it is the leadership of the institution to fill the role to advance scholarship, research, and service throughout the whole state. He explained that UW is unique because it fulfills both roles that in other states can be fulfilled by multiple universities. This university is the institution of four year collegiate leadership throughout the entire state, which makes these missions much broader than just research.

Trustee Baldwin added that UW needs to continue their role in providing a culture with strong thoughts and feelings to foster a way of life that has been very successful for previous generations. He explained that he wants those that attend UW and live in the state to see these Wyoming Values as a way of life. He stated that he understands the tension with finances, in which the focus needs to be put on making sure both missions receive funding so they can thrive to the best of their abilities.

UW President McGinity stated that tensions between both missions cannot be resolved on the basis of conceptual conversations, but UW needs to decide how good it wants to be in regards to each of the missions. Within his administration he stated there are three broad goals: UW students competing in the global economy, achieving academic excellence, and engaging or providing service to the state. He explained the only way to make them operational is to measure and report out on these goals. There is a draft of this executive summary which attempts to identify the metrics by which the university will define itself based on those three goals.

Trustee True asked when the Board could expect to see the executive summary.

UW President McGinity stated that this document is in a form where it is available for review and consideration. However, he wants this to be a living document that will continue to be worked on as more information is discovered and considered.

Trustee President Palmerlee explained that this executive summary will be a part of the transition plan for the next UW President.

Trustee Sullivan stated that the committee has allowed the Board to begin thinking about how the historical ideas that have come before them are really shaping the decisions and dynamics they are facing. Looking toward the future, the Board is not just about the details of day to day but what they want for the university as a whole.

Ex-officio Mary Kay Hill asked what the Futures Committee expects as their product and how that will fit in with the transition plan for a new president and the strategic plan.

Trustee Sullivan stated that initially the committee was asked to engage and start a conversation with the Board for looking toward the future. She said that they have created a space for that conversation to start and time to do this. Now the committee can look towards that and what the end product would be.

Trustee Bostrom thanked Trustee Sullivan for her work on the Futures Committee. Trustee Bostrom asked about the tension that exists between the Land Grant Mission and the Flagship Mission and how that affects the way the university serves the state. He stated that it is important for the committee to consider what things we really want to be good at and what we can be good at while serving both missions.

AGENDA ITEM TITLE: **Science Initiative Update**, Greg Brown/Bryan Shader

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

MINUTES OF THE MEETING:

Dr. Bryan Shader shared the history of the Science Initiative and how it started with a charge from the state legislature. He shared information on the governor's taskforce. The taskforce created a 10 year plan and presented it last December to the legislature. They liked it, and they showed approval by putting down a payment for the facilities. He shared the capital construction plans for phase one. He also shared that both facilities and programmatic changes were needed to make this a success. He noted that the very foundation of Science Initiative was the existing program which it was being built on. These were among the top programs on campus in terms of teaching, research and service. Each year, these programs allow for the teaching of 3,000 students, the supervising of 200 graduate students, and the production of 65 PhDs. \$94 million in grants were used last year in this program. The students in this program have published 1,200 publications in premier journals. He said that people in this program work hard and work through hard situations. He said that when he thinks of the Science Initiative, he thinks of success.

Professor Mark Lyford shared information on the Wyoming Research Scholars Program and had students present on their involvement in the program.

Jordan Brophy, a junior in the Wyoming Research Scholars Program, presented first. She explained how she has been working in the chemistry department. She explained how she mixes chemicals to produce new molecules. Ms. Brophy explained that there were a number of applications for this research. Through the Wyoming Research Scholars Program, Ms. Brophy noted that she would be able to learn how to present more conformably and learn how to write grants. She said that it was great to learn these skills as an undergraduate. Ms. Brophy noted she had the opportunity to present her research at a national level through this program. She said that he hopes to be able to teach K-12 students science as they come to campus to get them excited about science. She noted said she would not have had the opportunities if not for the Wyoming Research Scholars Program. Ms. Brophy noted that she was an out-of-state transfer student and was struggled financially. She noted she worked two jobs full-time, and was almost at the point of dropping out of school, but this program helped not only be able to stay in school but quit one of his jobs to give him more time to focus on his education. Ms. Brophy noted this program would make her competitive for graduate programs in the future. She thanked the Board for the opportunity to present to them.

Mathew Lehmitz presented next. He worked with Greg Brown in the Department of Botany. He said that his research focuses on plants in the wild. He said that if he were unable to go into the wild to see these plants, he would not get the full information. However, it is slow, difficult, and

expensive to try to find these plants in the wild, and that his solution to this expense is to use drones with cameras. Mr. Lehmitz noted it takes only a matter of minutes to go up into the tree to study the plants with a drone. He noted he can also take samples with the drone. Mr. Lehmitz said that the Wyoming Research Scholars Program has been excellent because he has been able to work on research with a professor. He said that he had been able to move forward in other career areas as this was a job, and it was providing him with experience that he needs.

Kasey Trotter was the third presenter. She worked with in the Department of Chemistry and studies water and soil. She noted that she is working on removing various toxins from soil, in a process that NASA is interested in as it could be used on other plants. Ms. Trotter noted that she is working on ways to make this process more efficient and less expensive. She said that the only way she is able to do this was through the Wyoming Research Scholars Program. She said she is thrilled to at UW. The program has given her such great opportunities in research—long-term undergraduate research is great. She said that it will help her in the future so she can write grants, go to national conferences, and help UW move forward. Since she is an out-of-state transfer student, she said she might not have been able to do research elsewhere.

Dr. Lyford noted that these students and their success stories were the reason for the Science Initiative. He reminded the Board that the students' deep involvement in research is making an impact. Dr. Lyford explained that students are learning actively through the mentoring program, and share examples of active learning, such as clickers, case studies, and inquiry-based learning. Dr. Lyford noted that faculty were most used to teaching in lecture-type formats, so they would need to be trained to use active learning spaces. He said that they would use LAMP (Learning Actively Mentoring Program) to train and mentor faculty on how to do active learning in these spaces. Graduate students are also being trained.

Dr. David Williams updated the Board on the PhD fellowship programs and the competitive research innovation program. He noted that in order for UW to be a top tier program, it needed top faculty and top graduate students. Dr. Williams explained that research allows students to be competitive in a difficult job market. He explained that the competitive research innovation program will help attract top faculty to campus using stimulus funding to help bring in startup research funds.

Dr. Williams then transitioned the Board to a discussion of the capital construction relating to the Science Initiative. He noted that the Science Initiative was in the level two stage of planning for the building. He said that they were considering the concept of the building and focusing on form and function to ensure the function is related to the programs. Dr. Williams noted that the faculty and administration were deeply involved in the planning and design were meeting weekly. He said they were working closely with the architect to make sure their ideas are transferred well into the design—it is a very interactive process. Dr. Williams then shared what would be in the building: a center for integrative biological research, a center for advanced scientific imaging, and active learning classrooms. He shared why each center was important and what each center will do. Dr. Williams explained the effort they were making to integrate science and science education in the building.

Trustee Bostrom asked if the labs that are being built are built on the same basis as those in the College of Engineering and if they would be able to be reconfigured easily and inexpensively. Dr. Williams said they were designing the labs that would be flexible in order to anticipate new areas of research. Dr. Williams also noted that spaces will be collaborative so different disciplines interact with one another.

Trustee Bostrom asked what metrics were used to measure the Science Initiative's success.

Dr. Shader explained that the metrics were based around measuring students' success. He metrics would include how many students were attracted to the programs, how many degrees were completed in four years, the quality of the graduate students, and where those students are they being placed after graduation. Dr. Shader said that the number of PhD students, as well the impact that would be made on K-12 science education in the state would be considered.

Trustee Marsh asked if there were any students involved in the design plans. Dr. Williams said that there was no current student involvement, but he said were plans for their involvement during phase three of the planning.

Trustee Massie added that he has been fortunate to attend their weekly meetings. He noted that the group was very motivated. He said that they were always looking for opportunities to collaborate and to take charge of the initiative. Their involvement had been a key ingredient. Trustee Massie asked what the role taskforce had been in the project.

Dr. Shader responded that they were now at the point where the programmatic elements and the design of the building are coming into place, and they would have a meeting with taskforce again to update them on where they are and seek feedback. There was further discussion on the members of the taskforce.

AGENDA ITEM TITLE: **University Wide Survey for Departing Faculty**, Jones

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

MINUTES OF THE MEETING:

Vice President Jones shared the academic personnel that resign from UW by year, not including those who have retired or faculty deaths. He shared the numbers over the past several years and said that the numbers are pretty stable in terms of faculty departures. One of the categories that was not included were those faculty who resigned because their tenure & promotion picture was not looking good. Vice President Jones showed additional graphs since there have been rumors about faculty leaving in droves. However, based on the data, there has not been a huge spike in faculty departures. He said that overall the departures had been relatively stable. Vice President Jones then shared information on salaries for the professors who had left. He referenced Trustee Marsh's idea of total compensation and shared information on the total amount of compensation, retirement, etc. He noted that when the total compensation was compared to other schools, the total compensation is even lower than just the salary.

Vice President Jones then discussed the last sheet in the handout that started that contained a flow chart that shows different actions and outlines the faculty exit survey that was started this year. He said that his office had routinely gathered information from people who leave, including information from the institution that successfully recruited them. He said that there is not a standardized process for gathering information from faculty who leave. However, now the office of academic affairs has started an online exit survey and was modeled after an online survey from Texas A&M. He said that they specifically chose to model it after theirs because it focused on the reason the faculty were leaving. He then shared detailed information on the survey including the process of carrying this survey out. Vice President Jones noted that due to the late start of the survey, results collected are too small to draw conclusions. He shared some issues why people leave, like family or partner issues who get other jobs. Going forward, we will continue to invite participating in online surveys and exit interviews.

Associate Vice President of Academic Affairs Tami Benham Deal said one limitation of this year's survey is the late window of getting late documentation of registration and when a faculty's members' UW email expires. To solve this problem, department heads would now inform Academic Affairs when someone resigns or retires.

Trustee McKinley asked if someone could explain the definition of total compensation. He wanted to know what elements go into total compensation in addition to the base salary.

Associate Vice President of Academic Affairs Benham Deal said these reports are what the institution provides to AAUP in the annual survey. That information is not provided for the office, but she said that she would look and see what the basis is for that report. Vice President Jones said that retirement was included in total compensation, but he said that he was not sure if health care was included.

Trustee McKinley said that if only public information is being used, he is not sure if the total calculation for each institution is the same.

Trustee Sullivan said that she wanted to make sure the number being used is consistent with the number requested by AAPU. Associate Vice President of Academic Affairs Tami Benham Deal said she would double check.

There was further discussion on who was included in the survey, as well as on teaching and work load comparisons. Vice President Jones noted that UW has been working hard in the last few years to retain top faculty and that the retention funds have been very helpful.

Friday, September 11, 2015

Business Meeting

University of Wyoming Conference Center, Salon E

Roll Call

Secretary for the Board of Trustees, Jeff Marsh, took roll.

Trustees Participating Mel Baldwin, Dave Bostrom, Larry Gubbels, John MacPherson, Jeff Marsh, Mike Massie, John McKinley, Dave Palmerlee, Dick Scarlett, Michelle Sullivan, Dave True, Wava Tully. Ex-officio Trustees: University President Dick McGinity, ASUW President Brian Schueler, and Wyoming Community College Commission Executive Director Jim Rose were in attendance. Superintendent of Public Instruction Jillian Balow was not in attendance; Chief Academic Office Brent Bacon participated on her behalf. Governor Matt Mead was not in attendance; Policy Director Mary Kay Hill participated on his behalf.

Approval of the Board of Trustees Meeting Minutes

- July 27, 2015 "Special" Meeting
- August 5, 2015
- August 12, 2015 "Special" Meeting

Approval of Executive Session Meeting Minutes

- August 5, 2015

Trustee President Dave Palmerlee asked for a motion to approve the minutes. Trustee Marsh moved to approve the minutes. Trustee Baldwin seconded. All were in favor and the vote passed unanimously.

Reports

ASUW

ASUW President Brian Schueler updated the Board on the work that ASUW has accomplished during the summer. He explained that both ASUW Vice President Emily Kath and he have attended over 100 meetings and outreach events. He also noted that ASUW has begun hiring executives to service this year, which has allowed them the opportunity to start drafting legislation to send to the Wyoming State Legislature. President Schueler also updated the Board on the Student Memorial Plaza project stating that ASUW is planning a dedication for the end of the month. Also, ASUW has recently begun work with the Joint Digital Privacy Task Force to insure some privacy for UW Student email accounts.

Staff Senate

Staff Senate President Sullivant stated that Staff Senate has reschedule their meetings to work around conflicts that affected multiple meeting attendees. Meetings will now take place on the first Wednesday of the month. He stated that currently Staff Senate is working to fill their remaining 13 seats and have contacted different departments for representation.

He added Staff Senate is working on a resolution to form the outstanding supervisor award and to help improve moral and the working environment on campus. He followed up with the Board on the progress of Staff Recognition Day. The date of this event will be earlier than in previous years and the Board should look for a specified date soon. For this event there will be a raffle as in previous years but there will be a new twist. President Sullivant noted that there has been a lot of great activity out of HR. They have come up with some great fact sheets and brought about some new trainings for supervisors.

Faculty Senate

Faculty Senate Chair Tucker Readdy was excited to give his first official report to the Board. Faculty Senate met for the first time this semester on August 31st. He stated that he was glad to have President McGinity and other administrators present at their first meeting. He noted that at this meeting Greg Brown and Cynthia Weinig provided an update on the Science Initiative and Dean Reutzel provided an update on the Education Initiative.

Faculty Senate Chair Readdy explained to the Board his goals for his term. He listed his goals as: to have continued and meaningful engagement in the presidential search, to continue making steps towards the reestablishment of the graduate school, to have a better understanding of internal compression through collaboration with Associate Vice President Benham-Deal, and clarify language that may be inaccurate or no longer applicable.

Committee of the Whole- REGULAR BUSINESS

Board of Trustees Committee Reports

[Note-Committees of the Board were discussed during a regular work session of the meeting. Those listed below provided reports during the regular Business meeting.]

Trustee Standing Committees

Audit and Fiscal Integrity Committee ("Audit Committee")

Jeff Marsh (Chair)

Trustee Marsh updated the Board on the current reports anonymously sent from faculty and staff to the Audit Committee that are under review.

Honorary Degrees and Awards Committee ("Honorary Degree Committee")

Dick McGinity (Chair)

UW President and Committee Chair Dick McGinity provided the Board with a summary of the committee meeting. During the meeting, the committee took into consideration the solicitation letter that would be sent out for honorary degrees. The document was given to the Board in its final form for their review. He explained that the committee has drafted a set of deadlines for the process, and gave those dates to the Board. President McGinity yielded the remainder of his time to Trustee Massie.

Trustee Massie added that in addition to the nominations submitted to the committee any honorary degrees that are still in the files should be considered. He asked if the honorary degree committee would work through this process and then begin work on other awards.

Trustee True stated that after the qualifications had been solidified for the Trustee Award of Merit, it became the responsibility of the committee to review candidates for this award as well. He noted that if that were the case the faculty currently on the committee would not serve in the same role for that specific award.

Trustee President Palmerlee confirmed that this was the role of the committee and that for each award the committee would look differently. For the honorary degree the committee would consist of seven member to include trustees and faculty members, while the Trustee Award of Merit would consist of four members to include trustees. For the Trustee Award of Merit committee Trustee Massie would act as the Chairman.

UW President McGinity stated that this specific structure should be outlined in the university regulations if it were not already worded as such.

Trustee President Palmerlee suggested that the committee talk with Vice President and General Counsel Rick Miller to make sure that is it properly recorded.

Liaison to Other Boards

- *Energy Resource Council Report - Dave True*

Trustee True stated that Director Northam gave a very complete summary of the School of Energy, including the number of students enrolled in the degree program. Currently within SER, there are four projects that are funded by the legislature. He noted that the Enhanced Oil Recovery Institute has hired Steven Carpenter as the new director and that Rob Hurless who was serving as the interim will remain with the institute in a business role. Trustee True explained that the equipment associated with the EORI will be shifted from Laramie to Casper to help with the cohesion of the institute, however, the database efforts will remain in Laramie. He noted that SER will be receiving their largest non-energy company grant/contribution from FEI. FEI will donate \$10.5 Million of equipment and \$1.5 Million in research for the center of invocation for flow in the High Bay Research Facility. Currently SER Director Northam is leading a delegation to China where students will meet with government, university, and private sector officials on clean coal technology. SER executed an MOU with the Wyoming Infrastructure Authority to help with testing at an existing coal power plant.

- *UW Alumni Association Board [see attachment E] – Wava Tully*

Trustee Tully commented that the Trustees have the Alumni Association Report in their packet. She noted that the Alumni Association has identified seven major goals for their group which are outlined in the document. She added some of the things the Alumni Association does for their members which include football watch parties, homecoming

alumni events, and homecoming student events. They also work with prospective student engagement, an alumni career network – all adding up to over 140 events. She explained that membership matters because for the Alumni Association it is their biggest line item. She noted their main focuses are on renewal, the fall membership drive, and the UWAA online presence through their website and social media. Currently there are 21,000 members and \$290,000 in membership revenue.

- *Foundation Board – Jeff Marsh & Dave Bostrom*

Vice President Ben Blalock updated the Board on the fundraising efforts of the UW Foundation. He stated that fundraising is going at a record pace. The initial numbers came out stating that the foundation had passed \$46 Million in fundraising thus far. Even though this seemed off the mark from previous years, it has continued to grow in just the last few weeks. He explained the largest fundraising year was about three years ago but the opportunities they are looking at will truly put the foundation on track for something similar.

Vice President of Institutional Advancement Ben Blalock gave a report on the Foundation. He discussed the Y Cross Ranch, and the funds from the scholarships that will be generated. Trustee Palmerlee asked President Blalock to forward the letter to the Board. Trustee Marsh said he would forward the letter to Shannon, who would forward it to the Board. Vice President Blalock applauded Frank Mendicino for his article in WyoFile. He noted that the Foundation Board would meet on September 24th or 25th. There was discussion of the new investment firm the Foundation had selected, and Vice President Blalock noted that there was nothing wrong with the former investment firm, just that it was time for a change.

Trustee Bostrom said that UW owes the Foundation a deep gratitude for what they have done for UW. Trustee MacPherson moved to adopt the following resolution.

BE IT RESOLVED by the University of Wyoming Board of Trustees (“Board”) that the Board manifest its full and complete support of the University of Wyoming Foundation (“Foundation”), its leadership, the Foundation Board, and Foundation members further express the Board’s complete and full confidence in all matters the Foundation has undertaken.

Trustee Bostrom seconded the motion.

Trustee Massie asked if why this resolution was coming before the board now. He asked if the Board was trying to address something with this resolution.

Trustee MacPherson said that all of the Board has read the newspapers. He said that though it was incumbent that the trustees not to sit ideally by but to take position and full confidence with what the Foundation has done. He said that that resolution is an expression of his opinion.

Trustee Bostrom said the resolution was more than a response to recent press. He noted that he had confidence and faith in where the Foundation is headed. He noted that this was expression of appreciation and gratitude that was appropriate.

Trustee Marsh gave an analogy. He said that his loan officers spend lots of time with problem loans. Unfortunately, what happens is our best bank customers get overlooked, and time is spent dealing with problems. He said that he sees this resolution as a big thank you, as the Foundation is sometimes taken for granted. He said that he supports it.

Trustee MacPherson noted this resolution is for everything the foundation does. The Foundation raises millions of dollars for UW, and he thinks that anytime controversy such as this develops, the Board has an obligation to support the Foundation, unless there is an exception. He said that this is a tiny resolution to say thanks to the Foundation.

Trustee Palmerlee said that since he has been the president on that board, he is well acquainted with the Foundation and its leadership. He said that he had been to every meeting since he was president, and he speaks to them in public and executive sessions. He said that they have wonderful attitudes that help them to pull together, so he fully endorses the resolution and thinks it is very appropriate.

All were in favor of the resolution, and it passed unanimously.

President Blalock thanked the trustees on behalf of the Foundation Board and staff.

Trustee Scarlett and President McGinity left the meeting.

- *Haub School of Environment and Natural Resources*

Trustee Sullivan began discussion on the Haub School of Environment and Natural Resources. She mentioned that she was an ex-officio on the Haub School Board and said she had the opportunity to go to part of their last meeting. She said that the Haub School was an interdisciplinary program at UW that helps to complement all of the colleges and programs to help enhance natural resource education and collaboration across UW. Trustee Sullivan said that it was truly an interdisciplinary organization with students from all of the colleges. Last year, students' participation increased by 30%. She then sent around a graph of student enrollment. She said that the graph is reflective of experience based learning, which the school does well. Trustee Sullivan said that the school was trying to get ahead of growth that they have. She then shared defining qualities of The Haub School. This school has individual advising for all students and both small class sizes and field and international opportunities. She thought this was the defining quality of this school is that it is a real community and culture for their students. There is a new publication that everyone will receive on targeting conservation areas that are of highest value in the west. This is a great example of the wonderful sweet spot between researching and making research available to communities. This was a great example of a tool that UW uses through the Haub School.

Trustee Palmerlee asked to make sure the Trustees were on the mailing list for Haub School publications.

- *Cowboy Joe Club*

Trustee McKinley said he had a few items to discuss. After discussion on capital construction, the legislature and governor expanded match program through the Cowboy Joe Club to \$5 million last year. He shared how fundraising was going for the match funds. Trustee McKinley also discussed the budget. He noted that the Cowboy Joe Club annual auction is going to be on October 16th in Cheyenne. He said that was a fun event to attend.

Committee of the Whole- Items Requiring Action

1. Approval of Contracts and Grants – Gern
2. Approval of Personnel – Jones
3. Approval of Bonded Debt Post-Issuance Compliance and Disclosure Policies and Procedures – Ma
4. ~~Approval of CMAR – Rochelle Athletic Center Addition – Mai~~ *(removed by Trustee Jeff Marsh during Work Session)*
5. Adopt Historic Preservation Plan – Mai
6. Approval of Literacy Minor – Jones
7. Approval of Fire Suppression Contractor for Arena-Auditorium Renovation, Phase 2 – Mai [see attachment D] *(added after discussion during Work Session)*

Trustee Mike Massie moved to approve the list as presented; second from Trustee Wava Tully. The motion passed unanimously. [Note- Trustee Dick Scarlett was not in attendance for the vote.]

Other Action Taken

Thursday, November 10

[following a meeting of the Trustees Facilities Committee]

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

Trustee MacPherson brought up a follow up to the discussion that was had the night before regarding the historic preservation plan. He noted that the Facilities Committee had met and proposed the following amendment to address the Board's concerns about landscaping.

Trustee John MacPherson moved to amend the Project Development Policy and Procedure for UW Capital Construction for Major Projects to include the following provision: Landscaping for all projects in excess of \$500,000 shall be referred to the Exterior Design committee for review and input. It was noted that their document is a work in progress, and this action will address the landscaping issue. Trustee MacPherson noted that Massie shared his support for this motion.

Second to the motion by Trustee Gubbels. Motion passed with a unanimous vote. [Note- Trustee Marsh was not in attendance at this portion of the meeting.]

All were in favor, motion passed.

Friday, September 11
7:30 a.m.

Administrative Appointments - Regulations

Trustee MacPherson noted that his following motion would not affect any past appointments. Trustee MacPherson moved that the current 83% rule be suspended pending administration studying that issue and other revenant issues and then reporting back to the Board. Trustee McKinley seconded.

Trustee Marsh said that he would support the motion. Trustee MacPherson noted that this motion could not be applied retroactively to those who have already signed contracts. Vice President Miller agreed, and noted that contracts could be negotiated, but it cannot be changed without consideration. He noted that he had advised offices not to include this 83% in agreements moving forward. He said that UW will not see too many of these in the coming weeks because they are fully staffed. He said that a decision needs to be made next spring with the new president to have it sorted out.

Trustee Massie said that he thinks a study was needed. He said he hopes to resolve this issue soon. Trustee Massie moved that the administration report back to the Trustees at the November Board meeting. Trustee MacPherson seconded the amendment and accepted it.

Faculty Senator Chair Tucker Ready noted that this should be done quickly.

Trustee Bostrom supported the motion. He asked how the University of Wyoming compares to other schools, and asked that this information be included in the study.

Trustee McKinley said that he would accept the amendment as a second to the original motion. Trustee True added that the administration in advance of the November meeting, bring this information to Trustee MacPherson's committee before it comes before the full Board.

Trustee Palmerlee accepted this as an amendment.

Trustee Palmerlee withdrew the previous motion.

Trustee MacPherson said that the same motion with idea that administration will report back to the Board by November and the administration would work with his committee to report back.

Trustee MacPherson accepted the suggest language; Trustee McKinley seconded. All were in favor.

Friday, September 11, 2015
9:00 a.m.

Presidential Search Process Clarification

Trustee John McKinley moved that even that if a candidate applies after the first committee has forwarded names to the second committee, those application are fully vetted by Alberto Pimentel and Brad Mead and they will make a recommendation to advance the candidate to Committee #1. Committee #1 then has the same authority as the committee did when reviewing the initial pool. Committee #1 would then advance or note advance the names to Committee #2 in a timely manner. Trustee Bostrom seconded the motion which passed unanimously.

Friday, September 11, 2015
10:30 a.m.

CMAR Selection – Rochelle Athletic Center – Mai

Before discussion began on the CMAR Selection for the Rochelle Athletic Center, Trustee MacPherson recused himself from the selection due to a conflict of interest.

The Board discussed the different contracting firms that should be selected for the Rochelle Athletic Center 2.0. It was stated that Pappas & Pappas Architects, P.C. have been selected for the architecture of the building.

Trustee Jeff Marsh moved to remove the CMAR selection from the consent agenda and approve the following:


1. Move to approve GE Johnson as the Construction Manager at Risk for the RAC 2.0. (as recommended by administration)
2. Finalize contract with CMAR (GMP) consistent with new Capital Facilities process adopted by the University of Wyoming, Board of Trustees when construction documents are at 90% completion.
3. This project will proceed once \$24M in fundraising has been committed, the Foundation has transferred those funds to UW for this project, and the State Treasurer has released the match funding.
4. The total project cost is not to exceed \$44M. ("All in" constr. cost).
5. In the event that the UW Foundation raises more funds than the \$24M required match, those additional funds will be used by UW to enhance internal FFE items as developed by Vice President of Administration and Matt Kibbon in consultation with the Athletics Department as to needs and enhancements.

6. It is further agreed that this project will move forward under the new Capital Facilities process adopted by the University of Wyoming Board of trustees and the project will be managed by the Vice President of Administration and Matt Kibbon is designated as the project manager.
7. All communication from the A&E, CMAR, or any other entity, or individual involved with this Project will communicate directly to the Vice President of Administration or his designee.

Trustee Baldwin seconded the motion. The selection was put to a vote. All trustees were in favor, the vote passed unanimously by the Board. Note: Trustee John MacPherson excused himself from the room for this discussion and vote due to conflict of interest in the topic.


AGENDA ITEM TITLE:

Managing UW's Undergraduate Enrollment Growth, Alexander/Jones



Managing UW's Undergraduate
Enrollment Growth –
Wisely

Board of Trustees
September 2015



UNIVERSITY OF WYOMING

During your retreat in July, you reviewed information on the undergraduate landscape at UW:

- Distribution of student credit hours taught by college and students majoring across various colleges
- Four, five, and six year graduation rates
- Projections of the size of the incoming class and challenges in meeting demand
- Core cost-per-student and funding information



Our task = follow up with you this month with low-cost/no cost initiatives that

- Manage existing resource capacity to meet student demand
- Boost graduation rates and enhance career and post-graduate opportunities to reduce flow-through time



The backdrop we face in UW undergraduate education

- Desire to provide educational access and support for student success
- Landgrant and flagship missions
- Limited resources – money, people, facilities, time
- Importance of workforce readiness and post-graduate opportunities



Goals -

- Manage growth in enrollments wisely in a stable fiscal environment
- Boost 4- and 5-year graduation rates
- Expand post-graduate career and education opportunities
- Maintain high quality undergraduate education



We've identified

- Low-cost to no-cost initiatives to meet goals
- A pragmatic and pro-active timeline, and
- Measurable steps for which we can hold ourselves accountable



Initiatives Identified, Timeline, and Who's On Deck

Fall 2015

- Four-year plans; new USP; First-year Seminar rotations and faculty assignments set for next academic year – *Academic Affairs*

Spring 2016

- Simplified curriculum & degree options; address systemic course-scheduling bottlenecks; intentional advising plans – *Academic Affairs*
- bolstered career and post-graduate advising services – *Student Affairs*

Fall 2016

- Pre-enrollment of first year students; plans for targeting resources to high-demand programs – *Academic Affairs*



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Goal: Manage Enrollment Growth Wisely

- ... by managing existing resource capacity to meet student demand and better place students into courses for their majors.



Goal: Manage Enrollment Growth Wisely

- Response: Pre-enroll all new students for up to 9 credit hours in both Fall and Spring, depending on major (“Sure Start”)
 - Benchmark: 53% of new students pre-enrolled in Fall 2015
 - Target: 70% of all incoming new students in Fall 2016



Goal: Manage Enrollment Growth Wisely

- Response: Examine curriculum and degree options with eye toward simplification of curriculum
 - Target: College reports to Academic Affairs for curriculum simplification by April 2016



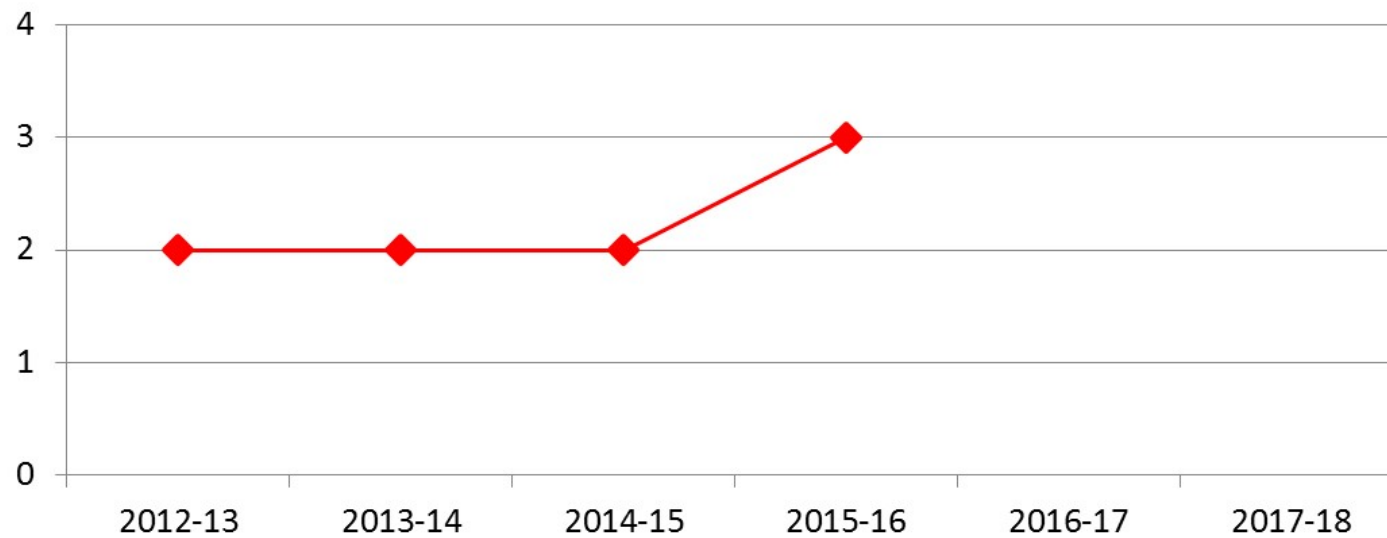
Goal: Manage Enrollment Growth Wisely

- Response: Formulate plan to direct resources to areas of instructional need
 - Establish parameters that delineate when long-term funding should be directed to high-demand programs
 - Establish expectations for deans and directors to manage personnel requests and budget allocations in context of instructional need
 - Refine GA allocations in response to instructional need



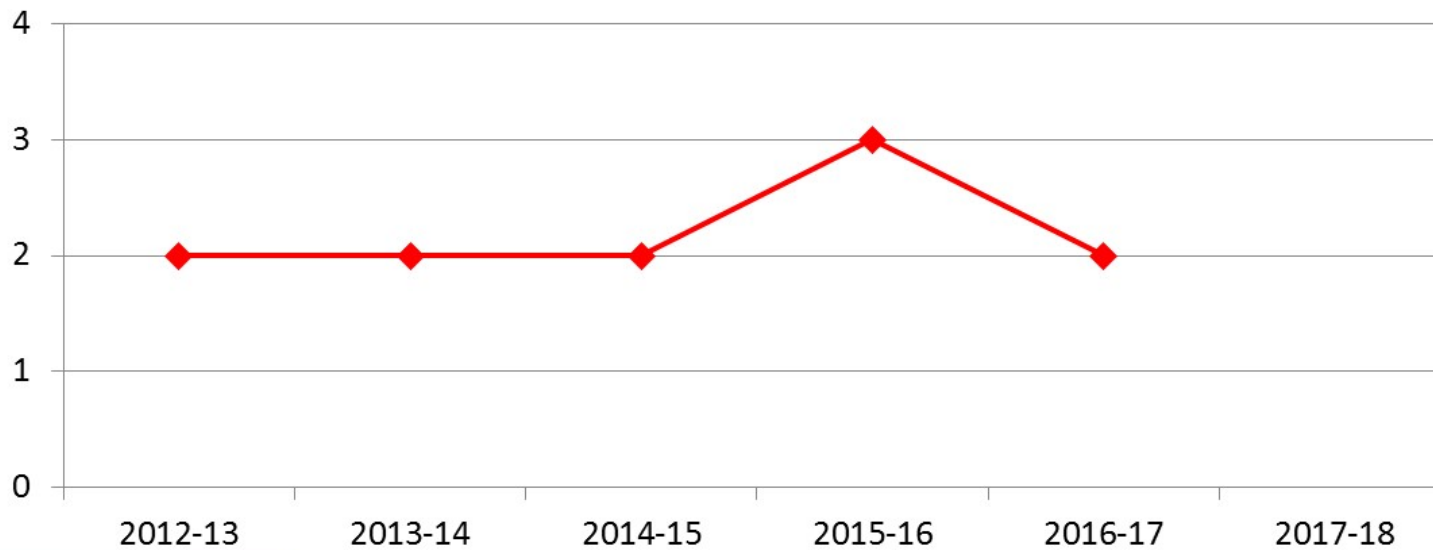
Goal: Manage Enrollment Growth Wisely

Sections by AY: Course XXXX



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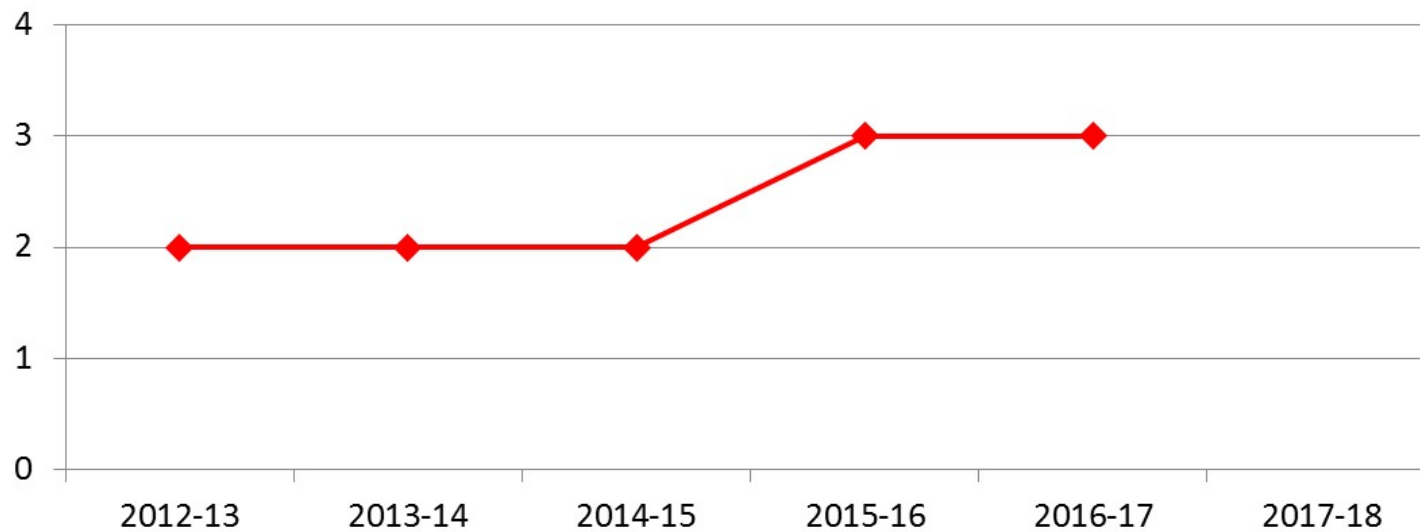
Scenario 1 – Change in enrollment short term No shift in funding **Sections by AY: Course XXXX**



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Scenario 2 – Change in enrollment may be long term Potential shift in funding

Sections by AY: Course XXXX



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Goal: Manage Enrollment Growth Wisely

- Formulate plan to direct resources to areas of instructional need:
 - Establish parameters that delineate when permanent funding should be directed to high-demand programs
 - Establish expectations for deans and directors to manage personnel requests and budget allocations in context of instructional need
 - Refine GA allocations in response to instructional need
 - Target: plan formulated by December 2016



Goal: Boost Graduation Rates



UW Graduation Rate Comparison

	UW Most Recent Federal Rate	Public Doctoral Research High	Public Doctoral Research Very High
4 Year	24%	30%	48%
5 Year	48%	50%	68%
6 Year	54%	56%	72%

Public Doctoral Research High and Very High refer to Carnegie Classifications. UW is a Public Doctoral Research High. UW's average student ACT is in between the Research High and Very High averages.

UW Graduation Rates by College

4-Year Graduation Rates

Entering College	<i>Starting in Fall or Summer 2010</i>			
	# of Students Entering	% Graduated from Entering UW College	% Graduated from different UW College	% Graduated from UW
College of Agriculture & Natural Resources	108	22%	6%	29%
College of Arts & Sciences	410	29%	1%	30%
College of Business	125	34%	4%	38%
College of Education	112	31%	4%	36%
College of Engineering & Applied Science	239	15%	6%	21%
College of Health Sciences	221	18%	7%	25%
School of Energy Resources	4	0%	25%	25%
Undeclared	239	0%	16%	16%
	1,458	20%	6%	26%

UW Graduation Rates by College

5-Year Graduation Rates				
Entering College	<i>Starting in Fall or Summer 2009</i>			
	# of Students Entering	% Graduated from Entering UW College	% Graduated from different UW College	% Graduated from UW
College of Agriculture & Natural Resources	106	39%	16%	55%
College of Arts & Sciences	445	38%	10%	48%
College of Business	124	31%	15%	47%
College of Education	122	39%	13%	52%
College of Engineering & Applied Science	286	31%	16%	47%
School of Energy Resources	1	100%	0%	100%
College of Health Sciences	247	32%	20%	52%
Undeclared	245	0%	43%	43%
	1,576	30%	19%	48%

UW Graduation Rates by College

6-Year Graduation Rates

Entering College	<i>Starting in Fall or Summer 2008</i>			
	# of Students Entering	% Graduated from Entering UW College	% Graduated from different UW College	% Graduated from UW
College of Agriculture & Natural Resources	120	44%	18%	62%
College of Arts & Sciences	420	45%	9%	55%
College of Business	150	35%	10%	45%
College of Education	149	42%	17%	59%
College of Engineering & Applied Science	305	41%	15%	57%
College of Health Sciences	218	34%	18%	52%
Undeclared	319	0%	49%	49%
Total	1,681	33%	20%	54%

Goal: Boost Graduation Rates

- Response: 4-year paths to graduation for all undergraduate programs
- Response: Simplified, more flexible general education program
 - Both underway in Fall 2015



Goal: Boost Graduation Rates

- Response: Address systemic course-scheduling bottlenecks (particularly in lower-division classes) by reducing the number of critical courses taught in same block of time
 - Target: Plans from colleges and Academic Affairs by April 2016



Goal: Boost Graduation Rates

- **Response: Intentional (high-touch, structured, and intrusive) advising in all academic units**
 - Academic advising is the only structured activity on the campus in which all students are required to participate. Advisors often are the people best suited to make important student connections. They can become the reason a student decides to stay in school. In addition, contacting students in a preventative mode may help them anticipate problems and learn problem-solving skills and strategies. Research on student retention suggests that meaningful contact with a concerned advisor is a crucial factor in a student's decision to remain in college.



Goal: Boost Graduation Rates

- Response: Intentional (high-touch, structured, and intrusive) advising in all academic units
 - Point person for first-year students
 - Point person for transfer students
- Target: College plans to Academic Affairs by end of Spring 2016



Goal: Boost Graduation Rates

- Response: Critical First-Year Seminar rotations with faculty assignments for next academic year, 2016-17.
 - Target: List of First-Year Seminars with faculty who will teach them from colleges to Academic Affairs, October/November 2015



Goal: Boost Support for Post-Graduate Opportunity

- Response: Bolstered services in career centers and strengthened post-graduate advising in academic programs, including enhanced partnerships with UW Foundation and Alumni Association
 - Target: By Spring 2016



Initiatives Identified, Timeline, and Who's On Deck

Fall 2015

- Four-year plans; new USP; First-year Seminar rotations and faculty assignments set for next academic year – *Academic Affairs*

Spring 2016

- Simplified curriculum & degree options; address systemic course-scheduling bottlenecks; intentional advising plans – *Academic Affairs*
- bolstered career and post-graduate advising services – *Student Affairs*

Fall 2016

- Pre-enrollment of first year students; plans for targeting resources to high-demand programs – *Academic Affairs*



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Future Actions to Consider

- Examine UW's admissions standards, calibrating them to best ensure student success.
- Continued discussion of resource requirements to support growth, including of tuition and/or fees.
- Consider UW's capacity in discussions of future academic initiatives.
- Expand student success initiatives
 - e.g., Phase 2 of STEP Retention Services [Student Success, Tutoring, Engagement and Personal Growth – coordinated, multifaceted program supporting all UW students with tools and assistance in navigating college classes and transitions]
- Plan ahead for technology and experiential costs of undergraduate education to ensure access, student success.



- Thank you!



- Additional information

- Community college transfer success data
- Fall-to-Fall retention rates by ACT and by GPA for first year students



UW First Semester GPA by UW College - Fall 2013

Degree-Seeking
Transfers and UW Undergraduates

Sample Community College

UW College	Sample CC Transfers		Wyoming Transfers		Out-of-State Transfers		All Transfers		UW Undergrads	
	#	UW 1st Sem GPA	#	UW 1st Sem GPA	#	UW 1st Sem GPA	#	UW 1st Sem GPA	#	UW Fall '13 Sem GPA
Agriculture & Natural Resources	16	2.83	63	2.80	36	2.53	99	2.69	880	2.92
Arts & Sciences	57	2.79	221	2.80	130	2.93	351	2.85	3,402	2.93
Business	16	2.50	51	2.42	41	2.78	92	2.60	1,020	2.92
Education	24	3.28	78	3.25	20	3.31	98	3.26	821	3.39
Engineering & Applied Science	15	1.95	61	2.32	81	2.55	142	2.45	1,552	2.74
Health Sciences	48	3.01	144	3.06	84	3.09	228	3.07	1,548	3.20
Undeclared & Other*	8	2.30	45	2.25	27	2.47	72	2.36	746	2.43
Total	184	2.70	663	2.80	419	2.80	1,082	2.80	9,969	2.94

*Other includes Energy Resource Science majors.



UNIVERSITY OF WYOMING

UW First Semester GPA by Hours Transferred Fall 2013

Degree-Seeking
Transfers and UW Undergraduates

Sample Community College

Transferred Credit Hours*	Sample Community College Transfers			Wyoming Transfers			Out-of-State Transfers			All Transfers			All UW Undergraduates	
	#	Transfer GPA*	UW 1st Sem GPA	#	Transfer GPA*	UW 1st Sem GPA	#	Transfer GPA*	UW 1st Sem GPA	#	Transfer GPA*	UW 1st Sem GPA	#	UW Fall '13 Sem GPA
0 <= Hours < 30	12	2.91	2.25	56	2.81	2.50	122	2.65	2.82	178	2.71	2.72	3,601	2.77
30 <= Hours < 60	23	3.22	2.73	139	3.05	2.59	118	3.05	2.72	257	3.05	2.66	2,632	2.89
60 <= Hours < 90	93	3.27	3.04	350	3.24	2.85	109	3.02	2.73	459	3.19	2.82	1,784	3.02
90 <= Hours	32	3.20	3.32	118	3.07	3.10	70	3.06	3.11	188	3.07	3.10	1,952	3.19
Totals	160	3.26	2.91	663	3.16	2.80	419	3.02	2.80	1,082	3.11	2.80	9,969	2.94

*Transferred Credit Hours and Transfer GPA are totaled from all transfer work, not only transfer work from individual community colleges.

**GPA is not displayed for populations less than three.

Only hours for grade are included.



Retention
&
Graduation
of Degree-
Seeking
Transfers
from
Community
Colleges
Entering
with 30+
SCH

Cohort Years 2003 - 2012

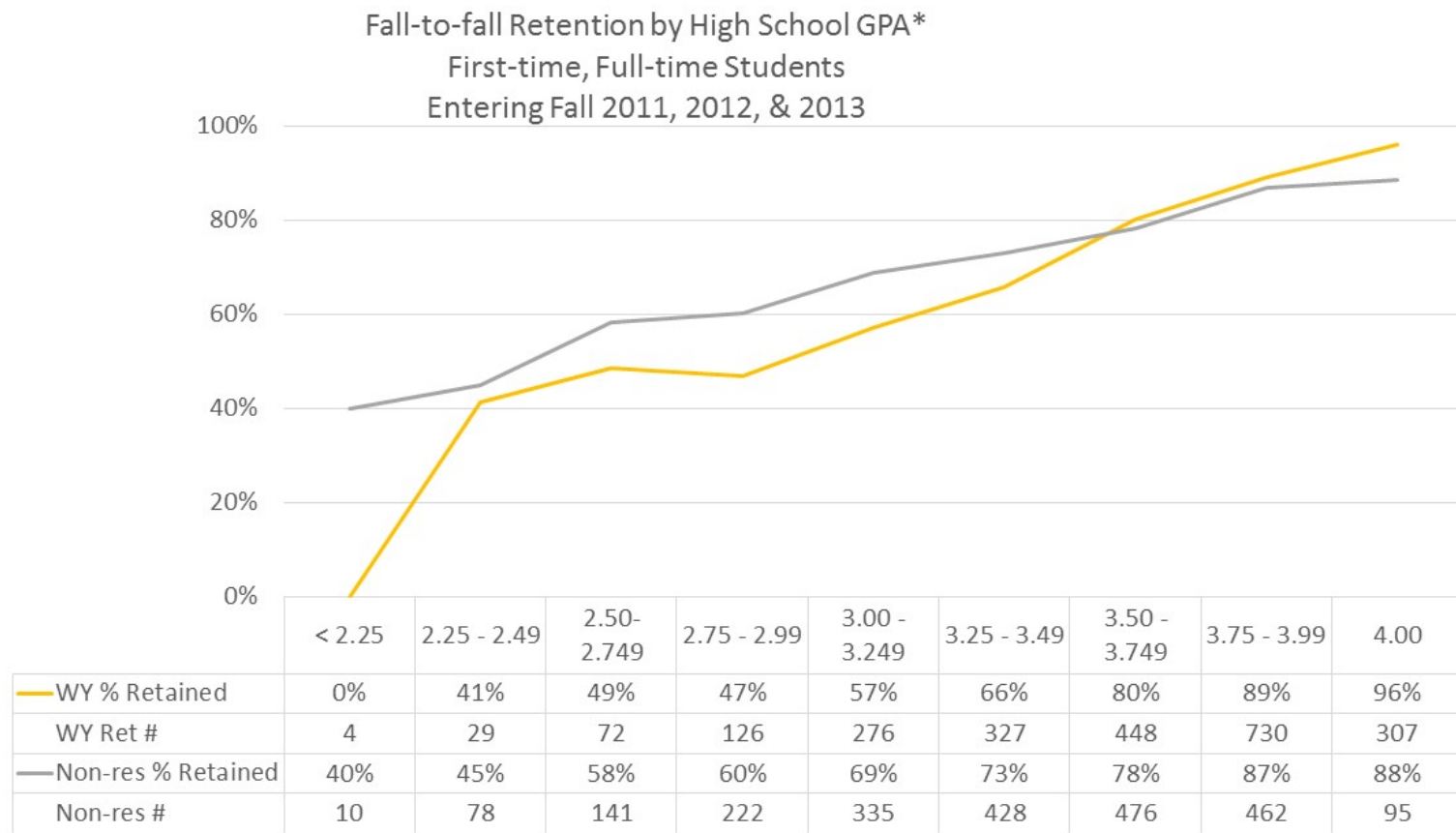
Cohort Year	Head Count	% Part-Time	----- Cumulative Retention and Graduation Rates -----										
			% Cont to 2nd Yr	% Grad in 2 Yrs	% Cont to 3rd Yr	% Grad in 3 Yrs	% Cont to 4th Yr	% Grad in 4 Yrs	% Cont to 5th Yr	% Grad in 5 Yrs	% Cont to 6th Yr	% Grad in 6 Yrs	% Cont to 7th Yr
Sample Community College													
2003	101	32%	74%	24%	50%	54%	19%	67%	6%	68%	2%	69%	2%
2004	103	34%	72%	23%	44%	45%	21%	53%	13%	61%	8%	66%	4%
2005	97	38%	70%	19%	49%	41%	28%	52%	12%	59%	6%	60%	6%
2006	103	28%	76%	18%	46%	48%	18%	53%	13%	57%	11%	61%	5%
2007	90	17%	81%	30%	44%	54%	17%	64%	10%	69%	7%	70%	6%
2008	90	32%	84%	37%	48%	66%	11%	71%	9%	72%	7%		
2009	93	41%	69%	25%	44%	38%	30%	54%	13%				
2010	99	29%	75%	21%	51%	42%	24%						
2010	127	25%	72%	20%	50%								
2012	145	28%	81%										
Wyoming Community Colleges													
2003	485	35%	74%	21%	47%	48%	20%	58%	9%	62%	5%	64%	4%
2004	490	32%	75%	22%	48%	48%	20%	57%	9%	61%	6%	64%	4%
2005	469	37%	74%	23%	44%	48%	18%	55%	11%	61%	5%	64%	2%
2006	428	30%	73%	28%	40%	50%	16%	58%	11%	63%	5%	65%	3%
2007	433	36%	76%	29%	46%	55%	15%	63%	8%	67%	3%	68%	3%
2008	467	38%	72%	24%	44%	46%	20%	57%	8%	61%	4%		
2009	485	32%	77%	22%	52%	51%	22%	62%	8%				
2010	568	30%	76%	25%	48%	50%	21%						
2011	557	32%	74%	16%	51%								
2012	554	32%	76%										
All Community Colleges													
2003	582	34%	72%	19%	47%	44%	20%	54%	9%	58%	5%	60%	4%
2004	603	30%	74%	19%	48%	44%	21%	54%	9%	59%	5%	62%	4%
2005	567	35%	74%	21%	44%	46%	18%	52%	12%	59%	6%	62%	3%
2006	514	26%	74%	27%	43%	50%	16%	59%	10%	64%	4%	65%	2%
2007	522	33%	74%	26%	46%	52%	16%	61%	8%	65%	4%	66%	3%
2008	561	36%	70%	21%	45%	42%	21%	55%	8%	58%	4%		
2009	591	29%	76%	20%	51%	48%	22%	60%	9%				
2010	678	30%	75%	23%	48%	47%	21%						
2011	670	33%	71%	14%	50%								
2012	671	33%	75%										

Retention &
Graduation of
Degree-Seeking
Transfers from
Community
Colleges Entering
with 60+ SCH

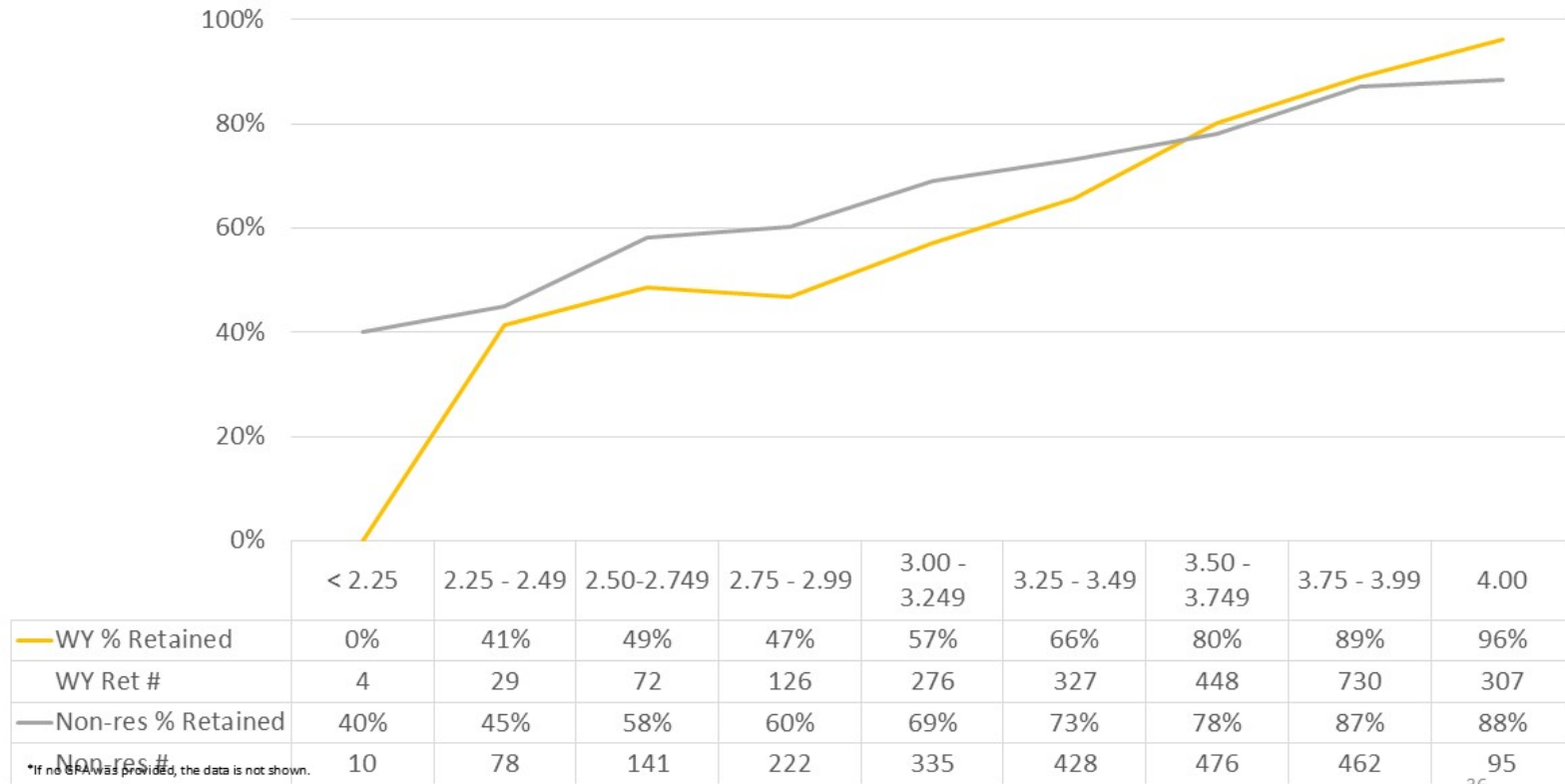
Cohort Years 2003 - 2012

Cohort Year	Head Count	% Part-Time	Cumulative Retention and Graduation Rates										
			% Cont to 2nd Yr	% Grad in 2 Yrs	% Cont to 3rd Yr	% Grad in 3 Yrs	% Cont to 4th Yr	% Grad in 4 Yrs	% Cont to 5th Yr	% Grad in 5 Yrs	% Cont to 6th Yr	% Grad in 6 Yrs	% Cont to 7th Yr
Sample Community College													
2003	48	48%						46%	19%	60%	13%	67%	0%
2004	56	41%				41%	27%	52%	11%	57%	7%	59%	7%
2005	61	33%		18%	46%	51%	15%	56%	11%	59%	12%	62%	7%
2006	59	14%	81%	37%	41%	59%	14%	71%	7%	76%	2%	76%	2%
2007	67	34%	87%	43%	43%	69%	7%	72%	10%	73%	7%	77%	4%
2008	60	40%	73%	38%	33%	52%	23%	65%	10%	65%	8%		
2009	58	33%	76%	29%	43%	52%	16%	60%	11%				
2010	75	29%	76%	31%	45%	54%	17%						
2011	88	25%	82%	33%	42%								
2012	64	33%	79%										
Wyoming Community Colleges													
2003	270	47%						53%	9%	58%	5%	60%	3%
2004	279	39%				44%	18%	52%	9%	56%	6%	60%	5%
2005	269	47%		25%	41%	51%	14%	55%	11%	61%	6%	63%	3%
2006	304	32%	75%	33%	38%	55%	13%	62%	9%	66%	3%	67%	2%
2007	296	38%	79%	35%	43%	61%	13%	68%	8%	71%	4%	73%	2%
2008	317	43%	75%	30%	40%	54%	16%	63%	7%	67%	4%		
2009	316	33%	79%	28%	48%	61%	15%	71%	4%				
2010	379	35%	82%	31%	45%	58%	17%						
2011	354	33%	79%	21%	50%								
2012	381	34%	80%										
All Community Colleges													
2003	314	48%											
2004	326	38%											
2005	315	46%										61%	3%
2006	347	29%	76%	33%	38%	56%	12%	62%	9%	66%	2%	67%	2%
2007	327	36%	77%	33%	43%	60%	13%	67%	8%	70%	4%	72%	2%
2008	365	43%	74%	27%	42%	51%	19%	61%	8%	64%	4%		
2009	363	32%	80%	27%	49%	59%	15%	70%	4%				
2010	446	35%	79%	29%	45%	55%	17%						
2011	416	35%	75%	18%	49%								
2012	441	36%	79%										

Please note: Data is not readily available for this particular breakdown.



Fall-to-fall Retention by High School GPA*
First-time, Full-time Students
Entering Fall 2011, 2012, & 2013



*If no GPA was provided, the data is not shown.

AGENDA ITEM TITLE: Community College Collaboration/Course Transfer, Hagy/Noel

2015 Wyoming Articulation Summit¶

University of Wyoming¶

University Union¶

September 25, 2015¶

7:45 a.m. → → → Check-in Available¶
→ → → → Yellowstone Ballroom, Wyoming Union¶

8 a.m. → → → Breakfast¶
→ → → Yellowstone Ballroom, Wyoming Union¶

8:30 – 9 a.m. → → Welcome, Introductions, and Agenda for the Day¶
→ → Alyson Hagy, President Dick McGinity, and Superintendent Jillian Balow →

9:15 – 10:30 a.m. → → Session #1¶

- Meeting of Vice Presidents of Academic Affairs and Student Affairs and other enrollment management administrators¶
- Articulation Breakout Session #1 (faculty and deans)¶

→→ Business*□	→→ History□	□
→→ Engineering & Computer Sci.□	→→ Secondary Ed-English□	□
→→ Global & Area Studies□	→→ Speech & Language Disorders□	□

10:30 a.m. → → → Break¶

10:45 a.m. – Noon → → Session #2¶

- Reverse Transfer as a Tool to Aid Students (administrators)¶
- Articulation Breakout Session #2 (faculty and deans)¶

→→ Business*□	→→ Anthropology□	□
→→ Engineering & Computer Sci.□	→→ Art□	□
→→ Secondary Ed-History□	→→ Energy Resource Mgt.□	□
→→ Pre-Pharmacy□	□	□
....□	□	□

12:15 – 1:30 p.m. → → Lunch ¶
....Vice President David Jones and Dean Michael Pishko¶
...Yellowstone Ballroom, Wyoming Union¶

- Update on the UW Science Initiative – Bryan Shader, UW Special Assistant to the VP Research, and Greg Brown, UW Assoc. Dean, College of Arts and Sciences¶

1:45 – 3 p.m. → → Session #3¶

- Student Success Issues (administrators)¶
- Articulation Breakout Session #3 (faculty and deans)¶

→→ Engineering & Computer Sci.□	→→ Sociology□	□
→→ Physical Ed Teaching□	→→ Secondary Ed-□	□
→→ English□	Education□	□
→→ Geology□	□	□

3:15 – 3:30 p.m. → → Wrap Up¶
→ → → → Yellowstone Ballroom, Wyoming Union¶

**Statewide Articulation of 17 Highest Demand Transfer Programs to the University of Wyoming
September 10, 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)	In Progress	In Progress	In Progress	PLAN COMPLETED	In Progress	In Progress	In Progress
Family & Consumer Science	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED
Biology	In Progress	Final Stage	Final Stage	Final Stage	In Progress	In Progress	In Progress
Communication	PLAN COMPLETED	Final Stage	Final Stage	In Progress: Journalism Only	Final Stage	PLAN COMPLETED	AA Degree >64 Hours
Criminal Justice	PLAN COMPLETED	Final Stage	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	Final Stage
English	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	Final Stage	PLAN COMPLETED	PLAN COMPLETED
Political Science	PLAN COMPLETED	Final Stage	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	In Progress
Psychology	PLAN COMPLETED	Final Stage	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	Final Stage
Wildlife & Fisheries Biology & Management	PLAN COMPLETED	Final Stage	PLAN COMPLETED	PLAN COMPLETED	In Progress	PLAN COMPLETED	In Progress
Zoology	PLAN COMPLETED	Final Stage	Final Stage	PLAN COMPLETED	In Progress	PLAN COMPLETED	In Progress
Accounting	In Progress	AS Degree >64 Hours	PLAN COMPLETED	PLAN COMPLETED	Final Stage	PLAN COMPLETED	PLAN COMPLETED
Business Administration	PLAN COMPLETED	AS Degree >64 Hours	PLAN COMPLETED	PLAN COMPLETED	Final Stage	PLAN COMPLETED	PLAN COMPLETED
Elementary Education	In Progress	PLAN COMPLETED	Final Stage	PLAN COMPLETED	Final Stage	In Progress	PLAN COMPLETED
Civil Engineering	No Shared Program	No Shared Program	No Shared Program	LONG TERM Planning	PLAN COMPLETED	No Shared Program	LONG TERM Planning
Petroleum Engineering	No Shared Program	No Shared Program	No Shared Program	LONG TERM Planning	Final Stage	No Shared Program	LONG TERM Planning
Kinesiology & Health Promotion	Final Stage	Final Stage	No Shared Program	PLAN COMPLETED	PLAN COMPLETED	PLAN COMPLETED	Final Stage
Nursing	RN to BSN	RN to BSN	RN to BSN	RN to BSN	RN to BSN	RN to BSN	RN to BSN

**Statewide Articulation of 17 Highest Demand Transfer Programs to the University of Wyoming
September 10, 2015**

Scorecard Key:

AS Degree >64 Hours	A 2+2 plan is not appropriate since the path to graduation is likely to take more than four years because the associate's degree includes more than 64 credit hours. The two programs can be articulated, allowing students to move smoothly from the community college to UW, but students need to be aware of the extended time to graduation and the financial aid (Hathaway scholarship, federal grants, etc.) implications of that extension. Students can still earn the degree, just not through a defined 2+2 plan. Most UW degree require 120 – 128 hours for accreditation. Mechanical, computer, and electrical engineering degrees require 132 hours for accreditation and can't be completed in four years.
Final Stage	Curriculum agreement has been articulated and is in place; signatures being sought.
In Progress	A 2 plus 2 plan is in the process of being developed: is being drafted, reviewed, or finalized.
Long Term Planning	Community college has long-term plans to develop curriculum in this area.
No Shared Program	Community college does not offer first two years of degree program
Plan Completed	A 2 plus 2 plan has been completed and a formal agreement has been signed.
RN to BSN	Program already established to assist Nursing students in completing a bachelor's degree. No need to develop a 2 plus 2 plan.

AGENDA ITEM TITLE: Post Issuance Bond Compliance Policy, Mai/True



Building a Post Issuance Compliance
Program for Tax-Exempt Debt

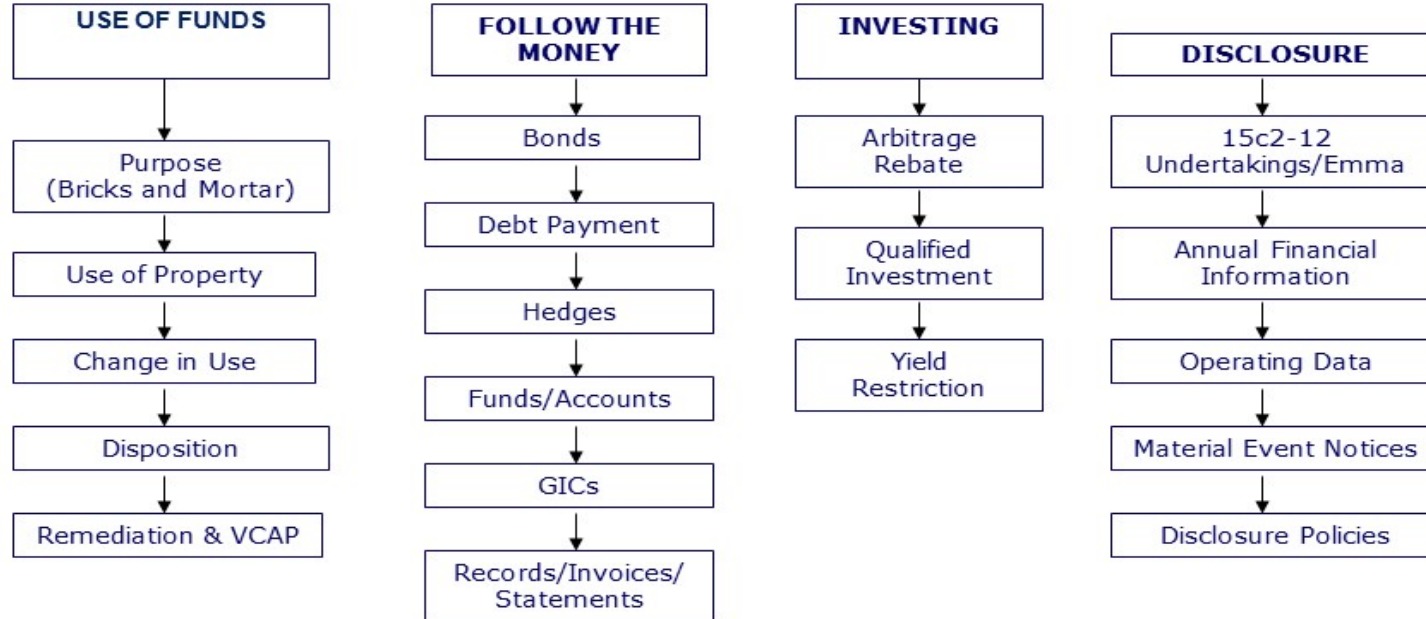
September 10, 2015

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ROCK** LLP

Overview of Post Issuance Compliance



Elements of a Post Issuance Tax Compliance Program

1. Written policies & procedures
2. Team assigned to manage compliance process
3. Designate an accountable individual to manage compliance process
4. Record retention
5. Arbitrage rebate & yield restriction compliance
6. Private business use compliance
7. Periodic review process
8. Staff training and education

Core Elements of Disclosure Policies

- Description of the types of disclosures to investors that are covered by the policy.
- Clear statement of the process by which (and by whom) each type of disclosure to investors will be undertaken, drafted, reviewed, and approved and how compliance with the process will be documented.
- Inclusion of adequate supervision and reasonable disbursements of responsibilities.
- Provision for training relating to policies and federal securities law.

Emerging Best Practices

- Maintain an up-to-date and complete inventory of outstanding bonds and refunded bonds
- Bond policies and procedures integrated with organizational policies and procedures
- Job descriptions include bond responsibilities
- Internal audit includes bond compliance review periodically
- Process in place to alert responsible personnel to changes in requirements
- Periodic training of personnel responsible for compliance efforts
- Communicate regularly with bond counsel

AGENDA ITEM TITLE: **Arena Auditorium Phase II**, Mai

BACKGROUND AND POLICY CONTEXT OF ISSUE:

The Arena-Auditorium (AA), occupied in 1982, was constructed primarily as a competition and practice venue for basketball but also hosts special events and university/high school/WyoTech graduation ceremonies. Recent or planned transformations of similar buildings, particularly in the Mountain West region, are setting a new standard for basketball arenas and practice facilities. The Athletic Facilities Master Plan recommends two phases of renovations to the Arena-Auditorium. Phase 1 included renovations to the basketball court, seating bowl, and Locker Room Level; and Phase 2 includes building additions and renovations to the concourse and spectator services located on the concourse level.

The proposed Phase 2 work will include an addition to the east side of the building, which will provide a new major façade to the facility. The concourse will be renovated to provide improved concession areas, merchandise areas, restrooms, way finding, and upgraded appearance. A new central ticket office will be created to serve the AA, as well as War Memorial Stadium. A concession commissary will be developed within the southeast portion of the addition to serve the AA, War Memorial Stadium, and other Athletics events. An elevator will be installed to provide access for patrons seated on or near the arena floor. A new fire suppression and smoke evacuation system will be installed within the facility.

The Facilities Planning Office advertised for standpipe bids, the first phase of the fire suppression system, in August 2015. Two bids were received on September 3, 2015. The ranking of the two bids were as follows:

- Rapid Fire Protection Inc., Cheyenne, Wyoming
- Western States Fire Protection, Fort Collins, Colorado

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

- November 2012 – Board of Trustees approved the architect/engineering firm of By Architectural Means of Cheyenne, Wyoming in association with Sink Combs Dethlefs of Denver, CO for the Arena-Auditorium Renovation, Phase 1 project.
- May 2013 – Board of Trustee approved the Construction Manager at-Risk firm, Haselden Wyoming Constructors of Casper, Wyoming for the Arena-Auditorium Renovation, Phase 1 project.
- November 2013 – Board of Trustees approved contracting for the construction with the Construction Manager at-Risk firm, Haselden Wyoming Constructors, for the Arena-Auditorium Renovation, Phase 1 project.
- June 2014 - Board of Trustees approved amending the contract for Architect/Engineer services on the Arena-Auditorium Phase 1 with By Architectural Means, P.C. to include Architect/Engineer services for Phase 2 of the project.

- October 2014 – Board of Trustees approved the Construction Manager at-Risk firm, Haselden Wyoming Constructors for the Arena Auditorium Renovation, Phase 2

WHY THIS ITEM IS BEFORE THE BOARD:

This item is for authorization by the Board of Trustees to contract with a fire protection contractor for the Arena-Auditorium Renovation, Phase 2.

ARGUMENTS IN SUPPORT:

There is sufficient funding through state matching funds and private donations to undertake this project. The total project cost will be \$124,500.

ARGUMENTS AGAINST:

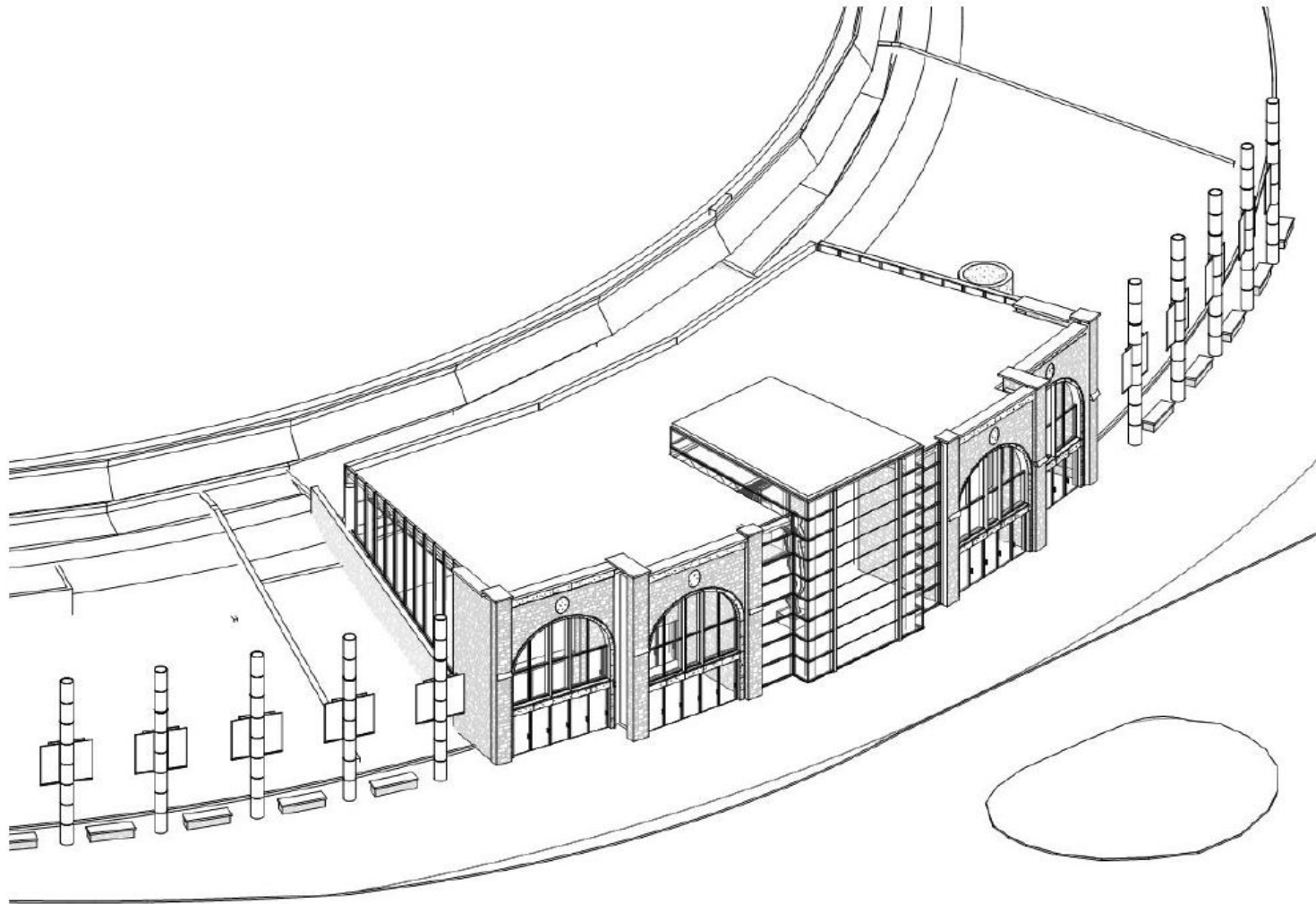
None.

ACTION REQUIRED AT THIS BOARD MEETING:

Authorization to complete negotiations and contract with Rapid Fire Protection Inc., Cheyenne, Wyoming, recommended by the University Administration for the Arena-Auditorium Renovation, Phase 2.

PRESIDENT'S RECOMMENDATION:

It is recommended that the Board of Trustees of the University of Wyoming authorize contracting with Rapid Fire Protection Inc., Cheyenne, Wyoming, for the Arena-Auditorium Renovation, Phase 2 standpipe system. If negotiations are not successful with the first-ranked firm then negotiations will be terminated with the first-ranked firm and opened with the second-ranked firm.



Axonometric



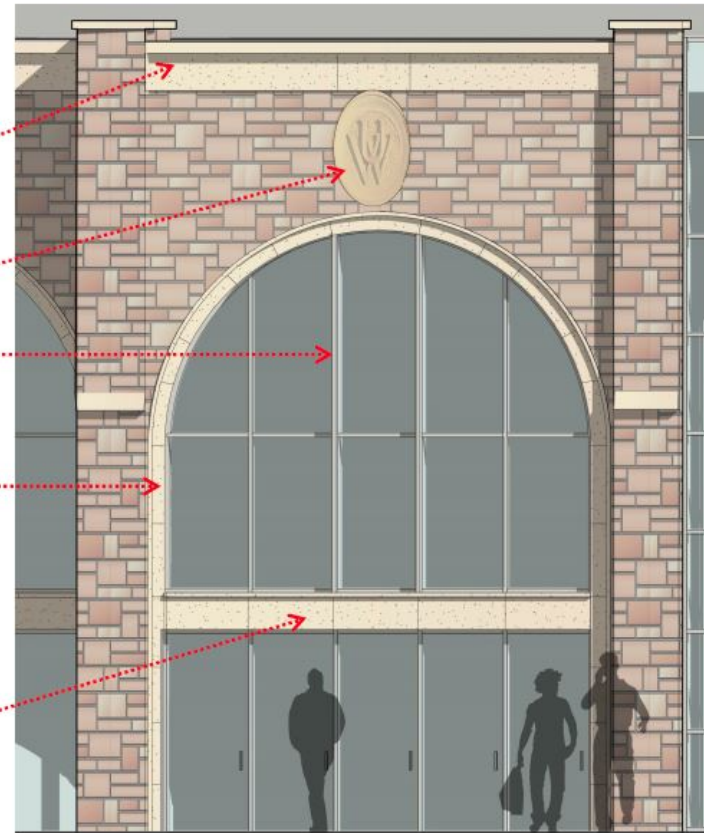
*Smooth stone
panel cornice w/
sill and reveal*

Iconic emblems

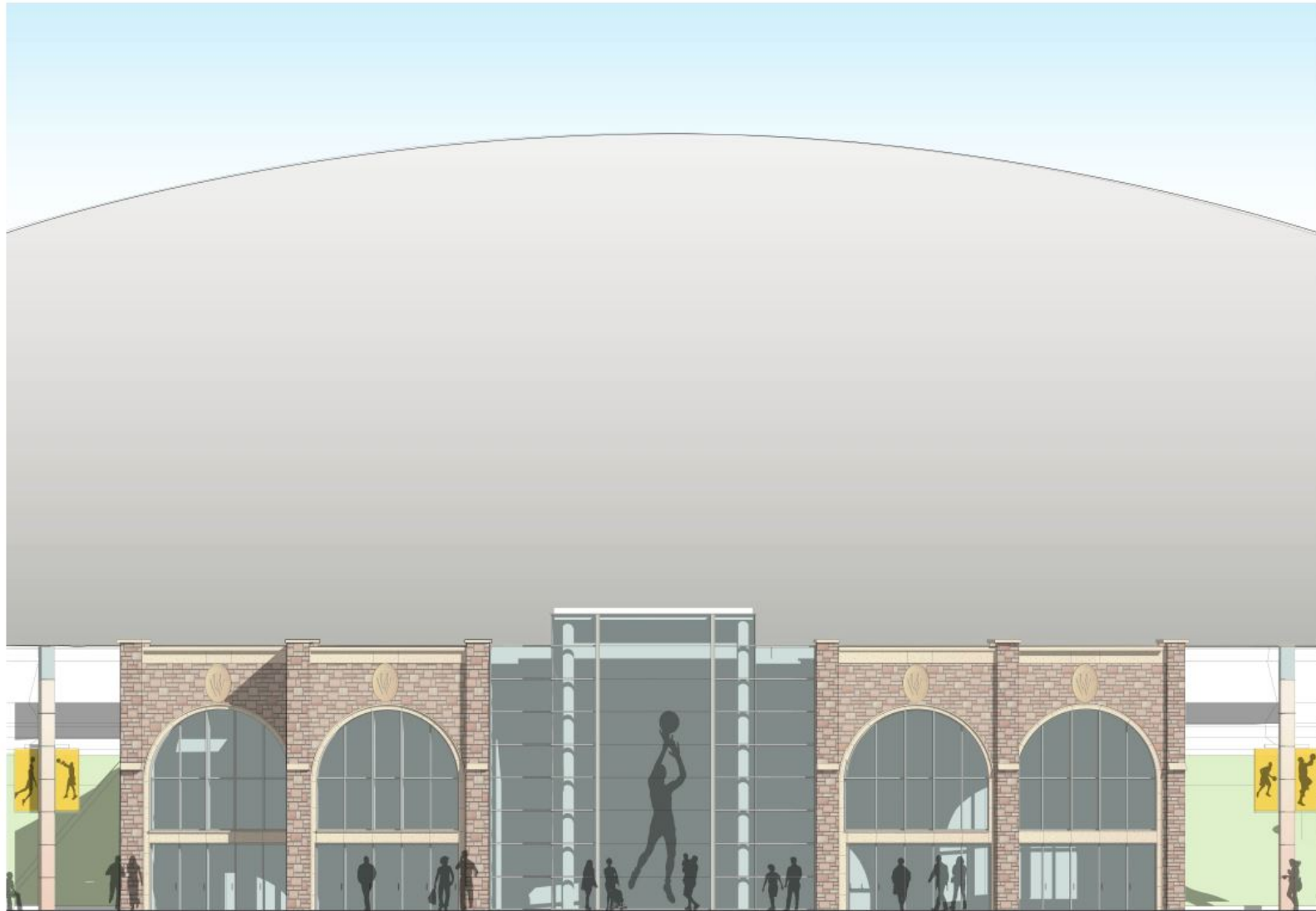
*Tripartite mullion
division*

*Smooth arch trim
with molding and
reveal.*

Stone Transom



Detail at Portal



Scheme 9



AGENDA ITEM TITLE: Alumni Association, Tully

**University of Wyoming Alumni Association¶
September 2015 Trustees Report¶
September 8, 2015¶**

2015-16 Major Goals¶

¶
Comprehensive and Consistent Brand Strategy¶
¶
Alumni Network Growth and Development¶
¶
Admissions Yield Event Support¶
¶
Robust Online Career Resources¶
¶
Long-term Funding Model¶
¶
Scholarship Growth—Annual and Endowments¶
¶
Transition to a New President¶

Alumni Networking Builds Community¶

¶
Since the Alumni Association's formation over 120 years ago in 1895, we have focused on creating engagement opportunities for our alumni. A key component of our mission is to "foster a spirit of loyalty and community among its alumni." Implicit in the mission is the Alumni Association's role to enable alumni to connect with one another. Our alums have told us that these networking opportunities are highly valued. The personal interaction among alumni leads to new business relationships, career networking and collaboration, and more meaningful professional and social relationships. Maybe more importantly though, UW alums just enjoy meeting other alums who share their passion and loyalty for the Brown and Gold. ¶

¶
The Alumni Association's approach is multifaceted and centers around the hosting of multiple events on the UW campus, throughout the state of Wyoming and the country. A summary of our networking activities planned for the 2015-16 year include: ¶

¶
UW Alumni Network Receptions and Gatherings: 40 events engaging 6,500 alumni¶

¶
Football and Basketball Alumni Watch Parties: 25 engaging 1,500 alumni¶

¶
UWAA/CJC Away Football and basketball hospialities: 6 away football weekends (Friday night alumni gathering and Saturday CJC pre-game) engaging 1,500 alumni and friends¶

¶
Homecoming Alumni: 7 events engaging 2,000+ alumni and UW friends¶

¶
Homecoming Students: 5 events engaging 1500+ students.¶
¶

Student and Prospective Student Engagement: 26 events engaging 4,300 students and prospective students¶

Career Support/Networking: 9 career networking events reaching 3,300¶

Family Weekend: 20 events engaging 400 parents and students¶

¶

¶

In total, we expect to participate in about 140 events and reach nearly 22,000 alumni, students, prospective students and their parents and UW friends.¶

¶

Membership Program¶

¶

Membership matters. Membership dues are the largest revenue line item in our budget. Growing our membership is an everyday focus by staff. The key to growing our membership is to build personal relationships with alumni through engagement and connecting them with events and activities in their former colleges or areas of interest, the acknowledgement of outstanding alumni from different UW colleges, timely responses to calls and inquiries, and a general positive presence on campus. When the Alumni Association is visible to alumni all around the state and country, we are more likely to increase membership, benefits, connections and networking opportunities for us and for our alumni. When they see value in what we present, they will want to know more, and our goal is that they will ultimately join. Primary membership initiatives will include a focus on our renewal efforts, conducting our fall membership drive, adding new member benefits and emphasizing the UWAA's online presence with our mobile app, WyoAlumni, our website and social media.¶

¶

Our goal will be to reach 21,000 members and generate \$292,000 in membership revenue.¶