

# **THE UNIVERSITY OF WYOMING**

## **MINUTES OF THE TRUSTEES**

**January 18-20, 2017**

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**  
**January 18-20, 2017**

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**Roll Call**

**Approval of Board of Trustees Meeting Minutes**

November 16-18, 2016

December 14, 2016 (conference call)

**Approval of Executive Session Meeting Minutes**

December 14, 2016 (conference call)

**Reports**

ASUW

Staff Senate

Faculty Senate

**Public Testimony**

[Held on Thursday, January 19, 2017 from 11:30 a.m.-12:00 p.m.]

**Committee of the Whole**

REGULAR BUSINESS

## Board Committee Reports

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

### Trustee Standing Committees

#### *Audit and Fiscal Integrity Committee*

Jeff Marsh (Chair)

#### *Financial Management and Reporting Committee (“Financial Committee”)*

Dave True (Chair)

#### *Facilities Contracting Committee (“Facilities Committee”)*

John MacPherson (Chair)

#### *Budget Committee*

John McKinley (Chair)

#### *Honorary Degrees and Awards Committee*

Laurie Nichols (Chair); Mike Massie (Trustee Chair)

### Liaison to Other Boards

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

### Proposed Items for Action:

1. Approval of Contracts and Grants – Gern
2. Approval of Personnel Report [as provided in the attached; uploaded to the Trustee public website] – Miller

## **New Business**

## **Old Business**

**Date of Next Meeting – February 15, 2017 (Conference Call)**

## **Adjournment**

**THE UNIVERSITY OF WYOMING**  
**MINUTES OF THE BOARD OF TRUSTEES**  
**January 18-20, 2017**  
**Marian H. Rochelle Gateway Center, Salon D/E**

As will be reflected in the public session and executive session meeting minutes, the Board of Trustees of the University of Wyoming met in Laramie, Wyoming, Wednesday, January 18 through Friday, January 20, 2016. The meeting was held at the Marian H. Rochelle Gateway Center, Salon D/E. The Facilities, Fiscal and Legal Affairs, Budget, Financial Management and Reporting, and Award of Merit committees met Wednesday afternoon, January 18. The Board went into Executive Session at 4:00 p.m. on January 18. The Board adjourned executive session at 6:00 p.m.

On Thursday, January 19, the Board meet in public session. The meeting was called to order at 8:02 a.m. Marty Martinez, Senior Project Coordinator for the Veteran's Services Center, introduced various students that serve as the Veteran's Services Center staff. Each student introduced themselves and their roles within the service center. Coordinator Martinez noted that there were 84 veterans on campus this spring, and that there would be orientation for them tomorrow. The Board covered a variety of topics such as residency programs in Laramie, WWAMI, the legislative session, the strategic planning, Wyoming Excellence Chairs funding, department head compensation, and the FY18 budget reduction. There was a dinner that evening at the Marian H. Rochelle Gateway Center with members of the Faculty Senate Executive Committee.

On Friday, January 20, the Board met in public session and covered topics such as board retirement and sick leave policies, HLC Accreditation, construction, administrative searches, and held their business meeting.



AGENDA ITEM TITLE: **Update re: New Residency in Laramie**, Steiner/Murray

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

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MINUTES OF THE MEETING:

Dean of the College of Health Sciences Joseph Steiner noted that there was summary of activities related to this topic in the Board packet. He added that UW was receiving a grant for this project, and that they were preparing for the start date of April 6.

Director of Medical Education Kevin Murray summarized the information in the Board of Trustees report. He added that UW received the full possible amount for such a federal grant. He then shared the amounts of the grant and noted that they would not use University funds for this project. Next, he shared the initial goals for the program and health center, such as those regarding low-income individuals. Director Murray explained that this would be a primary care facility. He continued that a facility had been found, and they were in the process of negotiating the lease. He gave the background of the key hires for the facility. He noted that the first goal was to open the facility within the set timeframe, and that they were working on formal legal agreements as required by the grant. He elaborated that they will use the policies that were being used in other Wyoming Health Centers. Director Murray noted that there were high need areas in Laramie, as many live below the poverty level. He added that the main focus would be providing comprehensive care, but that an additional vision for this clinic was that it would become a site for interdisciplinary learning for the health sciences. Director Murray hoped that this could create a rural training track that would qualify for graduate medical education funds. He also shared how medical students travel through the medical system in Wyoming, and hoped that this program would retain physicians for Laramie.

Trustee Sullivan asked for further explanation of how the fees would be structured, what the numbers of patients would be, as well as what the demographic mixture of the patient population would be.

Director Murray replied that the budget proposal projected 9,000 individual visits per year by the end of year two and 3000 unique patients. He stated that the insurance mix would be hard to predict, adding that even Casper and Cheyenne have quite different demographics including much different Medicare and Medicaid rates at the facilities. He then shared further details on pay rates of insurance. Director Murray noted the use of a sliding fee scale and then discussed the benefit

of a having special pharmacy to help provide medicine at lower costs. He felt this was a win-win program for the pharmacy school and the community.

Dean Steiner shared the importance of having access to affordable medication for the lower income population.

Trustee Marsh asked if there would be billing issues with the facility and asked if the billing system would be integrated with the new financial management system at UW. Director Murray acknowledged that there was previous billing problems in Cheyenne. He explained that the current billing company used is one that specializes in federally qualified health centers. He stated that the plan would be to extend this contract to cover this third site. Dean Steiner explained that they already work with UW systems at other health clinics, and that this clinic will dovetail into UW system the same way.

There was discussion regarding the health care needs of the students in Albany County and the Student Health Center. Director Murray stated that at direction of President Nichols, they were working with Student Health Services. He emphasized that his job was to get the new facility open and compliant with regulation. Director Murray discussed the different records systems and federal privacy standards between the new facility and student health.

Trustee Massie wanted it to be clear to students where they go when they need healthcare and wished that students were brought into this discussion so they are aware of where they should go if they have health concerns. Director Murray agreed and noted that this clinic could see students outside regular working hours.

University President Nichols stated that when working through the budget reduction, Huron Consulting dove deeply into Student Health. She felt that students would still have the same level of care, but also that services provided around health care needed to come down in terms of expenditures. She prompted comment from David Jewell who had worked on this. Mr. Jewell stated Student Health provides general primary care. He discussed potential consolidation of operations, and felt that there were more efficient ways to offer more opportunities to students, still be compliant with grants and regulations.

Trustee Gubbels asked why the Cheyenne facility was struggling. Director Murray stated that the Casper and Cheyenne clinics have major differences. He noted the larger clinic in Casper, which generated more visits. He also stated that the Cheyenne clinic has a low productivity per capita. He also discussed the patient population and competition of urgent care. Director Murray expected the numbers to improve.

Trustee True asked about the renewal process for the grant. He also asked Director Murray to expand on how the clinic was to dovetail with other two residency programs. Director Murray responded that the initial granting period and requirements for reapplication was a standard

procedure. He noted that the health center programs were 50 years old. He then continued that the application requirement occur every few years and were not guaranteed. He stated that that was because it was necessary to make sure Congress appropriated the money, and to make sure that health centers deliver. Director Murray noted that they would like to have a rural training track in Laramie, and let residents spend their second two years in Laramie. This is would be a nice service to the community and a good educational experience for residents. He concluded that they did not want to recreate a residency, but rather increase the opportunities for residents.

Trustee McKinley requested an explanation of the compliance efforts for the four requirements outlined in the Governor's letter that were incorporated when the Board initially approved this. He also referenced a summary of a study of the other two clinics that presented substantially different from data regarding how many doctors stay in the communities vs. the WWAMI program, and inquired about the standalone operation of this clinic. Director Murray did not remember the four specific requirements from the Governor, but recalled that this clinic would not be financial drain to UW or to the State. He affirmed the promise that this endeavor would sink or swim on its own. Dean Steiner discussed the requirement of increased liability, which they had addressed. Director Murray stated that the Department of Health report was a very thorough rendering of the topic, but added that he had some different viewpoints than what was presented in the report. He shared details on initial retention, 30-year retention, the rural training track's potential aid to increasing retention. He then commented on expense, which included factors that skew measures of cost, and the economic benefit to the state that each resident brings. He shared further details on how different states calculate the costs of training. He continued that their economic impact makes up for their education and training costs. He added that they tried to keep the budget as small as possible by reusing existing infrastructure and policies. He noted that if the other clinics were eliminated, there would be extra expenses for the Laramie clinic.

Trustee True asked if it would be better to call the Laramie residency a new clinic. Director Murray stated that Trustee True was correct; this was a new access point clinic, not a residency. They hoped it could grow into residency, but needed to be open for year or two to get accreditation and the ability to train residences. He concluded that it was possible this clinic would run only as a clinic and never get to residency.

AGENDA ITEM TITLE: **WWAMI Class Site Accommodation Update**, Miller/Steiner/Murray

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

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MINUTES OF THE MEETING:

Dean of the College of Health Sciences Joe Steiner shared details on the WWAMI program and the University of Washington School of Medicine. He then explained the new curriculum WWAMI was using and how that affected the need for new space at UW for WWAMI students. He noted his concerns and explained the different options that UW had addressed regarding space. Dean Steiner stated that their recommendation was to use the fourth floor of the College of Health Sciences building. He shared a PowerPoint Presentation with map and noted specifications [see Attachment A]. He then noted the cost options for each proposal and shared the sources of funding. Trustee Jeff Marsh discussed tuition and asked what the tuition would look like for these students. Dean Steiner explained the tuition and fees first year students paid. Trustee Marsh asked a how tuition was used. Dean Steiner replied that the tuition paid in the second year could be used to pay for additional teachers and supplies in Laramie. Director Murray explained how other WAMMI states were structured. He noted that the specific amounts would be determined when UW negotiated with the University of Washington.

Trustee Michelle Sullivan asked further questions on the differences between UW and the University of Washington. Dean Burman detailed some of the differences and how concerns were addressed.

Trustee Mel Baldwin noted that he wanted a specific timeline and proposal recommendation. Trustee Mike Massie stated that he was also concerned about the timeline. He then distributed his proposed motion. Trustee Massie moved that the administration provide information to the BOT by February 8<sup>th</sup> regarding the actions and timelines that UW will take to meet WWAMI's academic and facility needs, including when the first class to spend two-years in Laramie will enter the university and any budget modifications. This topic will be included on the Board's February 15<sup>th</sup> conference call agenda; second from Trustee Marsh.

Trustee McKinley and Dean Steiner discussed cash balances in various available accounts and how those might be able to aid in the WWAMI expansion.

Trustee John MacPherson stated that he wanted to see the plan of action in writing before the February 2017 meeting and noted what components it should include. Dean Steiner responded

that he thought they would be able to meet those components by February. Trustee Marsh asked for a summary of the WYDENT funds.

All trustees were in favor of the motion and it passed unanimously.

AGENDA ITEM TITLE: **Legislative Session Update**, Asay/Boswell

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

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#### MINUTES OF THE MEETING:

Vice President for Governmental and Community Affairs Chris Boswell provided the Board with a legislative update. He discussed the pertinent topics that had been covered in the session, including UW's budget, the federal tuition program, and Science Initiative facilities. Vice President Boswell noted that the appropriations committee had decided not to take action on the Governor's UW budget letter. He then mentioned a bill that would potentially change the makeup of the executive Board. Vice President Boswell then noted another discussion topic relating to UW, which was the bill to permit or deny concealed carry permits. He explained UW's concerns with this bill. Vice President Boswell then discussed the early retirement bill.

Trustee Mike Massie stated that he had a lot of trust in Vice President Boswell and the administration, but wondered what the Board could do to be involved in the budget request process. Trustee Mel Baldwin noted that he thought the involvement of a large number of trustees was unnecessary. Trustee John MacPherson asked if any Board members were interested in being involved. Vice President Boswell noted the people involved in the process and invited Board members to attend Legislator's Day on February 4 if interested. Trustee John MacPherson explained that he had been in contact with Wyoming Senate President Bebout about UW and bills that affect the institution.

Vice President Boswell left the conference call.

The Trustees viewed the Science Initiative video (found here: <http://bit.ly/UWinitiatives>). Trustee John McKinley discussed the Science Initiative Building and its design documents. Trustee MacPherson asked if the video could be e-mailed to the trustees to share with their local representatives. UW President Nichols stated that Associate Vice President for Communications and Marketing Chad Baldwin would provide this to the board.

Trustee Dave True asked what the SI building brought the student body that the Enzi STEM Building did not. He mentioned that this should be included in the video. Dean of the College of Arts and Sciences Greg Brown shared why the new building was important.

Trustee McKinley asked Dean Brown to focus on the four pillars and how it would compliment the other facilities. Dean Brown noted that he would send this document to the Board.

Trustee John MacPherson and Vice President for Governmental and Community Affairs Chris Boswell briefly updated the Board and discussed sending the Science Initiative video to the legislators.\*

\*Paragraph was inserted from later in the meeting during discussion of the **FY18 Budget Reduction Update**.

AGENDA ITEM TITLE: **Law School Tuition Waivers**, Miller (Dean Alexander)

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

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MINUTES OF THE MEETING:

Trustee John MacPherson shared background on the UW College of Law tuition and why it was before the Board.

Dean of the College of Law Klint Alexander shared information with the Board on the College of Law, including new courses, demographics, and general advantages of the College. He then noted the in-state and out-of-state tuition details. He then shared other universities' methods for recruitment and the importance of keeping students in the state after graduation. Dean Alexander then showed the Board a handout outlining the specifics of the non-resident tuition waiver policy [See Attachment B].

Trustee McKinley moved to adopt the, *Guidelines for the College of Law Nonresident Tuition Waiver Policy*, as presented to the trustees and in the written policy provided during the meeting work session. Trustee Marsh seconded the motion.

Trustee Michelle Sullivan asked why this policy only allowed for three waivers per year, to which Dean Alexander noted that starting small was best and that they could expand in the future.

Trustee MacPherson explained the motion in more detail, mentioning the criteria and how the legislature might respond.

Trustee McKinley explained that this model could be tested and they could fine-tune it later.

Trustee Dave Palmerlee commended Dean Alexander's work.

There was additional brief discuss on financial cost, student capacity, and the need to attract quality students. A vote was called on the motion. All trustees were in favor, and the motion passed unanimously.

Trustee McKinley suggested that this policy be revisited before June of 2020.



AGENDA ITEM TITLE: **Working Lunch Open Discussion Topics**

CHECK THE APPROPRIATE BOX(ES):

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

Trustee John MacPherson began the open discussion by discussing the retreat. He noted his concerns with the retreat location and that he thought it should take place in Laramie the coming year and another regular meeting should be scheduled to take place in the western part of the state.

Trustee MacPherson then mentioned that audio recording versions of the minutes were all available to the public, so having verbatim notes were unnecessary and minutes would now be shorter. Trustee Michelle Sullivan and Trustee MacPherson discussed minutes and ways to make those transparent in an efficient manner. Trustee Dave True asked if the recordings were public, to which Deputy Secretary for the Board of Trustees Shannon Sanchez responded that they were on the secure site and were made available upon request.

Trustee MacPherson asked ASUW President Michael Rotellini to discuss student issues. ASUW President Rotellini discussed bills affecting students in the legislature. He then discussed the coming ASUW and Freshman Senate election cycle.

Trustee Mike Massie discussed parking and the continued concerns people had regarding the issue. He then mentioned the impacts of the bus system and noted how well used the bus system was. Staff Senate President Mark Gunnerson noted his concerns with the bus schedules. Faculty Senate President Scott Shaw discussed how accessibility across campus had changed and other concerns he had with the bus system.

Trustee John McKinley stated that the Board had not received an update on the discussion regarding UW units and colleges properly using endowed funds from the UW Foundation. Provost Kate Miller responded that she had an upcoming meeting with members of the UW Foundation to discuss the topic. Trustee MacPherson asked there to be a report on this for the coming meeting.

Trustee Sullivan, Provost Miller, and Vice President for Administration and Donor Relations of the UW Foundation Mary Ivanoff discussed fees and administrative costs on the UW Foundation endowment.

AGENDA ITEM TITLE: **University Strategic Plan Update**, Miller/Nichols

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

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#### MINUTES OF THE MEETING:

UW President Laurie Nichols updated the Board on the progress of strategic planning, noting that the plan was on track. Provost Kate Miller explained what stage they were at in the strategic planning process and then discussed the schedule moving forward.

Trustee Mel Baldwin asked for thoughts on the listening sessions. UW President Nichols shared the number of people who had attended each of the listening sessions and what the format of each session was, as well as some of the topics that were discussed.

Trustee Jeff Marsh said that he was pleasantly surprised and noticed the strong collaboration with community colleges.

Provost Miller noted that the last listening session was at UW-Casper on January 23, 2017.

Trustee Dave Palmerlee asked for more explanation on enrollment, to which UW President Nichols responded with discussion on Wyoming high school graduates, community colleges, online education and how each of those affected enrollment.

Trustee MacPherson asked how UW was doing with the community colleges, to which Provost Miller responded with ways UW could better its relationships with community colleges. UW President Nichols said that UW's relationships with each community college were strong, and meetings were scheduled to continue to improve them.

Trustee Baldwin and Provost Miller discussed credit transfers. UW President Nichols mentioned ways in which UW could improve this process. Trustee Sullivan discussed more concerns she had with credit transfers.

AGENDA ITEM TITLE: **Wyoming Excellence Chairs Funding**, Miller/Mai/Boswell

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

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#### MINUTES OF THE MEETING:

Vice President for Administration Bill Mai gave background on the Wyoming Excellence Chairs funding. He shared the details of the current distribution levels and concerns associated with it. He then shared further details of the funding amount.

Trustee Dave True asked for clarification on excess earnings. Vice President Mai shared the allocation numbers and the spending policy with the Board. He added details on excess earnings. He then discussed the reserve account and the concerns he had with it.

Vice President for Governmental and Community Affairs Chris Boswell stated that he was unsure how the legislature would address these concerns and then discussed some comments he had heard in the legislature.

Trustee MacPherson and Vice President Mai then discussed details on how much was invested and how the funds were invested.

Trustee McKinley and Vice President Mai talked about the types of fund available. There was further discussion on the reserve account's relationship to the corpus. Trustee John McKinley discussed the amount of income in the corpus account. Vice President Mai noted that there may have been consideration given to changing the spending reserve account on the endowment. There was further discussion on endowment status.

Vice President Boswell explained that the numbers were correct. He then discussed the options for solving the problem, noting that realized capital gains would be an answer.

AGENDA ITEM TITLE: **Department Head Compensation Update**, Miller/Benham-Deal

CHECK THE APPROPRIATE BOX(ES):

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

MINUTES OF THE MEETING:

Associate Vice President for Academic Personnel and Budgets Tami Benham Deal recalled that in October she had presented information relating to department head compensation to the Board. She added that the materials in the Board report included the mean salaries divided into the categories of upper, middle, and lower tiers. The information in the Board report provided the mean of faculty annual salary, the initial department head salary and the current salary. She shared current annual range of department head salary and the range for returning salaries.

Trustee Macpherson asked if the department head salary was a set amount or percentage of their faculty salary. Associate Vice President Deal responded that there were different models used by each of the colleges. Provost Miller stated that it was largely related to a percentage of the base salary.

Associate Vice President Deal explained that going forward their goal was to create a policy to standardize administrative salaries based on factors such as duties, size of department, length of appointment, number faculty/staff/students supervised, and size of academic program. It would also account for the breadth and depth of fiscal oversight. She described the materials distributed to the deans/directors that would be discussed the following week relative to what the new policy would look like. She stressed the importance of standardizing compensation across colleges while allowing some flexibility in order to incentivize the best faculty and leaders to take these roles. She anticipated being able to report back to the Board at March Board meeting

Trustee Marsh felt that when department heads return to faculty, they should return at their original compensation level if there are no extra duties assigned. Provost Miller replied that they would work on a policy and then return to the Board with some options.

Trustee McKinley asked if the proposal in March would address the issue created in the past of certain administrative functions being duplicated. Provost Miller replied that this was a larger UW issue and deferred to University President Nichols. University President Nichols stated that they were working on this, and discussed issues that had occurred in the past. She explained that she had encouraged vice presidents to move away from administrative titles, but noted that this was not a problem with the department heads, but rather other units.

Trustee Marsh stated that the returning salaries were much higher than 83%, the salary rate administration formerly returned to. Associate Vice President Deal replied that the numbers presented did not reflect what the other return conditions were, and cited several examples of returning salary agreements.

Trustee Marsh asked why this occurred. Associate Vice President Deal stated that she could only speak to the existing models, not individual situations. She indicated their desire to standardize the compensation policy. She also noted that they would bring the Board's comments to the deans and directors.

Trustee President MacPherson felt that a standard policy was in everyone's best interest. He understood the need to attract people to position, but felt that when returning to faculty, they needed to receive pay for what they were then doing, not because they once held a different position.

Provost Miller gave the example of providing an outstanding faculty member with a raise and stipend to become a department head, and then allowing them to keep the raise but not the stipend when he/she stepped down.

Trustee President MacPherson noted that he supported higher pay and a stipend for time serve, but felt that the stipend should be removed when the department head returned to the faculty plus whatever raises given to the other faculty over that period of time. Trustee Palmerlee agreed with the view of Trustee President MacPherson.

University President Nichols described the 4-tier stipend system she developed at South Dakota State University.

Trustee Massie stated that even the higher salaries were below market average, and discussed the fairness of the various policies.

AGENDA ITEM TITLE: **FY18 Budget Reduction Update**, Nichols

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

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MINUTES OF THE MEETING:

Before beginning discussion on the Voluntary Separation Incentive Program (VSP), Provost Kate Miller requested that Vice President for Administration Bill Mai update the Board on the proposed state retirement program. He detailed the current retirement plans in place at the University and then discussed the potential early retirement plan throughout the state as well as its conditions and terms, referencing the handout of Senate File 0095 [See Attachment C]. Vice President Mai discussed who was affected by this policy and added that if something were to pass, there would likely be impact on UW's VSP program. Faculty Senate President Scott Shaw noted that the provision stated that the Board would approve the refilling of positions and added the concerns he had with this. He stated that this could potentially have a significant effect on UW's goal of strategic planning. Vice President Mai noted the number of positions that would be eligible for rehire.

Trustee Mike Massie and Vice President Mai discussed the fiscal impact of this policy, including the costs and savings. Trustee Massie then discussed the purpose of the bill and what they could expect from the reduction.

Staff Senate President Mark Gunnerson asked how many staff members were in the Wyoming Retirement System (WRS), to which Vice President Mai said he would get the information.

Provost Miller then began discussion on UW's VSP program. She noted that at the November meeting, the VSP program had been authorized for faculty. She added more details, including the number of applications received, probable payout amounts, and expected timeline.

Trustee MacPherson asked how UW's program and the state's program coordinated.

Interim General Counsel Tara Evans discussed the groups who would be affected and the concerns with having the policy only apply to part of UW's workforce.

Trustee McKinley noted that this had been discussed in the budget committee meeting. He then discussed the requirements that were tied to the policy. Trustee Massie stated that it was important to be proactive in the decision-making, as well open to discussion.

Trustee True talked about the groups being excluded from the policy and those implications. Vice President Mai noted that this could become a way to address the workforce. Trustee Marsh added the possibility of getting UW exempted from the state's retirement program.

Vice President Boswell discussed concerns regarding the bill's language. He recommended that the Trustees have language drafted to offer a resolution for which UW President Nichols could give approval, and then he could carry a message without formal action by the Trustees.

Trustee Massie suggested that Vice President Boswell use the message of what had already been accomplished, while mentioning that the coming legislation was unnecessary to continue with that work at UW. University President Nichols commented that the message should focus on how UW can handle a retirement program internally, as it is already managing it successfully. Trustee MacPherson asked Vice President Boswell to report back to the Board on this topic, to which he responded that he would.

Trustee McKinley noted that he thought UW should take slow action on the VSP program until there was more clarity. Trustee MacPherson stated that he hoped to know more in February.

**Fees (UW Fee book and Mandatory Fees), Mai**

Vice President Mai briefed the Board on the fee book, noting that it was included in the Board report. He provided a timeline for the fee book recommendations, and then he mentioned specific intention of the fee books as well as existing fees.

AGENDA ITEM TITLE: **Update on UW Regulatory Inventory and Structure Review**, Evans

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

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#### MINUTES OF THE MEETING:

General Counsel Tara Evans wanted to share what she was envisioning, receive feedback, and discuss how to best to move forward with the restructuring of UW Regulations. She referenced page 17 of the Board report that presented the final inventory of policies. She noted that many were compliance heavy policies, such as those dealing with athletics. She shared the types and volumes of regulations in each units.

Trustee McKinley wished to confirm his understanding that the list of regulations found on the UW website, but that the policies and practices may or may not be easily found. General Counsel Evans confirmed that the regulations could be found on the General Counsel's website, but that the policies and practices were not as consistently available. She then referred the Board to their report and to the PowerPoint on screen. She described the two tiers of the restructuring: implementing regulations and implementing policies and practices. She shared the definitions and criteria of regulations and policies and procedures (found on attached PowerPoint-see Attachment D). She then shared how UW was different from other schools, the vetting process for both regulations and policies and procedures across campus, and noted they would be vetted in a different manner.

Trustee True asked about the footnote regarding Board approval of regulations. He noted to General Counsel Evans that the Trustees would like to be able to do this for policies and procedures as well.

General Counsel Evans shared the vetting process for minor modifications, such as names, contact information or updating legal information. She noted that they could better define this for the Board, and that it would be only General Counsel that could do this and that they would keep a record of this for the Board.

Trustee President MacPherson was not sure what classified as a minor change and felt that there needed to be some clear provisions for when the Board needed to review changes. He did not want to have a change made that was contrary to what was intended.



General Counsel Evans gave the example of the Board approving a title change, for which General Counsel would then make minor changes to other relevant regulations.

Trustee McKinley gave a suggestion for dealing with how regulations are modified.

Trustee Baldwin viewed this matter as an editing situation, but also supported others suggestions of reviewing the edits once a year.

Trustee McKinley noted his comment was in regards to changes in regulations, not policies and procedures. Trustee Baldwin agreed that the Board needed to act on changes to regulations. General Counsel Evans agreed with Trustee McKinley's suggestion and noted that regulations could be reviewed at least annually. She also noted the issue of policy and procedure accessibility online.

Trustee President MacPherson discussed the Board's responsibility to establish policy and give direction to where the University should go. He felt the Board has the responsibility of enacting and implementing regulations and policies, but that these should be vetted with people on campus, in many situations. He desired to see a draft of the regulations before they were brought to campus, after which they could be brought back to the Trustees for final approval.

Trustee McKinley agreed with Trustee President MacPherson. He noted that at that moment, the Board was not involved until the vetting process was over. He desired that the process start with Board, then be released for input, and finally returned to Board.

Trustee Palmerlee made a comment regarding the approval of policies vs regulations.

Trustee Baldwin discussed his interpretation of policies vs. regulations

Trustee President MacPherson continued the discussion of the definitions of policies and regulations.

General Counsel Evans agreed with bringing this to the Board with a committee or other means.

Trustee McKinley discussed the transparency that was necessary when doing something like this. Trustee Massie liked the original process and did not want to add bureaucracy. Trustee True supported having regulations and policies approved at the Board level. Trustee Sullivan further discussed the nomenclature of these terms. Trustee President MacPherson agreed with Trustee True.

University President Nichols gave the suggestion of using the title of guidelines. Trustee Palmerlee supported having regulations, policies, and then something underneath such as procedures. Trustee McKinley liked Trustee True's suggestions.

Trustee Massie commented on the authority of the use of the term regulations. General Counsel Evans clarified UW's use of regulations vs the use by other state agencies. She then discussed the authority of regulations vs the authority of policies and procedures.

Trustee Scarlett stated that policies follow regulations. General Counsel Evans noted that she would return to the Board on this matter. Trustee Baldwin did not want to put the issue off. Trustee President MacPherson explained his interpretation of policies and procedures.

General Counsel Evans offered the suggestion of making regulations and policies interchangeable and noted that she would come back with more suggestions. She then shared the General Counsel's website.

Trustee MacPherson noted that the Board's right to take action should be noted on the website, to which General Counsel Evans clarifies that the Board could modify anything as needed. She then gave an overview of current regulations, presidential directives, and facilities regulations.

Trustee McKinley noted that certain presidential directives had been rescinded, to which UW President Nichols explained the directive she had rescinded.

General Counsel Evans shared the South Dakota State University (SDSU) policies and procedures manual and then shared the new proposed website and policies and procedures manual. She explained the different sections of the manual and mentioned the features of the new webpage. She then shared the proposed timeline and asked how involved the Board wanted to be.

Trustee MacPherson stated his concerns with the colleges' involvement, to which General Counsel Evans replied that the colleges were helping to place the regulations and procedures. She explained that they were not redrafting, but rather were just categorizing them.

Trustee McKinley noted his appreciation for the project. He mentioned that there were regulations the Board should be focusing on, as some needed updated and revisited. He then provided General Counsel Evans with suggestions for the process.

Provost Miller and General Counsel Evans explained their current process for reviewing regulations and how they planned to continue moving forward.

Trustee Marsh explained that this was a structure change, and not a substance change. Trustee MacPherson noted that he understood the process.

Trustee McKinley moved to go into recess and discuss the item of Board retirement the next day. Trustee Marsh seconded. The Board recessed at 4:38 p.m. All trustees were in favor.

AGENDA ITEM TITLE: **Introductions**, Mai

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

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MINUTES OF THE MEETING:

Vice President for Administration Bill Mai introduced David Jewell, the new Associate Vice President for Budgeting and Fiscal Planning. He noted what an enormous help Mr. Jewell had been and would continue to be to the University. Vice President Mai discussed Associate Vice President Jewell's budgeting and financial experience and shared his educational and professional background.

Trustee MacPherson appreciated Associate Vice President Jewell's willingness to help the University.

AGENDA ITEM TITLE: **Feature a University Program**, STEP with April Heaney

CHECK THE APPROPRIATE BOX(ES):

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

MINUTES OF THE MEETING:

University President Nichols gave background information as to why this topic was on the agenda, and then introduced the staff of STEP, this meeting's featured program. This included Director of the Center for Advising and Careers Services Jo Chytka, Director of the Learning Resource Network April Heaney, and STEP Tutor Center Coordinator Jessica Willford.

Director Chytka thanked the Board for the opportunity to highlight their program. She referenced the packets they distributed and gave more information about the STEP program [see Attachment E]. Director Chytka noted its purpose to increase success on campus and positively impact retention and graduation. She discussed the origin and development of STEP and discussed the three initial areas the program attempted to address: lower division course performance, establishing the skills necessary to be successful, and developing confidence with math.

STEP Tutor Center Coordinator Willford then elaborated on STEP tutoring and Supplemental Instruction, noting each program's history, scope, and impact in trying to foster independent learning and help individuals to become better students overall.

Director Heaney discussed a math program targeted at freshmen students in non-credit math classes.

Director Chytka discussed the Early Alert program designed to help students to know how they were doing in the first four weeks of class.

Director Heaney elaborated on the Supplemental Instruction program's participation and success rates.

Director Chytka stated that STEP was located in Coe Library. She noted faculty support, improved student performance, and increased retention and completion.

Director Heaney cited how these programs had been impactful on retention, but noted potential improvements and ways to engage and aid more students could be impacted.

Trustee Baldwin thanked the STEP representatives and noted his support for their programs.

Trustee Marsh asked about the transition gap from high school to college.

Director Chytka discussed the exploration of ideas with Huron, noting the huge window of opportunity that existed for involvement with high school students.

Trustee Sullivan asked about STEP's connection with the two-plus-two efforts and the linkage to transfer students. Director Chytka discussed their efforts with transfer students.

Trustee Massie discussed retention and graduation rates with students meeting varying requirement levels upon acceptance.

Trustee McKinley asked about STEP's involvement with students in remedial math classes. Director Chytka noted their involvement with these students.

Trustee Tully inquired further about the student success tool. Director Chytka elaborated on the student success tool and its benefit to advisors and students.

AGENDA ITEM TITLE: **HLC Accreditation Update**, Alexander

CHECK THE APPROPRIATE BOX(ES):

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

MINUTES OF THE MEETING:

Associate Vice President of Academic Affairs for Undergraduate Education Anne Alexander, UW's HLC liaison, presented on the accreditation process and other related matters. She shared information on the accreditation agency, and the importance of getting approval from HLC with regards to federal funding. She shared information on the old accreditation process, the learning outcomes from the first year seminars, and UW's quality initiative proposal all of which were outlined in the PowerPoint [see Attachment F]. She added that there would be an important accreditation visit in 2019, which UW would be preparing for.

Trustee Dick Scarlett asked if the University was facing any accreditation risks due to the budget situation. Associate Vice President Alexander responded that there was no financial penalty. She then explained the initiative in more detail. UW President Laurie Nichols then explained the role of finances in HLC.

Trustee Dave Palmerlee asked if there was any way to evaluate the progress, to which Associate Vice President explained the process they had in place. Trustee Palmerlee noted that this initiative was created to make students aware of concepts and not master each one of them.

Trustee Bostrom explained that the previous time the HLC had come to campus, the Board had met with them, to which UW President Nichols noted that the Board would be involved in 2019 as well.

Associate Vice President Alexander stated that the structure of their visit had not changed and that they would aim to have as much interaction as possible.

AGENDA ITEM TITLE:

**Updates on Administrative Searches (Research/Student Affairs/GC/CDO), Nichols**

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

---

MINUTES OF THE MEETING:

UW President Laurie Nichols provided the Board with updates on the four administrative searches at UW and added that further information was included in the Board report. She mentioned the positions that were underway in the search process, noted the search firms in charge of the Vice President searches, as well as more specific details on the process.

Trustee Dick Scarlett discussed his concerns with the applicants, regarding business backgrounds. Trustee Dave True added that he looked forward to engaging with the search committee and then discussed more details on the trustee committee roles. Trustee Michelle Sullivan asked at what level the Board monitored the process, to which it was noted that the University Regulations provided that information.



**Friday, January 20, 2017**

**Business Meeting**

Marian H. Rochelle Gateway Center, Salon D/E

**Roll Call**

Secretary for the Board of Trustees Jeff Marsh took roll at 11:18 a.m.

Trustees participating: Mel Baldwin, Dave Bostrom (on phone), Larry Gubbels, John MacPherson, Jeff Marsh, Mike Massie, Dick Scarlett, Michelle Sullivan, Dave True, Wava Tully, and John McKinley. Ex-officio Trustees: University President Laurie Nichols and ASUW President Michael Rotellini were in attendance. Trustee Dave Palmerlee, Governor Matt Mead, Wyoming Community College Commission Executive Director Jim Rose and Superintendent of Public Instruction Jillian Balow were not in attendance.

**Approval of Board of Trustees Meeting Minutes**

Trustee Scarlett moved to approve the November 16-18, 2016 regular meeting minutes and the December 14, 2016 conference call minutes. Trustee Massie seconded with several questions on the November 16-18, minutes. He referenced pages 57 and 71, specifically the details of Trustee True's motion regarding the 4% tuition increase and the actions taken by the Board.

Vice President Mai explained that the Board voted for a standard 4% increase that would be distributed according to the Trustee's Tuition policy. It was noted that if it was going to be changed, there would be additional action. He noted that as of right now, no further action was necessary, as the Board had voted on the 4% increase. At the conclusion of the January 2017 Board meeting, the Deputy Secretary of the Board meet with Trustee True and Trustee Marsh who made the original motion and the second to revise/edit their motion per the request of Trustee Massie.

Trustee Massie also discussed the wording of the discussion on the sale of alcohol, found on page 2 of the minutes. He noted Trustee Marsh's motion, regarding sale of alcohol at athletics and special events. He discussed the amendment of the motion to identify specifically the locations of War Memorial Stadium and the Arena Auditorium. He stated that based upon Legislative authorization in 2015, UW already had permission to sell beer and wine at those locations, and any buildings on campus, so there was no need to pass an additional motion authorizing this. He asked to revise the minutes to note in the motion permission to sell alcohol at basketball and football games. At the conclusion of the January 2017 Board meeting, the Deputy Secretary of the Board meet with Trustee Marsh and Trustee Bostrom who made the original motion and the second to revise/edit their motion per the request of Trustee Massie.

Trustee President MacPherson made sure that the clarification accurately reflected the intentions of the entire Board, and noted that the necessary adjustments would be made to reflect the edit to the motion.

All were in favor of passing the minutes and the motion passed.

### **Approval of Executive Session Meeting Minutes**

Trustee McKinley moved to approve the executive session minutes of the December 14, 2016 conference call. Trustee Marsh seconded the motion. All were in favor and the motion passed.

### **Reports**

#### *ASUW*

ASUW President Michael Rotellini provided the Board with updates on recent happenings in ASUW. He began by noting the current pieces of legislation that ASUW was working on. He then stated that due to the support from UW President Nichols and the Public Art Committee (PAC), there would now be student representation on PAC. He then noted the topics that ASUW would be discussing within the next month.

#### *Staff Senate*

Staff Senate President Mark Gunnerson stated that Staff Senate was planning to bring a request to administration for consideration of the change to supplement the buyout of insurance and make other wording changes. He stated that Resolutions 224 and 227 were passed and noted that they had elected a new staff senate president, Rachel Stevens, who would start July 1, 2017. He added that Resolutions 228 and 229 would be brought up in Staff Senate's futures meetings. He then shared Staff Senate's upcoming events.

#### *Faculty Senate*

Faculty Senate Chair Scott Shaw gave a status report on the academic program elimination proposals and explained the procedures they were using to handle this matter. He noted that Faculty Senate's next meeting would be Monday, January 30, 2017, key items of which would be a special election for an open member at large seat and campaign speeches for the new 2017-2018 officers. He welcomed all to attend. He commended the Board for supporting sabbaticals and discussed supporting the individuals in the University community.

### **Public Testimony**

Public Testimony was held on Thursday, January 19, 2017, from 11:30 a.m.-12:00 p.m. Laramie citizen and business owner Steve Kroubouslity noted his concerns about his local eye care business not being included in UW's vision coverage and how this had harmed his business. The Board noted they would be in contact with him on this issue.

### **Committee of the Whole- REGULAR BUSINESS**

#### **Board of Trustees Committee Reports**

*[Note- Committees of the Board will be discussed during a regular work session of the meeting. Those listed below will provide reports during the regular Business meeting.]*

### Trustee Standing Committees

#### *Audit and Fiscal Integrity Committee ("Audit Committee")*

Jeff Marsh (Chair)

Trustee Marsh briefed the Board the Audit and Fiscal Integrity Committee meeting. He noted the items that had come up on the internal audit and discussed how those were being resolved. Trustee Marsh then discussed the details of outstanding deficiencies that the auditors had noted, including an AML grant, direct student loans, issues with enrollment, and the SNAP program. Associate Vice President for Fiscal Administration Janet Lowe and Trustee Marsh discussed which items were officially outstanding. Trustee Mel Baldwin noted that he felt comfortable with where the audit process was.

Trustee Marsh then brought the external audit firm evaluation process before the Board. Vice President Bill Mai noted that it was important to maintain continuity in the process.

Trustee Marsh moved the Board approve the recommendation from the Fiscal and Legal Integrity Committee recommendation to reappointment McGee, Hearne & Paiz, LLP, as the independent audit firm to perform the external audit for the forth years of the four engagement, fiscal year ending June 30, 2017 [see Attachment G]. Trustee Baldwin seconded the motion, which passed with a unanimous decision. Trustee Bostrom voted via phone. Trustee Palmerlee did not vote as he was absent.

Associate Vice President Lowe noted that the motion would be for the fourth year of the company's four-year term.

All trustees were in favor of the motion; the motion passed unanimously.

Trustee McKinley noted that he had forgotten to report one item from the budget committee, reminding the Board that the two official reserve accounts were to be funded by July 31, 2017.

#### *Financial Management and Reporting Committee ("Financial Committee")*

Dave True (Chair)

Trustee Dave True provided the Board with an update on the progress of the implementation of the Oracle system. He noted that the process for this system was on time and that the databases should be accessible. He shared some more details on the implementation for individual units, such as accounting and grants. Trustee True then noted some more budget details.

#### *Facilities Contracting Committee ("Facilities Committee")*

John McKinley (Chair)

Trustee John McKinley began discussion on the Science Initiative building, noting the timeline of the project and that the initiative was one of the highest priorities of the University. He added that

the acquisition of the property on 9<sup>th</sup> and Lewis Street was moving forward. He then mentioned the issue UW had had over winter break with frozen pipes and how that was resolved. Trustee McKinley stated that the BSL3 lab, the engineering building, and the Arena Auditorium were all on schedule. He then noted the issues with the Mick & Susie McMurry High Altitude Performance Center original design documents. He then mentioned the progress of the High Bay Facility. Trustee McKinley added the specific preliminary discussion details the committee had had on the residence halls.

Faculty Senate Chair Scott Shaw made additional comments about water damages to the lab area.

*Budget Committee*

John McKinley (Chair)

Trustee John McKinley provided the Board with updates on what the budget committee discussed during its meeting. He began by noting the specifics the committee had discussed on the supplemental budget request and the committee's concerns related to that, as well as the CREG report. He also added the specifics that the committee had also discussed regarding the Board of Trustees' budget.

*Honorary Degrees and Awards Committee "Honorary Degree Committee"*

Laurie Nichols (Chair); Mike Massie (Trustee Chair)

Trustee John MacPherson noted that the honorary degree awards were discussed previously in executive session due to the names of people. Trustee Mike Massie noted the other types of degrees covered by this committee, as well as the timeline for the application process.

Trustee Massie moved that the Board approve the recommendation from the Honorary Degree Committee as discussed confidentially during the Executive Session; second from Trustee True. The motion passed with a unanimous decision. Trustee Bostrom voted via phone. Trustee Palmerlee did not vote as he was absent.

Trustee Dick Scarlett moved that the Board enter executive session for the purpose of personnel. Trustee Massie seconded. All trustees were in favor; the motion passed unanimously. The Board returned to public session at 11:09 a.m.

Trustee John MacPherson noted that the material being passed around showed the cost of sabbaticals [See Attachment H].

Associate Vice President of Academic Personnel & Budgets Tami Benham-Deal provided the Board with information regarding sabbaticals. She shared the details of the table in the handout, including information on benefits.

Trustee John McKinley asked a question regarding retention, to which Associate Vice President Deal answered his question and referred him to the handout.

Trustee Marsh made several statements about the range of employer paid benefits, the state and University's contribution to retirement, and understanding the cost of doing business.

Trustee Sullivan framed the matter as an investment in human capital and discussed the services provided to the state and its citizens.

Trustee McKinley expressed his support for the sabbatical program, and noted its importance for students and faculty. He then inquired about the existence of a similar program for staff. Vice President Mai stated that there was not such a program for staff.

#### Liaison to Other Boards

- *UW Alumni Association Board – Wava Tully*

Executive Director of the Alumni Association Keener Fry discussed with the Board four areas that have been impactful with the University over the last few weeks [see Attachment I]. He mentioned the reception that occurred in San Diego for the Bowl game and stated that there were around 600 alumni and friends that were in attendance. Executive Director Fry noted the Alumni Association Board made 400 phone calls to prospective students to encourage them to apply to the University of Wyoming. He added that there was a group of volunteers that would travel to the different counties in the State of Wyoming. Executive Director Fry stated that by February 15<sup>th</sup>, there should be an alumni from each country that would write a personal note to all of the currently admitted students. Executive Director Fry added that during the break between semesters, he took 7 students to Denver to visit alumni that represented different industries and have successful careers. He noted that the alums talked to the students about many topics including the transition from college to work. Executive Director Fry mentioned that the Alumni Association has different events planned for the spring semester. He discussed the different events mentioning what they are and in what state they will be located.

Trustee Michelle Sullivan asked if Executive Director Fry could let the Board know when the State of Wyoming events would be. Executive Director Fry answered that the event in Sheridan will be February 14<sup>th</sup>.

- *Foundation Board – Jeff Marsh & Dave Bostrom*

Trustee Jeff Marsh noted that the fundraising to date was just below of \$40 million for the fiscal year. He stated that a donor gifted \$1 million for petroleum engineering and with the state match that would be \$2 million. He added that the Haub family gifted \$1 million for the Haub School and thanked UW President Laurie Nichols for her work on fundraising. Trustee Marsh noted that a retired professor gifted \$250,000 to create a visiting professorship of industry. He mentioned that there have been three new money managers hired within the last couple of weeks. Trustee Marsh added that there will be a Foundation meeting and an event with the Alumni Association.

- *Haub School of Environment & Natural Resources – Michelle Sullivan*

Trustee Michelle Sullivan mentioned to the Board that the Dean search for the Haub School is in full progress. She noted that Vice President for Academic Affairs and Provost Kate Miller was leading that search. Trustee Sullivan added that there had been about \$3.7 million in pledges and gifts since August. She noted that the Haub School has had a wonderful relationship with the foundation. Trustee Sullivan stated that there have been interviews for a new Private Land Management Fellow, and that the Haub School was just finishing up with two successful international courses over winter break. She added that the team was working on developing a bachelor's degree program in Natural Resource Recreation and Tourism and it was hoped that it would be approved and offered in fall 2018 as a new degree program.

Faculty Senate Chair Scott Shaw commented that the faculty senate has approved the appointment of a senator to represent the Haub School.

- *Energy Resources Council – Dave True*

Trustee Dave True stated that in 2016, the Department of Energy awarded two carbon dioxide storage grants to UW. He noted that SER signed an MOU with Standard Alcohol to allow further research, development, application and deployment of Standard Alcohol's mixed alcohol technology to convert natural gas, carbon dioxide and other carbon sources into carbon fuel additives and specialty chemicals. Trustee True mentioned that the legislature had earmarked \$2 million for SER to advance carbon engineering efforts. He added that these have been applied to over 20 research efforts to explore a range of options for converting Powder River Basin coal to value added products. Trustee True commented that SER was working with the Governor's office to host the VIPs from J-Coal in January. Trustee True added that the University received the certificate of occupancy for the High Bay Research Facility and move-in has commenced with commissioning of labs and equipment to occur in the next three to four months. He stated that the open house ceremony would happen in June or July.

- *Cowboy Joe Club – John McKinley*

Trustee John McKinley stated that the Cowboy Joe Club was beginning their annual member fund drive through their various country organizations. He mentioned that the online auction that the Cowboy Joe Club puts on in the spring should be up on the website now. Trustee McKinley noted that the total fundraising received by the Cowboy Joe Club from July 1 to December 31, 2016 has been submitted for matching funds and was about \$2.6 million. He commented that it was anticipated that the total private fundraising for the Cowboy Joe club will be in excess of \$5 million for this fiscal year.

**Committee of the Whole- Consent Agenda (Items Requiring Action)**

1. Approval of Contracts and Grants – Gern
2. Approval of Personnel – Miller

[Note: Distributed in advance using the Trustee secure website]

Trustee Massie moved the approval of contracts and grants. Trustee Tully seconded. The motion passed unanimously.

Trustee Marsh moved to offer the position of Chief General Counsel to Tara Evans, as of February 1, 2017 as an at-will position reporting directly to the President of the University, at a salary of \$180,000 per year. Trustee Baldwin seconded the motion. The motion passed unanimously.

General Counsel Evans thanked University President Nichols and the Board for their support.

Trustee Massie moved the approval of the list personnel as presented [see Attachment J]. Trustee Sullivan seconded. All were in favor and the motion passed.

**New Business**

Trustee McKinley discussed being legislative liaison between the Board and Administration, and asked for clarification on his actions and reporting. Trustee President MacPherson stated that his role would be to coordinate with the necessary individuals and do what is best to advance the interest of the university.

**Date of Next Meeting: February 15, 2017 (Conference Call)**

**Adjournment**

The Board adjourned at 12:00 p.m.

Respectfully submitted,



Shannon Sanchez  
Deputy Secretary, Board of Trustees



Laura Shevling  
Senior Administrative Assistant

**Action Already Taken**

***Thursday, January 19, 2017 at 9:37 a.m.***

*WWAMMI – Approved during the work session of the meeting*

Trustee Massie moved that the administration provide information to the BOT by February 8<sup>th</sup> regarding the actions and timelines that UW will take to meet WWAMI's academic and facility needs, including when the first class to spend two-years in Laramie will enter the university and any budget modifications. This topic will be included on the Board's February 15<sup>th</sup> conference call agenda; second from Trustee Marsh. Following some discussion, including specifics regarding the plan of action requested to be given before the February meeting, the motion passed with a unanimous vote.

***Thursday, January 19, 2017 at 11:24 a.m.***

*College of Law Tuition Waiver Policy – Approved during the work session of the meeting*

Trustee McKinley moved to adopt the, *Guidelines for the College of Law Nonresident Tuition Waiver Policy*, as presented to the trustees and in the written policy provided during the meeting work session—see attached document. Trustee Marsh seconded the motion. There was discussion followed by a unanimous vote.



## UW College of Health Sciences WWAMI Space

- Since 1997, Wyoming has successfully partnered with the University of Washington School of Medicine (UWSOM) to provide medical education to qualified Wyoming residents and address the severe physician shortage in Wyoming.
- UWSOM has been ranked #1 in primary care for 22 of the past 23 years and #1 in rural medicine for 25 years.
- WY WWAMI has a best in region return rate of 72.8%



# UW College of Health Sciences WWAMI Space

- New UWSOM curriculum
  - integrated curricula and active learning modalities as well as increased clinical skills instruction for years 1 & 2.
  - This aligns with national standards for medical education brought about by shifts in the healthcare landscape.

# UW College of Health Sciences WWAMI Space

- New UWSOM curriculum
  - A legislatively mandated 2014 Wyoming WWAMI Curriculum review panel (appointed by former President McGinity) enthusiastically endorsed the new UWSOM curriculum and identified potential financial and space needs for successful delivery of this new curriculum.

# UW College of Health Sciences WWAMI Space

- New UWSOM curriculum
- In Fall 2016, all WWAMI sites except Wyoming began hosting M1 and M2 (1<sup>st</sup> and 2<sup>nd</sup> year) students at their regional site as part of the newly developed curriculum.

## UW College of Health Sciences WWAMI Space

- UWSOM must demonstrate a plan to host both M1 and M2 students at all regional sites in order to be compliant with LCME accreditation standards.
- UWSOM is currently undertaking its LCME Self-Study. The Self Study must include a specific plan for how Wyoming will accommodate the M1 and M2 students no later than Fall 2020.

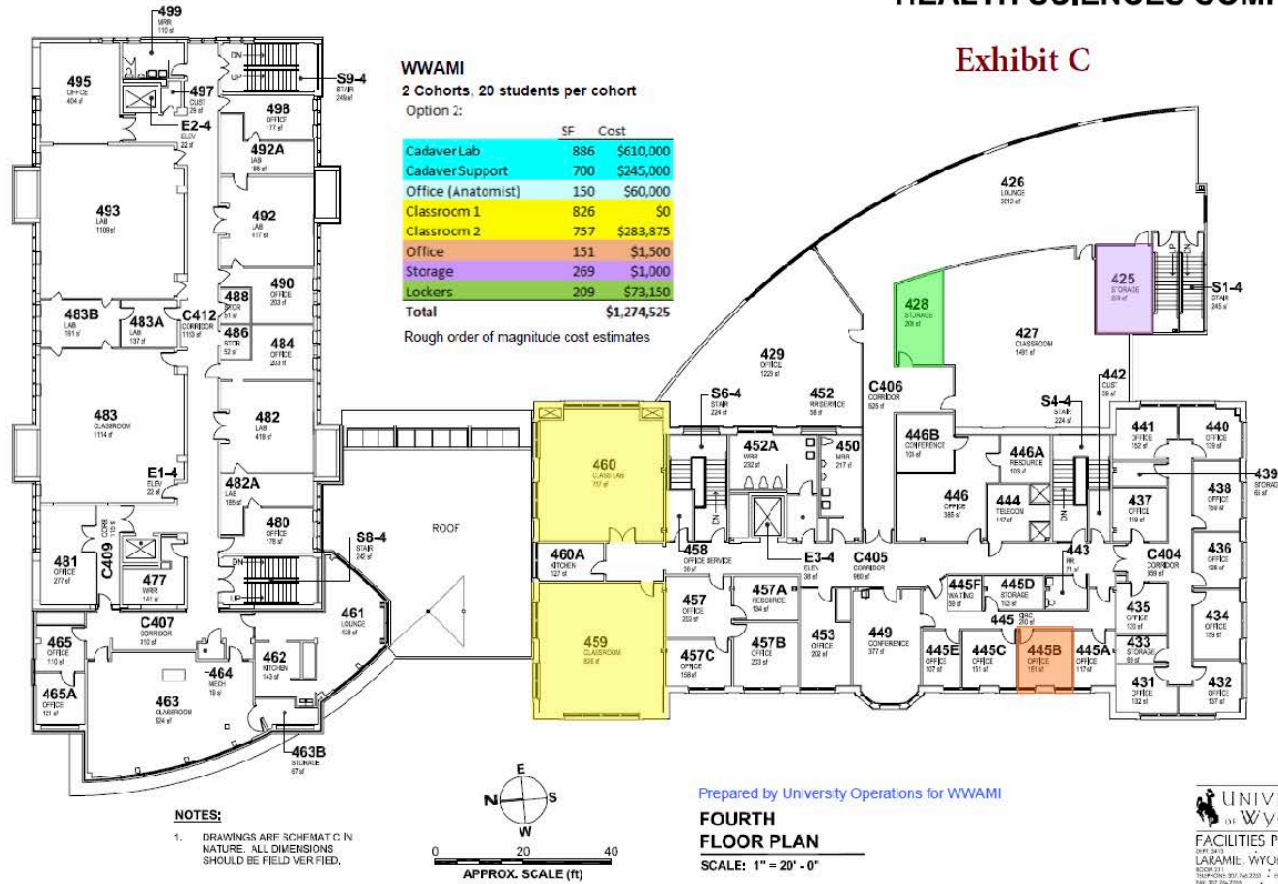
## WWAMI Space

In response to President Nichols's request to identify efficiencies and present a proposal which includes the bare minimum of space needed for complying with LCME accreditation standards and OSHA requirements, we have worked with Chris Maki of UW Facilities Architecture and Planning



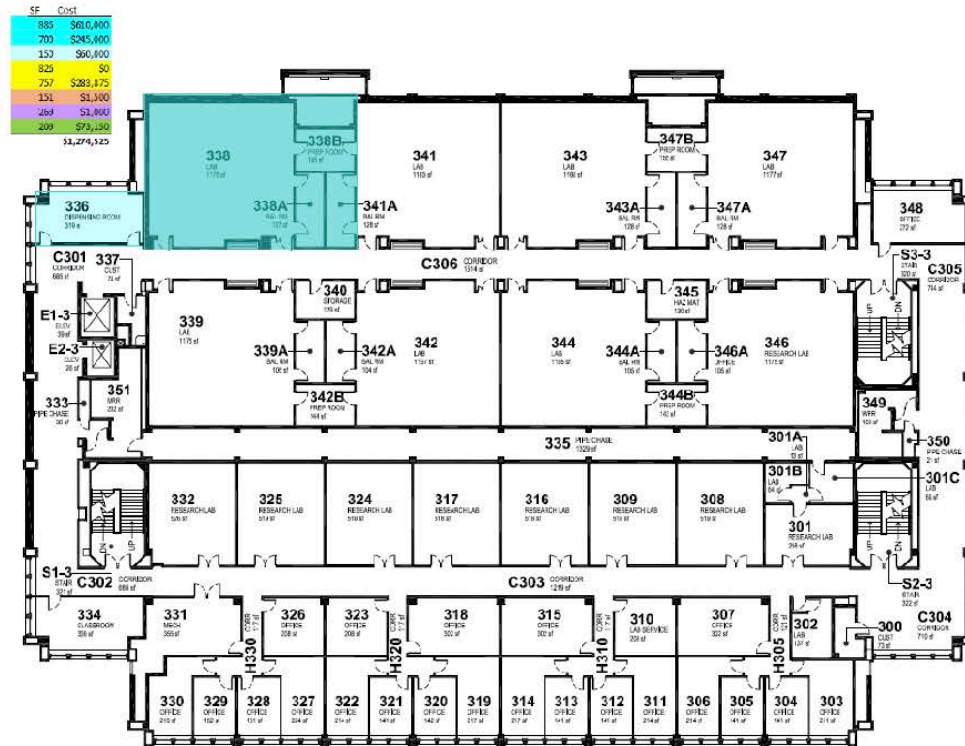
## HEALTH SCIENCES COMPLEX

### Exhibit C



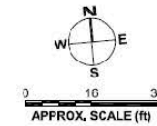


## PHYSICAL SCIENCE



### NOTES:

1. DRAWINGS ARE SCHEMATIC IN NATURE. ALL DIMENSIONS SHOULD BE FIELD VERIFIED.



### THIRD FLOOR PLAN

SCALE: 3/64" = 1' 0"

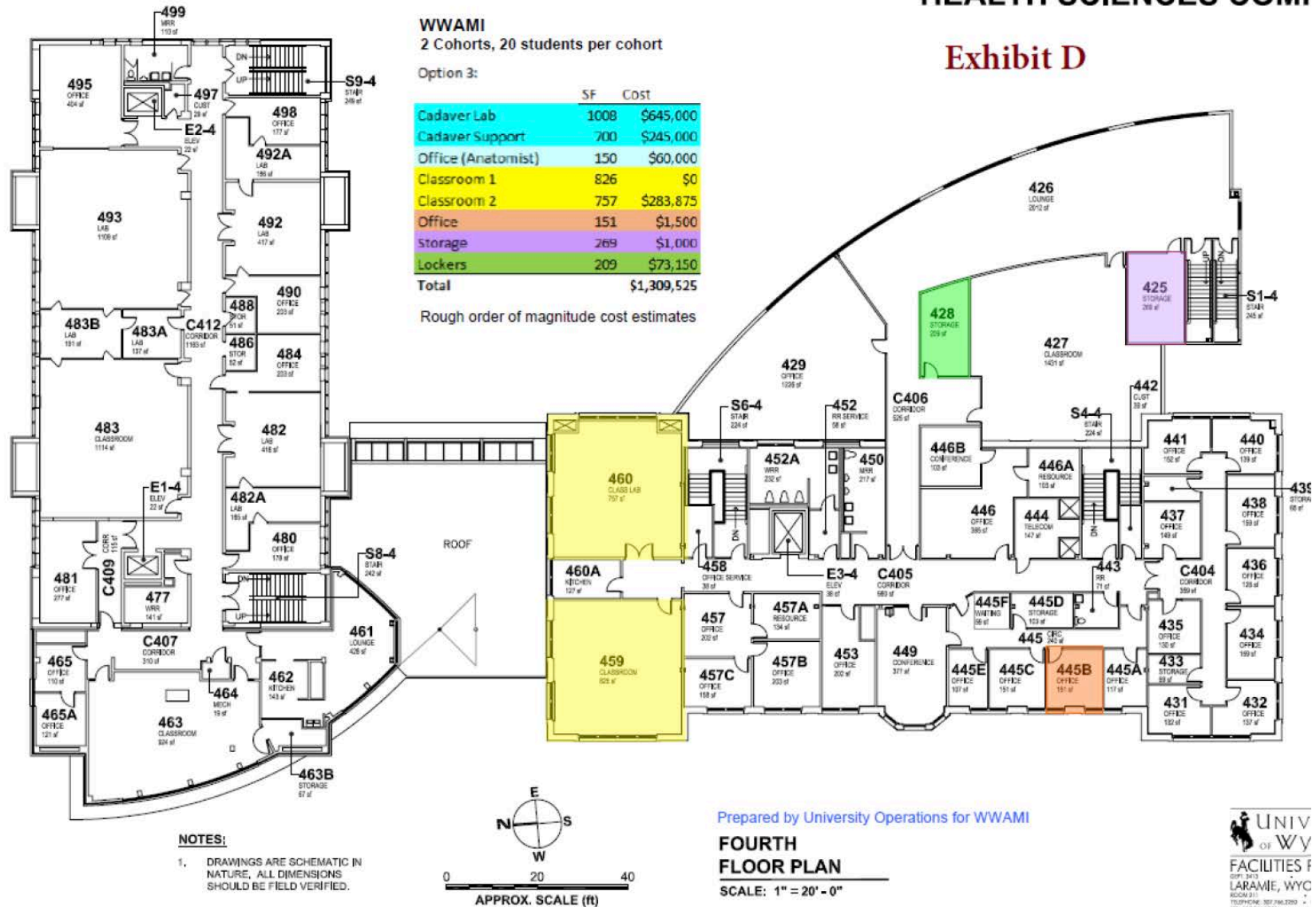
Prepared by University Operations for WWAMI





## HEALTH SCIENCES COMF

### Exhibit D





**NOTES:**

DRAWINGS ARE SCHEMATIC IN NATURE. ALL DIMENSIONS SHOULD BE FIELD VERIFIED.

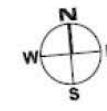
Prepared by University Operations for WWAMI

Option 3:	SF	Cost
Cadaver Lab	1000	\$645,000
Cadaver Support	700	\$245,000
Office (Anatomist)	150	\$60,000
Classroom 1	826	\$9
Classroom 2	757	\$283,475
Office	151	\$1,500
Storage	289	\$1,000
Lockers	209	\$79,150
<b>Total</b>		<b>\$1,309,525</b>

**THIRD FLOOR PLAN**

SCALE: 1/16" = 1' - 0"

Assuming Wyoming Game and Fish vacate prior to construction.



0 16 32  
APPROX. SCALE (ft)

# WWAMI Preferable Option Costs

## WWAMI Option C

### 2 Cohorts, 20 Students per cohort

	Sq Ft	COST
Cadaver Lab	886	\$610,000
Cadaver Support	700	\$245,000
Office (Anatomist)	150	\$60,000
Classroom 1	826	\$0
Classroom 2	757	\$283,875
Office	151	\$1,500
Storage	269	\$1,000
Lockers	209	\$73,150
TOTAL		\$1,274,525

## WWAMI Option D

### 2 Cohorts, 20 Students per cohort

	Sq Ft	COST
Cadaver Lab	1008	\$645,000
Cadaver Support	700	\$245,000
Office (Anatomist)	150	\$60,000
Classroom 1	826	\$0
Classroom 2	757	\$283,875
Office	151	\$1,500
Storage	269	\$1,500
Lockers	209	\$1,000
TOTAL		\$1,309,525



## Sources of Funding for WWAMI Renovations\*

	FY2017/18
<b>WWAMI Projected Income appropriated for future program support**</b>	\$443,911
<b>Academic Affairs Medical Education Quasi Account</b>	\$193,795
<b>Medical Education WYDENT Payback Account</b>	\$241,077
<b>College of Health Sciences Building Account</b>	\$420,000
<b>Appropriated by Legislature in FY17/18 Budget for Level II study</b>	\$300,000
<b>Total available FY 17/18</b>	<b>\$1,598,783</b>

\*Amounts are estimated as of 12/16/16

\*\* The intention of HB85, enacted in 2016, was in part, to provide a source of funding for the expenses associated with hosting the 1<sup>st</sup> and 2<sup>nd</sup> year medical students.



<b>ATTACHMENT B</b>
---------------------

**Guidelines for the College of Law Nonresident Tuition Waiver Policy**

**Definition:** Nonresident Tuition Waiver shall mean: The COL offering, charging and collecting the in-state tuition rate for law school students from a select number of exceptional nonresident students as provided in these guidelines.

The College of Law shall adhere to the following standards in offering and awarding a limited number of Nonresident Tuition Waivers to exceptional nonresident student applicants:

1. The COL shall only offer and award Nonresident Tuition Waivers to nonresident applicants who have a current LSAT score at least fifteen percent above the median score for the top quartile of admitted students by the COL for the immediately preceding school year and an undergraduate GPA of at least 3.5.
2. The Dean of the College of Law shall have the authority to grant a maximum of three (3) Nonresident Tuition Waivers to non-resident applicants each school year. Once awarded, the Nonresident Tuition Waivers shall be valid for three consecutive years conditional upon: a) the recipient maintaining a minimum GPA of 3.0 for each semester, b) the recipient's continued enrollment as a full time student in the COL, c) the recipient's satisfaction of all UW student requirements, and d) the recipient taking affirmative steps to satisfy the requirements for in-state residency status and become a resident of Wyoming as prescribed by UW Regulation 8-1.
3. In the event the recipient's GPA for any semester is below 3.0, the recipient shall be required to achieve a cumulative GPA of 3.0 by the end of the next semester. Failure to do so results in the immediate termination of the Nonresident Tuition Waiver for the recipient.
4. This policy shall be in place for the school year beginning in the fall of 2017 and shall terminate on June 30, 2020 after which any future award of resident tuition to nonresident law students shall be subject to approval by the University of Wyoming Board of Trustees.



2017

*STATE OF WYOMING*

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SENATE FILE NO. SF0095

Early retirement.

Sponsored by: Senator(s) Meier, Driskill, Pappas and  
Perkins and Representative(s) Haley, Hunt,  
Jennings, Miller, Steinmetz and Zwonitzer

A BILL

for

1 AN ACT relating to retirement; creating an early retirement  
2 option for state employees to be administered by the  
3 Wyoming retirement board; specifying qualifications of  
4 state employees eligible for early retirement; specifying  
5 payments and benefits for early retirement; providing for  
6 restrictions on filling vacant positions; requiring  
7 reports; providing for an appropriation; and providing for  
8 an effective date.

9

10 *Be It Enacted by the Legislature of the State of Wyoming:*

11

12 **Section 1.**

13

14 (a) The Wyoming retirement board shall offer an early  
15 retirement option to those state employees who qualify

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1 under the criteria provided in section 2 of this act.  
2 Qualified state employees may elect to take early  
3 retirement beginning April 1, 2017 through June 30, 2017.  
4 The early retirement option provided by this act expires  
5 July 1, 2017 and any election made on or after that date is  
6 ineffective.

7

8 (b) The Wyoming retirement board shall administer  
9 this act. Prior to April 1, 2017, the board shall identify  
10 and notify eligible state employees of the early retirement  
11 option provided by this act. This option shall not affect  
12 the authority of the board or the validity of its rules  
13 promulgated under W.S. 9-3-415(b) to determine retirement  
14 benefit amounts reduced on an actuarial equivalent basis  
15 for members who are under sixty (60) years of age.

16

17 (c) Employees electing to take early retirement shall  
18 submit a request to the director of the agency for which  
19 the employee works. To ensure the continued efficient  
20 operation of the agency, the director of the agency may,  
21 with the approval of the appropriate authority listed in  
22 section 4(a) of this act, grant the early retirement  
23 request up to two (2) years after receipt of the request,

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1 but in no case shall the director delay granting the  
2 request later than June 30, 2019. The director of the  
3 agency shall notify the Wyoming retirement board of all  
4 requests granted pursuant to this act. The payments and  
5 benefits provided under this act shall commence on the date  
6 the agency director grants the request.

7

8 **Section 2.**

9

10 (a) Except as otherwise provided in subsection (c) of  
11 this section, state employees who qualify under this act  
12 are those state employees who meet all of the following:

13

14 (i) Have been continuously employed by the state  
15 for at least two (2) years on the effective date of this  
16 act;

17

18 (ii) Meet any one (1) of the following regarding  
19 age and service with the executive, legislative or judicial  
20 branch of government as of June 30, 2017:

21

22 (A) At least fifty-two (52) years of age  
23 and at least eighteen (18) years of service;



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1

2 (B) At least fifty-three (53) years of age  
3 and at least seventeen (17) years of service;

4

5 (C) At least fifty-four (54) years of age  
6 and at least sixteen (16) years of service;

7

8 (D) At least fifty-five (55) years of age  
9 and at least fifteen (15) years of service.

10

11 (iii) Are otherwise qualified under the Wyoming  
12 Retirement Act to take retirement.

13

14 (b) Supreme court justices, all other judges and  
15 employees who are direct appointees of any of the five (5)  
16 state elected officials are excluded from eligibility for  
17 early retirement under this act.

18

19 (c) The age requirements of subsection (a) of this  
20 section shall not apply to state employees who have at  
21 least twenty-eight (28) years of service with the  
22 executive, legislative or judicial branch of government.

23

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1           **Section 3.**

2

3           (a) In addition to subsection (b) of this section, a  
4 state employee electing to take early retirement under this  
5 act shall receive the normal retirement benefits available  
6 for the employee under the Wyoming Retirement Act and  
7 monthly payments by the state for health insurance coverage  
8 for the employee and the employee's dependents until the  
9 employee reaches age sixty-five (65). The monthly payments  
10 for health insurance coverage authorized by this subsection  
11 shall be determined by the department of administration and  
12 information employees' and officials' group insurance  
13 program and be in an amount not to exceed one thousand  
14 three hundred twenty-three dollars (\$1,323.00) for family  
15 coverage and an amount not to exceed eight hundred forty-  
16 one dollars (\$841.00) for single coverage.

17

18           (b) A state employee electing to take early  
19 retirement under this act shall receive the following:

20

21           (i) For employees who are age fifty-two (52)  
22 through age sixty (60) on the date the request submitted  
23 under section 1 of this act is granted, a monthly payment

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1 equal to twenty percent (20%) of the employee's monthly  
2 salary at the date of retirement, exclusive of longevity  
3 pay, paid until the employee reaches age sixty-two (62);

4

5 (ii) For employees who are age sixty-one (61) or  
6 older on the date the request submitted under section 1 of  
7 this act is granted, a bonus equal to three (3) months of  
8 the employee's current salary, exclusive of longevity pay,  
9 in a lump sum.

10

11 (c) If an employee who is receiving monthly payments  
12 for health insurance coverage under subsection (a) of this  
13 section and payments under paragraph (b)(i) of this section  
14 dies before the age of sixty-two (62), the payments shall  
15 be discontinued in the month following the month during  
16 which the employee's death occurred. If an employee who is  
17 receiving monthly payments for health insurance coverage  
18 under subsection (a) of this section becomes eligible  
19 because of new employment for any other health care plan  
20 with comparable coverage and benefits as determined by the  
21 department of administration and information employees' and  
22 officials' group insurance program, the employee shall:

23

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1           (i) No longer be eligible for payments for  
2 health insurance coverage under subsection (a) of this  
3 section in the month following the month in which the  
4 employee became eligible for coverage under the new plan;

5

6           (ii) Notify the department of administration and  
7 information employees' and officials' group insurance  
8 program which shall notify the agency from which the  
9 employee retired to discontinue payments for health  
10 insurance coverage in the month following the month in  
11 which the employee became eligible for coverage under the  
12 new plan;

13

14           (iii) Repay the agency from which the employee  
15 retired any payments for health insurance coverage made  
16 after the month in which the employee became eligible for  
17 coverage under the new plan and prior to the employee  
18 providing the notice required by paragraph (ii) of this  
19 subsection, together with interest of ten percent (10%) per  
20 annum from the date of the payments.

21

22           **Section 4.**

23

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1           (a) Except as provided in subsection (c) of this  
2 section, no vacancy in any position created by a state  
3 employee electing to take early retirement under this act  
4 shall be filled without the approval of:

5

6           (i) For the University of Wyoming, the board of  
7 trustees for the university;

8

9           (ii) For the remainder of the executive branch,  
10 the governor;

11

12           (iii) For the legislative branch, the management  
13 council;

14

15           (iv) For the judiciary, the chief justice of  
16 Wyoming.

17

18           (b) An early retiree under this act shall cease to be  
19 eligible for further payments and benefits under this act  
20 in the month following the month in which the retiree:

21

22           (i) Is employed as a full-time employee by the  
23 executive, legislative or judicial branch;

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1

2           (ii) Is employed under any contract of  
3 employment by the executive, legislative or judicial  
4 branch; or

5

6           (iii) Provides services to the executive,  
7 legislative or judicial branch where the retiree:

8

9           (A) Is an independent contractor or a  
10 contract employee under a contract; or

11

12           (B) Is an owner, partner, officer or  
13 stockholder of the entity which has contracted with the  
14 executive, legislative or judicial branch to provide the  
15 services.

16

17           (c) No authority listed in subsection (a) of this  
18 section shall approve filling any vacancy in a position  
19 created by an election under this act if:

20

21           (i) For an agency with less than thirty-five  
22 (35) authorized positions, it would result in fewer than

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1   ten percent (10%) of the total positions vacated under this  
2   act within the agency remaining unfilled;

3

4           (ii) For an agency with thirty-five (35) or more  
5   authorized positions, it would result in fewer than fifty  
6   percent (50%) of the total positions vacated under this act  
7   within the agency remaining unfilled; or

8

9           (iii) The annual salary that would be paid for  
10   the position is greater than eighty percent (80%) of the  
11   annual salary paid to the retiree effective immediately  
12   prior to his early retirement under this act.

13

14          (d) Each authority listed in subsection (a) of this  
15   section shall prepare a report not later than August 1 of  
16   each year that summarizes the cost savings which have  
17   accrued for the previous fiscal year as a result of the  
18   early retirement option provided by this act. The governor  
19   shall specify the format for the reports and distribute the  
20   reports annually to the legislature prior to the convening  
21   of the session.

22

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10

15

16



# UW Regulatory Structure Review

Board of Trustees Meeting  
January 18-20, 2017



UNIVERSITY OF WYOMING

# Proposed Regulatory Restructure

## **Two tiers:**

- 1) Regulations; and
- 2) Implementing policies and procedures.

# Definitions

**Regulations** are general statements addressing governance, philosophies, principles or broad concepts inherent in carrying out the mission of the University.

**Implementing policies and procedures** reflect current operational processes for completing tasks and contain details that include specific steps, forms to use, and contact information for assistance.

**Note:** Unit-specific policies or procedures will be handled at the unit level.



# Criteria

## **Regulations:**

1. Mandate requirements or provisions for members of the University community.
2. Have broad application throughout the University.
3. Enhance the University's mission, reduce institutional risk, promote operational efficiency or ensure compliance with applicable laws, regulations or accreditation requirements.
4. Are approved by the Board of Trustees.
5. Are administered by at least one responsible officer, such as a Vice President.

# Criteria

## **Implementing policies and procedures:**

1. Freestanding operational rule or set of steps.
2. Are approved by the President of the University.
3. Are administered by at least one responsible officer, such as a Vice President.

# Campus Vetting Process

## Regulations

1. Executive Council
2. Deans and Directors
3. Faculty Senate
4. Staff Senate
5. ASUW

## Policies and Procedures

1. Vice Presidents
2. Deans

**Note:** The Board of Trustees can draft or modify regulations, policies, or procedures at any time.

# Vetting Process

## Minor modifications

On an as-needed basis, routine changes (such as new contact names, position titles, email or Web addresses, outdated statutory or legal references ,etc.) will be made to an existing regulation, policy, or procedure.

Such changes will not require approval by the Board of Trustees, but will be reviewed by the Office of General Counsel to determine whether the changes are routine. If so, the changes will be incorporated and the Office of General Counsel will record the details and dates of the changes.

## Annual Review

University officers will be required to review the regulations, policies, and procedures assigned to them **at least annually** and on an ***ad hoc*** basis if needed.



# Accessibility

**The Office of General Counsel** will maintain an online central repository of all University regulations, policies, and procedures.

**Title:** University of Wyoming Regulations, Policies, and Procedures Manual.



# Current structure

<http://www.uwyo.edu/generalcounsel/current-uw-regulations-and-presidential-directives/index.html>



# Example websites

South Dakota State University Policy and Procedures Manual:

<https://www.sdstate.edu/policies-and-procedures>

University of Arizona: <http://policy.arizona.edu/>

University of South Carolina: <http://www.sc.edu/policies/policyindex.shtml>



# Proposed structure

<http://webdev.uwyo.edu/regs-policies/>



# Examples

## **Section 1. University Governance and Structure**

- UW Regulation 1-3 (Equal Education and Employment Opportunity Statement)
- UW Regulation 1-5 (Civil Rights Discrimination)

## **Section 2. Facilities**

- UW Regulation 2-178 (Use of University Buildings, Grounds and Services)
- UW Regulation 2-245 (Administration and Use of the Wyoming Union Facility)

## **Section 3. Business Practices**

- UW Regulation 3-179 (Use of University Vehicles)

## **Section 6. Academic Policy**

- UW Regulation 6-41 (Financial Exigency)
- UW Regulation 6-405 (Class Meetings outside Scheduled Times)
- UW Regulation 6-713 (Student Absence Policy)



# Timeline

**January 2017 Board Meeting:** Update the Board on the current inventory of regulations, presidential directives, policies, and procedures.

**January-August 2017:** (1) Assign a specific University office/unit to oversee each regulation and work with that unit on determining whether any substantive changes are needed; and (2) determine whether current regulations, presidential directives, and policies/procedures should sunset, convert to a regulation, or remain a policy/procedure.

**September-December 2017:** Refine substantive changes and vet with campus constituents.

**January 2018 Board Meeting:** Present to the Board the new regulations and the implementing policies/procedures manual for review and approval.





### **Student Success, Tutoring, Engagement, and Personal Growth**

STEP is an established University of Wyoming program designed to provide targeted academic support services for all undergraduate students. STEP's purpose is to help students experience a strong college transition, succeed in challenging lower division courses, and receive one-on-one help for academic needs. This program solidifies a strong partnership between Academic Affairs and Student Affairs and involves faculty and professionals from both areas. The objective of STEP is to provide measureable increases in student success, retention and graduation from UW.

#### **Background & Context**

In 2010, responding to incremental but worrisome declines in retention and graduation rates, the Vice President for Student Affairs convened a strategic committee to review UW's retention initiatives and consider avenues for impacting student success. This multi-year process involved reviewing current retention and student success programs and developing predictive analytics for student success; incorporating strategies from Education Advisory Board (EAB) and the National Resource Center for The First Year Experience; soliciting a Noel Levitz analysis of UW's retention practices; and reviewing successful programs at other institutions (including Colorado State, Georgia State, West Virginia University, and Oklahoma State, among others). Analysis of UW's student retention trends revealed that some student populations at-risk of departure received little or no direct intervention, including students enrolled in high-challenge, general education classes (predominantly 1000 & 2000 level STEM classes), first-year students on academic probation after fall semester, and first-generation college students not served by TRIO programs.

In 2012 and 2013, several pilot programs showed promise for impacting student success in the first and second year (e.g. Early Alert, academic probation interventions, and additional Math support). However, the programs lacked internal coordination and a centralized student space. STEP was conceived as a network of student success initiatives serving all lower division students as well as targeted support for general education STEM courses. Launched in 2014, STEP is co-led by the Learning Resource Networks (LeaRN) and the Center for Advising and Career Services (CACS). In addition to bolstering student and faculty awareness of all support services, STEP coordinates accessible tutoring and supplemental instruction in pivotal 1000 and 2000 level courses. After piloting a successful summer bridge program in 2015, STEP has begun partnering with colleges to expand summer bridge programs for math-readiness.

The STEP Report Card outlines the program successes since implementation in the fall of 2014. The institution is currently providing \$125,000 annually for the STEP program.

#### **Focus Areas**

The comprehensive vision for STEP includes four primary areas: student success and academic support, campus and community engagement, college and career readiness, and transfer student support. Key components of STEP growth in these areas are outlined below in a four-year implementation plan.

## **Year 1**

### **First-Year Seminar**

**Existing Support:** The first-year seminar class is a required part of UW's new University Studies Program launched in fall 2014. The seminars are small, faculty-led classes featuring a variety of engaging themes and focused on creative and critical thinking.

**Proposed Model:** Faculty who teach first-year seminars lack incentives to engage in professional development for this critical class, or to participate in opportunities to connect the class to the wider first-year experience. Incentives for faculty and programming for a cohesive seminar program will bolster the impact of this foundational experience.

### **Transfer student advising & academic support**

**Existing Support:** Efforts to improve the pipeline from Wyoming community college and refine articulation agreements and degree mapping are overseen by a Director of Transfer Relations. Transfer initiatives lack support, oversight, and program funding.

**Proposed Model:** First-year transfer students will have programming and advising tailored to their needs and characteristics. Critical initiatives to improve the pipeline and success of transfer students (including Transfer Advance) will receive necessary staff oversight.

### **Academic Coaching & Early Alert**

**Existing Support:** Faculty of all undergraduate courses have the opportunity in fall and spring semesters to submit Early Alert grades. Students with D or F Early Alert grades typically receive an email from an advisor or program coordinator with resources and an invitation to meet. Currently, UW does not offer a stable program for students who receive academic probation.

**Proposed Model:** With the addition of Academic Coaches, students who need additional academic support in their first-year, including those with academic probation and those who receive Early Alerts in pivotal courses, will work with a trained Academic Coach to regain strong academic footing. Academic Coaches will also be available to all first-year students interested in receiving help with college transition.

---

## **Year 2**

### **Cowboy Connect Transition Program**

**Existing Support:** The Cowboy Connect Transition Program occurs during the 3-4 days before fall classes begin and features several events: a President's Welcome, speaker, class photo, and activities sponsored by Residence Life & Dining.

**Proposed Model:** Students will experience a comprehensive Student Transition Program extending through the first five weeks of fall semester. Before classes begin, entering students will connect with their college, their first-year seminar class, and campus resources. As part of their engagement with the UW community, each student will sign up for an Outdoor Adventure or Community Service activity extending over the first five weeks of fall semester.



### **Freshmen Interest Groups & Targeted First-Year Scheduling**

**Existing Support:** UW offers several first-year learning communities and limited opportunities for course-blocking. Around twenty Freshmen Interest Groups (FIGs) help students develop a community around similar interests and majors. Currently, FIGs are coordinated through LeaRN but lack peer mentors and faculty stipends to grow and refine the program.

**Proposed Model:** All freshmen will enter UW with a tailored first-year schedule that guarantees a seat in several high-demand, general education courses. In addition, at least 500 students will have the opportunity to join a Freshmen Interest Group (FIG) with a peer leader and dedicated faculty participants.

### **Summer & Fall bridge programs**

**Existing Support:** STEP piloted a Summer Bridge Program in 2015-2016 for students with low Math scores. New bridges are being explored for student veterans and fall students. STEP bridge funding for future years has not yet been identified.

**Proposed Model:** STEP will grow and stabilize Summer Bridge Programs for students who are underprepared for Math in their major or who receive low Math test scores. Summer Bridges will extend through fall, and Fall Bridge programs will serve students who cannot come in the summer.

---

## **Year 3**

### **Expanded Tutoring, Supplemental Instruction, and College Transition Courses**

**Existing Support:** In 2014-2016, STEP tutoring and Supplemental Instruction experienced outstanding student usage and reported impressive success outcomes for participating students.

**Proposed Model:** Expanding these services and including workshops and College Transition courses will reach a wider student population and further influence student success in gateway and high-challenge courses.

### **STEM Career & Academic Success Advising**

**Existing Support:** Students interested in STEM majors currently lack opportunities to explore STEM options or to receive targeted guidance for increasing their preparation for high-attrition STEM majors.

**Proposed Model:** Students interested in STEM majors, but who may be uncertain or underprepared for some majors, will begin with an "Exploring STEM Fields" undeclared major. Off-track Engineering students in need of academic support and further major exploration will also receive guidance through this initiative.

### **Student Mentor Program**

**Existing Support:** A relatively small percentage of UW students currently experience peer mentors through their participation in a first-year or student support program (e.g. Synergy and Multicultural Affairs).

**Proposed Model:** Students who need a stronger connection to true peers and professional mentors (including first-generation students, out-of-state students, and women and ethnic minorities in science majors) will develop a relationship with both peer and professional mentors throughout their first year.

---

### **Year 4**

#### **Sophomore & Senior Year Programs**

**Existing Support:** Efforts for lower division students (through student support programs and STEP) do reach sophomore students, but these students have no programming that specifically addresses their needs. Support for senior students varies across disciplines and is typically housed within departments and colleges.

**Proposed Model:** STEP will develop cohesive programming for all sophomore and senior students, including degree and career planning, transitional programming, and opportunities to build their co-curricular and research experiences.

**STEP Program** (*Student Success, Tutoring, Engagement, & Personal Growth*)

Trustees Meeting: Program Overview

January 20, 2017

Jo Chytka, Center for Advising & Career Services

April Heaney & Jess Willford, Learning Resource Network

---

**STEP Program Background**

- ❖ STEP is a cluster of programs aimed at improving students' success by **increasing their engagement with academic help** at crucial times in their college careers.
- ❖ STEP grew out of a student success team led by Sara Axelson, Vice President for Student Affairs, and foregrounded in-depth research on national best practices and information on UW's student trends.
- ❖ STEP targets UW's critical student success challenges:
  - Student performance in lower-division, high-challenge ("gateway") classes
  - Opportunities for learning core college skills: exam preparation, organization, time management, navigating college reading and note-taking, etc.
  - Access to math preparation and avoiding non-credit or remedial math in students' first semesters at UW

---

**STEP Programs**

**STEP Supplemental Instruction** (~30 classes per semester)

- ❖ Successful students attend high-challenge classes and host out-of-class sessions highlighting skills and techniques for success. The weekly sessions include "how to learn" as well as "what to learn" in each class.

**STEP Tutor Center** (45-50 classes per semester)

- ❖ The tutor center is the first comprehensive, central tutoring program offered at UW. Tutors are trained to help students with both content and core skills. Tutoring foregrounds subjects that most often challenge student success and progress in their major.

**STEP Early Alert**

- ❖ Early Alert allows faculty to provide feedback on student performance in classes during the 4<sup>th</sup> week of classes. Student data (UW and national) shows that the first four weeks of a semester is the key window for students to adjust habits and behavior.
- ❖ Students with Early Alert flags are also contacted by advisors and residence life staff.

**STEP Summer Bridge**

- ❖ Summer Bridge targets students who are likely to place into remedial, non-credit bearing math in their freshmen year. Summer Bridge students spend 4 weeks in July and August improving their math skills and learning about the UW community and college life.
- ❖ STEP bridges are expanding to include fall veteran student support and fall math support.

## Program Results

### STEP Supplemental Instruction

- ❖ 1,500 - 2,000 students participate each semester
- ❖ Students who participate in Supplemental Instruction pass the class (A/B/C grade) at a rate of **91%**, compared to a **66% pass rate** for students who do not participate

### STEP Tutor Center

- ❖ Average 3,000 appointments per semester
- ❖ Average GPA and college persistence improve for students who participate in tutoring: **83% participants persisted to second year vs. 76% of non-participants.**
- ❖ Underprepared students who participated in tutoring had a 20% higher fall GPA than those who did not access tutoring.

### STEP Early Alert

- ❖ The number of students on academic probation decreased 14% after the first semester of Early Alert (compared to earlier semesters). Suspended students also decreased 18% after the launch.

### STEP Summer Bridge

- ❖ In 2015 and 2016, 95% of participating students enrolled in credit-bearing math in their first semester as a result of Summer Bridge.

### Positive Trends

- ❖ Although STEP programs represent one piece of a complex system of efforts, it is worth noting that student success outcomes have markedly improved since STEP began in Fall 2014.

	2012	2013	2014	2015	2016
Freshmen Academic Probation*	24.0%	21.2%	21.1%	17.0%	15%
Freshmen Fall-to-Fall Retention*	73.9%	75.4%	76.2%	76.4%	

\*First-time, full-time freshmen

## Looking Ahead

- ❖ Develop a First-Year Experience program that touches on advising, first-year courses, and community & campus engagement
- ❖ Build academic coaching and mentoring through Early Alert and broader transition programs
- ❖ Grow summer bridges for targeted student populations
- ❖ Adopt a student success tool campus-wide to bolster student communication & predictive measures for student success

ATTACHMENT F



# HLC Accreditation Update

## *Board of Trustees*

*January 2017*

**Anne Alexander**  
*Academic Affairs*



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## Higher Learning Commission (HLC)

- What it is and why we care
- “Old” accreditation process
- New Open Pathways Quality Initiative process
- UW’s QI Report - First Year Seminar Implementation



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## HLC – What and Why

In order to receive federal support, public post-secondary institutions are required to have accreditation from their regional accreditor:

- Since 1913, UW has been accredited by the Higher Learning Commission (HLC, formerly the North Central Association)
- The HLC is our “US Department of Education gateway.” That means they watch over and vouch for the quality, rigor, robustness of our curriculum, student support, governance, finances.
- Ongoing updates to HLC from UW – annually and significant changes.



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## “Old” Accreditation Process

- Ongoing – annual report, significant changes reported
- Reaffirmation of status every 10 years
  - Create body of evidence in self-study report
  - Submit to HLC and host visit just prior to reaffirmation
  - Very intense, but did not incentivize continuous improvement or behavior required for it.





## “New” Process – Open Pathway

- Regular monitoring
- Checkpoint at year 4/10 (called an Assurance Review)
- Quality Initiative – design & implement significant & bold project intended to allow institutions to take risks, aim high, & learn from success, partial success, even failure.
- Comprehensive evaluation at end of 10 year cycle



## Open Pathway and UW's QI

Proposal: Implementation of First Year Seminar

- Part of redesign of UW's University Studies Program (USP) to USP 2015
- All UW students must take – and pass – in their first year and cannot be a college or major requirement
- Must be taught by faculty (not grad students, not temp hires) with at least 2 years of experience; class size < 25; must have options from every college
- Must meet “critical and creative thinking” student learning outcomes, promote design thinking, and be approved by USP committee



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## FYS Learning Outcomes

1. Access diverse information through focused research, active discussion, and collaboration with peers;
2. Separate facts from inferences and relevant from irrelevant information, and explain limitations of information;
3. Evaluate the credibility, accuracy, and reliability of conclusions drawn from information;
4. Recognize and synthesize multiple perspectives to develop innovative viewpoints;
5. Analyze one's own and others' assumptions and evaluate contexts when presenting a position; and
6. Communicate ideas in writing using appropriate documentation.





## UW's Quality Initiative Proposal

- Incentivize and provide assistance to a broad swath of faculty to design dozens of sections of a brand new course.
  - Experienced faculty may still not have a lot of experience in teaching first year students, so must provide significant development support.
  - Must have enough approved sections of this new course over an academic year to accommodate every incoming freshman. Every section must meet required student learning outcomes.
  - Do this in a few months.



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# UW's Quality Initiative Proposal

- Collect as much data as possible.
  - From students
  - From faculty
  - From advisors

## UW's Quality Initiative Proposal

- Solve problems – quickly – inherent in a massive new change in curriculum.
  - What if a student fails once? Twice? More?
  - What if students try “wait it out.”
  - What if faculty or departments or colleges do XYZ that’s “not allowed” by policy?

## Specific QI Goals and Results

- Goal: Develop enough courses for entire incoming class
  - AY 2015-16 estimated need: 71 sections  
AY 2015-16 actual offered: 93 sections
  - AY 2016-17 estimated need: 76 sections  
AY 2016-17 actual offered: 94 sections
  - Fill rates: 90% +

## Specific QI Goals and Results

- Goal: Offer wide range across UW taught by experienced faculty
  - Each college is given a “section quota” based on their incoming student class.
  - 91% of faculty teaching the course have 2+ years of experience; 56% of faculty teaching the course have 10+ years of experience



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## Specific QI Goals and Results

- Goal: Develop a comprehensive plan for evaluating initiative and carry it out.
  - Multiple surveys and evaluations administered; quick problem solving based on evidence collected
  - Worked with our learning-management system (LMS) vendor, Canvas, to design tool to collect anonymized student work across all sections
  - Faculty working group assessed this work to determine progress in mastering critical/creative thinking.



## Specific QI Goals and Results

- Overall: More successful than we'd imagined in range and quality of offerings, but:
  - Continue to mainstream use of LMS by faculty and students so we can make assessment more systemic and simple
  - Continue to provide options we'd not even dreamed of at proposal phase.
  - Examine learning outcomes (ability of one class to meet all?) and course caps
  - Incentivize development opportunities for instructors
  - Integrate FYS into a full-blown First Year Experience that helps students learn to not only be successful in the classroom, but beyond.



## OPEN PATHWAY 10-YEAR CYCLE



Transition Map for Institutions with PEAQ Reaffirmation Visits in 2019-20

Cycle Year	Institutional Activities		Peer Review	HLC Decision-Making <sup>1</sup>
2012-13 Year 3	Institution may contribute documents to Evidence File			
2013-14 Year 4	Assurance Review Waived			
2014-15 Year 5	Institution may contribute documents to Evidence File	Period to submit Quality Initiative Proposal	Review Quality Initiative Proposal	
2015-16 Year 6				
2016-17 Year 7		Period to submit Quality Initiative Report	Review Quality Initiative Report	
2017-18 Year 8				
2018-19 Year 9	Submit Comprehensive Evaluation Materials <sup>5</sup>			
2019-20 Year 10			Conduct Comprehensive Evaluation (with visit)	Action on Comprehensive Evaluation and Reaffirmation of Accreditation <sup>6</sup>

UW QI proposal accepted 2015


UW QI Report submitted Jan. 2017

UW begins preparing for evaluation visit




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Questions?



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The University of Wyoming  
Board of Trustees' Meeting  
January 18- 20, 2017  
*As of January 18, 2017*

**AGENDA ITEM TITLE: Annual Evaluation and Reappointment of the External Audit Firm, Mai**

CHECK THE APPROPRIATE BOX(ES):

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

BACKGROUND AND POLICY CONTEXT OF ISSUE:

Article VII. Section 7-1 IV. a. of the Bylaws of the Trustees charges the Fiscal and Legal Affairs Committee with the responsibility of recommending to the Board "the selection and retention of the external audit firm."

PRIOR RELATED BOARD DISCUSSIONS/ACTIONS:

January 2014 - the Board of Trustees approved a four-year audit engagement with McGee, Hearne & Paiz, LLP, beginning with the fiscal year ending June 30, 2014.

January 2016 – the Board of Trustees approved the reappointment of McGee, Hearne & Paiz, LLP for the third year of the engagement – fiscal year ending June 30, 2016.

WHY THIS ITEM IS BEFORE THE BOARD:

The audit engagement is subject to an annual review and evaluation of the firm's performance. The Fiscal and Legal Affairs Committee met January 18, 2017 to discuss reappointment of McGee, Hearne & Paiz, LLP, for the fourth year of the four-year engagement.

ARGUMENTS IN SUPPORT:

MH&P continues to demonstrate their ability to deliver high-quality professional services at an attractive price. They exhibit a solid commitment to the time schedules necessary to deliver the audited financial statements and reports. They assigned experienced personnel to the engagement and returned those professionals to the University providing continuity and efficiency to the audit. The firm's partners spent time on campus and were available for face-to-face conferences and meetings. Communication with the Fiscal and Legal Affairs Committee, as well as with UW administration, is excellent and is a key factor to successful completion of the external audit.

The Fiscal and Legal Affairs Committee agreed unanimously in favor of recommending reappointment.

**ARGUMENTS AGAINST:**

None

**ACTION REQUIRED AT THIS MEETING:**

Reappointment of McGee, Hearne & Paiz, LLP, as the independent audit firm to perform the external audit for the fiscal year ending June 30, 2017.

**PRESIDENT'S RECOMMENDATION:**

The President recommends reappointment of McGee, Hearne & Paiz, LLP as stated above.

**ATTACHMENT H**

**Sabbatical Proposals for Academic Year 2017-2018**

<b>Department</b>	<b>Period</b>	<b>Salary</b>	<b>40% Retained by University</b>
Religious Studies	Academic Year 2017-2018	\$ 72,072	\$ 28,828.80
Gender and Women's Studies	Spring 2018	\$ 71,136	
Criminal Justice	Fall 2017	\$ 103,704	
Psychology	Academic Year 2017-2018	\$ 67,236	\$ 26,894.40
Political Science	Calendar Year 2018	\$ 71,448	\$ 28,579.20
Petroleum Engineering	Spring 2018	\$ 99,732	
Communication and Journalism	Fall 2017	\$ 70,092	
Molecular Biology	Fall 2017	\$ 96,816	
History	Spring 2018	\$ 58,476	
Geology and Geophysics	Fall 2017	\$ 159,744	
Zoology and Physiology	Academic Year 2017-2018	\$ 131,208	\$ 52,483.20
Mechanical Engineering	Academic Year 2017-2018	\$ 160,332	\$ 64,132.80
Zoology and Physiology	Academic Year 2017-2018	\$ 80,616	\$ 32,246.40
Extension	Spring 2018	\$ 68,676	
Creative Writing	Academic Year 2017-2018	\$ 74,916	\$ 29,966.40
English	Spring 2018	\$ 78,144	
Law Library	Spring 2018	\$ 78,480	
Libraries	Academic Year 2017-2018	\$ 114,456	\$ 45,782.40
Economics and Finance	Academic Year 2017-2018	\$ 156,192	\$ 62,476.80
Art	Academic Year 2017-2018	\$ 63,324	\$ 25,329.60
Libraries	Calendar Year 2018	\$ 74,328	\$ 29,731.20
Economics and Finance	Academic Year 2017-2018	\$ 102,192	\$ 40,876.80
Civil and Architectural Engineering	Fall 2017	\$ 84,072	
<b>Total Salary</b>		<b>\$ 2,137,392</b>	<b>\$467,328.00</b>
<b>Total Impact</b>		<b>\$ 1,670,064</b>	

university for other employer paid benefits is relative to the percentage of the employee's gross salary.

**UW Alumni Association  
Report to the Trustees  
January 20, 2017**

**Poinsettia Bowl Alumni Engagement**

We held an alumni reception in partnership with the UW Foundation on Tuesday night, December 20, 2016 at the Harbor House Restaurant in San Diego. Over 600 alumni friends from 20 states attended the spirited event. Governor Mead, Dr. Nichols and Athletics director Tom Burman spoke. The event provided an excellent opportunity for engagement and future follow up with many alumni.

**Admissions Support Prospective Student Enrollment**

We are continuing our alumni support for prospective student enrollment in the “yield” phase whereby alumni volunteers are being asked to write personal notes to admitted students for the Fall 2017 semester. We have begun our efforts with admitted students from Wyoming and currently have alumni volunteers in each county committed to communicate before February 28<sup>th</sup> with the nearly 1,100 admitted students. I will be traveling to fifteen Wyoming counties within the next month to solidify these alumni commitments and to continue to develop our leadership of alumni networks in each county. We also expect to extend this work to out-of-state admitted students beginning in February. Our board members are committed to this project in support of UW’s student recruitment program and have found the exercise to be a meaningful way to give back to the university. We will continue to work closely with our Office of Admissions to identify other projects in which we can marshal our alumni base to support UW’s efforts to encourage more high school seniors and transfer students to attend UW.

**Cowboy 2 Cowboy**

In the past three years, I have taken student leaders in our Wyo-Gold student alumni organization and a few other student leaders on our campus for a career day in Denver. On Thursday, January 12<sup>th</sup>, I took six College of Business students, including 3 Wyo-Gold students, the ASUW president, a past ASUW president and an officer in a fraternity to meet seven alumni who are in management roles in organizations representing multiple industries. The students visited with professionals in the energy, financial services, legal, aerospace and public relations and marketing industries. In addition to the relationships developed with these men and women, they learned about leadership principles, career success factors, the transition from the college life to the professional environment and job search and interviewing skills. Maybe most importantly though, they saw first-hand the value of a UW degree and the passion and desire UW alums have for helping the new graduates pursue their career goals.

**Spring Alumni Engagement and Network Activities**

We have a full slate of alumni engagement events this spring including the following:

- Men’s basketball watch parties in Denver, Fort Collins, Sheridan and Jackson to date.
- 1/30/17 – Support for CJC reception prior to UW Wrestling vs. Boise State in Star Valley
- 2/3/17 – Denver Alumni Network reception for 24 UW students for SPE Student Symposium
- 2/22-23/17 – Multiple events in Phoenix area, Tucson and Sun City West in conjunction with the UW Foundation winter board meeting
- 2/23-24/17 – May 2017 Grad Fair in conjunction with UW Foundation
- 3/28/17 – Alumni Reception and Program in partnership with UW Foundation and the Department of Global and International Studies, Washington, DC



- 4/21/17 – UWAA 25th Scholarship Reception and Auction – Cheyenne, WY
- 5/1/17 – Reception and UW Jazz Ensemble Performance, Lincoln Center New York, New York
- 5/5/17 - Houston Alumni Network Scholarship Golf Tournament , Houston, TX

***Personnel Section***  
*For approval during the Business Meeting*

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

**APPOINTMENTS**

**1. Faculty**

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

<b>College of Business</b>			
<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment</u>
<u>Period</u>			
<i>Department of Management and Marketing</i>			
<b>Leach, Mark</b>	Professor	\$180,000/AY	01/23/2017

Mark Leach received a B.S. (1991) in Business Administration from the University of Arizona and a Ph.D. (1998) in Marketing from Georgia State University. Dr. Leach has been a Professor at Loyola Marymount University since 2000. He will serve as the Mendicino Chair in the Department of Management and Marketing. Dr. Leach was hired with tenure at the rank of Professor.