

THE UNIVERSITY OF WYOMING

MINUTES OF THE TRUSTEES

June 15, 2016

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
June 15, 2016

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ITEMS FOR APPROVAL

- Approval of the FY 2017 UW Operating Budget
- Appointment of Board members – UW Research Corporation (WRI's Board) – Gern
- Approval of Revisions to Gift Policy – Miller/Mai
- Approval of Revision to UW Regulations 2-178 and 2-179 – Miller
- Approval of ASUW Finance Policy Changes and ASUW Reserve Request – Axelson
- Approval of Changes to ASUW Constitution – Axelson
- Approval of Vendor Selection for Fiscal System (per discussion during Executive Session) – True/Mai

THE UNIVERSITY OF WYOMING
MINUTES OF THE TRUSTEES
June 15, 2016
Marian H. Rochelle Gateway Center, Salons D&E
Laramie, Wyoming

As reflected in the public session meeting minutes, the Board of Trustees of the University Wyoming met in Laramie, Wyoming, Wednesday, June 15, 2016. Board of Trustees President John MacPherson called the meeting to order at 8:06 a.m. Project Coordinator of the UW Veterans Center Marty Martinez led the Board in the Pledge of Allegiance with students from the UW Veterans Center. Trustee Jeff Marsh moved to enter Executive Session for the purposes of contract negotiation, confidential information as a matter of law and real estate. Trustee Dave Bostrom seconded. All trustees were in favor, and the Board entered Executive Session at 8:12 a.m. The Board re-entered public session at 9:54 a.m.

Trustee Jeff Marsh moved to enter Executive Session for the purpose of real estate. Trustee Dave Bostrom seconded. All trustees were in favor, and the Board entered Executive Session at 11:48 a.m. The Board reentered public session at 12:45 p.m.

Trustee Dave Bostrom acknowledged Vice Chairman Brimmer Kunz and her leadership on the Board and in the legislature. He mentioned that the Board really appreciated her and her mother. Vice Chairman Kunz stated that she was humbled. She noted that as she moved into the position as chair of the UW Foundation, there would be difficult times but also opportunities. She stated that she was happy to have UW President Nichols and everyone working together. Vice Chairman Brimmer Kunz then made a commitment to the Board that she would do everything in her power to implement the University's agenda. She then thanked the Board for their time and noted that she appreciated that everyone was committed to the University. The Board concluded their meeting with a business meeting.

AGENDA ITEM TITLE: **Budget Reduction Plans Discussion**, Nichols/Mai

- FY16 Sweep Update
- UW (Agency 067)
- WICHE (Agency 069)
- Medical Education (Agency 167)
- Enhanced Oil Recovery (Agency 070)

CHECK THE APPROPRIATE BOX(ES):

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

MINUTES OF THE MEETING

Vice President for Administration Bill Mai referred the Board to two handouts. He noted that the Board had already discussed some of this information during the March and May 2016 meetings. Vice President Mai explained the budget cuts due to the penny plan. He discussed in detail the excel sheet handout [see last page of attachment A]. Vice President Mai shared information from the Consensus Revenue Estimating Group (CREG) report and the resulting Governor's action. Vice President Mai noted that further reductions were needed for FY17 and that they were outlined in the handout. He stated that UW would need an additional \$32 million cut for the biennium.

Trustee Mike Massie noted that this information was helpful. However, he added that he would like further details, including how UW would come up with \$32 million in cuts. Vice President Mai responded that he was currently reviewing the cuts from a high level but that he would share how the cuts would be handled with Trustee Massie. He continued to explain the spreadsheet handout and the cuts for SER, Tier I engineering, and the specific details for the NCAR cut. Vice President Mai then explained the budget reductions for agency 167, medical education.

UW President Laurie Nichols stated that she had begun her position about a month ago. She explained that the planning for the penny plan budget cut had begun and was completed before she took office. She noted that she was working with deans and vice presidents to approach these additional cuts. UW President Nichols noted that she had begun with a conceptual plan and had held a campus meeting to communicate the scope and approach to budget cuts with the community. She noted that many campus community members attended those meetings. UW President Nichols explained that the PowerPoint she was sharing with the Board was the one that she also shared with the campus community [see attachment B]. She briefly reviewed the PowerPoint with the Board, noting the impacts of the penny plan and one-time budget reallocation, such as the fiscal systems update and the utility shortfalls. UW President Nichols discussed the principles they were using while cutting budgets, as these principles would help UW stay centered as decisions were made [see attachment A]. She stated that it was critical to maintain student success and

scholarly research, and to continue to have a statewide presence. UW President Nichols discussed diversifying revenue streams and the timeline for the budget cuts and reallocations. She explained several of her strategies to reduce budgets such as driving out inefficiencies, preserving people, eliminating vacancies, standardizing workloads, eliminating 50-99% time positions, not allowing overtime, offering a retirement incentive, raising caps on courses, limiting travel, and capping student labor costs. UW President Nichols noted that they were not trying to reduce the workforce at this time, as reducing the workforce by July 1 in time for the new fiscal year would not result in thoughtful reductions. She explained her cost-saving strategies for FY18, which would include program reviews, organization and structure review, reviewing administrative appointments, and analyzing positions (nine months instead of 12 months). UW President Nichols discussed new revenue streams for FY18, such as using UW Foundation funds, program fees, as well as having a strategic enrollment plan and tuition increases. She discussed the long-term planning, such as creating a strategic plan, diversifying revenue, the impact of a new fiscal system, implementing a new budget model, having a strategic enrollment plan, a residence hall plan, driving research and technology transfers, implementing a merit salary policy, generating more private and public partnerships, and implementing a capital campaign.

Trustee Mike Massie responded that the plan sounded good. He stated that it did partially answer his questions but that the 70 positions that were eliminated might not have been eliminated equally across campus. Trustee Massie asked if there were some areas of campus that were being hit harder once the full plan was implemented.

UW President Nichols responded that this was not a perfect plan and that the positions were eliminated because UW needed to come up with fast cost-saving measures. She noted that UW now had an additional 15 vacancies and that it could begin to be strategic about how to fill them.

Trustee Massie asked if some areas had been hit harder than others with the elimination of vacant positions. UW President Nichols asked Vice President Mai to respond.

Vice President Mai responded that there had been allegations that Academic Affairs had faced more vacancies than other departments, but he noted that that was not the case as only 19 of the 70 positions eliminated were faculty.

Trustee Massie asked again if some areas had been hit harder. Vice President Mai responded that that depended upon what was being measured—the number of positions or the dollar amount that went to each position. He stated that the number of positions eliminated were fairly evenly distributed.

UW President Nichols noted that she was working with the vice presidents to fill some of those eliminated positions as further positions had been vacated.

Trustee Dave Palmerlee asked for further explanation on how the vacancies would save funds. Vice President Mai noted that when the 70 positions were eliminated, those line items in the budget were removed.

UW President Nichols added that the funds for those line items would then return to the state. She noted that within colleges, deans could reallocate positions to cover positions that were eliminated.

Staff Senate Chair Arron Sullivent asked for more information on the retirement incentives.

Trustee President John MacPherson noted there would be a plan that defined the criteria and timelines for the incentive. He stated that once the Board acted on the plan, Senate Chair Sullivent could have a copy.

Trustee President MacPherson also noted that UW would provide professional counseling to talk to staff and faculty about their retirement options.

Vice President Mai returned the Board to a conversation of the FY17 UW operating budget that the Board needed to approve at the meeting. He stated that the reductions due to the penny plan and the reallocation of funds to the fiscal system were included in the operating budget. Vice President Mai noted that the elimination of 70 positions would save \$5.2 million and was also another defined reduction. He stated that there were other components of the budget reeducation that were less defined, such as the savings from the retirement outcome, which was expected to yield \$3 million in savings. Vice President Mai explained that some of the funding would come from using funds in the employer paid benefits pool (EPB). He stated that UW could use those funds but would then need to refill those funds by the end of the year. Vice President Mai noted that another undefined savings would be from standardizing the faculty workload, which would result in savings from not needing to hire additional part-time or non-benefited instructors. Vice President Mai shared that another area of savings would come from changing the work structure for employees between 50-99% time who received full-time benefits. He noted that those employees would either need to increase their duties to full-time or drop below 50% time and lose their benefits, which was estimated to yield \$1.5 million. Vice President Mai noted that UW could count the savings from reductions in the employee benefits. He also discussed bridge funding to ease the transition between FY17 and FY18. Vice President Mai noted that Trustee President MacPherson had said that he agreed after they had discussed UW's long-term budget visions at the Board of Trustees Retreat.

AGENDA ITEM TITLE: **FY 2017 UW Operating Budget Discussion**, Nichols/Mai

CHECK THE APPROPRIATE BOX(ES):

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

Specify: Item for Approval

MINUTES OF THE MEETING:

Associate Vice President for Administration Janet Lowe handed out the revised proposed FY17 budget [see attachment C & D]. She noted that the document presented to the Board used annual budget numbers. Associate Vice President Lowe noted that the document included agency 067 and its line items, SER, NCAR, Tier I engineering, as well as UW operating funds. She stated that this budget also included agency 167 (medical education) with its two family medicine programs, WWAMI and WYDENT, and an accelerated nursing degree. Associate Vice President Lowe made it clear that this was only an operating budget, and it did not include the capital construction costs. She explained that the other organizations that UW was involved in—WICHE and EORC—were not included in this budget document as the commissions of those state agencies approved those budgets. Vice President Lowe noted that the narrative for the operating budget began on page 17 of the Board of Trustees report. She walked the Board through the operating budget, detailed in the handout. Associate Vice President Lowe noted that Table K on page two of the handout was the full operating budget the administration was asking the Board to approve.

Trustee McKinley asked for clarification that the red number noted on table A, in the third column and second row, for \$71 million, was a one-time expenditure from the reserve funds and that this was not an increase in the annual amount. Associate Vice President Lowe stated that Trustee McKinley was correct and that this was a one-time expenditure using funds from a reserve.

Associate Vice President Lowe reviewed the increases to the UW budget, such as the standard increase and adjustment for employer paid benefits, \$4 million in athletics matching funds (this was a \$1 million reduction from previous years), \$1.3 million for the Science Initiative programmatic costs, \$.5 million for operations and maintenance, health and safety, and utilities, and \$400,000 per year for the degree in masters for counselor of education. She stated that UW also received one-time appropriations for endowment matching funds, \$5 million for the fiscal system, \$2 million for SER directed to carbon engineering, and \$.5 million for WPM infrastructure. Associate Vice President Lowe noted that the 4% tuition increase, that yielded an additional \$2 million, would include \$1.5 million used for operations and maintenance and utilities and \$.5 million for faculty compensation and Tenure and Promotion raises. She explained that there were also some small increases from differential tuition programs like law, pharmacy, and MBA. Associate Vice President Lowe noted that the administration wanted to review those programs and make adjustments for enrollment. She discussed the use of the UW income fund and cash reserves to fund the fiscal system and utilities.

Associate Vice President Lowe then discussed the decreases in the proposed budget. She noted that the penny plan reductions had been removed from the budget. There was then discussion on the differences between one-time funding and cuts and reoccurring funding and cuts. Associate Vice President Lowe discussed how UW needed to make some temporary reductions to meet the cuts the Governor requested in May. She noted that in order to meet some of those cuts, UW used money from the EPB pool. Associate Vice President Lowe noted that UW would need to refill this fund of money over the next year and that the money to refill this pool would come from the funds gleaned from additional vacancies. She noted that as positions became vacant, those funds would be put back into the EPB pool. Associate Vice President Lowe discussed the \$16.2 million reduction, which included \$6.1 million in savings from eliminating 70 vacancies and their associated benefits, changing the benefits and work structure of 50-99% time employees, using reserves from IT, Residence Life, Auxiliary Services, and a temporary reduction of the EBP funding pool. She then discussed how UW's budget items were being reduced. She noted that SER lowered its resource support budget and Tier I Engineering reduced its administrative support budget. Associate Vice President Lowe noted that UW would need to come up with additional funds for NCAR, even though this line item was cut, and UW had a contractual obligation under its MOU to pay the full amount.

Trustee John McKinley asked how UW planned to refill the funds taken from the EPD pool. Associate Vice President Lowe shared an example that if the separation incentive proposal was passed, then as people leave positions, their salary budget and EPB budget would refill the EPB pool.

UW President Nichols added that there were other cost-savings items listed on page two that had an undefined amount of savings, and as those were implemented, the saved funds could also replenish the EBP pool.

Trustee John MacPherson asked if UW had a balanced budget. Associate Vice President Lowe responded that it did.

Associate Vice President Lowe then transitioned the Board to a discussion of the agency 167 budget. She noted that agency 167 took an additional 8% reduction, and reduction proposals had been submitted. She noted that some of the revenue generated from the Casper Residency would be used to make up some of the reductions. Associate Vice President Lowe noted that UW was also pursuing Graduate Medical Education (GME) funds from the federal government. She noted that other reductions in the budget included WWAMI and WYDENT and their support budgets were yet to be determined. She stated that WWAMI was looking at a \$500,000 reduction. Associate Vice President Lowe noted that the administration was asking for approval of the FY17 operating budget for agencies 067 and 167. She noted that this item was on the Consent Agenda.

Trustee MacPherson noted that he was going to make a motion to show the support for President Nichols' plan to reduce the budget. Trustee Jeff Marsh noted he could make the motion as a point of order. Trustee President MacPherson noted that he would make the motion. Trustee MacPherson moved the following:

**University of Wyoming Trustee Resolution
Approving Proposed Plan to Meet Mandated Budget Reductions
(Revised 6/14/2016)**

WHEREAS, the Wyoming Legislature adopted what is commonly known as the “Penny Plan,” the effect of which was to reduce the University of Wyoming’s budget by \$5.8 million dollars; and

WHEREAS, thereafter Governor Matt Mead by letter dated May 11, 2016 requested the University of Wyoming make an additional \$35 million dollar reduction to its 2017-2018 biennium budget; and

WHEREAS, it is also necessary for the University of Wyoming to cover its reoccurring utility shortfall of \$6 million dollars for the biennium; and

WHEREAS, it is also necessary for the University of Wyoming to make a one-time essential reallocation of budgeted funds of \$18 million dollars; and

WHEREAS, University of Wyoming President, Dr. Laurie Nichols prepared and presented to the Board of Trustees A Plan for Budget Reductions at the University of Wyoming (“Financial Plan”) designed to meet the current budget issues facing UW under the terms of which it is her intention to declare a financial crisis pursuant to University of Wyoming Regulation No. 6-41; and

WHEREAS, the Board of Trustees has reviewed Dr. Nichols’ Financial Plan, considered its contents and time lines for implementation;

NOW THEREFORE BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE UNIVERSITY OF WYOMING AS FOLLOWS:

1. The Financial Plan submitted by President Dr. Nichols for the University of Wyoming is hereby approved, ratified and confirmed, including her declaration of a financial crisis pursuant to University of Wyoming Regulation No. 6-41.
2. All University of Wyoming personnel are directed to take such action as may be reasonably necessary within the appropriate time frames to insure the full implementation Dr. Nichols’ Financial Plan thereby assuring the University of Wyoming realizing the necessary reductions to its 2017-2018 biennium budget, the reallocation of funds and the covering of the current utility shortfall.
3. President Nichols is requested to make written monthly reports to the Board of Trustees on actions taken and progress realized toward the implementation of her Financial Plan.

Trustee Dave Palmerlee seconded the motion. All trustees were in favor; the motion passed unanimously.

AGENDA ITEM TITLE: **FY17 Supplemental Budget to Governor**, Nichols/Mai

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

MINUTES OF THE MEETING:

Vice President for Administration Bill Mai noted that very little work had been done on the FY17 supplemental budget request given the nature of the state's revenues. He stated that the deadline for a supplemental budget request would likely be in August. Vice President Mai noted that discussion was needed with UW President Nichols and the Trustee Budget Committee and that it would likely be discussed at the Board of Trustees Retreat in August.

Trustee John McKinley stated that he would be coordinating a budget committee meeting in the next week to determine a timeline for the supplemental request. He stated that he hoped to have a supplemental budget request in a form that UW President Nichols was comfortable presenting to the Board in August. Trustee McKinley then discussed the timeline for the FY18 budget and stated that he would have the information to the Board in advance of approval.

AGENDA ITEM TITLE: **FY18 Budget Timeline**, Nichols/Mai

CHECK THE APPROPRIATE BOX(ES):

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

MINUTES OF THE MEETING:

UW President Laurie Nichols noted that work on the FY18 budget would begin as work on the FY17 budget was completed. She stated that UW was engaged with Huron Consulting to create a new fiscal system. UW President Nichols noted that she had met with Huron Consulting the day prior, and they had moved up their timeline and would begin working with UW during the summer. She stated this work would help shape the FY18 budget.

AGENDA ITEM TITLE: **Gift Policy Discussion**, Miller/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: Item for Approval |

MINUTES OF THE MEETING:

Vice President and General Counsel Rick Miller noted that the Staff Senate had raised the issue of not wanting Staff Senate Recognition Day precluded due to the changes in UW's gift regulation policy. He noted that there was now a specific exception for Staff Senate Recognition Day in this regulation and that the approval of the revised regulation was on the Consent Agenda.

AGENDA ITEM TITLE: **Real Property and Construction Project Updates**, Mai

CHECK THE APPROPRIATE BOX(ES):

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

MINUTES OF THE MEETING:

Vice President for Administration Bill Mai explained the new formatting for the progress report/change orders that were listed on page 167 of the Board of Trustees Report. He noted that the new format was easier to follow and that facilities planning had done an excellent job revising this. Vice President Mai briefly discussed the Arena Auditorium and the High Bay Research Facility.

Vice President and General Counsel Rick Miller reminded the Board that at their May 2016 meeting, UW approved the administration to proceed with construction documents for the Mick and Susie McMurtry High Altitude Performance Center. He noted that additional funds would be needed for FFE but that this would allow the design effort to move forward.

Vice President Miller updated the Board on the BSL3 project. He shared the problems with the incinerator and what was being done to address that issue. Vice President Miller said that the administration would present a solution to the Board. He noted that after the issue was resolved, UW would work with the Attorney General's office to discuss the details of the funding and the loan.

AGENDA ITEM TITLE: **Fall 2016 Projected Enrollment & Campaign**, Axelson

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

MINUTES OF THE MEETING:

Vice President for Student Affairs Sara Axelson provided the Board with updates on enrollment. She noted that the goal was to make sure enrollment would not decline in the fall, so creating a plan to grow enrollment in the long term would ensure that fall enrollment was strong in all areas. She stated that she had appreciated the phone conversations Vice President for Governmental and Community Affairs Chris Boswell and Trustee John McKinley had made to different students. Vice President Axelson stated that if there was a desire to contact students, she could provide their names and key talking points.

UW President Nichols stated that she wanted to see enrollment growth in the fall, as the University was down 395 students from the previous year and down 120 students in the Outreach Program.

Vice President Axelson noted that registration policies had changed, implemented in the June orientation program, and had begun to affect enrollment numbers. She noted that more graduates had graduated this past year, so there was more of a need for incoming and continuing students. Vice President Axelson stated that the previous fall had been one of the strongest classes, and this fall's incoming class was down 100 students from the previous year's class. She said that every effort was being made to try to increase the incoming freshman class from 1,640 to 1,695 students. She then continued to explain why the enrollment numbers were down. Vice President Axelson noted that transfer student enrollment numbers had gone up, with the help of Alyson Hagy and Patrice Noel's efforts. She told the Board to expect around 1,100 transfer students or more in the coming year. She said that the increased numbers were a result of the articulation, visits to community colleges, and monthly email contacts. Vice President Axelson noted that the freshman retention rate was at 76%, and the goal was to have it at 77%. She added, however, that the University reduced probation and suspension rates, with 50 fewer students on probation. Vice President Axelson noted that it helped having UW President Nichols advocate for enrollment growth. She emphasized that the communication with the students, including the Facebook video media campaign with Director of Institutional Communications Chad Baldwin, had really been helpful.

Vice President Axelson stated that she, Hagy, and Anne Alexander had been meeting with the deans to make certain financial aid dollars were being maximized. She noted that the University was moving towards centralized awards. Vice President Axelson mentioned that orientation had been going well, as she had been receiving positive feedback.

Vice President Axelson then discussed the Honors Program, noting that UW President Nichols had provided more resources to the program so it would be able to grow its number of incoming students. She noted that there was the potential to have 90 students registered in the program. She added that the “register now” message was being implemented, and scholarships were helping to achieve higher enrollment numbers.

Vice President Axelson then noted that travel to community colleges had been occurring, and the academic coordinators who worked for the Outreach Program and lived in community college communities were helping with this effort.

Trustee Michelle Sullivan asked what the current enrollment number was since they had last calculated it to be 1,640 students.

Vice President Axelson responded that following orientation registration, there were 1,540 students registered. She then asked Vice President Boswell and Trustee McKinley if they had received any information after having made their phone calls.

Trustee McKinley said that he thought they were behind and would recommend starting those conversations in the fall, instead of the summer, to be able to talk to more students before they had their decisions made. He also mentioned that he thought the University was missing out on those students who were not admitted.

Vice President Axelson noted that the Office of Admissions extensively contacted students in the fall and spring, prior to the May 1 confirmation date, to confirm and register them. She stated that this was critical for some students and would make an impact on their decision. Vice President Axelson added that deans were making calls, and making them earlier than ever, as it was critical to be in contact with those high achieving students.

Trustee Jeff Marsh stated that he would be involved in this process.

Vice President Boswell noted that in his experience, it was difficult to actually get a hold of the students; instead, leaving messages was more common. He said that it was important to connect with students who had familiar majors, so that it could be more personal.

Faculty Senate Chair Scott Shaw began the discussion of out-of-state recruitment. He inquired about the advertisement of geographical representation from all 50 states. Senate Chair Shaw then asked if there was a plan in place for those particular states that had been losing representation.

Vice President Axelson noted that there was a concerted effort being made for out-of-state students. She mentioned that the students in freshmen classes were typically 60% out-of-state and 40% in-state, but once the students actually arrived on campus, the numbers turned to 70% in-state and 30% out-of-state. She noted that there was a solid representation of incoming out-of-state students, with a strong representation from the Denver area and increasing representation from Nebraska. She stated that there was a need to gain students from South Dakota, Montana, and Utah, as well as students in the other key markets of Minnesota, Texas, Chicago, and California. Vice President Axelson added that social media and Director of the Alumni Association Keener Frye’s ability to increase alumni involvement were helping the recruitment process. She noted,

however, that UW needed to expand that into the international program. She stated that the strategic enrollment would help with increasing enrollment.

Senate Chair Shaw stated that universities wanted to say they had students from all 50 states. He noted that along with several other states, Michigan State University had a target program aimed to attract Wyoming students. Chair Shaw stated that the University had presence from other schools and looked at Colorado as its primary market.

Trustee Mel Baldwin commented that he and Trustee Dave Bostrom would call students as well.

Vice President Axelson said that this opportunity to make phone calls could help in getting students to transfer back to the University.

Massie inquired about why there was a decline in enrollment and what the reduction in students meant for the cost of tuition in accordance with budget projections for revenue.

UW President Nichols referred to the handout, stating that there was no budget for a decline in enrollment when assuming flat enrollment. There was then discussion regarding the enrollment decrease and its effect on budgeting.

Vice President Axelson emphasized that the decline in enrollment was related to the timing of registration. She noted that July 1 would be the next best date to tell how the fall enrollment numbers would be. She stated that the freshman class enrollment numbers were off due to the reduction in the Engineering, Nursing, and Honors Programs. Vice President Axelson noted that it had been indicated that the numbers would be even by fall.

Trustee John McKinley stated that he hoped this did not happen in the future and that students likely make their decisions prior to June, so it was necessary to plan ahead.

Vice President Axelson noted that they would continue to work with students as early as junior high school. She said that they had as many as 1,500 students signed up before orientation started in the summer. Vice President Axelson then said that a system needed to be in place for those continuing students.

Trustee McKinley asked if the deans of the colleges were making the necessary phone calls to students, to which Vice President Axelson replied that most of the deans were indeed planning on making those calls.

Vice President Axelson then continued by mentioning that Dean of the College of Engineering and Applied Science Michael Pishko had been doing well in helping the college receive funding.

UW President Nichols emphasized Vice President Axelson's point by adding that Dean Pishko had been using funds from the UW Foundation and the deans' discretionary funds, which were both very important funds.

Vice President Axelson noted that Hagy had been working with deans and had been doing outreach in Gillette to make sure there was a positive presence and good communication with students and families. She then stated that private funds were still available and the Office of Financial Aid was taking contacts from miners and could readjust FAFSA if the family needed.

Trustee President John MacPherson thanked the presenters for sharing their information.

AGENDA ITEM TITLE: **Mick & Susie McMurry High Altitude Performance Center Update**, Mai/Miller/Blalock

CHECK THE APPROPRIATE BOX(ES):

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

MINUTES OF THE MEETING:

Trustee President MacPherson recused himself from this section of the meeting regarding the RAC updates. Trustee Dave True led the meeting in his place.

Trustee McKinley noted that there was not a specific update since the committee had not met since the May meeting. He stated that as Vice President and General Counsel Rick Miller had explained before, \$22 million in private funding had been achieved, and they could proceed from design documents to construction documents. He stated that it was anticipated that the fundraising would continue and eventually be able to fully fund all FFE in the budget. Trustee McKinley stated that once the facility was completed, all of the FFE would be fully funded and put in the project. He noted that there were a couple of issues with regards to RAC, which still needed to be discussed. He stated that those two issues were the exterior landscaping of the Arena Auditorium and a donor recognition issue.

Vice President Ben Blalock noted that the amount of dollars was \$22,668,000 and that carving out the FFE was not going to be an issue based on the supporters who had all contributed. He thanked the Board for their support. Vice President Blalok continued by thanking April Brimmer Kunz for the \$1 million check she had given for the project. He noted that she had given over \$8 million in investments over the years. Vice President Blalock stated that the momentum was continuing to increase, especially with the help of Trustees Dave True, John McKinley, and Jeff Marsh keeping everyone on point.

Trustee True told the Board that he appreciated everyone for their support of the project.

Trustee President MacPherson returned to the meeting.

AGENDA ITEM TITLE: **Provost/Vice President for Academic Affairs Search Update**, Gern

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

MINUTES OF THE MEETING:

Vice President for Research and Economic Development Bill Gern provided the Board with an update on the provost search. He noted that the committee had concluded its work a few weeks prior to the meeting and that they had done a great job. He mentioned that the committee was a very large, diverse, and intelligent committee, and he was happy that he was able to be the chairperson for the committee.

UW President Nichols thanked Vice President Gern and the search committee. She noted that the committee had walked her through the three finalists for provost and had shared their strengths and weaknesses. She asked that Vice President Gern share that same information with the Board.

Vice President Gern listed the names of the three finalists: Terrance Parker, Kate Miller, and Jeffery Thompson, and he shared their backgrounds.

UW President Nichols talked through each of the candidates, noting that it was clear that two of the three candidates were on the top. She noted that after much thought and discussion, she had extended the job offer to one of the two candidates the day before.

Vice President Gern stated that Alberto, Sal and Susize Carneio had done a great job.

Trustee President MacPherson thanked the committee for their work and noted that the trustees had been impressed by the candidates that were selected.

AGENDA ITEM TITLE: **Professors of Practice Update**, Bostrom/Tucker Readdy

CHECK THE APPROPRIATE BOX(ES):

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

MINUTES OF THE MEETING:

Trustee Dave Bostrom began discussion on the Professors of Practice. He stated that he had met with Dr. Tucker Readdy. Trustee Bostrom noted that the principle dean involved with the Professors of Practice had had a chance to discuss this topic with Faculty Senate Chair Shaw. He stated that some concerns were expressed and that they had every intention to be prepared to draft a document to the chair of the Faculty Senate and make a decision as soon as possible. Trustee Bostrom mentioned that this would not be done in time for fall hiring but that he hoped to have it in place for future hiring sessions.

Dr. Readdy stated that there would be advantages to this being put through the Faculty Senate and that they would work to make sure it went through with all of the possible concerns addressed.

AGENDA ITEM TITLE: **Request for Federal Grant to Add Satellite Residency in Laramie,**
Steiner/Kevin Murray

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

MINUTES OF THE MEETING:

Dean of the College of Health Sciences Joe Steiner brought the next topic in front of the Board. He mentioned that the thought of developing a federally qualified health center in Laramie had been discussed two years prior [see attachment G]. Dean Steiner mentioned that this would be a great addition and that he had been working hard to develop a grant to make it happen. He explained to the Board that the letter of intent was due in two days, with the full grant due on July 15, and that was why the Board had only received the abstract. He noted that this proposal provided many opportunities and that he did not see many disadvantages to it. Dean Steiner stated that it would provide an excellent training site and a way to diversify revenues.

Dr. Kevin Murray explained that it would convert the status of the center to receive federal funds. He noted that if converted to “full” status, they would be able to apply for more grants. He also mentioned that if they could win the grant, those types of grants were typically annually renewed.

Dean Steiner emphasized to the Board that those grants were very competitive. He noted that there would be three other applications from Wyoming alone.

Trustee President MacPherson asked if UW would be asked to provide funding under any circumstance.

Dean Steiner noted that Trustee MacPherson was correct and that this would operate as a breakeven or profit but would act as more of a non-profit organization. He stated that it was a part of the 167 budget, with the possibility of using WWAMI funds to support it.

Trustee President MacPherson asked if the University would need to provide facilities. Steiner replied that there were places they could rent from for \$4,000 per month.

Trustee McKinley thanked Dean Steiner and the committee for their presentation. He noted that he had concerns with receiving this under time action was requested. Trustee McKinley stated that his understanding was that a review of the Casper and Cheyenne residency programs was occurring. He then inquired which program would be in Albany County if the grant was applied and how long would be needed to maintain it.

Dr. Murry noted that there were requirements to comply with the performance guidelines, but there was no obligation to run it for a certain number of years. He noted, however, that health centers all over the country were closing if they were not sustainable through their own revenue and grant

funding. Dr. Murry stated that their intention was not for the health center to be a burden on the state or the University, so if it was unable to stand on its own, it would be closed.

Trustee McKinley inquired about the projections made for the medical fees and services. He noted that in the projections, the fees would end up being more costly than what the grant could cover. Trustee McKinley asked if these projections were optimistic or pessimistic, as the numbers for the programs in Casper and Cheyenne did not work out positively in the end.

Dr. Murry stated that these projections were made considering the facilities in Casper and Cheyenne, which now received FQHC reimbursement. He noted that both programs run at deficit and require state funding. He reminded the Board that this program was designed differently.

Dean Steiner noted that they were using a consultant to understand the finances for this unit. He stated that they had looked at current facilities and patient numbers for the downtown clinic and Laramie Reproductive Health. Dean Steiner added that those projections modeled those numbers of patients.

Mary Kay Hill, Policy Director for the Governor, said both centers had too different strengths and weakness. She inquired if the government structure was separate from the University or not.

Dean Steiner noted that the governance structure was similar to the one used for the FQHC, which was the Education Health Center of Wyoming. He noted that it would have a board of directors, with 51% of the patients on the board. Dean Steiner stated that this was because the board had patient representation and functioned under the same set of bylaws and co-applicant agreement as UW, which specified that UW was a grant-receiving entity.

Director Hill inquired about what would happen if the entity was sued. He asked who would be liable for the damages if that were the case.

Dr. Murry responded that this would be like how the residencies were structured. He noted that the legal CFO and CIO were both from UW. He stated that medical legalities were handled through the state, but he thought that maybe UW would handle the cases.

Trustee Massie stated that this seemed like a win-win for UW's problem with its residency program, as Wyoming was the only state in the country that did not receive federal money to support its residency program. He noted that normally states received clinical incomes and federal money. He stated that the federal government had been adamant in not giving the state funding. Trustee Massie stated that Governor Mead created a footnote in 2011 or 2012 to study how to better fund residency programs without ongoing funding increases. He noted that the establishment of a Laramie program was a backdoor to receiving federal funding. Trustee Massie explained that if UW were to receive that grant, Casper and Cheyenne could possibly qualify for other federal monies, thus bringing more financial stability, as well as increased educational opportunities for nursing and WWAMI, especially since WWAMI students were now at the University for two years and in need of clinical sites.

Trustee MacPherson asked if that was a violation of the original legislative mandate, to which Trustee Massie replied that it was not.

Trustee Marsh noted that he supported the concept and thanked Dean Steiner for his presentation.

UW President Nichols stated that she also thought it was a good idea and noted that it was important to move forward with the proposal as this was what was needed, and the deadline was July 15.

Trustee McKinley asked if the Board would be approving only the letter of intent or if the Board was approving the whole grant application, as the Board would not meet again before the grant application needed to be submitted.

Trustee President MacPherson stated that he thought the Board would need to approve the whole grant.

Trustee Massie moved to grant approval for UW to move forward with the grant application. Trustee Bostrom seconded.

Dean Steiner noted that this would also have to be approved by the Governor. He stated that if there were any concerns between submitting the letter of intent and the full application, these concerns could be voiced to the Governor.

Trustee Massie noted that he would make his motion subject to the conditions of the Governor. Trustee Bostrom agreed as well. All trustees were in favor. Trustee Scarlett abstained from the vote stating that he did not have enough information to make a decision.

AGENDA ITEM TITLE: **Discussion of Governor's Request for Joint Program Involving the Wyoming Business Council and UW on Economic Development**, MacPherson/McKinley

CHECK THE APPROPRIATE BOX(ES):

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

MINUTES OF THE MEETING:

Trustee John McKinley began discussion on what the University's role should be in assisting with economic diversification. He noted that the Governor had spoken with the Wyoming Business Council, himself, and Trustee John MacPherson to discuss that very topic. He stated that the purpose of the discussion was to begin to understand what the strategy would be with regards to diversifying the economy going forward and how UW could assist with that diversification. Trustee McKinley noted that it was very early in the discussion and that the UW administration would continue having discussions in addressing this issue as a part of the long-term plan for the University. He stated that generating intellectual capital in students and putting that on paper was a strategy that needed to be determined.

Trustee MacPherson noted that the handout touched base on that subject [see attachment E]. He stated that this item was on the agenda so that if any trustee was opposed, the discussion could be held since there was another meeting scheduled for that Friday.

Policy Director for Governor Mary Kay Hill stated UW's role was to have a statewide presence in terms of the Governor's vision. She said things were happening at UW that contributed to the economy's well-being. She noted that the Governor wanted the timeline to be aggressive and to have a proposal done by August. She noted that this was a great opportunity for UW to build credibility and value.

Trustee MacPherson noted that the University would continue with this if there were no strong objections.

AGENDA ITEM TITLE: **Trustee Retreat Planning Update**, MacPherson

CHECK THE APPROPRIATE BOX(ES):

☒
☐
☐
☐

Work Session
Education Session
Information Item
Other

Specify:

MINUTES OF THE MEETING:

Trustee President John MacPherson noted that he had several discussions with various people and that he intended to put an agenda together for the event. Trustee President MacPherson noted that Vice Chairman of the UW Foundation April Brimmer Kunz, and others had been developing the guest list for the trustees community event.

Wednesday, June 15, 2016

Business Meeting

Marian H. Rochelle Gateway Center, Salons D & E

Roll Call

Secretary for the Board Jeff Marsh took roll.

Trustee Jeff Marsh took roll at 2:27 p.m.

Not present: Jillian and Brent not present. No Rose.

Public Testimony

[Wednesday, June 15, from 11:30 a.m.- 12:00 p.m.]

Chip Kobulnicky, a professor of physics and astronomy, and Cynthia Weinig, a professor in the Department of Botany, presented information about the Science Initiative (SI).

Dr. Kobulnicky stated he wanted to share some good news about the Science Initiative and the progress it had made in the last year. He noted that he was excited by the initiative, as it allowed UW faculty to teach science to the next generation and complete research. Dr. Kobulnicky shared how he taught collaborative labs and lectures in the Enzi STEM Facility and how this had caused failure rates to go down and student performance to increase. He shared the importance of research to both teaching and graduate students. Dr. Kobulnicky stated that it was predicted that 65% of school children would work in a career that does not currently exist and that those careers would be technology oriented. He stated that he recently read an article about intellectual capital in Denver and how that had caused economic growth. He noted that the SI could provide some of that same growth for Wyoming.

Dr. Weinig shared information on recent research at UW, including applying for a \$20 million NSF grant, which would increase UW research capacity and stimulate economic development. She noted that this was headed up by the faculty in the Science Initiative. She shared more information on her research involving microorganisms and how microorganisms affect the soil and land reclamation and tourism. Dr. Weinig noted that a partnership with the Wyoming Technology Business Center existed to teach students business practices. She noted that UW was leveraging the state's investment in UW through the Science Initiative.

Jordyn Brophy, an undergraduate student in the Department of Chemistry, gave the Board an update on her involvement with the Wyoming Research Scholars Program. She updated the Board on her research project and noted that she had secured a provisional patent and that they had secured a \$200,000 research grant. Ms. Brophy noted that this program had prevented her from dropping out due to funds and gave her direction in her life. She stated that she would be applying for doctoral programs in the fall and that she expected her doctoral work to be fully funded.

Dr. Kobulnicky noted that Ms. Brophy was one of 44 students participating in the WRS program from 18 departments. He noted that he used this as a recruitment tool, as it enticed students who could have gone to an Ivy League school to come to UW. He thanked the Board for their support of the Science Initiative.

Dr. Robert Sprague asked if UW had declared a financial exigency.

Trustee John MacPherson responded that UW did not declare a financial exigency. He stated that UW Regulation 6-41 provided the mechanism to address a financial crisis. Trustee President MacPherson noted that due to cuts from the penny plan and at the request of the Governor and internal reallocations, the intent was to follow UW Regulation 6-41, the first step being to declare a financial crisis. He stated that the Board was not declaring a financial exigency, and this step could only come into place after the financial crisis plan was developed.

UW President Laurie Nichols noted that work would begin on that now and that she would declare a financial crisis. She stated that a campus meeting would be held the following Tuesday or Wednesday.

Items for Approval

1. Approval of the FY 2017 UW Operating Budget
2. Appointment of Board members – UW Research Corporation (WRI's Board) – Gern
3. Approval of Revisions to Gift Policy – Miller/Mai
4. Approval of Revision to UW Regulations 2-178 and 2-179 – Miller
5. Approval of ASUW Finance Policy Changes and ASUW Reserve Request – Axelson
6. Approval of Changes to ASUW Constitution – Axelson
7. Approval of Vendor Selection for Fiscal System (per discussion during Executive Session) – True/Mai

Trustee President John MacPherson asked that the items on the Consent Agenda be voted on and that UW Regulation 4-2 be voted on separately since Trustee Mike Massie had a conflict.

Trustee Dave True stated that he would like recommend the removal of the last time on the Items for Approval list, "Approval of Vendor Selection", as he had a proposed specific motion for that action. There were no objections; the item was removed.

Trustee John McKinley moved that the Board approve the amendments to University Regulation 4-2 proposed by the president to establish a retirement and separation incentive plan and to modify the University's policy regarding conversion of sick leave upon retirement or separation.

Trustee Jeff Marsh seconded; the motion passed unanimously. Trustee McKinley noted that a complete copy of the changes were shared with the Board [see attachment F]. All trustees were in favor; the motion passed unanimously. Trustee Mike Massie declared a conflict and abstained from voting.

Trustee Dave True moved that the Board authorize the Vice President for Administration Bill Mai to enter into contract negotiations with the preferred vendor in an amount not to exceed the 10-year agreement amount specified in the Executive Session, as it related to the updated budget plan for the overall UW Financial Process and Reporting Assessment Initiative Plan, as discussed in this meeting's minutes. Trustee Mel Baldwin seconded; the motion passed unanimously.

Trustee President John MacPherson asked if there was any further discussion. Trustee Marsh moved that the Items for Approval be approved. Trustee Dave Bostrom seconded; the motion passed unanimously.

Trustee McKinley moved to reconvene the business meeting. Trustee Marsh seconded; all were in favor.

Trustee McKinley noted that he thought there was one more item to be considered under access easement. He moved that that the Board grant the access easement near 45th Street and Crow Drive, as discussed during the Executive Session. Trustee Dick Scarlett seconded this motion; all were in favor.

Adjournment

Trustee President John MacPherson adjourned the meeting at 2:35 p.m.

Respectfully submitted,



Shannon Sanchez
Deputy Secretary, Board of Trustees



Laura Wespital
Senior Administrative Assistant

Other Action Taken

Wednesday, June 15, 2016

Trustee McKinley noted that he thought there was one more item to be considered under access easement. He moved that that the Board grant the access easement near 45th Street and Crow Drive, as discussed during the Executive Session. Trustee Dick Scarlett seconded this motion; all were in favor.

A Plan for Budget Reduction at the University of Wyoming

May, 2016

Guiding Principles

The University of Wyoming aspires to be one of the nation's finest public land-grant research universities. We serve as a statewide resource for accessible and affordable higher education of the highest quality; rigorous scholarship; technology transfer; economic and community development; and responsible stewardship of our cultural, historical, and natural resources. As Wyoming's only University, we are committed to outreach and service that extend our human talent and technological capacity to serve the people in our communities, our state, the nation and the world. These aspirations will be central to the decisions on how UW will respond and adapt to reduced State support. Below are principles that will be used to guide the development of budget reduction plans.

Staying True to our Mission

- Budget reductions should have minimal impact on student success including recruitment/access, retention, persistence, transfer ease, and timely completion of degree.
- UW will continue to place the quality of academic programs, both at the graduate and undergraduate level as the highest priority. Our most enduring legacy is its graduates, who use their education to better their lives, our state, and the world around them.
- UW will maintain or enhance excellence in research, scholarship and creative activity which contributes to the state's economy and enriches society.
- UW will preserve its state-wide presence through outreach, extension and UW athletics.

Essential to our Core

- UW will strive to attract, retain, and reward high quality employees who contribute to a diverse campus community.
- The safety and health of students, faculty, staff or visitors, or UW's compliance with applicable laws will not be compromised.
- The ability of the University to perform essential operation or maintenance of the physical plant will be maintained.

Cost savings and Revenue enhancing opportunities

- As the University works to address reductions in state funding to the University, it must also increase private support and explore entrepreneurial opportunities to diversify and grow other revenue streams.
- UW will emphasize cost savings through driving inefficiencies out of the University's operations.

Process

- The University will be as transparent as possible in dealing with budget reductions and provide on-going communication with the campus and constituencies.

Budget Reduction Plan to Realize \$26 million in FY17

Permanent Budget Cuts

\$19,300,100

1. Implement \$7 million budget reduction submitted in early April
Savings: \$7 Million
2. Eliminate 70 vacant positions. (Note: Positions fully paid by external funding sources i.e. grants, contracts, gifts may be filled; several critical hires will continue). Keep a strong inventory of vacancies and rectify hiring on a case-by-case basis once permanent position elimination has been fully determined.
Savings: \$3.6 million salary + \$1.6 million FB = \$5.2 Million
3. Standardize faculty workload for fall semester as follows:
 - a. Professorial faculty are assigned a 2/3 or 3/2 workload. Faculty can buyout teaching load with external funding.
 - b. Academic Professional faculty are assigned a 4/4 teaching load.
 - c. On-line courses taught in-load.
 - d. *Immediate embargo on temporary academic appointments for fall 2016 (i.e., non-extended term academic professional lecturers, research scientists, extension educators, temporary faculty appointments, visiting faculty appointments).* **Savings: \$2.5 Million**
4. No positions allowed where the appointment is at or greater than .50 FTE (50% time) and less than 1 FTE (100% time).
Savings: \$1.5 Million
5. No overtime, no faculty overload, no additional compensation effective immediately.
Savings: at least \$100,000
6. Offer a retirement incentive to qualified employees.
Savings (estimate) 50 FTE \$3 Million in FY17; \$6 million in FY18

One-time Budget Cuts for FY17 (with Permanent Budget Cuts identified for FY18)

\$6,550,000

7. One-time contribution from reserves as follows:

\$500,000	President's Office
\$500,000	Residential Life & Dining Services
\$500,000	Information Technology
\$500,000	Audit Reserve
\$1,250,000	Outreach School
\$1,250,000	Colleges outreach funds

Savings: \$4.5 Million

8. Savings realized in FY16 from salary salvage and operating expenses

Savings: unknown but potentially \$1-2 Million

9. Voluntary reduction of summer hours for employees to 32 hours (with pay for 32 hours).
Hours of work approved by supervisor.

Savings: Unknown, perhaps \$50,000

10. *Only if absolutely needed but would prefer to not use this strategy:* furlough all employees during FY 2017 for 4 days in December (20-23)

Savings: \$2 Million

Other Actions*

11. Standardize course/section enrollment as follows:
 - a. Evaluate all course caps and raise whenever possible.
 - b. Standardize 10/5 low enrollment (10 students minimum to offer undergraduate course; 5 students minimum to offer graduate course). 2% of all sections allowed as exceptions justified to the Provost on a course by course basis.
 - c. For multiple section courses, employ a minimum of 85% fill rate.
12. Limit out-of-state travel; limit conference attendance; limit professional development spending.
13. Cap student labor at same level as FY16 or lower.

*These will result in some savings but potential savings is difficult to estimate

Budget Plan for 2017-2018 (for FY18)

Target of \$10-16 Million Permanent Savings with plan developed by August 31, 2016

Budget Reductions

1. By August 31, complete academic program review process. Identify low productivity/low outcomes programs and process for elimination will be initiated.
2. Review non-academic programs/services and reduce, combine or eliminate those non-essential to core functions.
3. Study organization and structure of Colleges and non-academic units. Combine units and consolidate functions where possible to realize efficiencies and reduce administrative overhead.
4. Review all administrative appointments with a goal of leaning up; standardize administrative compensation. Expand management oversight to like departments/units.
5. Begin realigning vacancies to high-need, high-priority areas and continue to eliminate positions where possible.
6. Analyze all positions and move 12 month appointments to 9 or 10 month contracts where possible.
7. Study opportunities to reduce staffing level or task frequency (e.g. custodial cleaning; service hours of transit system, etc.)
8. Evaluate opportunities to outsource University operations to off-load personnel (labor) and introduce new revenue to university (e.g. dining services, custodial).

Revenue Growth

9. Develop a plan to fully utilize endowment and gift dollars, putting them to work for the university on an annual basis.
10. Develop a plan for program fees/differentiated tuition for high-cost programs.
11. Develop a plan to increase out of state enrollment with significantly less discounting.

Longer term fiscal plan

1. Develop strong strategic plan to include higher fiscal performance.
2. Implement an integrated budget and accounting system; analyze budget staffing; develop strong reporting function; train employees.
3. Develop a plan to diversify revenue, relying less on increases to state support.
4. Study tuition elasticity and develop a long-term plan for tuition and fees.
5. Implement a Responsibility-centered Management (RCM or decentralized) budget model.
6. Develop a strategic enrollment plan and grow enrollment to align UW faculty-student ratio and average cost per students to peer institutions.
7. Optimize public and private funded scholarship resources to meet student enrollment objectives.
8. Develop a campus resident hall and dining plan; bond renovations or new buildings; revamp charges to align with amenities.
9. Refresh or develop other plans to align with the strategic plan: Campus master plan; College plans; Athletic plan; Diversity plan, etc.
10. Incentivize external funding and grow tech transfer.
11. Develop standardized faculty workload system including reports.
12. Develop a merit salary policy and on-going plan for salary increases.
13. Study and when feasible, develop private/public partnerships.
14. Launch a capital campaign to support the strategic plan.

	A	B	C	D	E	F
1	Fiscal Year 2017 Budget Reductions					
2	Revised 6/14/2016					
3	Agency 067 - University of Wyoming					
4		Annual \$	Biennium \$	Actions		
5	The Penny Plan (1.5% of Standard Budget)					
6						
7						
8						
9	University of Wyoming	\$ 2,897,287	\$ 5,794,573	Personal services and support budgets permanently reduced.		
10	School of Energy Resources (SER)	\$ 155,815	\$ 311,630	Administration support budget permanently reduced.		
11	Tier 1 Engineering	\$ 63,213	\$ 126,425	Personal services and support budgets permanently reduced.		
12	NCAR	\$ 15,000	\$ 30,000	MOU support budget permanently reduced.		
13	Total	\$ 3,131,314	\$ 6,262,628			
14	Governor Mead's May 2016 Letter					
15						
16						
17	University of Wyoming	\$ 16,192,089	\$ 32,384,177	Personal services (vacant positions and part-time non-benefited) and benefits and support budgets permanently reduced (\$6.1M). Compensation (\$0.5M) and benefits budget (\$5.6M) temporarily reduced. Temporary revenue replacement (\$4.0M)		
18	School of Energy Resources (SER)	\$ 870,804	\$ 1,741,608	Research support budget permanently reduced.		
19	Tier 1 Engineering	\$ 353,277	\$ 706,554	Administration support budget permanently reduced.		
20	NCAR	\$ 83,831	\$ 167,661	MOU support budget permanently reduced.		
21	Total	\$ 17,500,000	\$ 35,000,000			
22						
23						
24	Agency 167 - UW - Medical Education					
25		Annual \$	Biennium \$	Actions		
26						
27						
28						
29						
30	Casper Family Medicine Residency Program	\$ 80,588	\$ 161,176	Contractual services budget permanently reduced.		
31	Cheyenne Family Medicine Residency Program	\$ 70,323	\$ 140,645	Contractual services budget permanently reduced.		
32	WWAMI	\$ 94,557	\$ 189,114	Contractual services and support budget permanently reduced.		
33	Dentistry Contracts	\$ 36,575	\$ 73,149	Student financial aid budget permanently reduced.		
34	Accelerated Nursing Degree	\$ 1,688	\$ 3,375	Student financial aid budget permanently reduced.		
35	Total	\$ 283,730	\$ 567,459			
36	Governor Mead's April 2016 Letter (Additional 8%)					
37						
38						
39	Casper Family Medicine Residency Program	\$ 429,802	\$ 859,604	Revenue replacement (clinic income and Graduate Medical Education (GME) federal funding).		
40	Cheyenne Family Medicine Residency Program	\$ 375,055	\$ 750,109	To be determined.		
41	WWAMI	\$ 504,306	\$ 1,008,611	Revenue replacement (student tuition and contract payments and endowment income).		
42	Dentistry Contracts	\$ 204,064	\$ 408,128	Student financial aid budget permanently reduced.		
43	Accelerated Nursing Degree	\$ -	\$ -	None (reduction was absorbed by the Dentistry Contract program).		
44	Total	\$ 1,513,226	\$ 3,026,452			
45						

Revised 6/14/2016



a message about the
University of Wyoming
budget

with

President **Laurie Nichols**

May 25 & 26, 2016



UNIVERSITY OF WYOMING

| budget reduction and essential reallocation

Budget	Biennium	Annual
Recurring Reduction		
Penny plan (1 ½ %)	\$5.8 million	\$2.9 million
8%	32.4	16.2
Utility shortfall	6.0	3.0
Total recurring	\$44.2 million	\$22.1 million
One-time reallocation		
Fiscal system (legislature)	5.0	2.5
Fiscal system (university)	13.0	6.5
Total fiscal system	\$18.0 million ¹	\$9.0 million

¹\$23M including legislature appropriation



UNIVERSITY OF WYOMING

guiding principles stay true to our mission

- minimal impact on student success
- maintain quality of academic programs
- maintain scholarly excellence
- preserve statewide presence



UNIVERSITY OF WYOMING

guiding principles core essentials

- attract and retain high quality employees
- protect safety and health
- maintain physical plant essential operations



UNIVERSITY OF WYOMING

| guiding principles opportunities

- become more efficient
- diversify revenue streams
- provide transparency



UNIVERSITY OF WYOMING

timeline permanent cuts



UNIVERSITY OF WYOMING

timeline

one-time reallocation



FY17
\$6.5M

FY18
\$6.5M

FY19

immediate

intermediate

long-term



UNIVERSITY OF WYOMING

FY17 strategy:

drive efficiencies
preserve people – eliminate vacancies



UNIVERSITY OF WYOMING

fiscal year '17

immediate: permanent

- implement \$7 million cut from April
- eliminate vacant positions
- standardize teaching load—
severely limit temp appointments
- eliminate 50% to 99% FTE appointments
- no overtime/overload
- retirement incentive



fiscal year '17

immediate: one time

- reduction in cash reserves
- FY16 savings from salary, operations
- voluntary summer work reduction to 32 hours



| fiscal year '17

| immediate: other

- fully implement minimum course enrollment thresholds
- limit travel
- cap student labor costs



UNIVERSITY OF WYOMING

| fiscal year '18 | intermediate: cost savings

- program reviews completed
- organization and structure
- review administrative appointments
- analyze positions/9 month



fiscal year '18

intermediate: new revenue

- fully utilize foundation funds
- program fees for high-cost programs
- enrollment (out-of-state tuition waivers)
- tuition increases



UNIVERSITY OF WYOMING

looking to the future long-term planning

- strategic plan
- diversified revenue: tuition and fees
- fiscal system/stronger fiscal management
- new budget model
- strategic enrollment plan and growth



UNIVERSITY OF WYOMING

looking to the future long-term planning

- other plans, including residential halls
- research and tech transfer
- merit salary policy and process
- private/public partnerships
- launch capital campaign



The University of Wyoming
Board of Trustees' Minutes
Wednesday, June 15, 2016
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ATTACHMENT C

Page 1 of 3

[illegible]

The University of Wyoming
Board of Trustees' Minutes
Wednesday, June 15, 2016
Page 17

	Y	Z	AD	AF	AG	AH	AI	AK	AM	AN	AO	AQ	AR	AS	AT	AU	AV	AX	AY		
1	Agency and Section Subtotals																			REVISED Proposed FY 2017 - 6/15/2016	
2	University of Wyoming (Agency 067) and UW- Medical Education (Agency 167)																				
3			Table F			Table G			Table H			Table I			Table J			Table K			
4	Total Revenue / Sources		Notes	067 Total Section I			Section II (k)			Section III (k)			067 Total			167 Total (l)			Grand Total		
5				FY15 Revised	FY16 Revised	FY17 Proposed	FY15 Revised	FY16 Revised	FY17 Proposed	FY16 Revised	FY17 Proposed	FY15 Revised	FY16 Revised	FY17 Proposed	FY15 Revised	FY16 Approved	FY17 Proposed	FY15 Revised	FY16 Revised	FY17 Proposed	
6	General Fund			198,929,063	210,902,771	200,951,849	-	-	-	15,000,000	-	198,929,063	225,902,771	200,951,849	19,445,190	19,546,190	17,372,443	218,374,253	245,448,961	218,324,292	
7	UW Income Fund			68,717,539	64,818,495	71,299,152	-	-	-	-	-	68,717,539	64,818,495	71,299,152	-	-	-	68,717,539	64,818,495	71,299,152	
8	Athletics (Augmenting Revenue)			2,379,045	2,379,045	2,379,045	-	-	-	-	-	2,379,045	2,379,045	2,379,045	-	-	-	2,379,045	2,379,045	2,379,045	
9	Sales & Services			4,570,805	4,570,805	4,570,805	-	-	-	-	-	4,570,805	4,570,805	4,570,805	-	-	-	4,570,805	4,570,805	4,570,805	
10	Federal Mineral Royalties			7,011,361	7,011,361	7,011,361	6,353,639	6,353,639	6,353,639	-	-	13,365,000	13,365,000	13,365,000	-	-	-	13,365,000	13,365,000	13,365,000	
11	Fed. Funds--Ag. Coll. Research		(c)	1,350,000	1,350,000	-	-	-	-	-	1,350,000	1,350,000	1,350,000	1,350,000	-	-	-	1,350,000	1,350,000	1,350,000	
12	Fed. Funds--Ag. Coll. Extension		(c)	1,107,809	1,107,809	-	-	-	-	-	1,107,809	1,107,809	1,107,809	1,107,809	-	-	-	1,107,809	1,107,809	1,107,809	
13	Land Income Fund--University		(j)	682,000	682,000	682,000	-	-	2,500,000	-	-	682,000	682,000	3,182,000	-	-	-	682,000	682,000	3,182,000	
14	Land Income Fund--Ag. College			460,000	495,000	476,000	-	-	-	-	-	460,000	495,000	476,000	-	-	-	460,000	495,000	476,000	
15	Temporary Augmenting Revenue			-	-	4,000,000	-	-	-	-	-	-	-	4,000,000	-	-	-	-	-	4,000,000	
16	Foundation and Gifts			2,225,910	2,225,910	2,225,910	33,000,000	30,000,000	35,000,000	-	-	35,225,910	32,225,910	37,225,910	-	-	-	35,225,910	32,225,910	37,225,910	
17	Clinic Income			-	-	-	-	-	-	-	-	-	-	-	5,923,031	5,343,031	6,909,392	5,923,031	5,343,031	6,909,392	
18	Tuition/Contract Payments			-	-	-	-	-	-	-	-	-	-	-	801,800	768,628	-	801,800	768,628	-	
19	Grants and Contracts --Fed. Funds AML through DEQ			-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
20	Grants and Contracts -- Other Federal Funds			-	-	-	83,573,471	-	-	86,000,000	92,120,000	83,573,471	86,000,000	92,120,000	-	-	-	83,573,471	86,000,000	92,120,000	
21	Grants and Contracts --State Funds			-	-	-	12,000,000	-	-	12,000,000	12,000,000	12,000,000	12,000,000	12,000,000	-	-	-	12,000,000	12,000,000	12,000,000	
22	Grants and Contracts --Other Funds			-	-	-	5,416,895	-	-	19,900,000	18,900,000	5,416,895	19,900,000	18,900,000	-	-	-	5,416,895	19,900,000	18,900,000	
23	Auxiliary, Enterprise and Other University Funds			-	-	-	89,267,370	82,307,385	79,540,550	-	-	89,267,370	82,307,385	79,540,550	-	-	-	89,267,370	82,307,385	79,540,550	
24	Other Government Agency Funds			-	-	-	500,000	-	-	-	-	500,000	-	-	-	-	-	500,000	-	-	
25	Total			287,433,532	295,543,196	293,596,122	230,111,375	118,661,024	123,394,189	132,900,000	125,477,809	517,544,907	547,104,220	542,468,120	25,368,221	25,691,021	25,050,463	542,913,128	572,795,241	567,518,583	
26																					
27	Total Expenditures / Uses			067 Total Section I			Section II (k)			Section III (k)			067 Total			167 Total (l)			Grand Total		
28				FY15 Revised	FY16 Revised	FY17 Proposed	FY15 Revised	FY16 Revised	FY17 Proposed	FY16 Revised	FY17 Proposed	FY15 Revised	FY16 Revised	FY17 Proposed	FY15 Revised	FY16 Approved	FY17 Proposed	FY15 Revised	FY16 Revised	FY17 Proposed	
29	Full-time Personal Services (1000)			132,755,715	138,795,118	128,661,862	39,348,213	22,209,632	20,640,770	23,500,000	25,085,909	172,103,928	184,504,950	175,197,541	8,620,418	8,941,550	8,700,828	180,724,346	193,446,500	183,898,369	
30	Overtime (1100)			89,298	150,090	123,414	-	11,000	11,000	-	-	89,298	161,090	134,414	-	-	-	89,298	161,090	134,414	
31	Part-time Personal Services (1200)			12,960,787	10,594,088	6,174,395	15,910,654	7,850,614	6,904,198	9,500,000	10,349,181	28,871,441	27,944,702	23,427,774	487,742	862,778	1,069,737	29,359,183	28,807,480	24,497,511	
32	Graduate Assistant (1400)			7,492,708	7,914,707	6,938,245	6,932,940	600,957	564,616	7,500,000	7,675,500	14,425,648	16,015,664	15,178,361	14,186	14,186	-	14,439,834	16,029,850	15,178,361	
33	Employer Paid Benefits (1900)			59,694,523	60,033,150	67,292,173	19,966,663	9,478,908	11,405,098	10,710,000	10,792,579	79,661,186	80,222,058	89,489,850	4,104,660	4,251,846	4,777,255	83,765,846	84,473,904	94,267,105	
34	Temporary Reduction of EPB Budget (1900)			-	-	(5,567,116)	-	-	-	-	-	-	-	(5,567,116)	-	-	-	-	-	(5,567,116)	
35	Total Personal Services			212,993,031	217,487,153	203,622,973	82,158,470	40,151,311	39,534,682	51,210,000	54,703,169	295,151,501	308,848,464	297,860,824	13,227,006	14,070,360	14,547,820	308,378,507	322,918,824	312,408,644	
36	Support Services (2000)			54,475,485	56,553,541	71,004,363	92,012,076	42,496,629	45,820,671	60,000,000	46,230,517	146,487,561	159,050,170	163,055,551	4,728,611	4,208,058	2,887,789	151,216,172	163,258,228	165,943,340	
37	Grant & Aid Payment (6000)			19,956,518	21,494,004	18,960,288	25,997,034	24,130,626	23,710,154	-	-	45,953,552	45,624,630	42,670,442	7,412,604	7,412,603	7,614,854	53,366,156	53,037,233	50,285,296	
38	Non-op. Expenditure (8000)			8,498	8,498	8,498	24,107,753	9,320,489	8,870,529	10,000,000	10,000,000	24,116,251	19,328,987	18,879,027	-	-	-	24,116,251	19,328,987	18,879,027	
39	Future Expenditures			-	-	-	-	2,561,969	5,458,153	-	-	-	2,561,969	5,458,153	-	-	-	-	2,561,969	5,458,153	
40	Future Grant Expenditures			-	-	-	-	-	-	11,690,000	14,544,123	-	11,690,000	14,544,123	-	-	-	-	11,690,000	14,544,123	
41	Total			287,433,532	295,543,196	293,596,122	224,275,333	118,661,024	123,394,189	132,900,000	125,477,809	511,708,865	547,104,220	542,468,120	25,368,221	25,691,021	25,050,463	537,077,086	572,795,241	567,518,583	

The University of Wyoming
Board of Trustees' Minutes
Wednesday, June 15, 2016
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[illegible]

FY 2017 PROPOSED UW OPERATING BUDGET

Board of Trustees Meeting – June 15, 2016

- **The FY 2017 Proposed UW Operating Budget**
 - Is an annual budget – these are not biennium amounts unless otherwise noted
 - Includes Agency 067
 - University of Wyoming
 - School of Energy Resources
 - NCAR Memorandum of Understanding
 - Tier 1 Engineering
 - UW Operating Matching Funds
 - And Agency 167
 - Family Medicine Residency Centers (Casper & Cheyenne)
 - WWAMI (Washington, Wyoming, Alaska, Montana and Idaho) Medical Education Program
 - Dental Contract Program
 - Accelerated Nursing Degree Program
 - Does not include any Capital Construction budgets
 - Does not include Agency 069 – WICHE (Western Interstate Commission for Higher Education)
 - Does not include Agency 070 – EORC (Enhanced Oil Recovery Commission)
 - Agency 069 and Agency 070 budgets are not approved by the UW Board of Trustees
 - They are approved by their respective governing boards – their Commissions
- **The narrative is found on Pages 17-20 of your Board Report**
- **The detailed table was provided yesterday**
 - Hardcopies are available today to hand out
 - Page 1 of the table reflects Agency 067 – Section I budgets
 - Including SER, NCAR, Tier 1 and UW Operating Matching Funds
 - Table F is the 067 Total Section I proposed budget
 - Table F is replicated on Page 2
 - Table G is the proposed Section II (self-sustaining) budget
 - Table H is the proposed Section III (sponsored research) budget
 - Table I is the sum of the above Agency 067 tables
 - Table J is the Agency 167 - UW Medical Education proposed budget
 - Table K is the grand total of Agency 067 and Agency 167
 - Page 3 contains explanatory footnotes
- **Increases in the Proposed Operating Budget**
 - General Fund state appropriations that apply to all budgets with personnel (UW, SER, Tier 1, Med Ed)
 - Significant increase for health insurance costs
 - \$7.2 million for UW Section I

- Minor increase for retirement contribution costs
 - \$0.3 million for UW Section I
- General Fund RECURRING state appropriations as a result of the 2016 Wyoming Legislative (Budget) Session
 - \$4.0 million per year
 - Athletics Operating Matching Funds
 - A \$1.0 million reduction from FY 2016
 - \$1.3 million (of a \$2.3 million biennium appropriation)
 - Science Initiative programmatic initiatives
 - \$0.5 million per year
 - Operations and maintenance (utilities) - \$0.375 million
 - *Will talk about funding sources for the remaining utilities shortfall later*
 - Environmental health and safety - \$0.125 million
 - \$0.4 million per year
 - Re-appropriation of funding for the Master's in Counselor Education degree program
- General Fund ONE-TIME state appropriations as a result of the 2016 Wyoming Legislative (Budget) Session
 - Endowment matching funds (\$10.35 million)
 - Earnings from endowments are estimated and included in the proposed operating budget
 - Matching funds for "any university initiative with a total cost of less than two hundred thousand dollars (\$200,000)" (\$1.15 million)
 - \$5.0 million
 - Fiscal management and reporting system
 - *See Supplementary Budget Information (Page 4)*
 - \$1.5 million (of a \$2 million biennium appropriation)
 - School of Energy Resources Carbon Engineering research
 - \$0.5 million (of a \$0.5 million biennium appropriation)
 - Wyoming Public Media infrastructure
- Tuition revenue
 - \$1.5 million
 - Operations and maintenance (utilities)
 - \$0.5 million
 - Faculty compensation for tenure and promotion
- Differential tuition revenue
 - \$0.1 net increase
 - Minor increases in Law and Pharmacy
 - Minor decrease in MBA program
- Cash reserves (UW Income Fund/Tuition)
 - \$4.5 million if after contract approval
 - Fiscal management and reporting system
 - \$0.8 million
 - Operations and maintenance (utilities)
- Cash reserves (UW LAND Income Fund)

- \$2.5 million
 - Prior years' utilities deficit
- **Decreases in the Proposed Operating Budget**
 - Removal of one-time appropriations
 - \$5.0 million
 - Athletics Operating Matching Funds
 - \$0.8 million
 - Science Initiative
 - Camps/events for Wyoming high school students
 - Legislatively-approved "Penny Plan"
 - Reductions in all programs (UW, SER, NCAR, Tier 1 and Med Ed)
 - Personal services and support budgets permanently reduced
 - \$2.9 million – UW
 - \$0.2 million – SER
 - Less than \$0.1 million
 - NCAR, Tier 1
 - Total 067 reduction \$3.1 million
 - Total 167 reduction \$0.3 million
 - Governor Mead's May 2016 Letter
 - Reductions in 067 programs (UW, SER, NCAR and Tier 1)
 - Total of \$17.5 million per year
 - Personal services, employer-paid benefits (EPBs) and support budgets permanently reduced.
 - \$16.2 million reduction of UW budget
 - \$6.1 million
 - Expenditure reductions for vacant positions, part-time non-benefited academic positions and EPBs
 - \$4.5 million
 - Revenue replacement (\$4.0M)
 - One-time bridge funding - Section II cash reserves temporarily replace General Fund revenue
 - Required to be replaced for FY 2018 or further reductions must be identified
 - Temporary compensation budget reduction (\$0.5M)
 - To be restored as future savings materialize
 - \$5.6 million
 - Temporary reduction of EPB budget
 - To be restored as future savings materialize
 - \$0.9 million reduction of SER
 - Research support budget permanently reduced
 - \$0.3 million reduction of Tier 1
 - Administration support budget permanently reduced

- \$0.1 million reduction of NCAR
 - MOU contractual obligation support budget permanently reduced
 - Other UW resources must be used to meet obligation
 - Governor Mead's April 2016 Letter
 - Additional 8% reductions announced
 - Reductions in 167 programs (Family Medicine Residency Programs, WWAMI, Dental Contracts)
 - \$0.8 million – FMRPs
 - Revenue replacements
 - Clinic income (Casper)
 - Graduate Medical Education (GME) federal funds (Casper and Cheyenne)
 - Other reductions to be determined
 - \$0.5 million – WWAMI
 - Revenue replacement
 - Student tuition and contract payments
 - Endowment income
 - \$0.2 million – Dental Contracts
 - Student financial aid budget permanently reduced.
- **ASKING FOR APPROVAL OF PROPOSED FY 2017 OPERATING BUDGET**
 - **AGENCY 067 REVENUE AND EXPENDITURES = \$ 542,468,120**
 - **AGENCY 167 REVENUE AND EXPENDITURES = \$ 25,050,463**
 - **TOTAL REVENUE AND EXPENDITURES = \$ 567,518,583**

SUPPLEMENTARY BUDGET INFORMATION

- Fiscal management and reporting system
 - Funding sources in FY 2017 - \$13.5 million (All Section I)
 - \$5.0 million – one-time state appropriation
 - \$4.0 million – (of a \$5 million) one-time block grant funding shift (as directed by legislature)
 - \$4.5 million – cash reserves from UW Income Fund/Tuition
- Operations and maintenance (utilities)
 - Prior years' deficit
 - \$2.5 million – UW LAND Income Fund (Section II)
 - Ongoing shortfall - \$2.7 million in FY 2017 (All Section I)
 - \$1.5 million – tuition revenue
 - \$0.825 million – cash reserves from UW Income Fund/Tuition
 - \$0.375 million – recurring state appropriation

*Materials provided from
Trustee President John MacPherson
to the Board on 6-15-16*

Task at Hand. Governor Mead has tasked the Wyoming Business Council (WBC) and University of Wyoming (UW) to join efforts to develop a joint 20-year diversification strategy for Wyoming's economy--a strategy that will have staying power beyond changes in state and university administrations. The strategy should align the efforts of both organizations, other state agencies and Wyoming's community colleges. The strategy should be visionary, performance based, and transcend changes in technologies and markets. He has asked that the WBC and UW develop the strategy by August 2016.

Discussion:

Agency leads

- The mission of the WBC is to "increase Wyoming's prosperity--prosperity for industries, businesses, communities, families and people".
- The mission of UW (excerpt) is to "aspire to be one of the nation's finest public land-grant research universities. We serve as a statewide resource for accessible and affordable higher education of the highest quality; rigorous scholarship; technology transfer, economic and community development; and responsible stewardship of our cultural historical, and natural resources."

20 year horizon

- A 20 year strategy is a long term commitment.
- The strategy should be adaptable and will need to be updated from time to time.
- The Governor will consider ways to ensure execution of the strategy over the 20 years--through formal organizational structure, agreement, or executive order.

Diversification

- The strategy should focus on diversifying Wyoming's economy—a specific outcome of economic development that requires tactics moving Wyoming away from a commodity-based economy, increasing resilience of Wyoming industries.
- Diversification complements the Governor's goal of making technology the fourth largest sector of Wyoming's economy.

Alignment

- This is not a plan for the WBC or UW--it is a strategy for all Wyoming and its public agencies.
- It reflects the same spirit of Governor Mead's Energy and Water Strategies.

Visionary

- The strategy must stand apart from other economic development plans of the past.
- It must include blue sky and big thinking.
- It must be bold and inspire action.

Performance based

- The strategy should include benchmarks, metrics and regular updates.

Changing markets and technologies

- Markets and technologies will change over time. The strategy should work under changing circumstances adapt to an ever-changing global economy.

Two months

- The task at hand may result in a high level framework that will ultimately be expanded over time.
- The WBC has a framework that can be used as a starting point.

**UW REGULATION 4-2
Employment Provisions Applicable to All Personnel**

I. NEPOTISM

University employees shall not be immediate supervisors to their relatives. Relatives include parents, spouses, children, siblings (or the foregoing as in-laws), domestic partners, grandparents, grandchildren, uncles/aunts, nephews/nieces, and first cousins. Employees who find themselves in a work situation that conflicts with the foregoing statement shall have the remainder of the fiscal year to work with UW Administration to find alternative solutions, which may involve changes in the lines of supervision for their relatives.

Employees shall recuse themselves from formal discussions, votes, and/or decisions affecting the appointment, tenure, promotion, performance evaluation or other personnel status of a relative as defined above.

No provision of this section shall be interpreted or applied to prevent the hiring, admission to degree candidacy, or award of a scholarship, fellowship, or graduate assistantship to a person who is a relative of any employee of the University or of the Trustees. Nor shall this Regulation bar any employee from (1) reporting concerns about sexual harassment, discrimination, procedural violations, or other inappropriate workplace behavior; (2) inquiring about the possibility of University employment for a family member; or (3) seeking supervisory positions and discussing alternatives for managing family-related conflicts of interest.

II. COMPENSATION

A. Salary Payment

The base salary for most faculty and academic professionals is for work performed during the academic year, defined as the period beginning with the first day of the Fall semester registration and ending with Spring semester commencement. The base salary for faculty performing administrative duties and other duties beyond the usual academic assignments and for most other salaried staff employees is for work performed during the fiscal year.

All base salaries shall be paid in twelve (12) monthly installments except as specified in UW Regulation 5-173, Regulations Governing Vacation, Sick Leave, and Compensation for Faculty and University Officer. The University shall take any required deductions from salary payments for federal withholding taxes, social security, retirement, and for such additional purposes as may be authorized by the individual, or as required by law.

B. Supplementary Compensation

1. From Funds Disbursed Through the University

Full-time employees during their regular terms of service shall not have their salaries supplemented from University grants, contracts, or other University sources except for:

- a.** Employment in extension classes, noncredit programs, and similar activities scheduled through adult education programs.
- b.** Occasional employment at University-sponsored events such as ticket selling at athletic events, or similar duties.
- c.** Overtime payments when required by the employee contract or by applicable state or federal law.
- d.** Employment as part-time instructor, lecturer or professional employee, where the appointing department, with the approval of the employee's vice president or administrative officer, determines that:
 - (1.)** The employment will not interfere with the performance of the employee's regularly assigned duties;
 - (2.)** The part-time duties to which the employee is assigned on a supplementary basis require instructional or professional expertise that is not available through regularly appointed academic personnel or professional employees or through part-time appointment of non-University personnel;
 - (3.)** The supplementary assignment does not exceed the equivalent of one regularly scheduled three-hour credit course in any calendar year; and
 - (4.)** The supplementary assignment is not recurring and is not in addition to the maximum time allowed for consulting as outlined below.
- e.** Employment on grants, contracts and similar University-funded activities where the work is in addition to the individual's regularly assigned duties under limited conditions and for a limited period of time. Such employment may be approved when:
 - (1.)** The essential services cannot be provided by persons employed or receiving salary support under the grant;
 - (2.)** It is not possible to relieve the employee of part of usual duties;
 - (3.)** The project is one for which another department has principal responsibility; and

(4.) The overload will not exceed twenty (20) days per academic year or twenty-four (24) days per fiscal year as determined by the employee's period of appointment and shall not be in addition to the maximum time allowed for consulting as outlined below.

f. When approved by the appropriate University authorities, full-time employees on academic year appointments may earn up to one-third (1/3) of their base salary for services rendered during the period from Spring commencement to Fall reporting date.

g. When approved by the appropriate University authorities, employees who have been granted a sabbatical leave may receive compensation from sponsored research grants and contracts awarded to the University, up to a maximum of forty (40) percent of their approved academic year salary, if funding from the grant or contract is an integral component of the sabbatical proposal.

2. From Funds Disbursed by State Agencies

The University recognizes its obligation to make its resources available to state agencies; however, the costs of such services are not included in the University budget and must, accordingly, be covered by funds from the agencies or from other non-University sources. The performance of professional and consulting work by a University employee for any Wyoming State agency shall, in general, be covered by the regulations that cover work for other outside agencies, i.e., the employee must obtain approval of the appropriate University officers and adhere to the maximum period for which additional compensation may be accepted. When an employee's services are required for a longer period, the University will make every effort to release the individual to the state agency for the time required with appropriate salary adjustment to be made between the agency and the University.

III. CONSULTING

A. Requirements

During the period of full-time University employment, academic personnel, athletic coaching and training personnel, and University officers may, with prior approval of the President or the President's designee, perform professional and consulting work with or without compensation. A determination that the following requirements have been met shall be made by the appropriate dean, director or principal University officer. The President of the University shall receive notification of each request prior to initiation of the professional or consulting work.

1. The commitment to professional and consulting work shall not normally exceed thirty-nine (39) calendar days per academic year for academic year employees and forty-eight (48) calendar days per fiscal year for fiscal year employees.
2. The work must not interfere with the employee's University duties and must be in addition to, rather than a part of, the employee's full-time University duties. Such work must also be related to the employee's duties and must contribute to the effectiveness of the employee's work.
3. When academic personnel or University officers perform professional and consulting work, they must furnish written statements signed by the employee and the client(s) attesting that the efforts are independent of the employee's University employment and any affiliation thereto, that the University will be held harmless in relation to any product thereof, and that the University is not to be connected with the results and may not be involved in publicity, advertising or other activities related to the work, except for publication of scholarly works. In those instances where client confidentiality is a necessary and customary practice of the profession, the academic personnel member or University officer shall furnish assurance that such signed, written statements are maintained in the member's or officer's client file.

B. Competition with the Private Section

When engaging in outside work, University personnel shall not unreasonably compete with the private sector.

C. Use of University Facilities

The facilities of the University may not be used for outside work without the recommendation of the appropriate dean or director and approval of the Vice President for Administration, who shall establish the compensatory schedule for facilities used.

D. Scope

This Regulation shall not apply to work which

1. Does not involve use of University facilities;
2. Does not represent the University; and
3. Is performed outside an individual's overall commitment of time and effort to the University, or conducted during approved vacation or leave without pay.

Paid professional or consulting activities undertaken outside the employee's overall commitment to the University will be disclosed to the appropriate dean, director, or University President.

E. Conflict of Commitment

Failure to comply with this Regulation shall constitute a conflict of commitment and shall be cause for disciplinary action, up to and including termination.

IV. CONFLICT OF INTEREST/CONFLICT OF COMMITMENT

A conflict of interest exists when an employee has an external interest that affects or provides an incentive to affect the employee's conduct of his/her University activities.

A conflict of commitment exists when an employee renders professional service that is not part of his/her duties to the University to the detriment of his/her obligations to the University. A conflict of commitment arises when professional service or research contracted for outside the University, consultations, or other outside activities (e.g., outside teaching or business) of an employee interferes with the paramount obligations to students, colleagues and the primary missions and policies of the University. Conflicts of commitment primarily involve questions of obligation and effort, but are often tied to financial remuneration or other inducements and, in such cases, may also constitute conflicts of interest.

Conflicts of interest and conflicts of commitment may constitute a breach of the employment contract and, if not properly disclosed and eliminated, or managed in accordance with University policies, will result in appropriate sanctions, up to and including termination.

V. MILITARY LEAVE

Employees are eligible for a leave of absence from the University to serve in the armed forces during a period of national or state emergency or for training.

A. Active Duty for War or National or State Emergency

Employees who have been employed for eleven (11) months who leave the University for active duty with the armed forces, voluntarily or involuntarily, during a state of war or declared national or state emergency will be given a leave of absence without pay. Application for such leave must be made to the employee's immediate supervisor and transmitted through regular channels to the President for approval by the Trustees. The time spent in national or state service shall count toward University retirement.

B. Active Duty for Training

Employees eligible for vacation privileges may have an additional fifteen (15) working days leave with pay per calendar year for active duty for training in addition to any other leave or vacation with pay to which the employee is entitled.

VI. RETIREMENT

A. Wyoming Retirement System and TIAA-CREF

Employees of the University are automatically included by state law in the Wyoming Retirement System and the Federal Social Security program (FICA). As an alternative to participation in the Wyoming Retirement System, University employees may participate in a legislatively approved plan with the Teachers Insurance Annuity Association-College Retirement Equities Fund (TIAA-CREF).

B. Board Retirement

Any employee who (1) has completed twenty-five (25) years of full- or part-time benefitted service with the University; (2) has attained the age of sixty (60) with fifteen (15) years of -University full- or part-time benefitted service with at least ten (10) consecutive years of uninterrupted service immediately preceding the date of retirement; or (3) elects an early retirement program authorized by state statute shall be designated Board Retired at the time of retiring. A list of Board Retired personnel shall be maintained in the Human Resources office.

i. Board retirement – before July 1, 2016, and on or after July 1, 2016 for employees Board retirement eligible on July 1, 2016

Each Board Retiree who retired before July 1, 2016, or who was eligible for Board retirement on July 1, 2016 and who retires on or after July 1, 2016, with continuous University employment from July 1, 2016 through the date of retirement, shall be eligible for the following benefits:

1. Conversion of up to 960 hours of accrued sick leave to a state contribution for group health insurance. The conversion rate is 1.5 months of coverage for each 40 hours of accrued sick leave. If the employee dies, the sick leave conversion benefit shall be transferred to the surviving spouse.
2. Payment for half the premium for state life insurance, if elected, for the remainder of the retiree's life. The employee's spouse or surviving spouse is not eligible for this benefit.
3. Access to recreation facilities without charge. The employee's spouse or surviving spouse may purchase access.
4. A campus parking permit without charge. The employee's spouse or surviving spouse may purchase a permit.

5. Season tickets to athletic events, at the same discount provided to benefited personnel. The employee's spouse or surviving spouse shall receive the same discount.
6. UW library privileges, including all electronic files available to UW personnel. The employee's spouse or surviving spouse shall only receive the same library privileges as all members of the public.
7. Computer account on the UWYO domain, without charge. The employee's spouse or surviving spouse is not eligible for this benefit.
8. Defensive driving course, without charge, once every three years, as long as UW continues to offer the course. The employee's spouse or surviving spouse may also take this course without charge, once every three years.
9. UW classes, at no tuition cost, provided space is available. The spouse of an eligible retiree may receive a fifty (50) percent tuition discount and a surviving spouse may receive the employee's full tuition discount provided space is available.
10. Office space, provided (a) space is available, (b) there is legitimate regular use, and (c) the appropriate department head and dean agree. The benefit is only available to retiring faculty members and academic professionals who receive emeritus status under UW Regulations 4-2 and 5-1. The employee's spouse or surviving spouse is not eligible for this benefit.

If an employee eligible for Board Retirement dies prior to retiring from the University, the Board Retiree benefits, including the sick leave conversion benefit, shall be made available to his or her surviving spouse, including any spousal provisions listed above.

Eligible part-time employees shall receive the sick-leave conversion in proportion to the percent of the appointment.

Retiring faculty members and academic professionals who receive emeritus status under UW Regulations 4-2 and 5-1 shall be eligible for the benefits numbered i.3 through i.10 ~~above of this subparagraph~~, whether or not they are eligible for Board Retirement.

Employees receiving official Board Retirement status shall be responsible for initiating the process to receive the paid-up health insurance through established personnel policies and guidelines. At the conclusion of any paid-up health insurance, the Board Retiree shall be eligible to participate in the group health insurance plan pursuant to the current personnel policies and/or insurance carrier's contracts.

ii. Board retirement – on or after July 1, 2016 but not eligible for Board retirement on July 1, 2016

Each Board Retiree not eligible for benefits under subparagraph B.i. of this section shall be eligible for the following benefits:

1. Payment for one-half (1/2) of the current unused sick leave balance on the date of retirement not to exceed 480 hours.
2. Payment for half the premium for state life insurance, if elected, for the remainder of the retiree's life. The employee's spouse or surviving spouse is not eligible for this benefit.
3. Access to recreation facilities without charge. The employee's spouse or surviving spouse may purchase access.
4. A campus parking permit without charge. The employee's spouse or surviving spouse may purchase a permit.
5. Season tickets to athletic events, at the same discount provided to benefited personnel. The employee's spouse or surviving spouse shall receive the same discount.
6. UW library privileges, including all electronic files available to UW personnel. The employee's spouse or surviving spouse shall only receive the same library privileges as all members of the public.
7. Computer account on the UWYO domain, without charge. The employee's spouse or surviving spouse is not eligible for this benefit.
8. Defensive driving course, without charge, once every three years, as long as UW continues to offer the course. The employee's spouse or surviving spouse may also take this course without charge, once every three years.
9. UW classes, at no tuition cost, provided space is available. The spouse of an eligible retiree may receive a fifty (50) percent tuition discount and a surviving spouse may receive the employee's full tuition discount provided space is available.
10. Office space, provided (a) space is available, (b) there is legitimate regular use, and (c) the appropriate department head and dean agree. The benefit is only available to retiring faculty members and academic professionals who receive emeritus status under UW Regulations 4-2 and 5-1. The employee's spouse or surviving spouse is not eligible for this benefit.

Eligible part-time employees shall receive the sick-leave conversion in proportion to the percent of the appointment.

Retiring faculty members and academic professionals who receive emeritus status under UW Regulations 4-2 and 5-1 shall be eligible for the benefits numbered ii.3 through ii.10 of this subparagraph, whether or not they are eligible for Board Retirement.

C. Conversion of Accrued Sick Leave for Non-Board Retirees

Any employee who retires, but is not eligible for Board Retirement as defined ~~above~~ in paragraph VI.B of this regulation shall receive a benefit as follows:

- i. Employees who retire before July 1, 2016, and ~~has~~ who have completed fifteen (15) years of University service with at least ten (10) consecutive years of uninterrupted service immediately preceding the date of retirement, shall receive a benefit of conversion of up to 960 hours of accrued sick leave to a state contribution for group health insurance. The conversion rate is 1.5 months of coverage for each 40 hours of accrued sick leave. The amount of the state contribution shall be equal to the employer's contribution for the coverage the employee had while employed reduced by the amount of any state-funded health insurance contributions for the retiree. If the retiree dies before the full amount of this benefit is paid, the balance of the benefit shall be transferred to the surviving spouse as a contribution toward state group health insurance payments. If an employee eligible for this conversion benefit dies prior to retiring from the University, the conversion benefit due this employee shall be transferred to his or her surviving spouse.
- ii. Employees who retire on or after July 1, 2016, with continuous service from July 1, 2016 through the date of retirement, and who have completed fifteen (15) years of University service with at least ten (10) consecutive years of uninterrupted service immediately preceding July 1, 2016, shall receive a benefit of conversion of up to 960 hours of accrued sick leave to a state contribution for group health insurance. The conversion rate is 1.5 months of coverage for each 40 hours of accrued sick leave. The amount of the state contribution shall be equal to the employer's contribution for the coverage the employee had while employed reduced by the amount of any state-funded health insurance contributions for the retiree. If the retiree dies before the full amount of this benefit is paid, the balance of the benefit shall be transferred to the surviving spouse as a contribution toward state group health insurance payments.
- iii. Employees who retire on or after July 1, 2016, and are not eligible for the benefit under subparagraph C.ii of this section shall receive payment for one-half (1/2) of the unused sick leave balance not to exceed 480 hours.

D. Retirement Incentive

Employees who elect to retire between July 1, 2016, and the earlier to occur of: 1) August 5, 2016 or 2) when the sum of the annual compensation of employees electing retirement reaches \$14,000,000.00, who are at least sixty-one (61) years of age on the date of retirement, and who are eligible either for Board retirement under subparagraph B.i. of this section or the benefit under subparagraph C.ii. of this section shall receive the following additional benefits:

- i. The conversion rate shall be 2.0 months of health insurance coverage for every 40 hours of accrued sick leave.
- ii. A payment in an amount equal to the employee's annual salary from the date of election to retire until December 31, 2016. This payment is consideration for the agreement to retire. It shall not be considered salary. The payment shall be made on the employee's last day of leave status under subparagraph VI.D.iii.
- iii. Notwithstanding the provisions of any other University regulation, an employee who elects to retire and receive the additional benefits under this paragraph VI.D shall not be eligible to receive a lump sum payment for accrued annual leave. In lieu thereof, the employee shall be in a leave status from the date of election to retire until the total number of hours of accrued vacation have been used. During this leave status, the employee shall not accrue sick or annual leave, but shall receive all other benefits.
- iv. The beneficiary of an employee who dies prior to receiving all the benefits shall be paid the balance of the benefits in a lump-sum.
- v. Employees whose salaries are funded by the state 0167 UW Medical Education budget or by the state 070 Enhanced Oil Recovery Commission budget are ineligible for benefits under this section.

E. Separation Incentive

Employees who elect to terminate their employment with the University on or after July 1, 2016, but not later than August 5, 2016, who are at least sixty-one (61) years of age on the date of the election, and who do not qualify for the benefits under paragraph VI.D of this regulation, shall receive the following benefits:

- i. Notwithstanding the provisions of any other University regulation, the employee:

- a. Shall receive payment for one-half (1/2) of the unused sick leave balance not to exceed 480 hours; and
- b. Shall receive payment for the number of hours under E.i.a of this section and for unused annual leave as follows:
 - I. The employee shall be in a leave status until the total number of hours under E.i.a of this section and the total number hours of accrued annual leave have been used or 480 hours, whichever is less. During this leave status, the employee shall not accrue sick or annual leave, but shall receive all other benefits.
 - II. If the employee has an unpaid leave balance after 480 hours in a leave status under E.i.b.I of this section, then the balance shall be paid in a lump sum on the last day of that leave status.
- ii. A payment in an amount equal to the employee's annual salary from the date of election until December 31, 2016. This payment is consideration for the agreement to terminate their employment. It shall not be considered salary. The payment shall be made on the employee's last day of leave status under E.i.b of this section.
- iii. The beneficiary of an employee who dies prior to receiving all the benefits shall be paid the balance of the benefits in a lump-sum.
- iv. Employees whose salaries are funded by the state 0167 UW Medical Education budget or by the state 070 Enhanced Oil Recovery Commission budget are ineligible for benefits under this section.

VII. EMERITUS DESIGNATION FOR ACADEMIC PERSONNEL

The emeritus designation shall be conferred upon academic personnel who retire after long and distinguished service to the University. For faculty, qualifications include tenure, associate rank, fifteen (15) years of service, and extraordinary performance in one or more of the following: teaching, advising, research/creative endeavors, professional and/or public service, or administration at the University of Wyoming.

For academic professionals (lecturers, extension educators and research scientists), qualifications include an extended term appointment, associate rank, fifteen (15) years of service, and extraordinary performance in one or more areas of their job duties.

Nominations for emeriti status shall be initiated by the department head and/or dean. The department head and/or dean shall forward the nomination to the Vice President for Academic Affairs, who shall forward his/her recommendation to the President. The President shall then forward a recommendation to the Trustees.

Academic personnel officially retired from the University may be recalled annually by the Trustees. Request for recall shall be made by the appropriate University officer(s) with the consent of the retiree.

VIII. POLITICAL ACTIVITIES

The political rights and privileges of all employees of the University are the same as those of any other citizen of the State. However, exercise of those rights and privileges shall not involve the use of University funds, time, services and facilities unless authorized as part of the educational process. Any unauthorized use may be subject to disciplinary action, up to and including termination.

IX. CLASSIFIED RESEARCH

The University of Wyoming does not prejudice the appropriateness of participating in classified research. Rather, it reserves the right to examine each proposed project in the context of scientific merit as well as contributions the research may make to the general welfare of the state, the nation and the whole of humankind. As the governing body for the University, the Trustees have authority to accept or reject all research grants, contracts and gifts.

The Trustees shall be fully apprised of the character of all proposed classified research to be conducted at the University. The University, its academic personnel and staff, shall enter into contracts for classified research only with the express approval of the Trustees. If the University participates in classified research, the Office of Research and Economic Development will oversee the necessary steps to allow this type of research to occur.

X. SAFETY

Safety is the responsibility of every employee. Each employee shall conduct their activities in compliance with applicable governmental, University, and campus unit safety and health policies, procedures and regulations. This includes abiding by safety rules, participating in safety training as required and reporting hazards and potential violations. Any employee who believes there is a safety problem in his/her work environment or elsewhere in the University is obligated to bring the problem to the attention of the immediate supervisor and the Chief Risk Officer as appropriate. The Chief Risk Officer has primary responsibility for employee safety activities of the University and all such workplace health and safety programs, policies and procedures. These documents will be available on the Risk Management and Safety Office website or a copy may be viewed at the Risk Management and Safety Office during normal business hours. The Chief Risk Officer is charged with the planning and implementation of actions

to meet the requirements of all applicable state and federal environmental health and safety legislation and all associated rules and regulations. The Chief Risk Officer shall have the authority necessary to ensure the safety of the University community, including the authority to vacate and close down University facilities, projects or activities. Such decisions are subject only to review by the President or his/her designee.

The Chief Risk Officer also has primary responsibility for the University's insurance and for protecting the University from liability. Employees shall comply with all Risk Management policies and procedures and make all reports required by the Chief Risk Officer.

The University shall maintain an alcohol and drug testing program that complies with federal and state law. When federal or state law or University Regulation makes such program applicable to an employee, that employee shall comply with the requirements of the University program.

Source:

Trustee Regulation VII; adopted 7/17/08 Board of Trustees meeting
Revisions adopted 3/4/11 Board of Trustees meeting
Revisions adopted 5/6/11 Board of Trustees meeting
Revisions adopted 9/9/11 Board of Trustees meeting
Revisions adopted 11/16/12 Board of Trustees meeting
Revisions adopted 6/16/14 Board of Trustees meeting
Revisions adopted 9/12/14 Board of Trustees meeting
Revisions adopted 6/16/15 Board of Trustees meeting

University of Wyoming

New Access Point HRSA-17-009

Project Title: New Access Point Grant

Applicant Name: University of Wyoming

Address: 1000 E University Avenue, Laramie, WY 82071-2000

Project Director Name, Credentials, Title: Dr. Kevin Murray, Director of Medical Education

Phone: 307-766-2113 **Fax:** 307-766-608 **E-Mail:** kmurra10@uwyo.edu

Congressional District (Applicant and Service Area): WY-001

Type of Section 330 Funding Requested: CHC **Current Federal Funding:** None

Brief Overview of the organization, the community to be served, and the target population

The University of Wyoming (UW) is an FQHC Look Alike and is applying for funding for a New Access Point (NAP) grant. Grant funding will be utilized to increase access to primary health care services, improve health outcomes, and reduce health disparities of the target population. UW's mission is to train residents to serve the target population, regardless of ability to pay, in rural Wyoming. UW has been very successful toward achieving this goal as over 70 percent of graduates are practicing in small towns throughout the Rocky Mountain West, many of them in the state of Wyoming. The residency programs have graduated over 400 family physicians. The University of Wyoming has developed a co-applicant agreement with the Educational Health Center of Wyoming (EHCW) and created a co-applicant board in accordance with Section 330 requirements. The co-applicant agreement clearly delineates the responsibilities for carrying out the governance functions of the proposed FQHC.

Summary of the major health care needs and barriers to care

The general service area for this New Access Point application is Albany County, situated in Central South Eastern Wyoming and has an estimated population of 37,956. According to the U.S. Census Bureau, the service area has a total area of 4,274 square miles rendering a population density of roughly 9 persons per square mile. The target population for this new access point application is defined as those residents who are at or below 200 percent of the Federal Poverty Level who are medically unserved and underserved. The income levels of the service area residents are quite low with approximately 43.5 percent (16,511) living at or below 200 percent of FPL. This group includes the uninsured, underinsured with high deductibles, low income Medicare aged adults, and the service area's Medicaid enrollees who struggle for access to medical, dental and behavioral health services. The target population struggles with access to care due to the fact that there is **no FQHC in Albany County**. HRSA's UDS Mapper reveals that currently less than 1% (.15%) of these low income low income individuals receive services by service area FQHCs. As a result, there are over 16,000 unserved low income individuals in the service area.

How the proposed project will address the need for comprehensive primary care services

UW will offer the service area access to a full range of comprehensive primary health care services on-site and through referral at UW's clinics. Management processes, infrastructure, specialty services, lab and x-ray services offered throughout UW's comprehensive system of care will be easily accessible to patients throughout the service area. UW currently has one clinic in Natrona County and one clinic in Laramie County serving patients from MUA/MUP designated areas. The New Access Point will leverage UW's existing management infrastructure in an effort to maximize federal grant dollars.

Number of proposed new patients, visits, and providers, service delivery sites and services

The New Access Point will be located in Laramie, Wyoming in Albany County. UW proposes to continue providing a full range of family practice primary care services including prevention, diagnosis and treatment of acute and chronic illness, and enabling services that is culturally and linguistically appropriate and without regard to the patients' ability to pay for services. At full operational capacity, UW will provide over 9,000 encounters to over 3,000 patients who otherwise would be unserved or underserved.

University of Wyoming College of Health Sciences
Educational Health Center of Wyoming
Laramie New Access Point Budget

DRAFT

	Year 1 Total	Year 2 Total
Revenue		
Medical FFS	556,561	863,713
Federal 330 Grant	650,000	650,000
Total Revenue	1,206,561	1,513,713
Expenses		
Salaries and Wages		
Salaries	425,000	586,070
Total Salaries and Wages	425,000	586,070
Fringe Benefits		
Fringe Benefits (FICA, Medicare, Workers Comp, Retirement, Benefits)	187,990	259,236
Total Fringe Benefits	187,990	259,236
Travel		
Travel & Meals (\$3,112 per month)	37,345	37,345
Total Travel	37,345	37,345
Equipment		
Medical Equipment	81,750	
Office Equipment	6,000	6,000
Total Equipment	87,750	6,000
Supplies		
Medical Supplies (\$5.50 per encounter)	27,598	51,763
Office Supplies (\$300 per FTE)	2,580	2,940
Total Supplies	30,178	54,703
Contractual		
Professional Fees (Billing, Legal, Accounting)	88,759	180,260
Total Contractual	88,759	180,260
Other		
Real Property Rental (\$4,500 per month)	54,000	54,000
Insurance (\$1,700 per month)	20,400	20,400
Repairs and Maintenance (\$700 per month)	8,400	8,400
Recruiting & Retention (\$3,000 per month)	36,000	36,000
Utilities (\$2,000 per month)	24,000	24,000
Licenses, dues, certifications (\$1,432 per FTE)	12,316	14,034
Advertising (\$400 per month)	4,800	4,800
Telephone (\$700 per month)	8,400	8,400
Depreciation (\$600 per month)	7,200	7,200
Miscellaneous (\$2,100 per month)	25,200	25,200
Total Other	200,716	202,434
Indirect		
Indirect	148,824	187,666
Total Indirect	148,824	187,666
Total Expenses	1,206,562	1,513,714
Net Income (loss)	-	-
Encounters	4,560	8,560
Patients	1,520	2,853
Medicaid Cost per Visit (Year 2 rate setting year)	265	177
FTEs		
Physicians	0.4	0.8
Nurse Practitioner/Physician Assistant	1.2	2.0
Other	7.0	7.0
Total FTEs	8.6	9.8
Annual Productivity per FTE		
Physicians	3,000	3,200
Nurse Practitioner/Physician Assistant	2,800	3,000
Payer Mix (Based on analysis of current programs)		
Medicaid	17%	17%
Medicare	41%	41%
Private Insurance	25%	25%
Sliding Fee	17%	17%
Total	100%	100%