THE UNIVERSITY OF WYOMING BOARD OF TRUSTEES' MINUTES

November 15-17, 2017

University of Wyoming Mission Statement (July 2017)

We honor our heritage as the state's flagship and land-grant university by providing accessible and affordable higher education of the highest quality; rigorous scholarship; the communication and application of knowledge; economic and community development; and responsible stewardship of our cultural, historical and natural resources.

In the exercise of our primary mission to promote learning, we seek to provide academic and cocurricular opportunities that will:

- Graduate students who have experienced the frontiers of scholarship and creative activity and who are prepared for the complexities of an interdependent world;
- Cultivate a community of learning energized by collaborative work among students, faculty, staff and external partners.
- Nurture an environment that values and manifests diversity, internationalization, free expression, academic freedom, personal integrity and mutual respect; and
- Promote opportunities for personal health and growth, physical health, athletic competition and leadership development for all members of the university community.

As Wyoming's only public university, we are committed to scholarship, outreach and service that extend our human talent and technological capacity to serve the people in our communities, our state, the nation and the world.

TRUSTEES OF THE UNIVERSITY OF WYOMING AGENDA November 15 – November 17, 2017

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Committee of the Whole

REGULAR BUSINESS

Board Committee Reports

[Note: Some committees of the Board will provide reports during the regular work sessions and may not have a formal report to provide during the Business Meeting.]

Trustee Standing Committees

Committee reports to be given at the start of the regular meeting rather than during the Business Meeting.

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

Action Taken/Motions during the Meeting

- ✓ Certificate of Gratitude and Appreciation for Trustee Larry Gubbels
- ✓ Annual Audited Financial Reports and Agreed Upon Procedures Report
- ✓ Board of Trustee's FY 2018 Budget Amendments
- ✓ Request of Funds from UW Reserves
- ✓ Science Initiative Facility Design
- ✓ Contract for the Construction of the WWAMI remodel
- ✓ New UW Regulation (Signature Authority)
- ✓ Program Fees
- ✓ Education Initiative Proposals
- ✓ Resolution to Establish a Statewide Goal for Higher Education Attainment in Wyoming
- ✓ Contracts and Grants
- ✓ Personnel Section
- ✓ UW/Community College Final Legislative Report Endorsement

New Business

Date of Next Meeting – December 13, 2017 (conference call)

Adjournment

THE UNIVERSITY OF WYOMING MINUTES OF THE BOARD OF TRUSTEES

November 15-17, 2017 Coe Library

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, November 15 through Friday, November 17, 2017. The meeting was held at the Marian H. Rochelle Gateway Center (committee meetings) and Coe Library. Trustee President John MacPherson called the full board meeting to order at on Wednesday, November 15, and covered several committee reports. The Board then entered executive session on November 15 to discuss matters of *Real Estate*, *Personnel, Litigation, Confidential Information, and Gifts, Donations and Bequests*.

On Thursday, November 16, and Friday, November 17, the Board met in public session to review various topics.

On Wednesday, November 15, New Trustee, Macey Moore, took a moment to introduce herself to the room. Graduating from the University of Wyoming in 1999, she currently resides in Douglas, Wyoming where she and her husband own a ranch, some real estate and a historic hotel. The trustees individually welcomed Trustee Moore.

President John MacPherson described that the Trustees were meeting in Coe Library due to a scheduling conflict, but they had been assured this would not happen in future dates. President McPherson also stated that the Board of Trustee Retreat was confirmed for July 10-13 in Cody, Wyoming.

McPherson read a drafted resolution for former member Larry Gubbels and informed the Board that there was also a gift of a football signed by the coach and players that would be presented to Mr. Gubbels.

Approved 11-15-17 @ 3:13 p.m.

Certificate of Gratitude and Appreciation for Trustee Larry Gubbels

Trustee Marsh moved to approve the certificate of Gratitude and Appreciation for former Trustee Larry Gubbels; second from Trustee Bostrom. The motion passed with a unanimous decision. Trustees Scarlett and Tully were absent for the vote.

AGENDA ITEM TITLE:

Consideration and Action: Annual audited financial reports and agreed upon procedures report, Lowe

CHECK	THE APPROPRIAT	TE BOX(ES):
\boxtimes	Work Session	
	Education Session	
	Information Item	
	Other	Specify:

MINUTES OF THE MEETING:

Trustee McPherson invited Wayne Herne of McGee, Herne, and Piaz to address the Trustees. Mr. Herne noted McGee, Herne, and Piaz was based in Cheyenne, Wyoming, and he noted they would be presenting three audit reports. Given the time constraints a short report was delivered. He noted that in the first report, there were no findings representing any departures from NCAA testing, and there were also no issues with cash basis reporting from the Athletics office, which also includes the Cowboy Joe Club.

Mr. Herne noted the second audit report was on Wyoming Public Media. He added this audit entailed an issuance of a clean or unmodified report, which meant that the financial statements were clearly and fairly presented. He stated "bond funds" are bonds where revenues have been pledged toward repayment of bonds, principle, and interest. He noted the report was prepared primarily for the benefit of bond holders and rating agencies. He added this also gave UW an idea of how it stands with future net pledge revenue in terms of future bonding capacity and needs. He stated this report was also issued as an unmodified and clean opinion. He noted the other two were close to drafts, and would hopefully be provided on that Friday.

Trustee Bostrom asked if this 2.69% number was where they felt they needed to be. Associate Vice President for Fiscal Administration Lowe replied they were comfortable with that number. She noted they had looked at the median of other institutions and noted UW fell within that median.

Trustee Marsh asked to briefly touch on the audit activity report, particularly because Interim Dean for the College of Health Sciences David Jones, Special Advisor to the President on External Relations Meredith Asay, and Internal Auditor Kathleen Miller were there to respond. He noted there were some concerns in the Audit Committee with regard to family residency in Casper, which migrated into a federally funded community health clinic, and with that there had been some growing pains.

Internal Auditor Miller explained that this was a requested audit by Provost Miller who was concerned about a specific program in Casper. She noted this program is referred to as the 340B regulation and is a mechanism where they can obtain drugs from manufacturers at a reduced cost and then pass those savings on to patients either through reduced prescription costs or additional services. She added one of the expectations of this program was to use the 340B savings to provide extra services or other benefits to low-income families. She noted what was found was that because of the 167 budget, they had those savings sitting just over \$1,000,000 and not being used, which was what got this started. She added this was really a much bigger problem than 340B.

Special Advisor Asay reminded the Board that this is not a new issue, but it may be a new way of looking at the issue. She added they have two residencies—one located in Cheyenne and the other in Casper. She noted in 2013, they had federal designation through HERSA with the intention of bringing in more sustainable clinic revenues in order to offset the cost of the clinics and to aid in getting more money beyond state general funds. She added this designation came through in 2014, and the money started to come in 2015. She then provided additional background regarding the two facilities, funding, and budgeting.

Special Advisor Asay stated the UW budget was a block grant making it different than the other budgets. She noted if they consider 167 and residencies to be state agencies because of the way that they are budgeted, all the money that comes to them would need to be appropriated by the legislature in order for them to spend it. She noted they were the only FQHC with this structure, making it difficult to work with the state system and the legislature for the appropriation and authority to spend, but also to be able to comply with the many federal regulations of an FQHC which would make the facilities eligible for increased reimbursement from Medicade and Medicare and also graduate education administration funds to support the clinic. She added by pursuing this designation they had enabled the clinics to have a lot more money coming into their clinic operations, so backing away from this designation would lead to less money in the clinics. She noted at this point they need to figure out the best route to keep state funding and to also continue to comply with federal regulations.

Interim Dean Jones added one of the reasons this had become a more visible issue had to do with the enhanced clinical reimbursements. He noted the funds that were available were higher than they had been in the past. He added they now had much larger reserves that were intended to be reinvested into the clinic. Special Advisor Asay added that in the 19/20 Budget request, they were asking for authority to spend more of the clinic revenue.

Trustee True asked if they knew of any soft spots in soliciting state approval to expend the revenues and if there were any foreseen issues with doing that. Special Advisor Asay responded that in the current economic situation with the State, the problem was asking to spend the clinic revenue without returning state general fund monies. She noted they were working with the clinics to understand what the adequate level of funding was, and what the source for that was. She added that should be discussion in the next legislative session, and moving forward she was hopeful they would not have to keep having conversations about this.

Interim Dean Jones added they were having discussions about expanding a bit, like having a special rural training track for residences in smaller towns. He noted he thought they would want to be able to invest in the clinic so that the state benefits as well.

Trustee Marsh noted the Audit Committee did not have an issue with anything, other than an outstanding item with the Haub School for the inappropriate use of funds for a first-class airline purchase.

Trustee MacPherson asked for expansion on the subject. Trustee Marsh explained an endowed excellence chair had explained to them that there was a conference held by the individual and they needed to get back to Laramie. He noted that in order to return when needed, the person had to

purchase a first-class airline ticket, which is a breach of UW policy. He added a concern he had was within the response, and it was not addressed. He stated they asked the auditor to address that directly and to request a reimbursement of funds to the University.

Trustee Dave Bostrom asked if the purchase of the ticket was necessary because there was not space available in any other class of service. Trustee Marsh noted they had addressed that, and the example they had used at that point in time was that if there had been an issue like a medical emergency, it would have been understandable.

Internal Auditor Miller noted the endowed chair had a conference to attend, which she did. She added that on the way home, she wanted to get back by noon on Saturday, and there was only one ticket left and it was first class. She used University funds to pay for it, and they just needed to have the difference reimbursed.

Approved 11-15-17 @ 3:20 p.m.

Annual Audited Financial Reports and Agreed Upon Procedures Report

Trustee Marsh moved to accept and approve the following annual reports: Bond Funds Financial Report, Wyoming Public Media Financial Report and the Intercollegiate Athletics Report for fiscal year ending June 31, 2017, as presented by McGee, Hearne and Paiz, LLP, of Cheyenne Wyoming. Trustee Baldwin seconded the motion. The motion passed with a unanimous decision. Trustee Scarlett was absent for the vote.

AGENDA ITEM TITLE:

Study by consultant on AAPA [custodial services study/findings/recommendation], Mai/Davis

CHECK	THE APPROPRIAT	TE BOX(ES):
	Work Session	
	Education Session	
	Information Item	
	Other	Specify:

MINUTES OF THE MEETING:

Trustee McKinley invited Mr. Ernest Hunter to provide a presentation of the custodial services study [See Attachment I].

Executive Director of Operations John Davis thanked UW President Nichols for her direction/guidance toward engaging Mr. Hunter and thanked Vice President for Administration Bill Mai for his support, then proceeded to introduce Custodial Manager Todd Scott for his cooperation with the consultant.

Ernest Hunter of Hunter Consulting and Training presented a PowerPoint and addressed the custodial services management assessment that had been completed in late spring 2017. He discussed APPA Guidelines, which included five levels of cleanliness and ISSA 540 Cleaning Time, and provided an estimating guide. He then provided a description of the formulas related to the five levels of service. Mr. Hunter informed the Board UW was operating on an "old style" custodial service without a formal skills training program. Mr. Hunter there be further interactions with peer groups, even though there was a lack of budget for improved custodial equipment. He stated in summary, UW was trending to an unsustainable state, but not to the point where anyone was getting sick. He added while interacting with the staff, he had seen a lack of a systematic approach to annual maintenance. He spoke about looking at the state of cleanliness from a staff and customer perception. He proposed doing a cost and staffing analysis. He noted there was a 112 average for the level three cleanliness and UW was 20 FTE short of this average. He added there were approximately 46,000 gross square feet per custodian, while the average for peer institutions was 35,000 gross square feet per custodian. He then discussed further recommendations.

Trustee Sullivan noted her appreciation of the report. She stated the raw data was helpful, and it provided the ability to make a more effective case. She thanked the leadership who recommended this study.

Trustee Kermit Brown stated he had asked Mr. Hunter questions and noted he understood they were addressing his concerns. He added it was important for the Board to be aware that part of Mr. Hunter's observation was that they needed to work on their management structure. Executive Director Davis stated the history of job titles were strange to trace, but he suspected it was related to them wanting a salary increase.

Custodial Manager Scott announced they were slated to change all custodian titles on December 1. He noted they needed to improve training and how they managed the crews. He added they had senior custodians who acted as general custodians because they were short-staffed. He noted the seniors spent 95% of their time as general custodians because of this. He recommended they have crew leads and added they were looking to implement that.

Trustee Brown noted there was more to consider than labor per square footage with regards to staffing. He commented on the management organization structure and work load, mid-level management, and workforce.

UW President Nichols thanked Mr. Hunter for the information. She added she and Vice President Mai had asked Executive Director Davis and Custodial Manager Scott to return with a comprehensive plan to implement the 16 recommendations. She added antiquated equipment and understaffing were both a part of the picture, but she noted it was still important to address the custodial unit systematically. She cautioned a "knee jerk" reaction, and instead she noted it was important to allow them to come back with comprehensive recommendations.

Mr. Hunter thanked the Board. Trustee MacPherson noted they looked forward to Mr. Hunter's report.

AGENDA ITEM TITLE: FY18 Budget Amendments, Mai/Jewell

CHECK	THE APPROPRIAT	TE BOX(ES):
	Work Session	
	Education Session	
	Information Item	
$\overline{\boxtimes}$	Other	Specify: Committee of the Whole (Items for Approval)

MINUTES OF THE MEETING:

Trustee McKinley shared the Biennium Budget Committee report. He noted that special projects reserve account line item had changed to approximately \$38,600,000, and the other balances had remained static. He then provided the Board with information with regards to the FY19 operating budget and its proposed timeline. He noted that starting at the January 2018 meeting, there would be a report to the Biennium Budget Committee and the full board regarding a six-month FY18 report versus the actual. He noted Associate Vice President for Budgeting and Fiscal Planning David Jewell would be able to speak more to this. He added that January through March 2018 the administration would work with units and colleges to assemble the information necessary to put together the FY19 budget. Trustee McKinley added the information would be submitted to the administration on or before March 12. He noted the hearings were set to be before the Board of Trustees meeting, and therefore would be done May 7 and 8, 2018, which would allow for sufficient time for discussions in May and June so a FY19 budget could be approved by the Board no later than July 1, 2018.

He added he would like to present two recommendations they had regarding the hearings that took place on November 3, which discussed the two budgets' proposed amendments. He then referred to page 8 in the materials and a handout from Assistant to the Vice President Melanie Drever [See Attachment II]. He noted the committee's recommendation was to transfer \$25,000 from the travel category to the professional service category to cover the cost of hiring a consultant. He added this would show and a decreased amount in the travel category and an increase in the professional service category. He noted the committee also recommended the transfer be approved by the full Board. He reiterated that this was not an increase in the budget amount, but a move from one line item to another, so sufficient funds are available to cover the anticipated cost.

Trustee McKinley added the recommendation of the budget committee was that a total amount of \$628,648 that was swept by the trustees when the reserve account was established be transferred back to the specified account under ASUW from two pots of money. He explained that one pot of money was from the Special Projects Reserve Account, and the other was from the Unrestricted Operating Reserve Account maintained by the Office of Student Affairs.

ASUW President Ben Wetzel thanked the Board, Vice President for Student Affairs Sean Blackburn and Associate Vice President Jewell for working with him throughout the process.

Approved 11-15-17 @ 4:21 p.m.

Board of Trustee's FY 2018 Budget Amendments

Trustee McKinley moved that the Board approve the recommendation from the Budget committee to approve a transfer of \$25,000.00 from the "travel" category to the "professional service" category to cover this cost. The "travel" category would then decrease from \$153,250 to \$128,250 and the "professional services" category would increase from \$5,550 to \$30,550.00. Supporting budget information is provided. It was noted that this will not increase the budget, it is rather a transfer of funds. Trustee Bostrom seconded the motion. The motion passed with a unanimous decision. Trustee Scarlett was absent for the vote.

Approved 11-15-17 @ 4:24 p.m.

Request of Funds from UW Reserves

Trustee McKinley moved that the Board approve the recommendation from the Budget committee that a total of \$628,648 of fund balance at the end of FY 2017 (as of June 30, 2017), be exempted from the Board of Trustees' action that consolidated the University's reserves, and that \$502,918.40 be transferred from the Special Projects Reserve along with \$125,729.60 from the Unrestricted Operating Reserve in the VP of Student Affairs Office to a specified account under the ASUW Student Government organization. It was noted that this is a recommendation from the President as per the policy. Trustee Bostrom seconded the motion. The motion passed with a unanimous decision. Trustee Scarlett was absent for the vote.

AGENDA ITEM	TITLE:	Construction	Update.	Mai
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CHECK	THE ADDODDIA	EE DOW/EG).
CHECK	THE APPROPRIAT	E BOX(ES):
	Work Session	
	Education Session	
\boxtimes	Information Item	
	Other	Specify:

MINUTES OF THE MEETING:

Trustee True stated the Fiscal Management Reporting Committee did not hold a meeting that day, but conversation on items would continue. He noted a budgetary and timeline update had been requested.

Trustee McKinley stated that there was a joint meeting with the Biennium Budget Committee to receive the report from custodial services. He also provided a construction update from September suggesting they had not heard of any surprises and that they were on schedule and on budget. He noted they were unable to get to the topic of the Veteran's Center update and that it would be discussed later with Vice President for Student Affairs Sean Blackburn.

AGENDA ITEM TITLE: Science Initiative Facility Design, Synakowski

CHECK	THE APPROPRIAT	ΓΕ BOX(ES):
	Work Session	
	Education Session	
	Information Item	
$\overline{\boxtimes}$	Other	Specify: Facilities Committee, and then to Board as an Item for Approval

MINUTES OF THE MEETING:

Vice President of Research and Economic Development Ed Synakowski provided the Board with an update on the Science Initiative Facility design. He began by noting they had launched a group of about 10 people to focus on both the interior and exterior design. He noted they would like to present the exterior design for Board approval. He added the most recent cost estimate was \$82 million and that he would report back in January to discuss the budget.

Trustee McKinley clarified that the budget in total was \$100 million.

Vice President Synakowski reminded the Board that the building occupied a conspicuous place on campus in the northwest corner. He added that every feature has been discussed in the group. He noted they had requested for the architects to provide further detail. He added the design touches on other buildings on campus and is intended to project excitement.

Trustee Brown noted they did not feel the illustrations adequately showed what the appearance of the greenhouses would be. He added it would be explained further by Greg Brown the following day. Trustee True added the exterior looked wonderful, and one of the striking features was all of the glass. He noted he had wondered what the efficiencies were associated with that much glass, as compared to more of a traditional wall structure.

Deputy Director of Facilities Construction Management Matt Kibbon noted the glad would bring daylight into the laboratories. Trustee True elaborated that he was wondering about utility costs and efficiencies of the structure. Deputy Director Kibbon replied that he knew that the design team would still need to put the design into an energy model, and he added that there was a code that drove the efficiency.

Executive Director of Operations John Davis added glass technology had come a long way. He noted it would help on utility costs, but buildings like this would need more help with cooling instead of heating. He added they would get an analysis of what they thought the energy costs would be. Trustee MacPherson asked when they come back to ask for approval of the greenhouse design, they would have the results of the utilities as well.

Trustee Michelle Sullivan asked what kind of metrics were used when looking at the design and in putting the buildings together. Trustee McKinley added the Facilities and Exterior Advisory Design Committees had looked at the exterior design. He noted they were relying on the architect to ensure the standards were satisfied. Trustee Brown added it was an exciting design, and it reconciled the WRI building with the modern style of the Enzi Stem building. He noted there had

not been a feature that had not been debated in great detail. He added, in response to Trustee True's question, glass issues had been addressed.

Trustee True asked if they would need to revisit the exterior if the preliminary numbers were 14% over budget. Trustee McKinley noted they had the same concern in the Facilities Committee. He noted people needed to understand that if the Board approved the exterior, the exterior was set. He added there were benefits for shelling out space in the interior to allow for cutting edge support of future research projects because of the vision of the science initiative. Vice President Synakowski agreed it would be a benefit to have some spaces shelled out.

Trustee Brown added they had run into the same problem with the capitol and the Herschler Building. He added the University had very sizable grants from time to time that would entail hiring people and building specialized spaces, such as what was included in the building. He noted he did not consider the shelled spaces as a disadvantage.

Trustee Bostrom noted he thought the words "Tier-I Engineering Initiative" ought to be included.

Approved 11-15-17 @ 4:55 p.m.

Science Initiative Facility Design

Trustee Brown moved to approve the exterior design of the Science Initiative Building as presented to the Board of Trustees, with the caveat that additional design work would be done on the green house, and that piece would be excluded from this decision until a later date. Trustee McKinley seconded the motion. The motion passed with a unanimous decision. Trustee Scarlett was absent for the vote.

AGENDA ITEM TITLE: Contract for the Construction of the WWAMI remodel, Mai

CHECK	THE APPROPRIAT	ΓΕ BOX(ES):
	Work Session	
	Education Session	
	Information Item	
\boxtimes	Other	Specify: Committee of the Whole (Items for Approval)

MINUTES OF THE MEETING:

Trustee McKinley referred the Board to page 33 in the materials. He noted it had additional information regarding the bid opening. Vice President for Administration Bill Mai added the bid had come in under expectation.

Approved 11-15-17 @ 4:59 p.m.

Contract for the Construction of the WWAMI remodel

Trustee McKinley moved to authorize the administration to enter into contract for the construction of the WWAMI renovations pursuant to most responsible bid with Arcon Incorporated in the amount of \$1,101,500.00. Trustee Marsh seconded the motion. The motion passed with a unanimous decision. Trustee Scarlett was absent for the vote.

AGENDA ITEM TITLE:

Consideration and Action: New UW Regulation (Signature Authority) - Evans		
CHECK THE APPROPRIATE Work Session Education Session Information Item Other	ΓΕ BOX(ES): Specify: Committee of the Whole (Items for Approval)	

MINUTES OF THE MEETING:

Approved 11-15-17 @ 5:19 p.m.

New UW Regulation (Signature Authority)

Trustee McKinley moved to adopt UW Regulation 3-1, which established the President of the University's authority to approve and/or sign University contracts, federal contracts, agreements, memorandums of understand, and procurements; Trustee Marsh seconded the motion. The motion passed with a unanimous decision. Trustee Scarlett was absent for the vote.

AGENDA ITEM TITLE: Consideration and Action: Program Fees, Godby/Alexander/Jewell/ Blackburn

CHECK	THE APPROPRIAT	TE BOX(ES):
	Work Session	
	Education Session	
	Information Item	
	Other	Specify: Committee of the Whole (Items for Approval)

MINUTES OF THE MEETING:

UW President Laurie Nichols reminded the Board that at the March Board meeting, a proposal had been made regarding the program fees. She noted at that point, they had realized they did not have the student support they needed. She added the vote was deferred to allow the group to work more with the students.

Program Fee Committee Chair Rob Godby reported this was a community decision and was treated that way [See Attachment III]. He summarized the reason they were doing this was to simplify over 120 fees that were in section four of the fee book. He added it had become a burden to find out what it costs to attend school at UW. He noted their two goals were to recognize and cover all existing fees, including "ghost fees." He stated "ghost fees" are fees that are not official but are charged to students in classes, and this had become a problem at UW. He explained the second goal was to expand advising. He noted advising would now be called "coaching and counseling". Program Fee Committee Chair Godby added the proposal had changed over time. He stated a \$6 per credit hour fee had been introduced to support the new professional advising and program model. He stated the second portion ranged from \$31-\$9 and recognized the differences in cost for different programs of study. He noted students would not pay a semester-only program fee, but they would pay depending on the course they were taking.

Committee Chair Godby noted one thing that had changed was that the fees would not be assessed to staff who were taking advantage of the tuition wavier benefit. He added they were asked to simplify the fees and to make the fees clear and affordable. He explained the total Program Fee Revenue Gross would be \$4.5 million and Support for the Academic Programs would generate \$3.2 million. He noted the \$1.2 million increase would help cover ghost fees. He added the \$6 per credit hour fee would pay only for the new advisors on campus to ensure student success. He explained the average increase to students would be about 5.6%, and it would depend on if they were a resident or non-resident student. Committee Chair Godby noted they opened a survey online to all students and received almost 1,700 responses. He explained the results were that a majority of students in all colleges indicated that the program fees would affect their ability to attend UW moderately, a little, or with no cost effect. He noted one-third of students were opposed to the increased fees.

Trustee True asked what was increasing with regards to the 5.6% increase. Committee Chair Godby replied that it was the total cost of attending the institution. He noted he had calculated the total cost to achieve graduation on the recommended curriculum in four years, and then he had estimated the new cost under the program fees and looked at the difference.

Trustee McKinley asked for a breakdown to understand the percentage increase on just the fees. Committee Chair Godby replied it was isolated within that number and noted it did not include room and board in the cost, but instead it was just tuition, mandatory fees, and course fees. He added the specific course fees were not included, but it was a percentage change in whole cost.

Trustee McKinley noted there was a base fee cost students currently paid. He explained with the new fee schedule, there would be a flat fee per credit hour. He asked what the difference was of the current fee cost to the proposed fee cost. Committee Chair Godby noted the closest number would be the difference between the \$1.8 million and \$3.2 million. He also noted on October 31st, ASUW passed a resolution in favor of the program fees. He explained the process of how this would work. He noted there would be a committee in each college to evaluate how the fees were being handled. He explained the fees were being used only for student services and undergraduate program support. He added that if this was approved, implementation would occur in fall 2018.

Trustee McKinley noted he understood the \$6 per credit hour fee for the advisor, but he asked if that would include total compensation. Committee Chair Godby replied that it would. Trustee Brown asked if this would be the end of ghost fees, to which Committee Chair Godby replied that it would.

Trustee Fall asked if Outreach students would receive any of the advising benefits. Associate Vice Provost for Undergraduate Education Anne Alexander replied that they are included in the advising plan, and they had been working with the regional coordinators on that. Committee Chair Godby added that part of the plan would be to work more closely with the community colleges to integrate their advising as well.

ASUW President Ben Wetzel added that Senate Resolution 2534 that they passed the previous year had supported the basis of programmatic fees, but it had noted that the impact to students was too high. He noted that ASUW saw three major benefits in the new proposal. He added these include a decrease in fee cost, the immediate direct benefits that would be provided to students, and the overall benefit of the advising fee. He added that they did not think there was a great regulation and policy on campus regarding reserve funds. He noted one thing ASUW asked for was to be able to work with General Counsel and the Board to look into implementing more secure regulations to protect all student fees moving forward. He added they were in support of the benefits, but they wanted more assurance about the spending of the fees.

Trustee Marsh added there had been some concern regarding recruitment and the importance of getting the word out during spring recruitment efforts. He noted that he thought this should be started sooner rather than later. UW President Nichols added she had been adamant about spending the program fees for their purpose. She added they would not be carryover accounts, and she added that if any program starts to carry over, the fee would be decreased. She noted it would be a designated fee and would be spent every year.

Trustee McKinley asked what specifically the program fees would be spent on. Committee Chair Godby responded that each table in the Board Report showed how the colleges would spend the money they were receiving. He added the money would never be spent on the faculty. Associate Provost Alexander added the fees would be spent on computers, consumables, and student services.

Trustee Brown asked if there was anything going on with the University to drive it down into middle school counseling. Trustee Mel Baldwin noted UW representatives had worked with Star Valley High School and Middle School on at least three different occasions. Trustee MacPherson noted they would put it on the to-do list to get a report back at how successful they were at implementing the employment of the counselors.

Trustee True noted there would be approximately 333 students per advisor, assuming there were 10,000 undergraduate students. He asked if this was a good ratio. Associate Provost Alexander replied that the best practice for the National Advising Group was 300 students. She added, however, the faculty would also help in mentoring a career guidance for the students. She noted that between the team of faculty and advisors, UW was on the right track.

Committee Chair Godby mentioned that they were currently at 1,000 students per advisor. He added creating new advisors did not cut student interaction with faculty, but it maximized it. He noted this would also be an effort to engage students to recognize that they are in control of their lives.

Trustee Marsh noted that logistically this would have to be an amendment to the budget process to be able to do it. UW President Nichols replied it would be built into the FY19 Budget. She added if they began to hire advisors by June, they might have one month in the FY18 budget when the salaries start to kick in.

Trustee McKinley proposed an amendment that required the prohibition of ghost fees. Trustee Michelle Sullivan asked if there would be some sort of penalty if a ghost fee was to be discovered. Trustee MacPherson answered that the motion does not impose a penalty.

Approved 11-15-17 @ 9:22 a.m.

Program Fees

Trustee Fall moved to approve the implementation of the 2018-2019 Program Fees as described in the Board packet, pages 87-147, and in the PowerPoint presented [Attachment III]; Trustee Baldwin seconded the motion. Trustee John McKinley requested a friendly amendment to the motion requesting a prohibition on "ghost fees". Trustees Fall and Baldwin accepted the friendly amendment. The motion passed with a unanimous decision. Trustee Scarlett was absent for the vote.

AGENDA ITEM TITLE: National Western Stock Show Information/Update Nichols/Blalock/Day

CHECK	THE APPROPRIAT	TE BOX(ES):
	Work Session	
	Education Session	
\boxtimes	Information Item	
	Other	Specify:

MINUTES OF THE MEETING:

UW President Laurie Nichols provided the Board with an update on UW's partnership with the National Western Stock Show which came from a meeting with NWSS President Paul Andrews about increasing UW participation and presence there [See Attachment IV]. She noted UW's partnership with the Stock Show aligned missions and culture, celebrated Western lifestyle and agriculture, showcased UW in the Denver and agricultural markets as an educational leader, and achieved a "return on objective" through various partnership assets. She added the sponsorship was a two-year agreement providing a venue through which UW, and more specifically the College of Agriculture and Natural Resources, could meet the four objectives of branding and name recognition, student recruitment, donor and industry relations, and educational opportunities.

UW President Nichols went on to describe the "UW Night at the Rodeo" event scheduled for Wednesday, January 17, 2018. She noted UW would receive 350 tickets to invite alumni and guests, and a special ticket offer would be provided for students. She noted during the event the stage coach would fly the UW flag, and there would be opportunities to distribute UW merchandise. UW President Nichols continued by noting there would be four "Catch-A-Calf" contests, which UW would co-sponsor. She explained there would be youth participants from Colorado, Kansas, Nebraska, and Wyoming competing in this event. She then described the "Commercial Female Show and Sale" and added UW would be featured in a full-page advertisement in the catalog, which is distributed to 2,000 attendees. She noted UW would also sponsor the "National Western Processing Tent."

UW President Nichols explained UW would receive a \$1,000 ticket bank for horse and rodeo or special events, four sponsor badges, four sponsor lounge badges, and four VIP parking passes. She noted the University's name would be branded on digital assets including the website, banners throughout the complex, and full-page advertisements in the Stock Show Guest Guide. She added UW would have one prime exhibit space in the trade show exhibition hall, one railing banner in the Stadium Arena, and one paddock bang board sign, which was a year-round exposure.

UW Foundation President Ben Blalock reported to the Board that UW had not had a president willing to step-up and partner with the Stock Show before. Trustee Fall suggested the Trustees attend the rodeo on January 17. Faculty Senate Chair Michael Barker and Dean of the College of Agriculture and Natural Resources Frank Galey spoke to the benefit of a University of Wyoming student presence at the Stock Show. UW President Nichols described plans to recruit for all colleges and majors during the trade show. Trustee MacPherson remarked the University of Wyoming had been conspicuous in its absence in prior years and thanked those responsible for getting the University involved again.

AGENDA ITEM TITLE: Open Discussion for Trustees, MacPherson

CHECK	THE APPROPRIAT	ΓΕ BOX(ES):
	Work Session	
	Education Session	
	Information Item	
\boxtimes	Other	Specify:

MINUTES OF THE MEETING:

Trustee MacPherson discussed his visit to the WyoTech campus with UW President Nichols earlier that day. He explained the owners were interested in having an educational institution take over the campus. Trustee McKinley expressed it might be an opportunity for several community colleges, and possibly the City of Laramie, to run the campus for the benefit of Wyoming community colleges. He added given the ENDOW initiative, it would be tragic to create a hole. Wyoming Community College Commission Executive Director Jim Rose remarked that acquiring the campus had potential to fit in the University community's wheelhouse and spoke to the benefits of a technical education. He noted the academic vice presidents were working with UW President Nichols' staff to formulate a more robust BAS. He expressed their willingness to work with UW President Nichols in concert with WCCC to explore what opportunities could exist.

Trustee Marsh reported he would contact Jim Mathis, formerly of WyoTech, to obtain an historical perspective of the school and would share the information with the Board.

Policy Advisor Hill expressed the Governor was very interested in exploring the offer from WyoTech; however, it was noted that the challenge is more regulatory and logistical than financial. Trustee MacPherson agreed the business-side of the offer would require due diligence.

AGENDA ITEM TITLE:

UW Trustees Education Initiative Innovation Proposal, – McKinley/Bostrom/Watts

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CHECK	THE APPROPRIAT	LE DOV(EQ):	
	Work Session		
	Education Session		
	Information Item		
	Other	Specify: Committee of the Whole	(Items for Approval)

MINUTES OF THE MEETING: PROPOSAL 2017-05

Director of the Wyoming Teacher Education Initiative Rebecca Watts informed the Board there were three proposals from the Trustees Education Initiative in their reports. She summarized the first one, beginning on page 87. She added that this would be one of three pathways, but the other two had not passed with the coordinating council. She noted they would continue working on the other two, but they believed this pathway was a good first step and was ready to be brought forward for consideration.

Trustee Sullivan asked how this would integrate into the body of work that was happening at the College of Education, and if the program would be considered a pilot. Director Watts replied it would be a pilot, and the other programs would not stop. She noted it would eventually become the model for the College of Education, but that would take a number of years.

Trustee Sullivan asked if there was a sense of where the funding would come from. Director Watts replied she was ready to seek private funds depending on approval. Trustee McKinley clarified the funding for the first phase of the pilot projects would come from the Trustees Education Initiative, which was separate from the College of Education. He noted if the program proves to be successful, then it would be incorporated into the College.

Trustee Bostrom added the proposals had been critically reviewed by the coordinating council and by the Governing Board. He noted the program would run parallel with the College of Education, as to not disrupt anything that they were currently doing. He noted there would be some resistance, but the program would help create more well-rounded educators. Policy Advisor Mary Kay Hill noted this was the sort of opportunity they were looking for when the Trustee's Education Initiative was launched. She stated she was pleased to see something that has the opportunity to make a positive impact.

Trustee Mel Baldwin added there would always be a problem when attempting to adjust college programs, and the people who are depended on are the highest level of teachers. He noted his concern with the pilot was it taking away quality teachers from the College of Education, and he mentioned the possibility of using funds to bring in other teachers for the pilot program. Director Watts agreed.

Trustee Marsh noted there were currently only four school districts that participated, and he asked how that could be expanded. Director Watts replied that separate from the Trustee's Education Initiative, the College of Education had invited all school districts to have student-teachers. Trustee McKinley added there was a line between student-teaching and this program. Director Watts agreed and added that student-teaching was currently a 12-week model. She noted this program would be asking for a full academic year of student-teaching.

Trustee Moore asked if the AP and IB credits would have to be College of Education-specific credits or if the student could choose across other disciplines. Director Watts replied that it likely would not be that way, and one of the goals of the program was that students would complete a great deal of their general education credits before they would come to the University.

Trustee True noted he was struggling understanding how all of the funding and timing would fit and asked if the Trustees Education Initiative could support a 10-year pilot. Director Watts replied that it could because they would be measuring success at each phase and there would be a housing stipend for the full year of residency to engage community foundations to help with that.

Trustee Wava Tully asked how the AP classes would be delivered or presented. Director Watts replied they would be working with their district partners to make sure that they had qualified staff. Wyoming Community College Commission Executive Director Jim Rose asked how superintendents and other educational leaders would fit in, as they would need leadership to sustain and encourage the program. Director Watts replied the other two pathways would have implications for programs outside of teaching, and they would be able to encompass all education professions.

PROPOSAL 2017-09

Director Watts was joined by College of Education Endowed Chair of Literacy Cindy Brock. Dr. Brock referred to page 110 of the materials and noted the proposal was to imbed a deep program for education ethic because professional ethics is not a focus across the country, but it is an urgent need. Dr. Brock added they thought the proposal met an important need in the College of Education and would effectively serve the teachers, students, and districts around the state. Director Watts added this would help when ethical decisions needed to be made immediately.

Dr. Brock provided an overview of the proposal and the four major components, as outlined in the Board Report. She noted students who successfully engage would receive certificates and badges upon graduating. She also added the proposal was unique because it would focus on all of the different components throughout the program. Director Watts added this was needed around Wyoming because ethics cases came up every year in high numbers.

ASUW President Ben Wetzel noted his support for the proposal, and he noted the important of a quick implementation. Trustee Bostrom noted many colleges had ethics programs and that ethics is a problem in the country. He noted they could be a leader in addressing ethics in the educational community.

PROPOSAL 2017-12

Director Watts was joined by the College of Education Dean Ray Reutzel. She noted how this proposal focused on adopting a common indicator and set of measurements for the College of Education. She added it was aligned with "Deans for Impact "and noted that Dean Reutzel had been named a "Dean for Impact." Dean Reutzel provided a summary of the proposal and the four common indicators as outlined in the Board Report.

Trustee Bostrom noted that the three proposals tied together and that the commonality and union of them was very important.

Approved 11-15-17 @ 10:01 a.m.

Education Initiative Proposals

Trustee Bostrom moved to approve the three programs, *proposals* 2017-05, 2017-09, 2017-12, as presented to the Board of Trustees; second from Trustee McKinley. The motion passed with a unanimous decision. Trustee Scarlett was absent for the vote.

AGENDA ITEM TITLE: Fall 15th Day Enrollment Report, Miller/Moore

CHECK	THE APPROPRIAT	TE BOX(ES):
	Work Session	
	Education Session	
\boxtimes	Information Item	
	Other	Specify:

MINUTES OF THE MEETING:

Associate Vice President for Enrollment Management Kyle Moore provided an update on the 15th Day Census state numbers, as outlined in the report and presentation [See Attachment V].

ASUW President Ben Wetzel asked if there had also been an increase in students coming in with declared majors, as the number of first-year students increased. Associate Vice Provost for Undergraduate Education Anne Alexander replied undeclared majors were the most popular major at UW for first-year students. She added they would be replacing the undeclared major with exploratory studies tracks to help assist students.

AGENDA ITEM TITLE: Tuition Discussion (initial discussion), Mai

CHECK	THE APPROPRIAT	TE BOX(ES):
	Work Session	
	Education Session	
	Information Item	
	Other	Specify:

MINUTES OF THE MEETING:

Vice President for Administration Bill Mai noted there was a copy of the tuition policy on page 151 of the Board Report. She added the request was that the executive group have a discussion earlier in the month to postpone the tuition policy discussion until January.

Trustee MacPherson explained the plan to the Board, noting they would receive the information from the study and discuss fees in January, take public input in February, and take action in March. He added he hoped for a uniform policy for all of the colleges.

AGENDA ITEM TITLE: Science Initiative Research Outlook, Synakowski

CHECK	THE APPROPRIAT	ΓΕ BOX(ES):
	Work Session	
	Education Session	
	Information Item	
\boxtimes	Other	Specify: Information and Update

MINUTES OF THE MEETING:

Vice President of Economic Development and Research Ed Synakowski introduced Chip Kobulnicky and David Williams, who are both professors at the University of Wyoming. He also introduced Molecular Biology major, Emily Armitage, who attended to express the importance of the Science Initiative Research Outlook [See Attachment VI].

Dr. Kobulnicky began his presentation by laying out the goals for the Science Initiative building and program, which included elevating the core sciences, developing more human capital, ensuring the success of students, and creating economic vitality overriding goals. He added the Science Initiative was not only about science, but engineering and education as well, and this building would allow flexible labs for many different research groups and collaborations.

Dr. Kobulnicky explained that the objective of the Center for Advanced Scientific Instrumentation was to push the edge of "state-of-the-art". He noted the programmatic components had already been met with tremendous success. He added the Wyoming Research Scholars program, which was listed in the PowerPoint, already housed many students from different departments. He noted the building would allow UW to recruit top students from Wyoming, and it would ensure retention at UW and in the program. He noted the importance of STEM outreach in K-12 classrooms. He stated the Science Initiative building would house CASI, which would be a core facility for inspiring novel research across departments.

Dr. Williams explained the Center for Integrative Biological Research (CIBR). He noted CIBR would house interdisciplinary research and education within the life sciences. He added it would cater to strengths on campus in fields such as cell biology, organismal biology, and earth systems biology. He stated the Science Initiative was helping to unite experts across campus through providing incentives to collaborate.

Ms. Emily Armitage introduced herself as a senior in Biology currently studying the sterile function of freshwater bacterium. She explained she had been attending lecture- based classes, which provided her with the raw materials she needed. She added, however, that the materials all came together when she was given the opportunity to work in the lab hands-on. She suggested the most meaningful learning comes from hands-on experience.

Trustee MacPherson agreed the Board was excited and supportive of the Science Initiative. He added it would be the most important UW project that the next session of the legislature would be considering.

Dr. Meyer, a Chemical professor who started at the University of Wyoming in 1963, expressed concerns about the Science Initiative Building. He noted that he thought at least 50 people needed to be engaged on a project like the Science Initiative and thought the new building might not be needed. He suggested possibly remodeling already existing science buildings.

AGENDA ITEM TITLE: Institute for Innovation and Entrepreneurship, Nichols/Chicoine/Pishko

CHECK	THE APPROPRIAT	E BOX(ES):
	Work Session	
	Education Session	
\boxtimes	Information Item	
	Other	Specify:

MINUTES OF THE MEETING:

UW President Nichols shared the background in the Strategic Planning process, noting that she had visited many schools. She noted that in the process, it was clearly stated that the University needs to step-up the economic development mission and do more to drive the state economy. She added in the Strategic Plan, "entrepreneurship" was featured many times. She noted they hoped to continue to integrate more entrepreneurship chances and information to students. She added today's students expect this. She added the ENDOW Initiative had helped with this [See Attachment VII].

Dean of the College of Engineering Michel Pishko explained the charge was looking at developing a bottom-up vison for innovation and entrepreneurship on campus. He noted with integrating this, they hoped to touch and foster innovation and entrepreneurship throughout the University. He added the plan was that this not be limited to one field of study or college, thereby making this a governing structure. He noted there were students already working with faculty to assist in guiding these technologies so they would be ready for capital investment as soon as they were presented. He added they would like to incorporate more deal flow and to use human capital to vet technologies and business concepts. Dean Pishko added there was a large emphasis on experiential learning where students would be learning by doing versus only learning the potential techniques. He added they hoped to provide support toward innovation and entrepreneurship. He noted they wanted to have all of the colleges working on this together.

Dean of the College of Business David Chicoine noted the importance of this was about human capital. He added a system that can effectively evaluate these innovations will use students across campus. He noted it was proposed to be led by a Professor of Practice, with faculty experts on the matter as well. He added they would ideally have student interns who could be directly involved. He noted with 45-50 projects engaged at a given time, there could be five to six projects which turn into actual start-up companies.

Vice President Synakowski noted that any institution that is doing any level of research, project, and evaluation ideas, needs to have robust technology transfer operations. He added this had become apparent because of the sheer number of people interested in this. He noted the importance of increase in staffing. He added they were not prepared to announce a grand plan but that the item was under discussion with the Wyoming Business Council.

ASUW President Ben Wetzel asked about student involvement, to which dean Pishko responded students should get involved through Recognized Student Organizations (RSOs). He noted the

plan was to create a maker space, but he noted that an RSO focusing on entrepreneurship did already exist.

Trustee Sullivan asked about how this could become an effort of statewide outreach, to which Dean Pishko replied that there were many ways this could happen. He noted this could be done through existing structures in the Office of Research and Economic Development, as well as through the Center for Regional Economic and Population Demographics. Dean Chicoine explained that part of the white paper that dealt with business creation in communities throughout Wyoming. He noted there was a lot of outreach that must take place in UW for faculty and students to understand. He added there would be informal workshops with community colleges and businesses across the state as well.

Trustee MacPherson agreed this was a plan in progress but asked for a timeframe on when the plan will be done for Trustee consideration. UW President Nichols explained their goal in sharing at the current meeting was to receive feedback and for minimal consideration. She noted they planned to go in front of the deans and Faculty Senate and be back in January for consideration. She added they needed to think about cluster hiring, as they consider opening faculty positions. She added UW Foundation Senior Vice President John Stark had also been working with a donor in the Denver area that would be making a significant pledge.

Dean Pishko explained they would need to look at entities, such as research cooperation and setting up infrastructure, which would allow this. Trustee MacPherson suggested it would be nice to have a template that could be reused.

AGENDA ITEM TITLE:

Tourism Natural Resources Proposed Degree, Sullivan/Miller/Wachob/Benson/Farkas/Finnoff/McCoy

CHECK	THE APPROPRIAT	TE BOX(ES):
	Work Session	
	Education Session	
	Information Item	
	Other	Specify:

MINUTES OF THE MEETING:

Doug Wachob and Melinda Benson of the Haub School, described for the Board the planning and development of a proposed Tourism and Natural Resources degree. In the fall of 2016, with generous support from the Kemmerer Foundation, a strong desire from the Wyoming Office of Tourism, and consent from the President and Provost, the Haub School of Environment and Natural Resources partnered with the College of Business to conduct extensive background research. In addition to, focus groups across the state, and an industry survey as input for a proposed interdisciplinary degree in Natural Resource Recreation and Tourism (NRRT). In the spring of 2017, the background research was compiled into a report and presented to the Governor's conference on Tourism and Hospitality. A faculty curriculum committee was assembled with representation from seven different units across campus in the spring of 2017. A draft curriculum was produced and approved by this committee in the fall of 2017. The Haub School faculty provided input, and recommended the curriculum for further consideration by Academic Affairs, Deans and Directors, and Faculty Senate. This informational item is focused on the draft curriculum of the proposed degree, and its relevance to economic diversification in Wyoming.

Recreation and tourism are economic pillars of the state, constituting the second largest industry behind energy. Wyoming's tourism industry is steadily growing and is typically more stable than other industries in the state.

The proposed NRRT degree is a partnership between the Haub School and the College of Business. As a collaborative effort, this degree will draw on the existing strengths and resources of these and other UW academic units, including Geography, Ecosystem Science and Management, Anthropology, American Indian Studies, International Program and social sciences. Currently, UW offers some recreation and tourism-related courses across disparate programs, but no degrees specific to either recreation or tourism. The proposed curriculum requires 85 credits and includes three required components: core curriculum, elective concentration, and practical experience.

Trustee Sullivan told the Board she was proud of this degree and its entrepreneurial approach. There was additional Board support and expression of how well it aligned with the ENDOW Initiative. Policy Advisor Hill concurred and described it was consistent with what the Governor would hope would occur at the University of Wyoming.

In response to Board inquiry as to how the program might relate to and make use of the AMK Ranch, Doug Wachob reported on the upcoming meetings with the director to consider

programming and effective field based course. In response to Board inquiry related to tenure track faculty for the program, Mindy Benson described the process of acquiring enrollment figures first, and further described the interest in lecturers and adjunct. She expressed specific enrollment numbers were difficult to anticipate, though the expectation was for enrollment to begin with 50 students, and increase by 25 students annually to 100 within two years. They would spend a fair amount of time refining the program before spring official consideration.

In response to Board inquiry about timeline, Doug Wachob reported they upon approval of deans, faculty senate and the Board of Trustees, they would begin recruiting for Fall 2018. President Nichols added the program would have the first year courses ready to go and would build out the program from there.

Domenic Bravo, Wyoming State Parks, Historic Sites and Trails gave compliments to the staff and expressed the degree will put Wyoming on the map.

Provost Miller gave the Board an update on update on degree approval process for proposed degrees in Natural Resource, Recreation and Tourism, Cyber Security and Construction Management which all align with the ENDOW Initiative to diversify the Wyoming economy. Provost Miller reported the work with the Board of Trustees Regulation Committee and said the notice of intent would come to the Board for approval and once approved programs would go through a full on campus vetting as outlined in UW regulations 8-2 and come before the Board again for final approval. The two step process is intended to prevent a group not investing time in something that did not have Board of Trustee interest or endorsement as well as providing opportunity for feedback along the way.

AGENDA ITEM TITLE: Engagement Task Force Update, Nichols/Garrison

CHECK	THE APPROPRIAT	TE BOX(ES):
	Work Session	
	Education Session	
\boxtimes	Information Item	
	Other	Specify:

MINUTES OF THE MEETING:

Director of the Center for Global Studies Jean Garrison addressed the Board and described the Carnegie Foundation Definition of Community Engagement, as provided by the Carnegie Foundation for the Advancement of Teaching. She described community engagement as the partnership of college and university knowledge and resources with those of the public and private sectors to enrich scholarship, research and creative activity; enhance curriculum, teaching and learning; prepare educated, engaged citizens; strengthen democratic values and civic responsibility; address critical and societal issues; and contribute to the public good.

Director Garrison described the centrality of engagement in higher education and UW's land grant mission and commitment to the state [See Attachment VIII]. She stated the Engagement Task Force was the vehicle to articulate the mission. She described the task force's charge to create a plan for an Office of Engagement and Outreach and to work toward UW's designation as a Carnegie Foundation "community engaged university." Director Garrison described the work of the task force thus far to include meetings with constituent groups, the committee structure, and the focused meetings the task force had had. She talked about institutional motivation for Carnegie Designation, which involved institutional self-assessment and self-study, legitimacy, accountability, being a catalyst for change, and having an institutional identity and mission that distinguishes the institution from its peers.

She discussed the Carnegie classification as a best practice model for engagements and outlined foundational indicators that align with missions, values, and goals in the Strategic Plan, "Breaking Through." She discussed the strategic planning process and UW's engagement commitment and went on to characterize curricular engagement. She noted some examples included the Office of Service, Leadership and Community Engagement (SLCE) and the course, Cross Cultural Communication (COJO 3190). Director Garrison discussed the difference between outreach and engagement and went on to describe the various community engagement activities across colleges.

AGENDA ITEM TITLE: Proposed Changes to High School Graduation Requirements, Jillian Balow

CHECK	THE APPROPRIAT	TE BOX(ES):
	Work Session	
	Education Session	
\boxtimes	Information Item	
	Other	Specify:

MINUTES OF THE MEETING:

Chief of Staff of the Wyoming Department of Education (WDE) Dicky Shanor discussed the WDE's work related to the Joint Education Interim Committee's (JEC) Priority #3 interim topic, "Computer Science Education." He noted this would include the development of a multi-pronged strategy for increasing the number of opportunities across the state for students to take classes in computer science/computational thinking. He added this might include an analysis of graduation requirements, accountability indicators, professional teaching standards, Board credentialing practices, funding mechanisms, the common core of knowledge and skills, and public-private partnerships.

Chief of Staff Shanor noted the JEC tasked the WDE with writing a report and providing recommendations around this interim topic. He added the WDE convened a task force in July and created a "roadmap" for computer science education in Wyoming. He stated the report specifically recommends incorporating computational thinking/computer science into the state "basket of goods," officially known as the common core of knowledge and skills, allowing computer science to count toward high school graduation requirements, as it is already incorporated into Hathaway requirements. He noted they had also requested the State Board of Education to promulgate computer science standards either as standalone or integrated across the current content standards. He stated they also wanted to temporarily limit the Wyoming Education Trust Fund Grant to approximately \$250,000 annually to professional development for computer science teaching. Chief of Staff Shanor added the WDE also submitted recommendations to the Select Committee on School Finance Recalibration, one of which was recommending computer science/coding count as a required foreign language for purposes of University of Wyoming admissions.

AGENDA ITEM TITLE: Wyoming Higher Education Attainment Goal, Nichols/Rose/Aguayo

CHECK	THE APPROPRIAT	TE BOX(ES):
	Work Session	
	Education Session	
	Information Item	
\boxtimes	Other	Specify: Committee of the Whole (Items for Approval)

MINUTES OF THE MEETING:

Enrollment and Policy Strategist Mary Aguayo reported to the Board that a resolution to establish a statewide goal for higher education attainment in Wyoming was jointly drafted by all eight community college presidents in concert with the Lumina Foundation [See Attachment IX]. She noted the Wyoming Community College Commission took action to support this resolution and authorize the chair of the Commission to sign it in October 2017. She stated if the Board were to endorse the resolution, it would be formalized as a statewide goal and submitted to the Governor in support of the ENDOW Initiative.

Wyoming Community College Commission Executive Director Jim Rose discussed attainment gaps based on income and described 2017 U.S. Department of Education data. He explained Wyoming did not have specific attainment goals. He noted the support they would attain from the ENDOW Initiative if the proposed attainment goal were to be approved. He went on to discuss possible support from the Lumina Foundation, which is one of the nation's largest private foundations focused on increasing the United States' success in higher education. He added the goal was to increase the percentage of the working population 25-64 years old who possess a valuable post-secondary credential to 60% by 2025 and to 75% by 2040. Executive Director Rose stated the Board endorsement of an attainment goal would set the goal, and stakeholders would co-create an implementation plan with assistance from the Lumina Foundation.

UW President Nichols described the goal as ambitious but especially important as the endorsement of the ENDOW Initiative continues.

In response to discussion from the Board regarding whether the goal is too steep, Superintendent Balow remarked on the many efforts in place to "move the needle" faster. Policy Advisor Mary Kay Hill expressed a similar concern, but she noted she believed the right leadership was in place to make the progress discussed.

Approved 11-15-17 @ 4:34 p.m.

Resolution to Establish a Statewide Goal for Higher Education Attainment in Wyoming

Trustee Marsh moved to approve the *Resolution to Establish a Statewide Goal for Higher Education Attainment in Wyoming* as presented to the Board of Trustees [Attachment IX]; second from Trustee Fall. The motion passed with a unanimous decision. Trustee Scarlett was absent for the vote.

AGENDA ITEM TITLE: Salary Task Force Recommendations, Coupal/Mason/Evans/Durr

CHECK	THE APPROPRIAT	TE BOX(ES):
	Work Session	
	Education Session	
	Information Item	
	Other	Specify:

MINUTES OF THE MEETING:

UW President Nichols addressed the Board to describe the creation of the Salary Policy Task Force aimed to help facilitate a salary increase proposal, which would then be brought before the Board [See Attachment X].

Associate Dean of the College of Business Charles Mason described the charge of the task force to review historical UW salary increases, to investigate the policies of peer institutions, to analyze market comparisons and salary adjustments, to recommend criteria for annual salary increase and appropriate weight of each component, and to provide recommendations on the annual evaluation process. Associate Dean Mason outlined the make-up of the task force, discussed the salary drivers to consider, and spoke further on the difference between the two. He then described the implications of the staff salary differential, the market considerations for faculty, patterns in the data, and the percentage of change in faculty salary at all ranks.

Associate Dean Mason discussed merit considerations for staff to include accurate position descriptions and the need for substantive performance review training for supervisors. He further described various merit considerations for faculty specifically, and the associated challenges. There was also significant Board discussion around the definition of merit as it relates to performance review weighting and salary increases. Further discussion included the cost of living index, taxes, and how Wyoming compared with surrounding regions in relation to losing faculty to Colorado State University. Additional information regarding turnover rate was requested by the Board.

Agriculture and Applied Economics Professor Roger Coupal spoke to the effort of producing a process under the advice of the Office of the President. He spoke to his experiences of serving on recruitment committees in the previous year, and he noted they had had issues with managing turnover rates, comparisons, and measurements. He added there were various requests from the Board for supplemental information, as well as discussion on how the value of a benefits package fits into salary conversation.

Staff Senate President Rachel Stevens expressed to the Board there was a significant segment of UW staff that qualified for public assistance, and there had been conversations that the monetary value of benefits packages did not go very far.

AGENDA ITEM TITLE:

Recommendations from the President's Task Force on Winter and Spring Commencement, Ray Reutzel

CHECK	THE APPROPRIAT	TE BOX(ES):
	Work Session	
	Education Session	
$\overline{\boxtimes}$	Information Item	
	Other	Specify:

MINUTES OF THE MEETING:

Dean of the College of Education Ray Reutzel presented the recommendations of the President's Task Force on Winter and Spring Commencement to the Board [See Attachment XI]. He noted from the presentation that the task force had been charged to reduce the cost, limit it to one day, and limit it to two-hour sessions. He added that in the past for Spring Commencement, each college had held its own ceremony over the course of multiple days and venues. Dean Reutzel noted the new recommendation was that all of the college's commencements would happen on the same day at the same venue. He noted this would occur in three two-hour sessions, including 8:30 a.m., 12:00 p.m. and 3:30 p.m. He added the first session would include undergraduates in Arts and Sciences, the College of Education, and the Haub School; the second session would be all graduate students from the University; and the third session would include the remaining undergraduates. He noted the colleges would rotate times every other year. He also added other aspects of the proposal, such as the hooding of Master's students, speakers, and Outreach student graduates.

ASUW President Ben Wetzel brought up the desire for qualified students speaking at commencement, to which Trustee Baldwin commented that he was in support of this recommendation. Trustee Sullivan asked if the colleges would be together in terms of organization, to which Dean Reutzel replied they would set the floor up for 700 graduates organized in terms of their colleges.

Trustee Marsh asked if this would be a Saturday Commencement, to which Dean Reutzel replied that it would be. Faculty Senate Chair Michael Barker added he thought it was a good compromise. Trustee Bostrom asked what the cost would be, to which Dean Reutzel replied it would cost \$50,000. UW President Nichols added hosting the ceremonies at the Arena Auditorium were saving them \$100,000 in set-up costs.

AGENDA ITEM TITLE:

Education Complex Visioning Committee Charge, Committee Composition and Timeline, Ray Reutzel

CHECK	THE APPROPRIAT	TE BOX(ES):
	Work Session	
	Education Session	
\boxtimes	Information Item	
	Other	Specify:

MINUTES OF THE MEETING:

College of Education Dean Ray Reutzel provided the Board with some background information on challenges the College of Education had been facing, which included Wi-Fi connectivity, faculty being spread out in different buildings, and security and accessibility with the Laboratory School. He also noted some of the visions they had for the task force, including a new lab school and a remodeled School of Education.

Dean Reutzel added they wanted to keep the relationship between the school district and ACSD1 close to ensure collaboration for decades. He noted the idea of exploring co-development programs with the school district and a renovated faculty.

Trustee John McKinley noted this looked similar to a level one review under the State's planning process. He cautioned for the architects to keep exterior and interior design timelines. ASUW President Wetzel noted they should ensure they provide a lab students would want to work in.

AGENDA ITEM TITLE: Changes in Salary Rates for Academic Administrators, Miller/Benham-Deal

CHECK	THE APPROPRIAT	TE BOX(ES):
	Work Session	
	Education Session	
\boxtimes	Information Item	
	Other	Specify:

MINUTES OF THE MEETING:

Trustee MacPherson noted this item had been discussed during previous Board meetings. He added that the Board had requested data on returning salaries for Associate Vice Presidents/Provosts and Deans who had start dates effective September 1, 2015. He noted at the September 9-11, 2015 meeting, the Board had discussed UW Regulation 5-173 specific to administrators returning to the faculty at 83% of their administrative salary. He stated the Board approved a motion to suspend the "the rule of 83" pending an administrative review and had asked the Administration to report back to the Board at the November 2015 meeting. He added the regulation was amended to disallow Vice Presidents, Associate Vice Presidents and Deans from returning to faculty positions at the 83% rate during that November meeting.

Trustee MacPherson went on to describe the two subsequent instances in which "the rule of 83" had not been followed, which included an August 2017 offer letter to Jim Ahern for the position of Associate Vice Provost for Graduate Education, and a September 2017 offer letter to Donal Skinner for the position of Dean of the Honors College. Trustee MacPherson went on to describe the correspondence that had occurred between Provost Kate Miller and Vice Provost Tami Benham-Deal related to these hires.

Trustees MacPherson, McKinley, Marsh, and Bostrom expressed anger and disappointment in the processes employed. Trustee MacPherson stated if the Board had made a mistake with regard to the regulation two years ago, or if the Administration had found a better way to keep good people on campus, they should have come back to address the Board and not take it upon themselves to implement a practice that had been previously rejected by the Board. Trustee MacPherson further stated the Provost's Office should come back with specific regulations and request to make changes, whereby a discussion should be had regarding which regulations need to be altered. He further stated the Board needed assurance that occurrences like this would not happen again. He added there was discussion concerning the possible elimination of the positions, and it was further determined a more appropriate path forward was available.

Provost Kate Miller then addressed the Board, and through a PowerPoint presentation, she outlined the steps that had been followed offering an explanation [See Attachment XII]. Provost Miller expressed there had been no intention to go around a regulation, but rather that the regulation was perhaps not interpreted carefully enough. Provost Miller described it was through the knowledge and expertise of her unit that decisions were made. Provost Miller discussed the effects of the regulation on internal and external candidates. She noted in response to inquiry from the Board regarding the process that was used and its consistency with the regulation. She apologized further to the Board.

Trustee Sullivan expressed her appreciation for the Board's concerns and awareness of the 83% discussion, but she noted she wanted to be sure the context regarding the current climate of the University was recognized and that these decisions had been made reflective of a budget crisis. She added from her perspective, she did not see a blatant intention to go around the Board, but there was much work to be done on re-building the institution and the need to work together where we recognize good intent on each side.

There were additional remarks from the Board about the fine work Provost Miller had done for the university. Trustee True expressed he understood how the Provost's Office arrived at the salary calculation and appreciated the acknowledgement of misinterpreting the regulation. The Board expressed their desire for the Provost to make a recommendation to the Board related to the existing policy, as well as addressing the issue of compression.

Provost Miller stated a salary study had been contracted to better understand where the University is in comparison to other institutions, as well as to address the compression issue.

AGENDA ITEM TITLE:

Rangeland Management and Watershed Management Program, Kate Miller/Scott Miller/

Alexa	nder/Galey	
СНЕСК	THE APPROPRIAT Work Session Education Session	TE BOX(ES):
	Information Item	
	Other	Specify:

MINUTES OF THE MEETING:

Provost Miller provided the Board with updates on the status of the planning for the Rangeland Management and Watershed Management Program. Provost Miller noted in spite of a concern that the University's Rangeland Management Program was in jeopardy of losing its accreditation that had been brought forward from a member of the Board and a constituent, the program was doing fine.

Department Head of Ecosystem Science and Management Scott Miller further expressed that while some concerns were valid, the program was not on probation. He expressed they had a good plan going forward and outlined the undergraduate programs, which would include a B.S. in Rangeland Ecology and Watershed Management; a B.S. in Agroecology (in partnership with Plant Sciences), as well as numerous minors to include REWM, Forest Resources, Restoration Ecology, Soil Science, and Insect Science.

Department Head Miller further described that 2014 had been a high point for them in terms of faculty numbers and concerns over student success. He noted that this had led to a change in REWM curriculum and grade policies. He expressed the Department had graduate research, two department initiatives, implementation of strategic planning, and an improved hiring strategy. He noted the desire to build student numbers across the U.S. and described other departmental goals to include the aim to become a top accredited Rangeland Management Program in terms of student numbers, job readiness, undergraduate research, internships, travel and non-traditional opportunities for students.

Members of the Board noted the presentation had provided the clarity necessary to address constituent concerns.

AGENDA ITEM TITLE: UW/Community College Final Legislative Report, Miller/Aguayo

CHECK	THE APPROPRIAT	ΓΕ BOX(ES):
	Work Session	
	Education Session	
	Information Item	
\boxtimes	Other	Specify: Committee of the Whole (Items for Approval)

MINUTES OF THE MEETING:

Enrollment and Policy Strategist Mary Aguayo noted the Wyoming Colleges' Recruitment and Retention Plan, endorsed by all eight Wyoming public college presidents and the Wyoming Community College Commission, is slated for submission to the legislature by December 1, 2017. She described the Wyoming Legislature's charge to the University, the Wyoming Community College Commission, and each community college to develop a plan to provide a coordinated approach to the recruitment and retention of and incentives for students graduating from Wyoming secondary schools and from schools in states contiguous to Wyoming.

Strategist Aguayo noted the report consisted of five themes: Creating a college-going culture; removing barriers to college participation; creating a pipeline to Wyoming's colleges; developing paths to re-entry into college for Wyoming high school graduates entering higher education from the workforce; and building pathways to completion. She stated the report had been presented to the Joint Appropriations Committee and the Joint Education Committee and included the creation of a statewide college application, which would eliminate the requirement to apply to the University of Wyoming upon transfer from a Wyoming community college.

Trustee Sullivan acknowledged the transformational collaboration between UW and community colleges and commended Executive Director Rose, UW President Nichols and Strategist Aguayo for their work.

Approved 11-17-17 @ 12:15 p.m.

UW/Community College Final Legislative Report Endorsement

Trustee X moved to authorize approval of the *Wyoming Colleges' Recruitment and Retention Plan*, endorsed by all eight public college presidents at the Wyoming Community, as presented to the Board of Trustees; second from Trustee Fall. The motion passed with a unanimous decision. Trustees Tully and Scarlett were absent for the vote.

Friday, November 17, 2017

Business Meeting

Coe Library, room 506

Roll Call

Deputy Secretary for the Board of Trustees Shannon Polk took roll at 12:07 p.m.

Trustees participating: Mel Baldwin, Dave Bostrom, Kermit Brown, David Fall, John MacPherson, Jeff Marsh (on phone), John McKinley, Macey Moore (on phone), Michelle Sullivan, and Dave True. Trustees Dick Scarlett and Wava Tully were not in attendance. Ex-officio Trustees ASUW President Ben Wetzel was in attendance. State Superintendent of Public Instruction Jillian Balow was not in attendance; Brent Bacon attended on her behalf. Wyoming Community College Commission Executive Director Jim Rose, University President Laurie Nichols, and Governor Matt Mead were not in attendance.

Approval of Board of Trustees Meeting Minutes

Trustee Fall moved to approve the October 18, 2017 (conference call) Public Session meeting minutes; second from Trustee Bostrom. All trustees were in favor; the motion passed unanimously.

Approval of Executive Session Meeting Minutes

Trustee Fall moved to approve the October 18, 2017 (conference call) Executive Session meeting minutes; second from Trustee Bostrom. All trustees were in favor; the motion passed unanimously.

Reports

ASUW

ASUW President Ben Wetzel reported to the Board on the finalization of a restructure to ASUW committee. He added the UW *NO MORE* campaign would sponsor the next UW football game. He noted ASUW as creating a new project called "Safe Walk", which would allow for someone to be on the phone as students walked across campus alone. ASUW President Wetzel noted ASUW was happy with the outcome and action taken by the Board with regard to reserves.

Staff Senate

Staff Senate President Rachel Stevens reported on previous and future activities. She addressed the Board on a proposal in support of staff professional development. She then discussed the Staff Senate trophy in the homecoming parade and the Veteran's Day reception that had been hosted. She also discussed a proposal to support professional development for staff on campus, the holiday food drive, and the holiday market. She informed the Board that checks could be made out to Staff Senate and that she would send an e-mail to the full Board later.

Faculty Senate

Faculty Senate Chair Michael Barker discussed the salary distribution policy and regulatory structure that were being reviewed.

Public Testimony [held Thursday, November 16]

Dr. Stephan Grabowski, who owns an optical store in Laramie, addressed the Board regarding his concerns about the policies and practices of VSP insurance and the desire to inform VSP policy

holders their medical insurance covers exams in his office. Trustee MacPherson said his concerns would be taken under advisement and requested an opportunity to address legal counsel on the issue.

Committee of the Whole- REGULAR BUSINESS

Board of Trustees Committee Reports

[Note- Committees of the Board were discussed during a regular work session of the meeting on Wednesday, November 16, and can be found in the above minutes. Those listed below provided reports during the regular Business meeting.]

Liaison to Other Boards

• UW Alumni Association Board – Wava Tully

UW Alumni Association Executive Director Keener Fry: noted that the Alumni Association had been focused on increasing alumni engagement, admissions advocacy support, and career support. He added they had alumni who knew juniors and seniors who were looking at attending college. He noted 350 alumni had agreed to write notes to prospective students in other states. He continues by noting other Alumni Association foci, including the Cowboy Informational Interview program and career opportunities. He noted the President had asked them to make improvements on Homecoming. He stated they were preparing for the Bowl Game with a week of activities.

• Foundation Board – Jeff Marsh & Dave Bostrom

Trustee Bostrom noted the Board of the UW Foundation had discussed the initiatives for the coming year. He added there were \$11 million in gifts. He continued that there was discussion regarding the Marian H. Rochelle Gateway Center lease and that there would be a proposal coming to the Board at the January meeting. Trustee Bostrom added that that Foundation was engaged in strategic planning synthesis with UW. He also noted the Foundation audit was clean and would be presented to the UW Foundation Board in February. Trustee Bostrom noted that the investment committee had discussed how to effectively and positively manage extendable funds. He added UW President Nichols and the council had approved the modifications.

- Haub School of Environment & Natural Resources Michelle Sullivan
 Trustee Sullivan noted that the Haub School update would be provided by e-mail to the
 Trustees.
- Energy Resources Council Dave True
 Trustee True stated he did not have an additional report from the Energy Resources Council to share with the Board.

Cowboy Joe Club – John McKinley

Trustee McKinley noted the amount of cash raised by Cowboy Joe Club membership was in excess of \$3.5 million and that the Cowboy Joe Club Auction had generated over \$490,000. He added there was an obligation to raise \$4 million per year to satisfy the state match, and he noted it had been reached. He continued that the membership level had hit 5,000, with UW becoming the largest in Mountain West membership.

New Business

There was no new business to come before the Board.

Date of Next Meeting: December 13, 2017 (Conference Call)

Adjournment

The meeting adjourned at 12:39 p.m.

Respectfully submitted,

Shannon Polk

Deputy Secretary, Board of Trustees

RoseMarie London

Senior Administrative Assistant

ACTION TAKEN/MOTIONS DURING MEETING

Action Taken at Meeting:

- ✓ Certificate of Gratitude and Appreciation for Trustee Larry Gubbels
- ✓ Annual Audited Financial Reports and Agreed Upon Procedures Report
- ✓ Board of Trustee's FY 2018 Budget Amendments
- ✓ Request of Funds from UW Reserves
- ✓ Science Initiative Facility Design
- ✓ Contract for the Construction of the WWAMI remodel
- ✓ New UW Regulation (Signature Authority)
- ✓ Program Fees
- ✓ Education Initiative Proposals
- ✓ Resolution to Establish a Statewide Goal for Higher Education Attainment in Wyoming
- ✓ Contracts and Grants
- ✓ Personnel Section
- ✓ UW/Community College Final Legislative Report Endorsement

Wednesday, November 15, 2017

Approved 11-15-17 @ 3:13 p.m.

Certificate of Gratitude and Appreciation for Trustee Larry Gubbels

Trustee Marsh moved to approve the certificate of Gratitude and Appreciation for former Trustee Larry Gubbels [text inserted in final minutes]; second from Trustee Bostrom. The motion passed with a unanimous decision. Trustees Scarlett and Tully were absent for the vote.

Approved 11-15-17 @ 3:20 p.m.

Annual Audited Financial Reports and Agreed Upon Procedures Report

Trustee Marsh moved to accept and approve the following annual reports: Bond Funds Financial Report, Wyoming Public Media Financial Report and the Intercollegiate Athletics Report for fiscal year ending June 31, 2017, as presented by McGee, Hearne and Paiz, LLP, of Cheyenne Wyoming. Trustee Baldwin seconded the motion. The motion passed with a unanimous decision. Trustee Scarlett was absent for the vote.

Approved 11-15-17 @ 4:21 p.m.

Board of Trustee's FY 2018 Budget Amendments

Trustee McKinley moved that the Board approve the recommendation from the Budget committee to approve a transfer of \$25,000.00 from the "travel" category to the "professional service" category to cover this cost. The "travel" category would then decrease from \$153,250 to \$128,250 and the "professional services" category would increase from \$5,550 to \$30,550.00. Supporting budget information is provided. It was noted that this will not increase the budget, it is rather a transfer of funds. Trustee Bostrom seconded the motion. The motion passed with a unanimous decision. Trustee Scarlett was absent for the vote.

Approved 11-15-17 @ 4:24 p.m.

Request of Funds from UW Reserves

Trustee McKinley moved that the Board approve the recommendation from the Budget committee that a total of \$628,648 of fund balance at the end of FY 2017 (as of June 30, 2017), be exempted from the Board of Trustees' action that consolidated the University's reserves, and that \$502,918.40 be transferred from the Special Projects Reserve along with \$125,729.60 from the Unrestricted Operating Reserve in the VP of Student Affairs Office to a specified account under the ASUW Student Government organization. It was noted that this is a recommendation from the President as per the policy. Trustee Bostrom seconded the motion. The motion passed with a unanimous decision. Trustee Scarlett was absent for the vote.

Approved 11-15-17 @ 4:55 p.m.

Science Initiative Facility Design

Trustee Brown moved to approve the exterior design of the Science Initiative Building as presented to the Board of Trustees, with the caveat that additional design work would be done on the green house, and that piece would be excluded from this decision until a later date. Trustee McKinley seconded the motion. The motion passed with a unanimous decision. Trustee Scarlett was absent for the vote.

Approved 11-15-17 @ 4:59 p.m.

Contract for the Construction of the WWAMI remodel

Trustee McKinley moved to authorize the administration to enter into contract for the construction of the WWAMI renovations pursuant to most responsible bid with Arcon Incorporated in the amount of \$1,101,500.00. Trustee Marsh seconded the motion. The motion passed with a unanimous decision. Trustee Scarlett was absent for the vote.

Approved 11-15-17 @ 5:19 p.m.

New UW Regulation (Signature Authority)

Trustee McKinley moved to adopt UW Regulation 3-1, which established the President of the University's authority to approve and/or sign University contracts, federal contracts, agreements, memorandums of understand, and procurements; Trustee Marsh seconded the motion. The motion passed with a unanimous decision. Trustee Scarlett was absent for the vote.

Thursday, November 16, 2017

Approved 11-15-17 @ 9:22 a.m.

Program Fees

Trustee Fall moved to approve the implementation of the 2018-2019 Program Fees as described in the Board packet, pages 87-147, and in the PowerPoint presented [Attachment III]; Trustee Baldwin seconded the motion. Trustee John McKinley requested a friendly amendment to the motion requesting a prohibition on "ghost fees". Trustees Fall and Baldwin accepted the friendly amendment. The motion passed with a unanimous decision. Trustee Scarlett was absent for the vote.

Approved 11-15-17 @ 10:01 a.m.

Education Initiative Proposals

Trustee Bostrom moved to approve the three programs, *proposals 2017-05*, 2017-09, 2017-12, as presented to the Board of Trustees; second from Trustee McKinley. The motion passed with a unanimous decision. Trustee Scarlett was absent for the vote.

Approved 11-15-17 @ 4:34 p.m.

Resolution to Establish a Statewide Goal for Higher Education Attainment in Wyoming

Trustee Marsh moved to approve the *Resolution to Establish a Statewide Goal for Higher Education Attainment in Wyoming* as presented to the Board of Trustees [Attachment IX]; second from Trustee Fall. The motion passed with a unanimous decision. Trustee Scarlett was absent for the vote.

Friday, November 17, 2017

Approved 11-17-17 @ 12:10 p.m.

Contracts and Grants

Trustee Baldwin moved to approve the contracts and grants as presented to the Board of Trustees in their report; second from Trustee Fall. The motion passed with a unanimous decision. Trustees Tully and Scarlett were absent for the vote.

Approved 11-17-17 @ 12:12 p.m.

Personnel Section

Trustee Baldwin moved to approve the personnel section as presented to the Board of Trustees; second from Trustee Fall. The motion passed with a unanimous decision. Trustees Tully and Scarlett were absent for the vote.

Approved 11-17-17 @ 12:15 p.m.

UW/Community College Final Legislative Report Endorsement

Trustee X moved to authorize approval of the *Wyoming Colleges' Recruitment and Retention Plan*, endorsed by all eight public college presidents at the Wyoming Community, as presented to the Board of Trustees; second from Trustee Fall. The motion passed with a unanimous decision. Trustees Tully and Scarlett were absent for the vote.



UNIVERSITY OF WYOMING

CUSTODIAL MANAGEMENT ASSESSMENT REPORT

FOR THE BOARD OF TRUSTEES

В٧

HUNTER CONSULTING & TRAINING

NOVEMBER 15, 2017



DISCUSSION TOPICS

BACKGROUND ASSESSMENT TECHNICAL FOUNDATION DEPARTMENTAL STRENGTHS CURRENT CLEANING PERFORMANCE CUSTOMER AND STAFF PERCEPTIONS COST AND STAFFING ANALYSIS EQUIPMENT AND CONSUMABLES ANALYSIS COMPARATIVE ANALYSIS - FY 14-15 APPA FPI **FINDINGS AND OPPORTUNITIES**



BACKGROUND





BACKGROUND CUSTODIAL SERVICES MANAGEMENT ASSESSMENT

Custodial Services Scope and Approach:

- University of Wyoming Operations Department (UW Operations) provides custodial services on a scheduled basis to 72 administrative and academic buildings totaling approximately 4.1 million Gross Square Feet (GSF) and approximately 2.9 million Cleanable Square Feet (CSF).
- The services are delivered by the Custodial Services (CS) work unit.
- Custodial services for housing and athletics are provided by others work units.

Hunter Consulting & Training conducted a custodial services management assessment in April and May 2017 including:

- Staffing and budget requirements based on APPA¹ Guidelines;
- Organizational structure and service delivery approach;
- Current level of cleanliness;
- Performance indicators comparative analysis based on custodial performance indicators from 242 other institutions;
- Customer satisfaction and approval rating;
- Recommendations for improving service to an APPA service level reasonably acceptable and affordable to The University of Wyoming.

¹APPA, the professional association for educational facilities officers (<u>www.appa.ora</u>) published guidelines that define cleanliness level 1 through 5 with 1 being the best and 5 being the worst.





BACKGROUND THE CRITICAL BAKER'S DOZEN QUESTIONS FOR MANAGEMENT

- 1. How many cleanable square feet (CSF) of space are required to be cleaned?
- 2. How many custodians, and how much money are needed to clean all buildings?
- 3. How many custodians, and how much money are needed to clean future buildings?
- 4. When is it best to perform routine work, and to schedule project work?
- 5. What cleaning level can be expected with current FTEs and budget?
- 6. What cleaning level is actually accomplished with current FTEs and budget?
- 7. Are the days of the week equally work loaded?
- 8. Are the custodians equally work loaded?
- 9. What is the average CSF and GSF per custodian?
- 10. Are industry-accepted standards and Best Practices used in current operations?
- 11. How does the organization/operations compare to other similar institutions?
- 12. What can be done to enhance service and cost effectiveness of cleaning operations?
- 13. What is the make-up and profile of the custodial workforce?

"We don't know" is not an acceptable answer!





ASSESSMENT TECHNICAL FOUNDATION





ASSESSMENT TECHNICAL FOUNDATION GUIDELINES, CONCEPTS, AND PROTOCOLS

- Cleaning industry and higher education facilities management community accepted guidelines and protocols:
 - APPA¹, the association for higher education facilities professionals, published *Custodial Operational Guidelines for Educational Facilities (APPA Guidelines)*;
 - APPA Guidelines provides custodial services organizations with standard concepts and protocols for staffing and managing the cleaning function;
 - APPA Guidelines is in its 3rd edition (updated in 2011), and has been in the public domain for many years;
 - APPA Guidelines is accepted by the higher education and commercial cleaning industry as a de facto standard for custodial operations and staffing;
 - ISSA² 540 Cleaning Times is the industry accepted standard for estimating FTE and budget requirement for cleaning operations;
- This assessment relies heavily on the concepts and protocols contained in the *APPA Guidelines* and *ISSA 540 Cleaning Times* click on the icons below to learn more.

¹Custodial Operational Guidelines for Educational Facilities (APPA Guidelines) – this is a publication of custodial staffing and management concepts and protocol that have been in the public domain for many years and has been accepted by the higher education and commercial cleaning community as a defacto standard for managing cleaning operations (see www.APPA.org). ²International trade association for the cleaning industry worldwide.







ASSESSMENT TECHNICAL FOUNDATION APPA GUIDELINES KEY COMPONENTS

- Define cleanliness APPA Level-1 through APPA Level-5 (Level-1 is best and Level-5 is worst);
- Provide lists of cleaning tasks and the performance frequency for different categories of spaces to achieve the five cleanliness levels;
- Provide normalized "time to perform" guidelines for all tasks from ISSA 540
 Cleaning Times¹, adopted to higher education cleaning environment normalized
 to the average custodial organization found in educational institutions;
- Provide a protocol for determining the FTEs and budget needed to achieve the desired cleanliness level by average organizations;
- Provide an audit and inspection protocol for quality assurance, and for determining what cleanliness level is actually being achieved.

¹ISSA 540 Cleaning Times – published by ISSA, The Worldwide Cleaning Industry Association, and is an industry accepted reference for estimating how much time it takes to perform cleaning tasks (www.ISSA.com).









ASSESSMENT TECHNICAL FOUNDATION APPA CUSTODIAL SERVICE LEVEL

 Level 1 - Orderly Spotlessness: Level 1 establishes cleaning at the highest level. It was developed for the corporate suite, the donated building, or the historical focal point. This is show-quality cleaning for that prime facility. □ Floors and base moldings shine and/or are bright and clean; colors are fresh. There is no buildup in corners or along walls. □ All vertical and horizontal surfaces have a freshly cleaned or polished appearance, and have no accumulation of dust, dirt, marks, streaks, smudges, or fingerprints. □ Washroom and shower tile and fixtures gleam and are odor-free. Supplies are adequate. □ Trash containers and pencil sharpeners are empty, clean, and odor-free. 	Level 2 - Ordinary Tidiness: Level 2 is the level at which APPA and the higher education housekeeping community has historically advocated as the level to aspire to. Lower levels for washrooms, changing/locker rooms, and similar type facilities are not acceptable. ☐ Floors and base moldings shine and/or are bright and clean. There is no buildup in corners or along walls, but there can be up to two days worth of dirt, dust, stains, or streaks. ☐ All vertical and horizontal surfaces are clean, but marks, dust, smudges, and fingerprints are noticeable with close observation. ☐ Washroom and shower tile and fixtures are clean and are odor-free. Supplies are adequate. ☐ Trash containers and pencil sharpeners are empty, clean, and odor-free.
Level 3 - Casual Inattention: Level 3 reflects the first budget cut, or some other staffing-related problem. It is a lowering of normal expectations. While not 100% desirable, it has yet to reach an unacceptable level of cleanliness. □ Floors are swept clean, but upon close observation dust, dirt, and stains, as well as a buildup of dirt, dust, and/or floor finish in corners and along walls, can be seen. □ There are dull spots and/or matted carpet in walking lanes, and streaks and splashes on base molding. □ All vertical and horizontal surfaces have obvious dust, dirt, marks, smudges, and fingerprints. □ Lamps all work and all fixtures are clean. □ Trash containers and odor-free.	Level 4 - Moderate Dinginess: Level 4 reflects the second budget cut, or some other significant staffing-related problem. Areas are becoming unacceptable. People are beginning to accept an environment lacking normal cleanliness. In fact, the facility begins to constantly look like it requires a good "spring cleaning." ☐ Floors are swept clean, but are dull. Colors are dingy, and there is an obvious buildup of dust, dirt, and/or floor finish in corners and along walls. Molding is dull and contains streaks and splashes. ☐ All vertical and horizontal surfaces have conspicuous dust, dirt, smudges, fingerprints, and marks that will be difficult to remove. Less than 5% of lamps are burned out, and fixtures are dingy. ☐ Trash containers and pencil sharpeners have old trash and shavings. They are stained and marked. Trash cans smell sour.
Level 5 - Unkempt Neglect: Level 5 is the final and lowest level. The trucking is cleaning accomplished at an unacceptable level. ☐ Floors and carpets are dirty and have visible wear and/or pitting. Colors are floor finish in corners and along walls. Base molding is dirty, stained, and st ☐ All vertical and horizontal surfaces have major accumulations of dust, dirt, maintenance or cleaning is done on these surfaces. ☐ More than 5% of lamps are burned out, and fixtures are dirty with dust bal ☐ Trash containers and pencil sharpeners overflow. They are stained and ma	treaked. Gum, stains, dirt, dust balls, and trash are broadcast. smudges, and fingerprints, as well as damage. It is evident that no



ASSESSMENT TECHNICAL FOUNDATION EXAMPLE APPA STANDARD SPACE MATRIX FOR ESTIMATING

- Higher levels of cleanliness require more tasks to be performed more frequently;
- More tasks performed more frequently require more FTEs, more supplies, more equipment and more funding;
- Tasks and frequency based on empirical data collected by APPA from a large population of colleges and university when the protocol was developed;
- Think RSMeans equivalent for cleaning services.

Routine Activities	Level 1	Level 2	Level 3	Level 4	Level 5	Base Time
Spot clean walls and doors	D	W	М	S/A		3.12
Relamp	D/A	D/A	D/A	D/A	D/A	3.46
Clean chalkboards and trays	D	D	D	A/D	A/D	3.15
Dust flat surfaces	D	W	W	M		1.16
Empty waste containers	D	D	D	A/D	A/D	0.46
Empty pencil sharpeners	D	D	D	A/D		0.40
Sweep, dust-mop floors	D	D	A/D	A/D	A/D	16.40
Clean erasers	D	D	D	A/D	A/D	0.60
		Ase		Total B	ase Time	28.75
Project Activities	Level 1	Level 2	Level 3	Level 4	Level 5	Base Time
Dust blinds	М	Α	Α			4.95
Project-clean furniture and seating	Q	Α	Α			73.73
Clean trash containers	W	S/A	S/A	Α	А	1.01
	M	Q	S/A	S/A		1.50
Dust vents						
Dust vents Perform interim floor care	Q	Q				87.76
The said the	Q A	Q A	A	A		
Perform interim floor care	-		A A	A		166.64
Perform interim floor care Strip/refinish floors	Ā	A		A		166.64 14.23
Perform interim floor care Strip/refinish floors Clean windows	A S/A	A A	A	A S/A		166.64 14.23 101.24
Perform interim floor care Strip/refinish floors Clean windows Project-clean light fixtures	A S/A A	A A A	A A			87.76 166.64 14.23 101.24 14.96 16.61

(D = Daily, A/D = Alternate Days, W = Weekly, M = Monthly, Q = Quarterly, A = Annual, S/A = Semiannual, D/A = Special notation for relamping based on expected lamp life cycle.)



ASSESSMENT TECHNICAL FOUNDATION ADOPTED CLEANLINESS LEVEL — NATIONAL TRENDS

- APPA and the higher educational facilities management community have traditionally advocated APPA Level-2;
- However, due to limited resources and constrained budgets, many colleges and universities have targeted APPA Level-3, or somewhere between APPA Level-3 and APPA Level-2;
- Data from FY14/15 APPA Facilities Performance Indicators (FPI) Survey¹;
- 104 (43%) of 242 institutions reported APPA Level 3;
- Average level reported was 2.58;
- This has been the trend in the APPA reports;



Cleaning Level	No. of Respondents	Percent
Level 1	4	1.7%
Level 2	114	47.1%
Level 3	104	43.0%
Level 4	19	7.9%
Level 5	1	0.4%
Total	242	100.0%

Because of budget constraints, The University of Wyoming will likely have to adopt APPA Level-3, or somewhere between APPA Level-3 and APPA Level-2 (as close to APPA Level-2 as possible).

The APPA Facilities Performance Indicators (FPI) survey is conducted annually by APPA to collect comparative analysis facilities management benchmark data from institutions through the U.S.A. and Canada (http://www.appa.org/Research/fpi.cfm).



ASSESSMENT TECHNICAL FOUNDATION APPA WORKLOADING AND BUDGET ESTIMATING PROCESS

Inputs

Custodial Cleanable Square Feet (CSF) Inventory² by Space Type (classrooms, washrooms, entranceways, offices, etc.):

- · Building;
- · Floor:

Level

Service

esired

- · Space ID (e.g.: room number);
- Cleanable Square Feet (CSF);
- · Desired Cleanliness Level.

Local Variables:

- · Average days worked per year;
- · Average productive minutes per day;
- · Average wage rate;
- · Average benefits rate.

Process

FTE and Budget Estimating:

- Standard tasks and frequencies;
- Standard "times to perform" for tasks;
- Standard parameters for materials and equipment cost.

Outputs¹

Results:

 FTEs and Budget requirement for cleaning workers only excluding additional duties² and supervision.

Adjust

Add Additional Duties³ & Supervision. Subtract Contracted Services FTE.

Cost of Cleaning and In-house FTEs

- 1. FTEs and budget for supervision and additional duties assigned to the personnel responsible for the core function must be added to the estimating protocol output to derive the total requirement.
- 2. Estimates are based on CSF data developed by the consultant from space inventory data files provided by UW staff. The custodial staff should subject the data to field validation to transform it into a validated Cleanable Square Feet Inventory data set in order to derive full benefits from the information.
- Examples of additional duties are (i) custodians performing special event support; (ii) custodians performing snow removal; (iii) custodians hanging pictures or moving furniture; and (iv) custodians preparing dorm room after change of occupant.







DEPARTMENTAL STRENGTHS



DEPARTMENTAL STRENGTHS

- Custodial worker personnel turnover rate and vacancy rate are relatively low;
- Fringe benefits for custodial employees are considered good by the CS employees;
- CS custodial workers recognize and appreciate the value of working at the University of Wyoming;
- CS custodial workers are highly respected and appreciated by the campus community;
- CS custodial workers are aware that they are appreciated by the campus community and are proud of this fact;
- CS management recognizes the value of benchmarking with Cohorts;
- Cleanliness based on standards (APPA) is recognized as important, and there is an attempt to conduct inspections based on locally derived standards;
- CS has access to good space inventory data used to develop a suitable "space-by-space" Cleanable Square Feet Inventory a key and essential element of a successful high-performing cleaning organization.



CURRENT CLEANING PERFORMANCE



CURRENT CLEANING PERFORMANCE

Organization

- CS remains an old-style custodial organization, operating primarily in an informal ad hoc mode with few documented standard processes and procedures;
- Worker to supervisory-leadership ratio needs to be reviewed;
- Job titles for custodial workers are peculiar, and could possibly impact recruitment and professional development.

Training program and professional development Program

- No formal professional cleaning skills training program for workers;
- Limited management/leadership professional development for supervisors;
- Limited exposure to other cleaning professionals peers or cleaning professional organizations.

Inadequate equipment program

 Recent budget cuts will require CS to transform as an organization in order to continue to meet campus cleanliness needs, and to reverse the trend toward an unsustainable state.



CURRENT CLEANING PERFORMANCE

- The campus is generally clean and healthy and does not have a cleaning crisis, however, overall campus interior appearance, general cleanliness, and conditions of interior surfaces are trending toward an unsustainable state;
- Consultant estimates CS is performing at <u>APPA Level 4.0</u>¹ based on buildings tours conducted during the site visit;
 - Some carpeted floors have stains and soil penetrations;
 - Some hard floors have scuff marks and build-up in corners and along baseboards;
 - Grout lines in some restrooms floors are discolored due to dirt build-up;
 - CS does not have standard task and frequency lists for each specific building;
 - Except for an informal priority concept, much is left to the discretion of the individual custodial worker to perform on "As we can" or "As required" basis;
 - CS does not have a systematic "Projects Program" and therefore is not scheduling and performing recurring interim and restorative floor care tasks;
 - Floor care tasks are deferred to semester and summer break periods and often performed on an "As we can" or "As required" basis.

¹Note: The APPA guidelines are designed to make the inspection as objective as possible, but there is still an element of subjectivity. Since floor care is most time consuming, and most critical to life cycle of facility, it is heavily weighed in the score.



CURRENT CLEANING PERFORMANCE OBSERVATIONS

HUNTER'S LAW OF CLEANING TASKS AND FREQUENCIES

"When We Can" and/or "As Required" = "Probably Doesn't Get Done"



CUSTOMER AND STAFF PERCEPTIONS



CUSTOMER AND STAFF PERCEPTIONS

· Consultant conducted individual interviews and held focus groups discussions with University of Wyoming Operations staff and customers to gather information on staff and customer perceptions regarding the University of Wyoming custodial services.

Customer & Staff Perceptions Communication

- **Timeliness**
- Responsiveness
- Complaint Handling
- Access
- Quality
- Competence
- **Customer Service**
- Ease of Doing Business
- Overall Cleanliness

Staff Interviews

- Training
- Processed
- Procedures
- **Cleaning Tasks**
- Frequencies and Schedules
- Routine vs. Project Concept
- Supplies
- Equipment
- Audit/Inspection Program
- Vacant Positions and Hiring Process
- Attendance



CUSTOMER AND STAFF PERCEPTIONS — INFORMAL SURVEY RATINGS

Scale of 1 to 10 1 = Very bad 10 = Very good

		Cus	tome	r And Sta	ff Pe	ercep	tions		
Participant Group	Communication (70)	Timeliness (70)	Complaint Handling (68)	Responsiveness (69)	Access (70)	Quality (70)	Competence (70)	Customer Service (70)	Ease of Doing Business (70)
CS Management	6.50	9.00	8.50	8.00	7.00	8.50	8.00	6.50	9.00
CS Supervisor	7.00	5.60	8.40	7.80	8.60	8.40	8.40	7.40	5.80
CS Senior	8.00	7.40	8.20	8.80	8.80	6.80	7.40	9.00	8.60
Attendant-Day	7.55	9.36	8.45	9.64	10.00	7.91	9.73	8.55	10.00
Attendant-Night	5.75	7.92	6.08	8.58	8.08	8.83	8.50	8.25	7.75
Customer-Email	7.83	8.50	8.28	8.17	7.00	7.83	8.11	8.61	8.11
Customer-Focus Group 1	5.13	8.38	9.17	9.14	7.75	8.38	8.75	8.75	6.75
Customer-Focus Group 2	4.71	5.57	4.29	6.00	4.71	6.43	2.14	4.86	2.43
UWOps Customer	8.00	7.00	7.00	9.00	8.00	8.50	7.50	8.50	8.50
Weighted Average	6.73	7.91	7.56	8.39	7.79	7.94	7.86	8.06	7.53
		r -							
Customer	6.59	7.85	7.50	8.00	6.79	7.68	7.12	7.94	6.76
CS Staff	6.86	7.97	7.61	8.75	8.72	8.19	8.56	8.17	8.25
Perception Gap	0.27	0.12	0.11	0.75	1.93	0.52	1.44	0.23	1.49





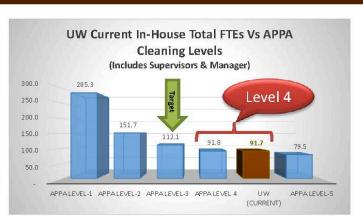
Confidential for The University of Wyoming for Discussion Purposes Only

COST AND STAFFING ANALYSIS



TOTAL IN-HOUSE FTE REQUIREMENT

	Cle	louse Total FTEs Vs APPA aning Levels pervisors & Manager)		
	Cleaning Level	FTEs		
	APPA Level-1	285.3		
	APPA Level-2	151.7		
Target	APPA Level-3	112.1		
	APPA Level 4	91.8		
	UW (current)	91.7		
	APPA Level-5	79.5		



- Based on 2.9 million cleanable square feet of space;
- Auxiliaries, Housing, and Athletics spaces are cleaned by others;
- Total FTE requirement includes 6.0 positions for management and supervision;
- Management and supervisor based on current staffing not part of the APPA protocol;
- Further review is required to determine if management and supervisor staffing approach are adequate addressed in final report;
- University of Wyoming workers FTEs are enough to achieve APPA Level-4.



TOTAL IN-HOUSE FTE REQUIREMENT

- CS has historically operated with no official university administration designation of the desired level of cleanliness CS is required to achieve;
- CS will need to add 20.4 FTEs to achieve APPA Level-3 (CS would need 112.1 total FTEs compared to the 91.7 Authorized FTEs);
- Due to vacancies, CS has historically operated with an average 86.32 Available FTEs;
- While CS is understaffed based on FTE requirements for an average organization, staffing is not the only variable impacting the level of service the organization is capable of achieving;
- Required FTEs are based on average organizations high performing organizations are able to deliver a higher level of service with the same resources as an average organization;
- Even with staffing below desired levels, CS could achieve better results by adopting Best Practices, better equipping the staff, and providing better training and professional development to its staff;
- For this assessment, estimated required FTEs for APPA Levels are based on Cleanable Square
 Feet data collected with the assistance of the Consultant specifically for this assessment
 project.



Implement Best Practices

Investment

ESTIMATED BUDGET TO FUND FTE REQUIREMENT

	UW Current Total Budget Vs APPA Cleaning Levels				
	Cleaning Level	Budget			
	APPA Level-1	\$11,099,928			
	APPA Level-2	\$5,965,331			
Target	APPA Level-3	\$4,442,972			
	UW (current)	\$3,778,703			
	APPA Level-4	\$3,664,502			
	APPA Level-5	\$3,172,599			



- Above table and graph reflect budget requirement including management and supervision;
- Assuming that the cost of supplies would be equal to 10% of the labor cost, and the cost of equipment will be 5% of the labor cost;
- Does not include uniforms, vehicles, utility carts, office supplies or other expenses in the custodial organization budget not directly connected to the cleaning function;
- CS (current) budget is based on FY 16 actual expenditures;
- CS currently spends less than 7.5% for supplies and 1.7% for equipment.
- In FY16 CS was funded slightly better than required to achieve APPA Level-4.



SUMMARY OF ROOT CAUSES

Factors contributing to current level of cleanliness being achieved:

- Budget and staffing constraints;
- Inadequate equipment program the annual equipment expenditure is well below expected. Age and condition of equipment are problematic;
- Historical Available FTEs are less than Authorized FTEs due to vacancies and unnecessarily slow hiring process;
- Standardization, training, and Best Practices are not fully functioning throughout all levels in the custodial organization - the workforce is working in an informal mode;
- No formal program/plan for performing **Project Tasks** interim and restorative floor care (project work) is not scheduled or performed consistently – deferred to summer break;
- Historical hiring process and hiring freeze have hindered timely replacement of workers;
- Lack of use of technology to assist in workloading, staff assignment, and scheduling.

Investment

RESOURCES — BOTTOM LINE

Estimated FTE and budget requirements for average performing organizations:

- 151.7 FTEs/\$5.96M to clean all spaces at APPA Level-2
- 112.1 FTEs/\$4.44M to clean all spaces at APPA Level-3
- 91.8 FTEs/\$3.66M to clean all spaces at APPA Level-4

FTEs in Current Organization Chart and FY 16 Final Budget Expenditures:

- 91.7 FTEs/\$3.78M to clean the campus, including management and supervision;
- Based on its existing staff operating in its current mode of operations, CS is staffed and funded to achieve APPA Level-4.

FTEs & Budget Gap to achieve APPA Level-3:

• 20.4 FTEs/\$0.66M to clean the campus, including wages/salary, fringe benefits, supplies, equipment replacement, management and supervision.

¹APPA, the professional association for educational facilities officers (<u>www.appa.ora</u>) published guidelines that define cleanliness level 1 through 5 with 1 being the best and 5 being the worst.



EQUIPMENT AND CONSUMABLES ANALYSIS



CUSTODIAL EQUIPMENT AGE PROFILE

- CS has an equipment inventory data set, but some key data elements are not available;
- Of the 949 pieces of equipment in the data set, 585 pieces have known purchase dates;
- 364 pieces with no known purchase dates and are likely over 20 years old;
- The Equipment Age Profile table to the right reflects the age of the equipment with known purchase dates;
- 164 pieces with known purchase date are over 20 years old;
- The average age of the 585 pieces with known purchase dates is 13.23 years;
- There is a large number of pieces in the 1-5 and 6-10 age bracket.

Equipment Purchas	e Date P	rofile
	Number of Pieces	Average Age
With Unknown Purchase Date	364	
With Known Purchase Date	585	13.23
Total	949	

Equipment Age Profile			
Age Range	Number of Pieces In Age Range		
Less Than 1	13		
1-5	121		
6-10	211		
11-15	60		
16-20	16		
21-25	58		
26-30	50		
21-40	56		
Total	585		





EQUIPMENT AND CONSUMABLES COST PERCENTAGE RATIOS

- Labor to non-labor ratio typically 85/15 to 80/20 compared to UW 91/9;
- Cost for consumables is typically 10%-15% of labor cost compared to UW 7.5%;
- Cost to ensure the workforce is properly equipped is typically 5%-7% of labor cost compared to UW 1.72%;
- The above observations support the conclusion that UW does not have an adequately funded equipment program;
- The above observations also indicate that further review is needed regarding the labor cost to non-labor cost ratio as it relates to consumables.

UW FY16 Custo Profil	As % of Total Cost	
Total Labor Cost	\$3,435,781	90.9%
Non-Labor Cost	9.1%	
Total Cost	100%	

Non-Labor Cost Component	Cost	As % of In- Hse Labor Cost	Rule of Thumb
Consumables	\$256,344	7.5%	10% - 15%
Equipment	\$58,961	1.72%	5%-7%
Other Non-Labor	\$27,617	0.80%	
Non-Labor Cost	\$342,922		

NOTE: Custodial workers are not using dilution dispensers and are manually mixing chemicals.



COMPARATIVE ANALYSIS - FY 14-15 APPA FPI



COMPARATIVE ANALYSIS – FY 14-15 APPA FPI UW COHORTS PROFILE FOR COMPARATIVE ANALYSIS

- 13 institutions were selected from the APPA 2014-2015 FPI report as cohorts;
- Cohorts were selected based on similar GSF, Carnegie Class, and student enrollment;
- Five of the cohorts are also on UW's Academic peer list;
- The purpose is to get a sense of how CS compares with other similar institutions;
- Comparisons provide indications of where additional research is warranted;
- Firm and definitive conclusions should only be drawn after further research.

	UW Laramie	Public	Research High	RMA	5,000-11,999	Exc		4,137,459	\$3,778,703	91.7	51%	
		C	ohorts Similar	GSF, C	arnegie Cla	ass and	d Stude	nt Enroll	ment			
Seq	Institution	Funding	Carnegie Class	APPA Region	Enrollment Range	Aux Svcs	Bldg. Age Range	Custodial Total GSF	Custod Total Expnds	Cust In- House FTE		On Client's Peer List (Ye or No)
1	Cleveland State Univ	Public	Research High	MAPPA	12,000-19,999	Exc	20-29	4,200,120	\$3,871,223	87.0	35%	No
2	Kent St Univ	Public	Research High	MAPPA	20,000+	Exc	30-39	3,282,703	\$5,023,660	99.0	35%	No
3	New Mexico St Univ	Public	Research High	RMA	12,000-19,999	Inc	30-39	3,220,411	\$3,606,733	102.2	34%	Yes
4	Northern Arizona Univ	Public	Research High	RMA	20,000+	Inc	40-49	4,925,268	\$3,929,704	108.4	60%	No
5	So Dakota St Univ	Public	Research High	CAPPA	12,000-19,999	Ехс	40-49	2,158,231	\$3,771,202	74.0	37%	Yes
6	Univ Colorado/Boulder	Public	Research Very High	RMA	20,000+	Exc	40-49	4,907,736	\$4,702,821	125.5	36%	No
7	Univ Idaho	Public	Research High	RMA	5,000-11,999	Exc	40-49	2,830,777	\$2,749,326	60.0	54%	Yes
8	Univ Nebraska/Lincoln	Public	Research Very High	CAPPA	20,000+	Exc	30-39	5,654,413	\$8,078,830	198.0	36%	Yes
9	Univ No Carolina/Charlotte	Public	Research High	SRAPPA	20,000+	Exc	20-29	3,511,151	\$6,210,557	156.0	40%	No
10	Univ No Dakota	Public	Research High	CAPPA	12,000-19,999	Exc	40-49	3,625,200	\$4,912,079	96.7	62%	No
11	Univ Oregon	Public	Research Very High	PCAPPA	20,000+	Exc	30-39	3,857,650	\$4,839,509	100.0	35%	No
12	Univ So Alabama	Public	Research High	SRAPPA	12,000-19,999	Exc	40-49	2,662,397	\$3,271,677	90.0	30%	NO
13	Univ Utah	Public	Research Very High	RMA	20,000+	Exc	30-39	6,444,599	\$4,979,967	212.56	22%	Yes
						A	/erage>	3,944,666	\$4,611,330	116	40%	



COMPARATIVE ANALYSIS – FY 14-15 APPA FPI APPA ROCKY MOUNTAIN REGION





RMA's Website

The Rocky Mountain region of APPA serves the states of Arizona, Colorado, Idaho, Montana, New Mexico, Utah, and Wyoming; the Canadian provinces of Alberta and Saskatchewan; and the Mexican states of Chihuahua, Durango, Nayarit, Sinaloa, and Sonora.



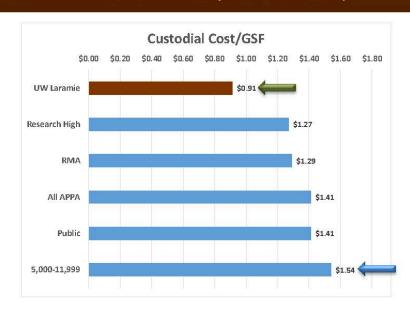
COMPARATIVE ANALYSIS — FY 14-15 APPA FPI UW COMPARISON TO COHORTS AND SUMMARY BENCHMARKS

Institution	Students	Custodial GSF Cleaned	Custodial Cost	Custodia I Cost/ GSF	Custodial Cost/ Student	Custodial Staffing Density (GSF/FTE)	Custodial Reported Service Level
UW Laramie	10,344	4,137,459	\$3,778,703	\$0.91	\$365	45,890	4.00
All Appa	13,106	3,500,525	\$4,788,591	\$1.41	\$404	34,899	2.59
All RMA	16,727	3,785,388	\$4,399,208	\$1.29	\$330	36,501	2.61
All Research High	16,136	3,755,406	\$4,773,796	\$1.27	\$338	34,351	2.60
All Public	15,003	3,910,630	\$5,171,174	\$1.41	\$311	35,246	2.67
All 5,000-11,999	8,174	2,091,915	\$2,879,769	\$1.42	\$355	34,795	2.55
Cleveland State Univ	12,513	4,200,120	\$3,871,223	\$0.92	\$309	44,446	2.00
Kent St Univ	24,197	3,282,703	\$5,023,660	\$1.53	\$208	33,159	3.00
New Mexico St Univ	12,902	3,220,411	\$3,606,733	\$1.12	\$280	31,511	2.00
Northern Arizona Univ	20,573	4,925,268	\$3,929,704	\$0.80	\$191	45,419	4.00
So Dakota St Univ	12,557	2,158,231	\$3,771,202	\$1.75	\$300	29,165	3.00
Univ Colorado/Boulder	28,399	4,907,736	\$4,702,821	\$0.96	\$166	39,109	4.00
Univ Idaho	8,834	2,830,777	\$2,749,326	\$0.97	\$311	47,180	3.00
Univ Nebraska/Lincoln	22,727	5,654,413	\$8,078,830	\$1.43	\$355	28,558	3.00
Univ No Carolina/Charlotte	24,716	3,511,151	\$6,210,557	\$1.77	\$251	22,507	2.00
Univ No Dakota	12,420	3,625,200	\$4,912,079	\$1.35	\$396	37,478	3.00
Univ Oregon	22,832	3,857,650	\$4,839,509	\$1.25	\$212	38,577	2.00
Univ So Alabama	16,462	2,662,397	\$3,271,677	\$1.23	\$199	29,582	2.00
Univ Utah	30,257	6,444,599	\$4,979,967	\$0.77	\$165	30,319	2.00
Cohort Average	19,184	3,944,666	\$4,611,330	\$1.22	\$257	35, 155	2.69



COMPARATIVE ANALYSIS – FY 14-15 APPA FPI UW COMPARISON TO SUMMARY BENCHMARKS (COST PER GSF)

Institution	Custodial Cost/GSF
UW Laramie	\$0.91
All Research High	\$1.27
All RMA	\$1.29
All All APPA	\$1.41
All Public	\$1.41
All 5,000-11,999	\$1.54

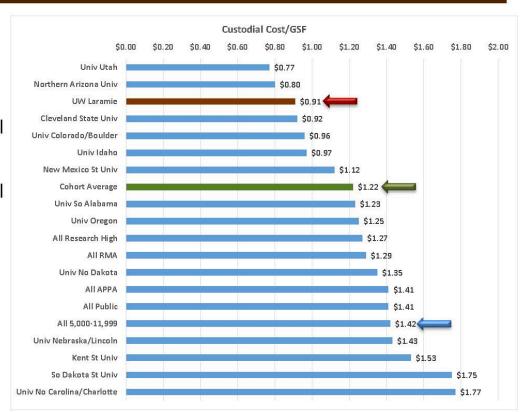


- UW cost per GSF is less than all summary benchmarks:
 - Low wage wages is most significant factor;
 - Authorized positions below the number commensurate with the desired cleaning level;
 - Personnel position vacancies is a factor.



COMPARATIVE ANALYSIS – FY 14-15 APPA FPI UW COMPARISON TO COHORTS AND SUMMARY BENCHMARKS (COST PER GSF)

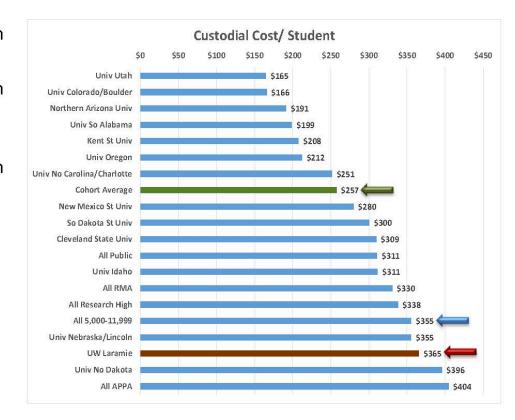
- Cost/GSF is lower than the cohort average;
- Cost/GSF is lower than all summary benchmarks;
- Cost/GSF is lower than all except two cohorts;
- Low Cost/GSF driven by lower wage rate and under-staffing.





COMPARATIVE ANALYSIS — FY 14-15 APPA FPI UW COMPARISON TO COHORTS AND SUMMARY BENCHMARKS (COST PER STUDENT)

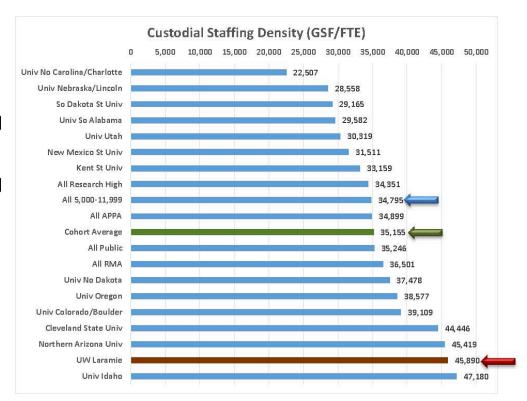
- Cost/Student is higher than the cohort average;
- Cost/Student is higher than all summary benchmarks except one;
- Cost/Student is higher than all except one cohorts;
- Low Cost/Student driven by lower student population relative to cohorts and institutions in benchmarks;
- Cost/Student comparable to other institution in the 5,000-11,999 student population range.





COMPARATIVE ANALYSIS — FY 14-15 APPA FPI UW COMPARISON TO COHORTS AND SUMMARY BENCHMARKS (GSF/FTE)

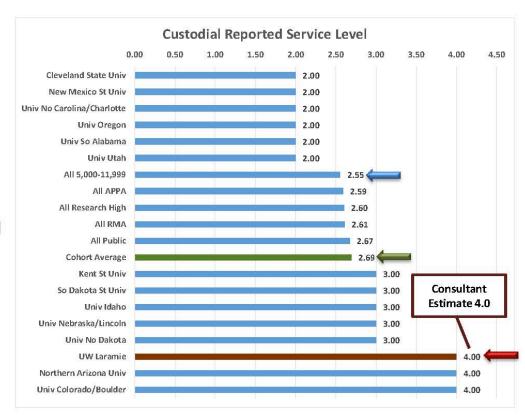
- GSF/FTE is significantly higher than the cohort average;
- GSF/FTE is higher than all summary benchmarks;
- GSF/FTE is higher than all except one cohort;
- The above indicators mean that each UW custodial worker clean more square feet of space than custodial workers at most of the APPA FPI participating institutions;





Supporting Slides UW Comparison to Cohorts and Summary Benchmarks (Service Level)

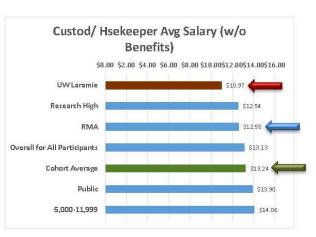
- Consultant estimates UW achieving APPA Level-4;
- Most cohorts reported Level-3 or Level-4;
- Reported Service Levels in the FPI survey are determined formally by audit for some participants and by professional informal estimation by others;
- The FPI survey will only accept whole numbers as input, so it should be interpreted as general information instead of precise numerically calculated data.





FY 14-15 APPA FPI COMPARATIVE ANALYSIS WAGE RATE WITHOUT BENEFITS

Institution	Custod Supt/ Mgr Avg Salary	Custod Supvr/ Fore Avg Salary	Custod Crew/Team Ldr Avg Salary	Custod/ Hsekeeper Avg Salary (w/o Benefits)
UW Laramie	\$28.74	\$15.90	\$12.75	\$10.97
Research High	\$31.11	\$18.72	\$14.59	\$12.54
RMA	\$30.11	\$18.96	\$14.93	\$12.55
Overall for All Participants	\$33.18	\$20.77	\$16.13	\$13.13
Cohort Average	\$32.27	\$20.07	\$20.95	\$13.24
Public	\$34.38	\$20.93	\$42.97	\$13.90
5,000-11,999	\$32.58	\$20.97	\$16.12	\$14.06

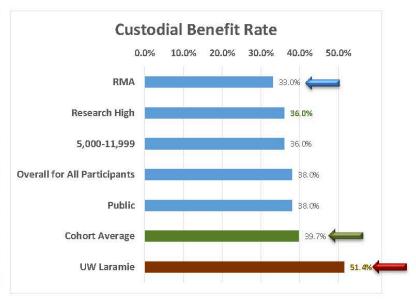


- UW worker average salary rate without benefits is lower than all summary benchmarks;
- UW worker average salary rate without benefits is lower than the cohort average;
- UW worker average salary rate without benefits is lower than the Rocky Mountain APPA region.



FY 14-15 APPA FPI COMPARATIVE ANALYSIS BENEFITS RATE

Seq	Institution	Custodial Benefit Rate
3	RMA	33.0%
2	Research High	36.0%
6	5,000-11,999	36.0%
4	Overall for All Participants	38.0%
5	Public	38.0%
7	Cohort Average	39.7%
1	UW Laramie	51.4%

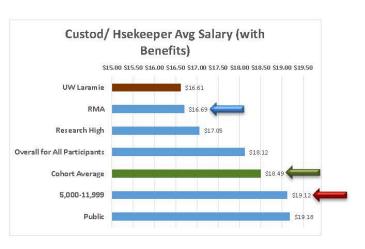


- UW fringe benefits is greater than all summary benchmarks;
- UW fringe benefits is greater than all the cohort average.



FY 14-15 APPA FPI COMPARATIVE ANALYSIS WAGE RATE WITH BENEFITS

			,	<u> </u>
Institution	Custod Supt/ Mgr Avg Salary	Custod Supvr/ Fore Avg Salary	Custod Crew/Tea m Ldr Avg Salary	Custod/ Hsekeeper Avg Salary (with Benefits)
UW Laramie	\$43.52	\$24.08	\$19.31	\$16.61
Overall for All Participants	\$40.05	\$25.22	\$19.86	\$16.69
Research High	\$42.31	\$25.46	\$19.84	\$17.05
RMA	\$45.79	\$28.66	\$22.26	\$18.12
Cohort Average	\$45.08	\$28.04	\$29.26	\$18.49
5,000-11,999	\$44.31	\$28.52	\$21.92	\$19.12
Public	\$47.44	\$28.88	\$59.30	\$19.18



- UW worker average salary rate with benefits is lower than all summary benchmarks;
- UW worker average salary rate with benefits is lower than the cohort average;
- UW worker average salary rate with benefits is lower than the Rocky Mountain APPA region.



FINDINGS AND OPPORTUNITIES



OPPORTUNITIES

Opportunities exist for UW Operations Custodial Services to embark upon a systematic program of service enhancement by orderly and methodically implementing recommendations contained in this report.

This assessment report includes *Findings and Recommendations* centered around the eleven areas below accompanied by multiple-action recommendations:

1	Number	of front-line	workers ava	ilable to	perform work;
Committee of the Commit	THUTTING		WOINCID UVU	HUDIC CO	perioriti work,

- 2. Personnel development including custodial skills training and supervisory/leadership training and professional development;
- 3. Effective equipment program;
- 4. Effective recruitment and hiring to properly staff the custodial operation;
- 5. Standardization and Best Practices, including standard supplies and equipment;
- 6. Customer communications and outreach;
- 7. Formal written processes and procedures;
- 8. Administrative support to custodial services leadership;
- 9. Technology support for the custodial function;
- 10. Data and information analysis to support operational decisions;
- 11. Personnel evaluation, and reward and recognition program.

Investment



LIST OF FINDINGS

No.	Finding
1	Need to transform into a high-performing professional cleaning organization.
2	Revise leadership duties and consider different organizational structure.
3	Revise custodial workers job titles.
4	Need for an in-house managed formal training program and an in-house trainer.
5	Need for supervisory and crew leader training and professional development.
6	Filling vacant custodian positions takes too long. Not staffed to achieve desired APPA Level.
7	Properly align custodial manager position title with peer UW Operations positions.
8	Need to review the equipment inventory and equipment procurement program.

No.	Finding
9	Need to review and redevelop standardized processes and procedures
10	Need for a program to ensure project tasks are performed as prescribed.
11	Need for cleaner and more orderly janitor closets and carts.
12	Need to use technology to assist in workloading, staff assignment, and scheduling.
13	Need to make use of custodial performance indicators.
14	Need for a formal quality assurance program.
15	Need for a <u>Cleanable Square Feet Data Set</u> .
16	Need for enhanced customer communication.



IMPLEMENTATION APPROACH

Organized To Implement

- Form Custodial Services
 Enhancement Program
 Implementation Team (CSEP-IT);
- Appoint team members in writing with appointment letter signed by the VP or President.

Discovery

- Research various concepts of cleaning such as Team
 Cleaning vs Zone Cleaning;
- Learn more about APPA, ISSA, and CMI and other external cleaning resources;
- Make benchmark visits to other universities.

Develop Implementation Plan

- Develop Integrated Cleaning Management Plan (ICMP) using recommendations in this report as starting point;
- Obtain formal approval of plan from Executive Director, and VP;
- Brief campus stakeholders on plan.

Proof of Concept

- Select several buildings to serve as pilot sites;
- Implement and test new concepts and ideas in pilot buildings.

Implementation Roll Out

- Roll out proven concepts to several more buildings;
- Repeat rolling out to several buildings until all implementation has been achieved in all buildings;

Continuous Improvement

- Conduct periodic program review and selfassessment;
- Make adjustment as necessary;
- Keep campus stakeholders informed .



Confidential for The University of Wyoming for Discussion Purposes Only

THE END — QUESTIONS?????



Agenda #4

Narrative Regarding Proposed Amendment to Board of Trustee's FY 2018 Budget

Pursuant to the motions passed by the UW Board of Trustee's ("BofT") at their June, 2017 meeting approving all of the UW budgets, any amendment to the approved budgets requires approval of the BofT.

The BofT are required to conduct an eighteen (18) month review of UW's President, Laurie Nichols. Because of the importance of this review and recognizing the time constraints of individual trustees in conducting said eighteen (18) month review, the BofT is considering hiring an outside consultant to assist the BofT in conducting said review.

When the BofT Budget was approved in May, 2017 and then approved as part of the UW Budget in June, 2017, it was not anticipated that the need to hire a consultant to assist the BofT in conducting the president review would be necessary. After completion of the twelve (12) month review, discussions occurred regarding the need and importance of having a consultant assist the BofT in conducting the eighteen (18) month review.

Sufficient funds were not budgeted in the professional services category to cover the anticipated costs of hiring a consultant to assist the BofT in conducting said review. There exists sufficient funds within the BofT Budget to cover this consultant cost, but pursuant to the BofT motions, an amendment of the BofT Budget is required.

Based upon the estimates received, it is anticipated the cost of hiring said consultant is approximately \$20,000 - \$25,000. In order to cover this cost, it is proposed that funds within the BofT Budget be transferred internally between categories to cover this cost. This is not a proposed increase in the overall BofT Budget, rather, an internal transfer of funds between categories.

It is proposed that \$25,000.00 be transferred from the "travel" category to the "professional service" category to cover this cost. The "travel" category would decrease from \$153,250 to \$128,250 and the "professional services" category would increase from \$5,550 to \$30,550.00. Supporting budget information is provided.

Date: 11/1/2017, revised 11/3/2017

UW Program Fees Proposal

UW Board of Trustees' Meeting
November 16, 2017
Laramie, WY



WHYPROGRAMFEES?

- To Simplify replace over 120+ individual course and miscellaneous fees that have not been updated in 3+ years.
- To be more transparent to students and parents on fee assessment.
- The fairest means to maintain academic standards while striving to ensure student success.



WHYPROGRAMFEES?

Focus on two objectives:

- Recognize and cover all existing fees (including "ghost fees") to maintain program quality.
- 2. Enhance value to students.
 - by improving resources for university student success, retention, graduation rate, and improving career success skills.



ELEMENTS

Enhancing value to students:

- Each program fee includes a common advising fee of \$6/credit hour.
 - new professional advising program/model
 - expansion in success service efforts on campus
 - improvements in career exploration, planning, development, and placement services.



PROPOSEDPROGRAM**FEES**

• Engineering: \$31/credit hour

• Business: \$26/credit hour

• A&S: \$9-\$31/credit hour

Agriculture: \$21/credit hour

• Education: \$28/credit hour

• ENR/Haub: \$26/credit hour

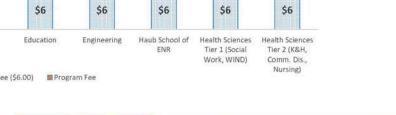
• Health Science \$12-\$27/credit hour

Fees assessed to students registered in all 4000 and lower course codes (on-campus courses only) based on the college and department the course is offered by. Fees will not be assessed on staff taking tuition-waiver courses.



PROPOSEDPROGRAM**FEES**

Figure 1: Proposed Program Fees, Summer 2017 \$35 \$31 \$31 \$30 \$28 \$27 \$26 \$26 Program \$52 \$21 ₽ \$20 \$25 \$25 \$22 \$21 \$20 \$20 Total Prgram Fee (A \$12 \$15 \$6 \$6 \$6 \$6 \$6 \$6 \$6 \$6 \$6 Arts and Science A&S Science and A&S Visual and Business Education Engineering Haub School of Health Sciences (non-Sci-Q) Agriculture Sci-Q Performing Arts Tier 1 (Social Tier 2 (K&H, (VPA) Work, WIND) Comm. Dis., Nursing) ■ Advising Fee (\$6.00) ■ Program Fee





ESTIMATEDREVENUES

- Total Program fee revenue: \$4.5 million
- Revenues to support academic programs: \$3.2 million
 - Note: existing course fees being replaced = \$1.8 million
 - Requested cost increases in March 2016 would have increased this to \$2 million.
 - Net increase is estimated to be \$1.2 million without consideration of ghost fees.
- Advising, student success and career preparation support: \$1.3 million
 - Strategic plan: increase 1st–2nd year retention to 80% (currently 76%), increase 4 and 6-year graduation rates.
 - New plan requires 20.5 new FTE in professional advisor/counseling support.



STUDENTIMPACT

- Average impact on students across all majors is \$226/semester.
- Range of impacts
 - Low = humanities: average semester increase is \$108/semester
 - High = music: average semester increase of \$368/semester
 - Engineering average impact is \$272/semester.
- These impacts account for replaced fees.
- The average percentage increase is 5.6%*.

*Assumes 48% of students are resident, and 52% non-resident



STUDENTREACTION

- A student survey on the proposal was sent to all undergraduate students.
- Results:
 - A majority of students in all colleges indicated the proposed fees would pose a moderate, little or no cost to them.
 - By college, less than a fifth to just over a quarter of students indicated they thought fees would impact them "a lot" or "a great deal" of cost.
 - Less than 1/3 of all students were opposed to the program fee proposal.
 - The largest number (47.4%) answered "maybe" to the question of whether they were in favor, and over 20% answered they were in favor without reservation.
- Despite the fact the proposal calls for higher costs to students, opposition to fees was limited.



STUDENTREACTION

 ASUW Resolution in support of program fees passed unanimously on October 31.



PROCESSES RULES

- Review of fees process
 - Recommend annual evaluation at college, university and Trustee level.
 - Student involvement in process.
 - Assessment of fee goals and outcomes must occur and show success or fees eliminated.
- Uses of fees/prohibitions
 - Only for use in student services, undergrad program support.
 - Cannot be used for permanent faculty salary, research support, or as general university revenue.



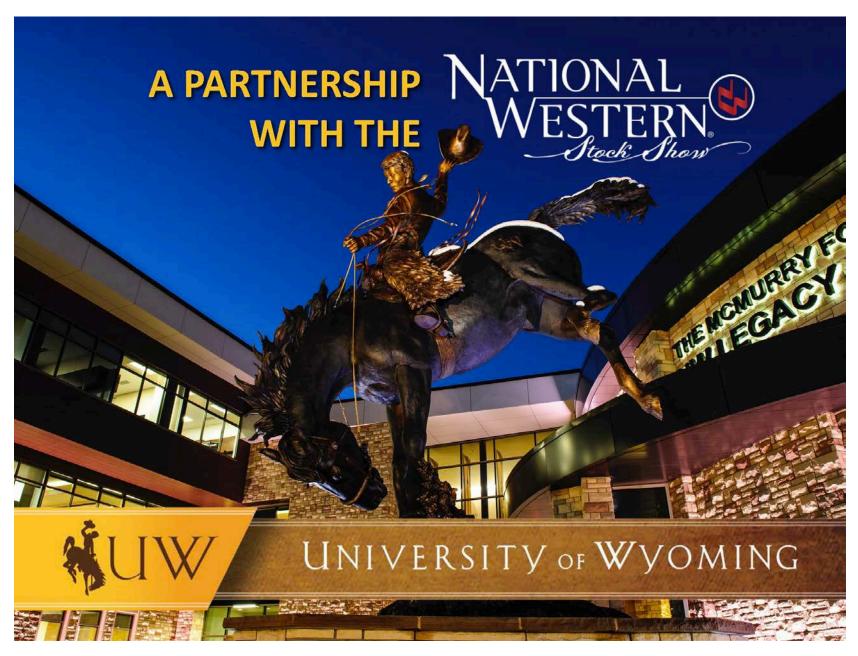


- September-October 2017
 - · Student and faculty comment
 - ASUW presentation
 - Online survey mechanism made available to students to comment on proposed fees
- October 2017: final report made available on proposed fees
 - · Student and faculty comment
- November 2017: Final proposal to Trustees
- If approved, implementation begins fall 2018



QUESTIONSCOMMENTS?





ALIGNING OUR BRANDS

A PARTNERSHIP OPPORTUNITY

University of Wyoming will be an Official Partner of the National Western Stock Show.

We built a customized partnership together that:

- Aligns our missions and cultures
- Celebrates western lifestyle and agriculture
- Showcases University of Wyoming in the Denver and agricultural markets as an educational leader
- Achieves a "Return On Objective" through various partnership assets





SPONSORSHIP

A 2-YEAR AGREEMENT

The sponsorship provides a venue through which the University of Wyoming and more specifically the College of Agriculture & Natural Resources can meet four objectives:

- 1) Branding and Name Recognition
- 2) Student Recruitment
- 3) Donor & Industry Relations
- 4) Educational Opportunities

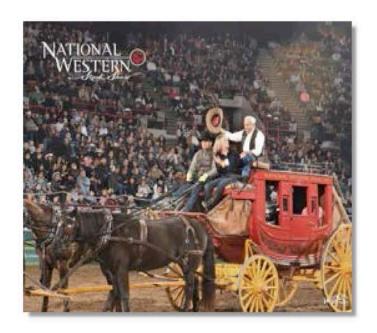




UW NIGHT AT THE RODEO

WEDNESDAY, JANUARY 17, 2018

IVW will receive 350 tickets to invite UW alumni and guests. There will also be a special ticket offer for UW Students and alums. During this event, there will be a stage coach ride and UW Flag presentation as well as the opportunity to distribute UW merchandise at the Coliseum.





CATCH-A-CALF CO-PRESENTERS

In just over 70 years, the Catch-A-Calf Contest has awarded nearly 3,000 steers to 4-H members hailing from the western United States. The program is designed so successful participants catch a calf, feed it, and return with the animal one year later as a market steer.

These youth participants come from Colorado, Kansas, Nebraska and Wyoming to compete in National Western Stock Show's longest running program of practical beef cattle management.

In 2018, there will be four Catch-A-Calf contests and UW will have the ability to include Pistol Pete at this event as our mascot as well as provide contestants with UW Branded shirts.

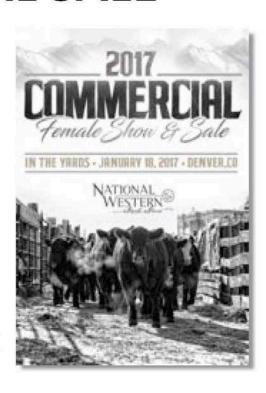


FEMALE COMMERCIAL SALE

PRESENTED BY UW

On Wednesday, January 17, National Western will host the highly popular Commercial Female Show and Sale.

This premier event sells over 200 head of bred and open heifers. UW will have a full-page ad in the commercial female catalog, which is distributed to 2,000 attendees. In 2017, the Commercial Female Sale finished with a grand total of \$289,635 in sales.





PROCESSING TENT

PRESENTED BY UW

The National Western Processing Tent is located in the Stockyards north of the Stockyards Arena. The processing tent is the location where all animals shown or sold in the Stockyards must pass through to be processed.

In 2017, five different cattle breeds and over 400 beef animals made their way through the Processing Tent.



HOSPITALITY

UW will receive \$1,000 ticket bank for horse, rodeo, or special events. In addition, UW will also receive four Sponsor badges providing unlimited grounds admissions, four Sponsor Lounge badges, and four VIP parking passes.





BRANDING OPPORTUNITIES

THROUGHOUT THE NWSS DIGITAL AND PRINT MEDIA

The University of Wyoming will be branded on NWSS digital assets including the website, banners throughout the complex (some with year-round placement), and full-page ads in the NWSS Guest Guide.

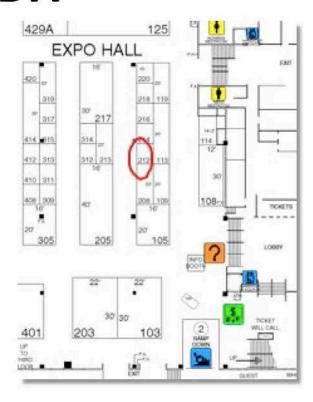




TRADE SHOW EXHIBIT

UW will receive one prime exhibit space within the Expo Hall building or Events Center.

UW will have access to over 500,000 people as they walk through the Expo Hall during the 16-day event.





ADDITIONAL ELEMENTS

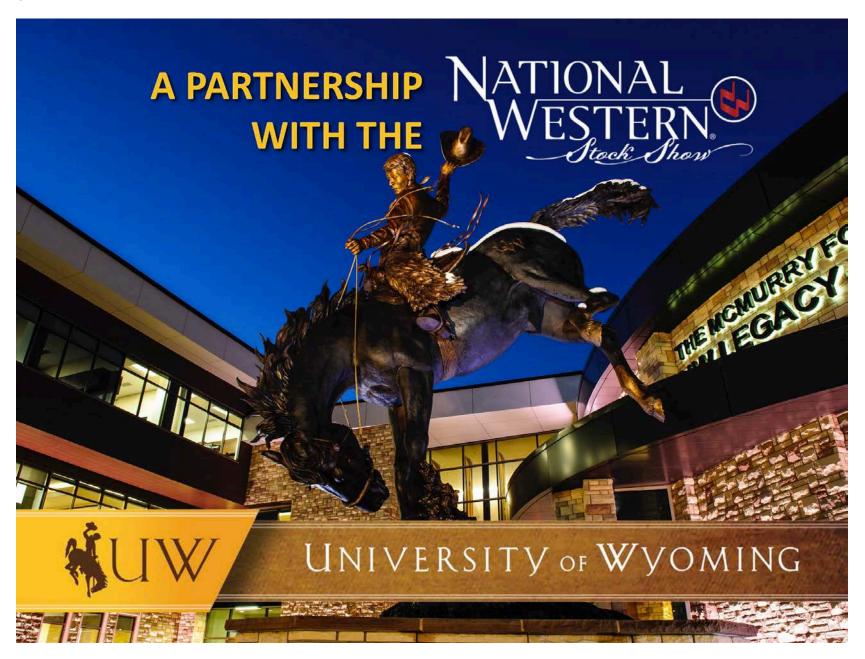
FOR MAXIMUM EXPOSURE FOR UW

Including the prime exhibit space, UW will have the following branding opportunities:

- One railing banner in the Stadium Arena
- One Paddock bangboard sign (YEAR-ROUND exposure)









Census Day Enrollment Fall 2017

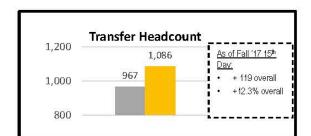


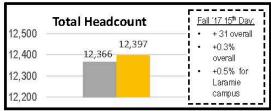


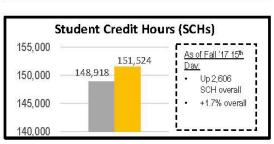


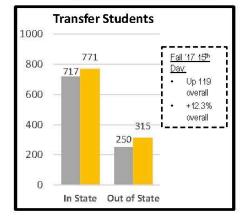
Fall 2017 Enrollment

The Fall 2017 enrollment numbers below are official and reflect census numbers from the end of the 15th day of the semester (Wednesday, 9/20/17).



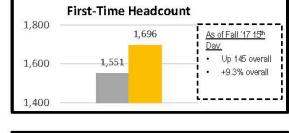


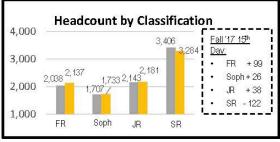


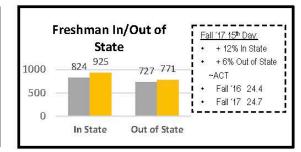


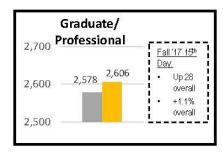
Fall 2017

AVG. ACT Increase of 1.2%









The Science Initiative: Program Development and Prospects



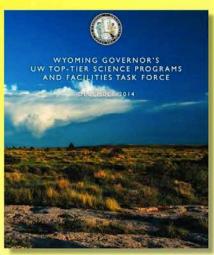
for the University of Wyoming Board of Trustees

Edmund J. Synakowski, Prof. Chip Kobulnicky, Prof. David Williams, and Emily Armitage

November 2017

The Science Initiative (SI) will enable world class research and education in pillars of Wyoming's present and future economy. Through life and data sciences research that impacts areas including mineral extraction, agriculture, tourism, resource management, and high technology, the SI will have direct economic impact through efficient translation of ideas to the marketplace. It will give UW students a flexible, leading-edge skill set, enabling them to invent a Wyoming future whose details cannot be fully known. The SI and its facilities will attract and retain Wyoming's best and brightest students and the nation's finest young faculty. Combined with the Tier-1 Engineering Initiative and the ENZI Center for STEM Education, the SI's multidisciplinary research will propel UW into national prominence as a center for economically driven, research-based STEM education, promoting statewide growth in areas of established and emergent strength.

We've been sharpening our vision for the most impactful research ideas that will be the SI



 From the Task Force Report to Governor Mead: focus on the life sciences and visualization and data sciences

 As building design matures, we need to sharpen our understanding of what classes of research will be most impactful, and what will guide us in deciding what to support



 An SI Brainstorming Group was formed in September. We (this VP and about a dozen faculty) have met several times, and have had good correspondence in between meetings

In identifying research themes, several principles guided the discussions

- Given UW strengths and potential for new strength, what are the grand multidisciplinary challenges scientifically that can best be engaged in the SI Building over the next 5-10 years and beyond?
- Which of these challenges is particularly ripe for making economic impact in Wyoming and elsewhere? What might this look like?
- What are the specific research activities spanning across the departments that UW offers as assets in pursuing these challenges?
- Which of these research lines offers the strongest prospects for student participation?
- Which of these broad or specific opportunities is ripe for partnership with other institutions, including businesses?
- Which of these research lines reflects national priorities that are expressed through our funding agencies?

Three life sciences themes emerged, all enabled by advanced imaging

 Potential impacts include and go beyond agriculture, land reclamation, tourism, sustainability, and human health

All areas have high potential for the student as researcher

In what follows: faculty and students and their research vision and stories

- Professor Chip Kobulnicky Department of Physics and Astronomy
 - Center for Advanced Scientific Imaging (CASI) as a research enabling force. Recent accomplishments of the Science Initiative

- Professor David Williams, Department of Botany
 - Center for Integrative Biological Research (CIBR) and its potential impact.
 Example: Microbiome Project. Examples of student successes

- Emily Armitage Molecular Biology major
 - Experience as a Wyoming Research Scholar





UW Science Initiative Goals

Enable discovery: Elevate UW core science disciplines to top quartile in the nation; create top-tier science research & learning infrastructure

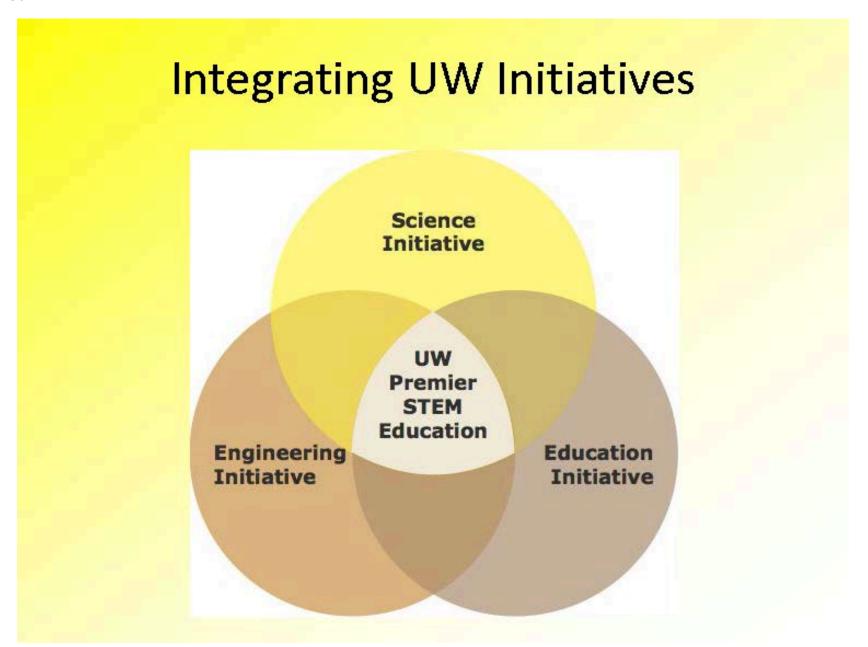


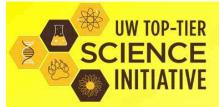
Develop human capital: Ensure success of WY students by transforming UW science education, including K-12 teachers, through active learning classrooms and research experiences in top-tier laboratories



Create economic vitality: Strengthen and diversify WY economy by providing a highly trained, creative workforce in frontier interdisciplinary sciences & technologies







UW Science Initiative (Phase I)

Interdisciplinary Sciences Facility

Building construction - \$100M

\$51.2M (2016)+ \$24.4M (2017) + \$24.4M (2018)

Level I planning completed Schematic design to begin Features:



- Flexible laboratories for leading life science research groups (\$20M and \$10M grants in 2017!)
- Center for Advanced Scientific Instrumentation
- State-of-the-art greenhouses for plant research
- 200-seat active learning classroom
- Student "collaboratory" fostering science innovation

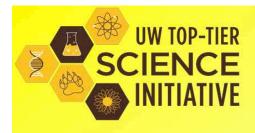


UW Science Initiative (Phase I)

Programmatic Components

\$2.3M/biennium in 2017-2018 (18% of target)

- Wyoming Research Scholars Program (WRSP) 2015-
- Learning Actively Mentoring Program (LAMP) 2016-
- Apache Point Research Consortium membership 2017-
- Competitive Innovative Research Program (CRIP) (not yet begun)
 incl. staffing & equipment for advanced research instrumentation
 seed grants for innovative collaborations return 10:1 (Stanford)
- PhD Science Fellowships (not yet begun)



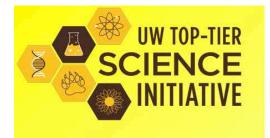




Research: The pinnacle of active learning!

- 2015-2017: 68 students in 26 departments paired with faculty mentors & laboratories.
- Shown to recruit top students from WY and nationally
- Seminars in writing, speaking, data analysis, ethics
- Retains students in challenging fields
- Pays hourly wages, conference travel, research expenses; supplement funding from UW School of Energy Resources
- Trains students in STEM K-12 outreach







- Training faculty and future teachers in best-practices pedagogy
- ☐ Two annual workshops & state-wide

outreach

On campus practicum

2016 and 2017 LAMP Cohorts

- 17 in-service K-16 teachers
- 22 graduate students
- 4 community college faculty
- 2 postdoctoral researchers
- 20 UW faculty



UNIVERSITY OF WYOMING

ACTIVE I FARNING

"This is one of the first times in the last decade that I have truly felt like I grew as an individual and as a teacher.....I found it to truly be amazing and a time of renewal for me as faculty and my approach to my classroom."

SI Building houses a Center for Integrative Biological Research (CIBR)

and a Center for Advanced Scientific Instrumentation (CASI) as a core campus facility serving five colleges



View from 9th & Bradley Streets



CASI for Advanced Scientific Instrumentation

creating synergies of discovery among Botany, Chemistry, Engineering, Geology, Molecular Biology, Pharmacy, Physics, Zoology & Physiology...Education...

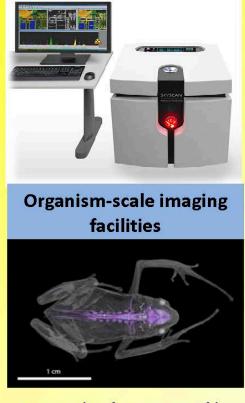


Image the functions of live animals & samples non-intrusively



Image the structure & probe the function of molecules within cells.

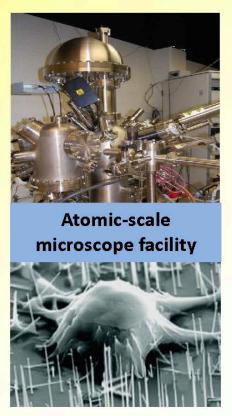
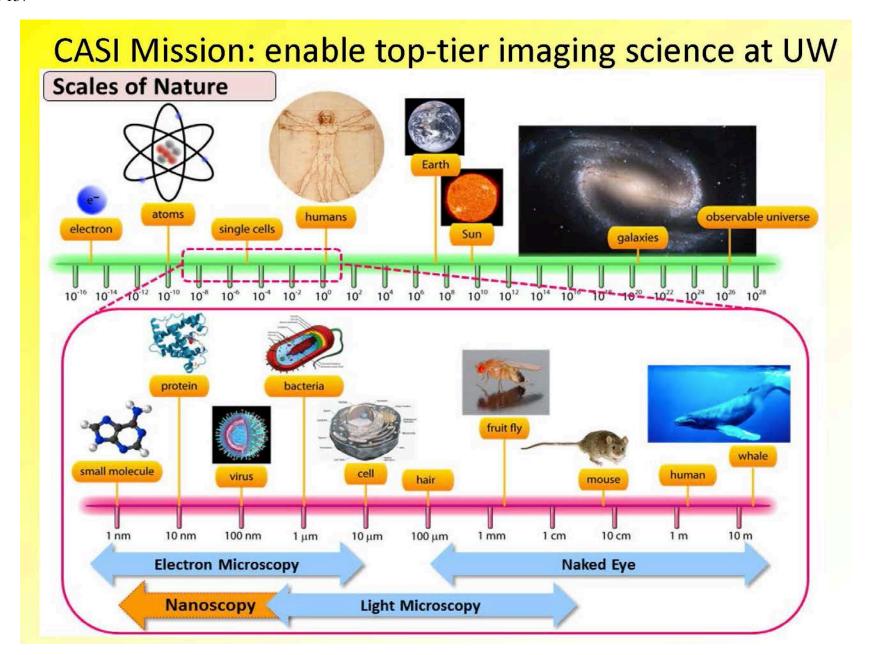


Image single atoms in atomic-scale wires and surfaces.



CASI Goals: A common-use core campus facility enabling novel research programs across departmental boundaries across all sciences & engineering.

- Cross-fertilization inspires novel research at boundaries of existing disciplines.
- Dedicated staffing & equipment support increases productivity
- Core facility strengthens grant proposals, extramural support
- A campus resource that attracts top students & faculty
- Human capital advances economic strength in Wyoming
 A catalyst for changing campus research & teaching culture!



Core Sciences Power Innovation

"... although basic research does not begin with a practical goal, when you look at the results over the years it ends up being one of the most practical things government does."

Ronald Reagan April 2, 1988 in radio address to the nation

1953



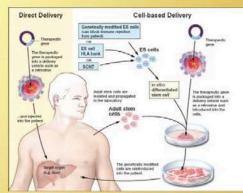
Discovery of DNA molecule

1990's



Genetically improved crops

2017



Gene therapies for human diseases

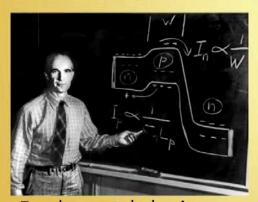
Core Sciences Power Innovation

(50% of growth in GDP arises from fundamental science innovation)

"... although basic research does not begin with a practical goal, when you look at the results over the years it ends up being one of the most practical things government does."

Ronald Reagan April 2, 1988 in radio address to the nation

1940's



Fundamental physics discovery leading to the transistor

1980's



The computer revolution

2017

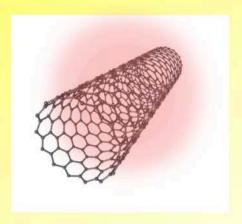


\$5 trillion to U.S. economy

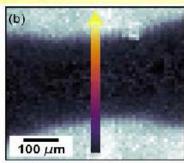
Transforming physical sciences with CASI Instrumentation

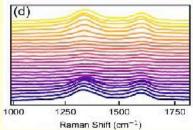


Transmission electron microscopes & similar \$1M instruments enable UW scientists to study and create nano-devices at the scale of single atoms.



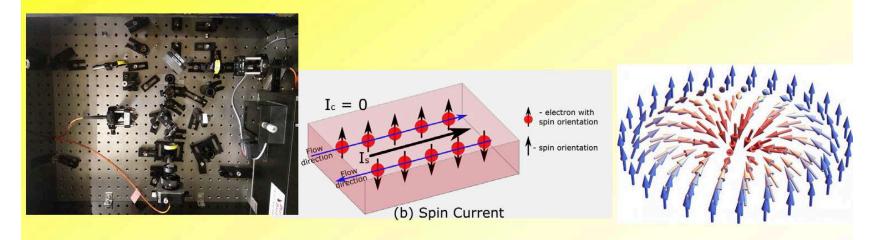
They enable discovery new optical processes for next-generation optoelectronics by UW chemists, physicists, & engineers.





They are developing carbon-based electronics, such as carbon touch screens, to pave a new economic path for Wyoming.

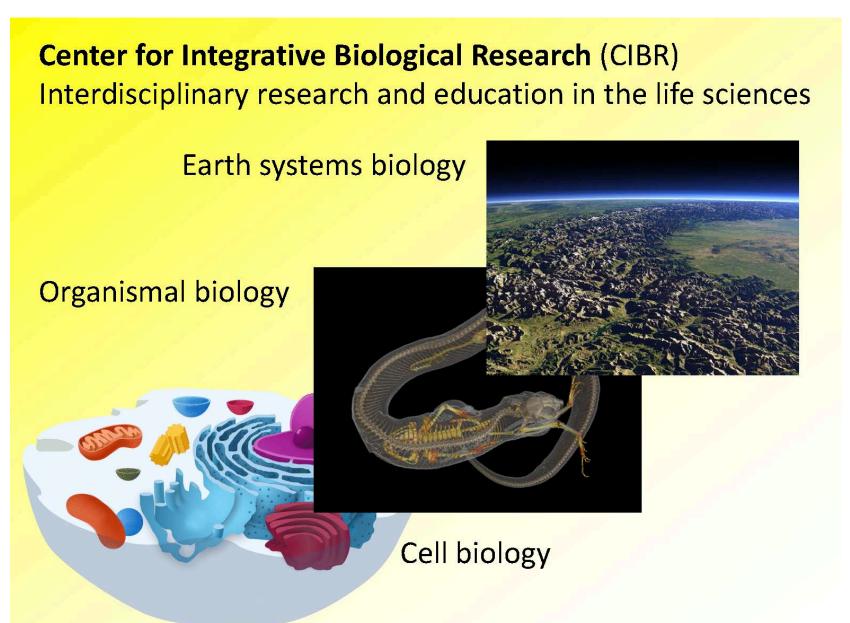
Transforming physical sciences with CASI Instrumentation



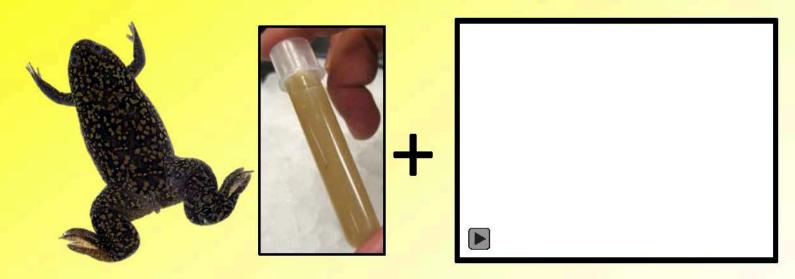
UW scientists are at the frontier of manipulating the magnetic field of single-atom devices with pulses of light. Specialized laboratories that are free of vibration, magnetic fields, and electric fields are crucial to advancing this work.

Their work on novel magnetic behaviors will enable new highdensity memory storage devices and computer processors. The University of Wyoming Board of Trustees' Minutes November 15-17, 2017 Page 143





Example of an interdisciplinary approach to address a fundamental biological problem



Hazel et al. 2013. Science

Jay Gatlin, Department of Molecular Biology

John Oakey, Department of Chemical and Petroleum Engineering

Linking microbial life to ecosystem services across Wyoming's dynamic landscape

Brent Ewers (Botany)

Alex Buerkle (Botany)

Linda van Diepen (Ecosystem Science and Management)

Naomi Ward (Molecular Biology)

Cynthia Weinig (Botany)

Shannon Albeke (Geography, WyGISC)

Franco Basile (Chemistry)

Bryan Shuman (Geology)

Dave Williams (Botany)

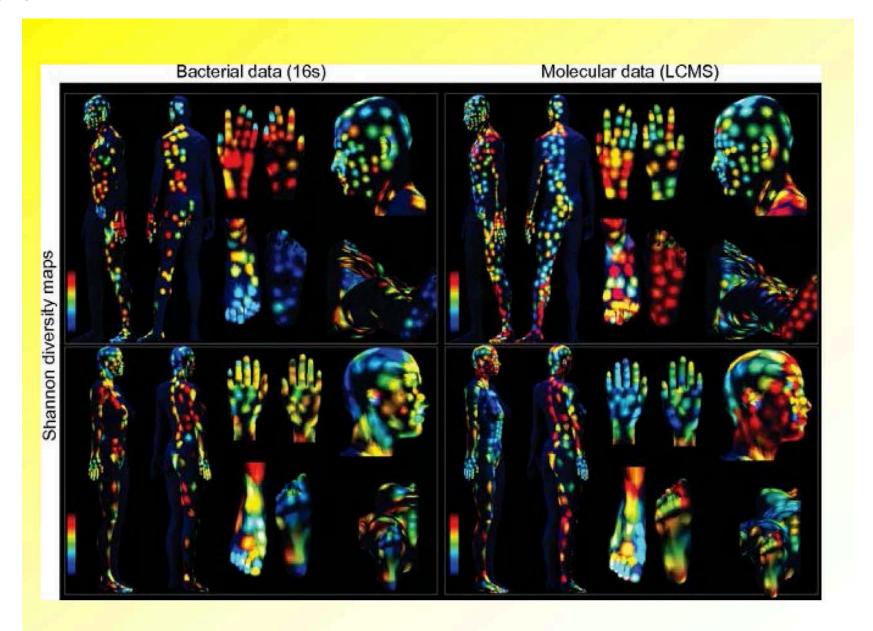
EOD partners http://www.uwyo.edu/epscor/microbial-ecology/people.html





Objectives

- 1. Describe and understand patterns of microbial life
- Measure microbial functions and ecological consequences
- 3. Predict microbial functions and ecological effects using models and experiments
- 4. Transform data science capacity in Wyoming, with specific applications to microbial ecology
- Promote science outreach, service and economic programs, and STEM participation by historically underrepresented groups



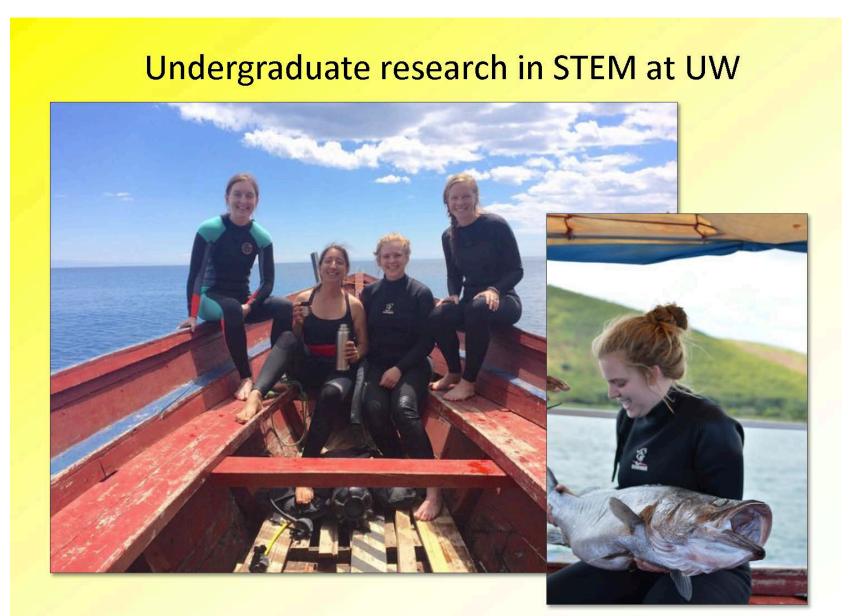
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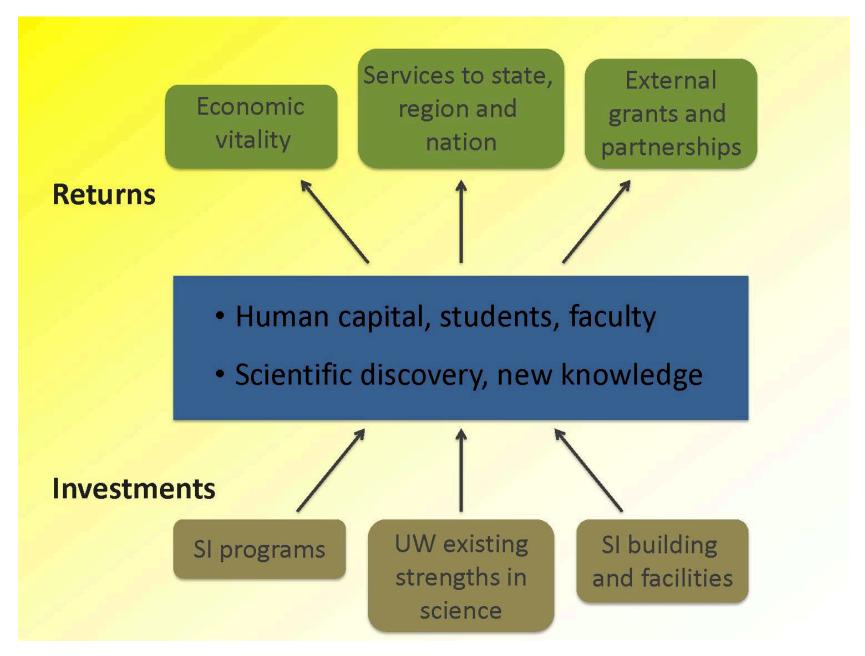


Undergraduate research in STEM at UW









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Institute of Innovation & Entrepreneurship

President Laurie Nichols
Dean Michael Pishko
Dean David L. Chicoine
Vice President Ed Synakowski

November 16, 2017

#UW

Why focus on a culture of innovation and entrepreneurship?

- Strengthen UW's capacity to be a powerful economic engine for the state, driving economic development
- UW's Breaking Through Strategic Plan embraces our responsibility and unique mission to create a more prosperous future and better tomorrow for Wyoming
- Educational Opportunities: Today's students want to learn the tools and skills needed to turn their ideas into businesses—and grow them
- Economic Necessity: The diversification of Wyoming's economy depends on new ideas and businesses
- Realizing the Full Cycle of Research: Bringing ideas and know-how generated through research to market



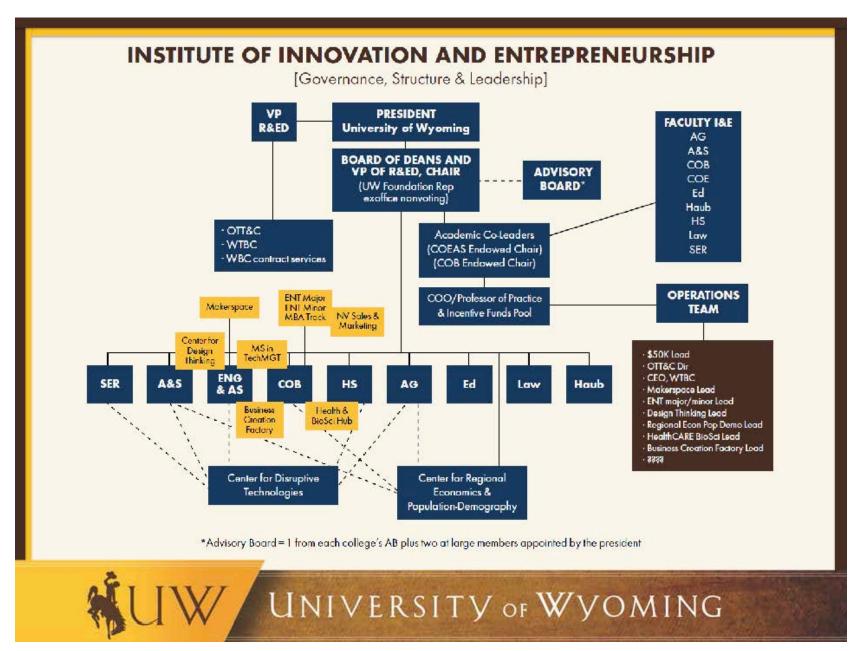
Institute of Innovation & Entrepreneurship

 Purpose: Fulfills responsibility to purposefully be an engine of economic growth and diversification

Attributes:

- University-wide, governed by Board of Deans and VPR&ED, with professor of practice as COO
- Draws on teaching, research and service strengths of all colleges through the Faculty of IIE
- Integrates/embeds innovation with entrepreneurship across the university
- Experiential learning emphasis (learning by doing) through degrees and informal programs
- Provides support along pathway from idea to commercialization
- Engineering & Business co-academic leaders





IIE Elements: Existing or Under Development

- ENT major, ENT minor cross campus
- Business Creation Factory
 - · Business and Engineering joint venture
 - Disciplined approach to creating startups
- Makerspace
 - Managed by Engineering with new space in new building
- Health Bioscience Hub
 - · Under development by Pharmacy
- New Ventures Sales & Marketing
 - Under development by Mendicino Sales Center
- Incentive Fund for Entrepreneurship to fulfill the purpose of the IIE



IIE Elements: Under Study

- Embed ENT principles in all majors
- MBA ENT track
- Master's in Technology Management
 - · Joint Business & Engineering degree
- Center for Design Thinking
 - Exploit intersection of design, science, engineering & business to drive innovations
- Center for Disruptive Technologies
 - Exploit and apply disruptive technologies (i.e., blockchain, AI, machine learning, gene editing, microbials, advanced carbon materials) to foster innovation and create value
- Center for Regional Economics and Population Demographics
 - Economic impact and forcasting models
 - Demographic and workforce analysis



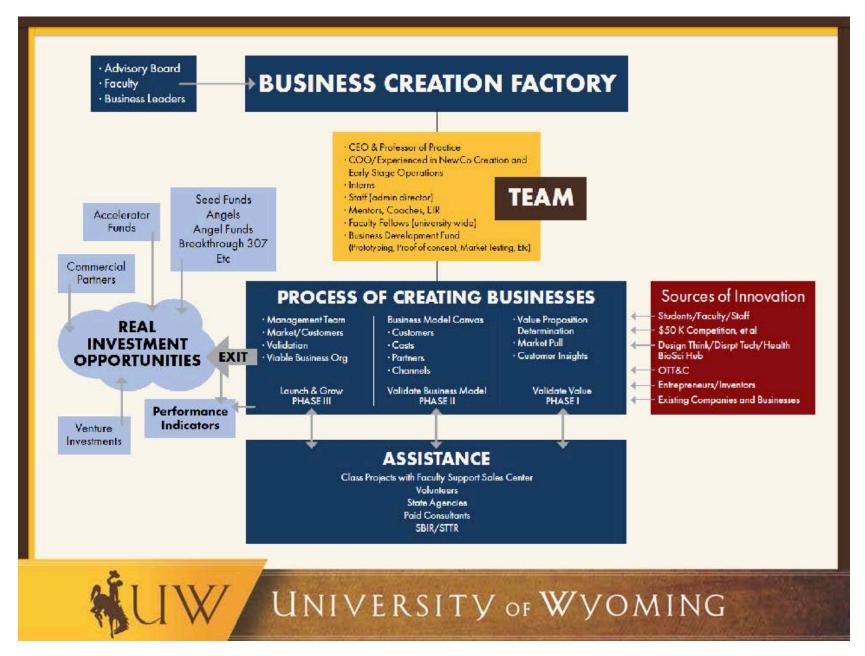
Business Creation Factory

 Purpose: Provide a disciplined approach to creating start-ups based on disruptive innovations

Attributes:

- · Business/Engineering joint venture
- Lead by professor of practice and a COO
- · Business Development, Proof of Concept, Market Validation Fund
- Uses teams: faculty fellows, interns, class projects, coaches, consultants, mentors, EIR
- Uses structured 3-phase process, with required milestones:
 - 1. Value proposition validation, market, and customer insights
 - Business Model Canvas
 - 3. Management team, business organization and launch
- Sources of innovation: students, faculty, business competitions, OTT&NC, the community, and existing businesses & companies





Strengthening Tech Transfer Necessary

- We are working on a plan to strengthen the technology transfer function at UW
 - Very few TT operations at universities cover their costs with licensing revenue. UW is no exception
 - Explore with Wyoming Business Council reallocation of current funds, or possibility of additional revenue sources
 - Determine viability of increasing the share of indirect costs that UW receives that are retained by the Office of Research and Economic Development



UW Support for Tech Transfer

Tech Transfer: Different services aimed at supporting getting research ideas to the market place – are poorly supported at UW compared to any peer institution

Typical staffing of a university Tech Transfer Office with research funding comparable to UW's is 4-5.

We have 2, one an expert in patenting, the other clerical support

2010 - 2014 AUTM Benchmark Data

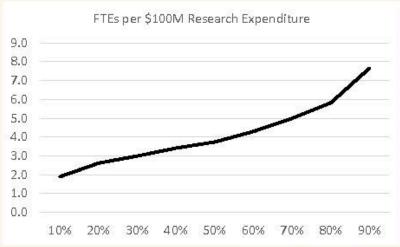


Figure from CSUVentures



Strengthening Tech Transfer Necessary

- To change the entrepreneurship culture, we need to staff Tech Transfer to a critical mass. This will enable:
 - More rapid throughput of patent applications and licensing services
 - Engagement and education of faculty regarding business opportunities
 - Outreach to businesses to strengthen ties with UW from nurturing new relationships to identifying specific licensing opportunities



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Carnegie Foundation Definition of Community Engagement

"The <u>collaboration</u> between institutions of higher education and their larger communities (local, regional/state, national, global) for the <u>mutually</u> <u>beneficial exchange</u> of knowledge and resources in a context of <u>partnership</u> and <u>reciprocity</u>.

The purpose of community engagement is the partnership of college and university knowledge and resources with those of the public and private sectors to enrich scholarship, research and creative activity; enhance curriculum, teaching and learning; prepare educated, engaged citizens; strengthen democratic values and civic responsibility; address critical societal issues; and contribute to the public good."

- Carnegie Foundation for the Advancement of Teaching



Centrality of Engagement in Higher Education

"... [T]he understanding that not all knowledge and expertise resides in the academy, and that both expertise and great learning opportunities in teaching and scholarship also reside in non-academic settings. By recommitting to their societal contract, public and land-grant universities can fulfill their promise as institutions that produce knowledge that benefits society and prepares students for productive citizenship in a democratic society.... [It] posits a new framework for scholarship that moves away from emphasizing products to emphasizing impact."



UW's Land Grant Mission & Commitment to the State

- Morrill Act Purpose: Enable all citizens of the US to participate in the nation's economic and social progress; focus on practical public education for citizens
- Engagement & Land Grant Mission of the 21st Century
 - Embrace commitment to service to our community
 - Commitment to reciprocity, collaboration, and partnership
- 2016-17 Strategic Planning Listening Sessions showed a deep commitment to this at UW & need to better coordinate these efforts
- Engagement Task Force is the vehicle to articulate this mission



UW's Engagement Task Force

- Develop a plan for strengthening UW's mission as a land-grant university and to collaborate with constituents and partners to improve and enhance the health and well-being of the state's communities and environments.
- Work with the UW community to think futuristically about engagement to create an environment of engaged education, student opportunities, scholarship, service, and faculty and staff development to build collaboration between UW and our constituents and to address the complex economic and social challenges facing UW and Wyoming.

Task Force Charge:

- 1. Use this year to create a plan for an Office of Engagement and Outreach
- 2. Work toward UW designation as a Carnegie Foundation "community engaged university"

UW's Engagement Task Force

- Where are we now and what do we need to do?
 - 1. Discuss make up and structure of the task force
 - 2. Provide an update on where we are & next steps
 - Compare UW to its peers & discuss Carnegie model
 - 4. Provide a snapshot of UW engagement examples
 - 5. Grab the opportunity we have now



Make Up of UW Engagement Task Force

- Jean Garrison (chair) director of the Center for Global Studies
- Anne Alexander, associate vice provost in the Office of Academic Affairs
- Chad Baldwin, associate vice president for marketing and communications
- Jordan Blazovich, student senator representing the College of Health Sciences
- Chris Boswell, vice president for governmental and community affairs
- Mary Burman, dean of the Fay W. Whitney School of Nursing
- Jo Chytka, director of UW Advising, Career and Exploratory Studies
- Tony Denzer, head of the Department of Civil and Architectural Engineering
- Shelley Dodd, director of the Office of Admissions
- Jeff Edgens, associate dean and director of UW-Casper
- Brent Ewers, botany professor and director of Wyoming EPSCoR
- Paul Flesher, professor or religious studies and director of Saturday University
- Keener Fry, director of the UW Alumni Association
- Bret Hess, professor of animal science, associate dean for research and director of the Wyoming Agricultural Experiment Station
- Richard Raridon, coordinator of community engagement and service, Center for Service, Leadership, and Community Engagement
- Kate Welsh, associate professor in the School of Teacher Education and director of the Social Justice Research Center



Where is the Task Force to Date?

Meetings with constituent groups

- 5 Task Force Meetings hosted guests from across campus to gain perspective on UW's current engagement and outreach
- Chair reach out to groups on and off campus

Committee Structure

- Set up Structure with Steering Committee & 5 Committees Completing Reports
 - 1. Strategic Planning for Engagement and Awards
 - 2. Assessing Engagement Impacts
 - 3. Strategic Communication, Funding and Constituent Relations
 - 4. Curriculum and Professional Development
 - 5. Community Partnerships

Focused Meetings

- Co-hosted Workshop on Documenting Engagement with Service, Leadership + Community Engagement Office (SLCE) and Ellbogen Center for Teaching and Learning (ECTL)
- Task force group attended workshop on Carnegie process in Denver
- 1st campus listening session held in November



Using Carnegie Model for our Work

Institutional Motivation for Carnegie Designation

- Institutional self-assessment and self-study: A way to bring the
 disparate parts of the campus together in a way that advances a
 unified agenda. At the same time it allows for the identification of
 promising practices that can be shared across the institution.
- Legitimacy: Seeking a new level of legitimacy and public recognition and visibility for your work.
- Accountability: A way to demonstrate that the institution is fulfilling its mission to serve the public good.
- Catalyst for Change: A tool for fostering institutional alignment for community-based teaching, learning and scholarship.
- Institutional Identity: The classification is a way to clarify institutional identity and mission that distinguishes the institution from peers.



2015 Carnegie First-Time Classification

2015 First-Time Classifications: Institutional Characteristics	
Public	47
Private not-for-profit	36
4 or more years	80
At least 2 but less than 4 years	3
Assoc/Pub-U-MC: Associate'sPublic Urban-serving Multicampus	3
Bac/A&S: Baccalaureate CollegesArts & Sciences	11
Bac/Assoc: Baccalaureate/Associate's Colleges	1
Bac/Diverse: Baccalaureate CollegesDiverse Fields	5
Master's L: Master's Colleges and Universities (larger programs)	19
Master's M: Master's Colleges and Universities (medium programs)	7
Master's S: Master's Colleges and Universities (smaller programs)	2
DRU: Doctoral/Research Universities	9
RU/H: Research Universities (high research activity)	14
RU/VH: Research Universities (very high research activity)	6
Spec/Arts: Special Focus InstitutionsSchools of art, music, and design	1
Spec/Health: Special Focus InstitutionsOther health professions schools	2
Spec/Med: Special Focus InstitutionsMedical schools and medical centers	2



Carnegie Community Engagement Classification UW Close Peers and Stretch Peers

UW's Close Peers - Carnegie Designation

- Montana State University 2010
- New Mexico State University 2015
- Oklahoma State University 2006, 2015
- University of Idaho 2010
- University of Maine 2008, 2015
- The University of Montana 2008

Not Carnegie Designated

- South Dakota State University
- University of Nevada-Reno
- · University of Rhode Island
- Utah State University

UW's Stretch Peers - Carnegie Designation

- Clemson University 2008, 2015
- Colorado State University 2008, 2015
- Kansas State University 2010
- Texas Tech University 2006, 2015
- University of Utah 2010
- Washington State University 2008, 2015
- West Virginia University 2010

Not Carnegie Designated

- University of Nebraska-Lincoln
- University of New Mexico

Others of Interest

- Oregon State University 2010
- Ohio State University 2008, 2015
- University of Northern Colorado 2015



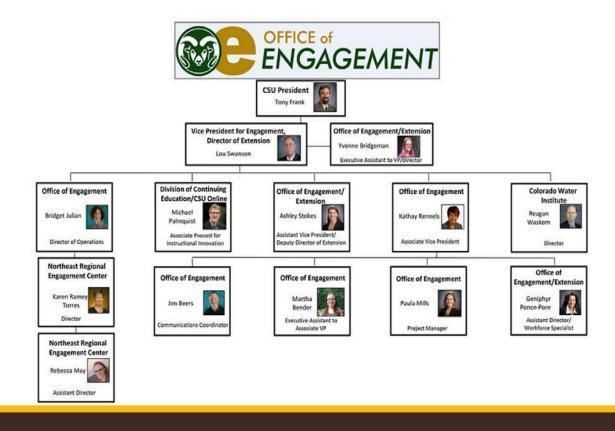
New Mexico State University

- 2015 designated as a community engaged campus
- Highlights of NMSU process:
 - Community Engagement Plan called for under NMSU strategic plan Vision 2020; designed to align institutional engagement efforts; craft a methodology to effectively record and report the impacts of community engagement; leverage partnerships and resources; and most importantly to communicate and reward community engagement activity
- Created a Community Engagement Council to implement the strategic plan - co-chaired by VP for Economic Development and Director of Cooperative Extension
- No central administration for engagement



Colorado State University

- Office of Engagement led by Vice President for Engagement
- Provost's Council for Engagement convened by Provost and Vice
 President for Engagement with faculty representation from each college.





Oregon State University

Division of Outreach and Engagement led by Vice Provost

- The 2016 strategic plan for the Division of University Outreach and Engagement outlines how the Division responds to Oregon's complex problems as well as Oregon's natural landscape and industry, state priorities, and the mandate of Oregon State University
- Our vision is that the life of each person we engage will be demonstrably improved and enriched by access to and cocreation of innovation, knowledge and expertise.



Carnegie Classification Application as a Best Practice Model for Engagement

- Foundational Indicators
 - Institutional Commitment
 - Institutional Identity and Culture
- Curricular Engagement
- Outreach and Partnerships



Foundational Indicators

Institutional identity & culture	Institutional Commitment
 Mission/vision Recognition Assessment/data Marketing materials Leadership priority 	 Infrastructure Budget/fundraising Tracking/documentation Assessment/data Strategic plan Professional development Community voice Recruitment/promotion Student leadership



Foundational Indicators

- Does the institution indicate that community engagement is a priority in its mission statement (or vision)? (Yes)
 - Relevant Mission in Breaking Through: Cultivate a community of learning energized by collaborative work among students, faculty, staff and external partners.
 - Values: Engagement and Communication: Engagement with local, state, tribal, national and global constituencies inspires our daily work. We are committed to active outreach and clear communication with our extensive communities.
- Is community engagement defined and planned for in the strategic plans of the institution? (Yes)
 - Breaking Through Goal 3: Impacting Communities: Improve and enhance the health and well-being of our communities and environments though outreach programs and in collaboration with our constituents and partners.



UW and Foundational Indicators: Strategic Planning Process and UW's Engagement Commitment

- Fall 2016 statewide listening sessions with President Laurie Nichols that informed *Breaking Through*
- Ongoing engagement from the top around the state
- Formation of the Engagement Task Force









Curricular Engagement

- Curricular Engagement describes teaching, learning, and scholarship which engage faculty, students, and community in mutually beneficial and respectful collaboration.
- Their interactions address community identified needs, deepen students' civic and academic learning, enhance the wellbeing of the community, and enrich the scholarship of the institution.



Curricular Engagement

- Office of Service, Leadership + Community Engagement (SLCE)
 - Community Engagement Mini-Grants to assist with a class project (8 mini-grants in AY 17; courses served 278 students and ~300 more potential students in World Languages Day and Choir Program
 - Project Assistance Identifying a community partner; Project/syllabus design Reflection activities and assignments

Service Learning Course Example



- COJO 3190 Cross Cultural Communication
 - · Dr. Tracey Owens Patten
- Student project focused on Post-Traumatic Stress Syndrome. The class examined PTSS issues as related to military veterans, abuse survivors, survivors of terrorism, survivors of natural disasters, etc. The class heard personal testimonies of those that have been affected both directly and indirectly by PTSS. Hosted a "Chili Cookout for a Cause" with local Laramie restaurants and businesses to raise funds to be donated to the Albany County Safe Project.



Experiential Learning - MBA Strategic Project Initiative & Jackson Leadership Summit

The MBA program partners with industry in mutually-beneficial strategic initiative projects. These projects provide General and Energy MBA students with opportunities to apply their skills in a business environment and to assist corporations in addressing strategic initiatives. Students address sponsor-defined challenges under the guidance of MBA faculty and present their findings to organizational leaders.









Outreach & Partnerships

Outreach and Partnership describe two different but related approaches to community engagement.

- Outreach focuses on the application and provision of institutional resources for community use benefiting both campus and community.
- Engagement focuses on collaborative interactions with community and related scholarship for the mutually beneficial exchange, exploration, discovery, and application of knowledge, information, and resources (e.g., research, economic development, capacity building, etc.) and related scholarship.

Outreach and Partnerships around Wyoming

- 1. View of UW around the state
- 2. Examples at UW



Survey on Statewide Engagement

Fall 2016 Survey by WySAC of 722 Wyoming residents; margin of error of plus or minus 3.6 percentage points.

- 36% of respondents gave UW an "A," and 42 % offered a "B" rating, with the average of all responses equating to 3.24 on a 4.0 scale. That "grade-point average" is the third highest since polling on UW's performance began in 1984. It is down from the all-time high of 3.31 in 2012.
- On the issue of "being responsive to the needs of the state and its citizens," 66% responded excellent or good (14 percent rated UW's performance as excellent and 52 percent as good).
- On whether UW has "a strong level of engagement with your community," 61% responded excellent or good (19 percent said excellent, 42 percent good, 20 percent fair and 9 percent poor).



UW Outreach & Partnerships

Examples of Outreach and Partnership in every college

Just to highlight a few ...



College of Engineering and Applied Science and Partners - Western Sugar Greenhouse

Project Team

- UW-Business-Community Partner Project to build and operate the greenhouse to be managed by the Big Horn Food Hub to provide fresh produce for local schools
- College of Engineering Building Energy Research Group (BERG) expertise in architecture, solar heating, project management, building energy modeling, design and control operation of heating and cooling systems in buildings
- College of Agriculture expertise in horticulture, greenhouse operations, soils, extension; local foods consultant
- Public Sector partners: Wyoming Business Council, agribusiness (Wyoming Department of Agriculture), business incubation (Wyoming Entrepreneur Market Research Center)
- Private Sector partners: project support/expertise (Lovell Sugar Plant Manager and CEO of Western Sugar)





SaturdayU Community Outreach



Robert Kelly



Caroline McCracken-Flesher

SaturdayU, in Pinedale: Professor Robert Kelly, Anthropology, and Professor Caroline McCracken-Flesher, English.



Susan Aronstein



Paul Flesher

SaturdayU in Sheridan: Professor Susan Aronstein, English, and Professor Paul Flesher, Philosophy and Religious Studies.



UW Clinics in 2016-17

- College of Health Sciences, Speech-Language Pathology
 - Patient visits around Wyoming (15 counties served) to UW Speech and
 Hearing Clinics Audiology: 972 patient visits; Speech: 1803 patient visits
 - Student practicum hours: 25,440 overall (14,400 in Wyoming)
- College of Law 6 legal clinics offered
 - Ex: Civil Legal Services Clinic Provided legal assistance to Wyoming citizens for over 20 years. Student interns represent low-income and marginalized individuals who cannot otherwise afford legal representation on general civil legal matters.



College of Arts and Sciences Community Engagement



Advancing appreciation of migration

**Migration Tracking: Fall 2016 Facebook audience 197,600

Founded in 2012, The Wyoming Migration Initiative, advances understanding, appreciation, and conservation of Wyoming's migratory ungulates.



College of Arts and Sciences Community Engagement





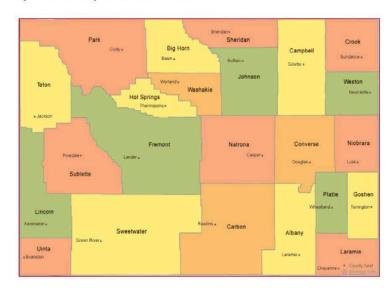


The Theatre for Young Audiences and Theatre Education Program (Theatre and Dance), toured regional schools with three productions. **Above Left:** The Effects of Chemicals on Bees (cross-disciplinary dance drama); **Above middle:** Makayla Buszek and her puppets; **Above Right:** Flamenco Denver



College of Agriculture and Natural Resources Engagement

- UW Extension "Extending Knowledge, Changing Lives". Programs in 4-H and youth development, agriculture, horticulture, nutrition, food safety, natural resources, ecosystems, and community development education
- Wyoming Agricultural Experiment Stations statewide since 1891
 - Production Ag Research Priorities and Ag Corporations
 - Formal meetings and field days; advisory boards; service on committees
 - Professional meetings at all scales
 - · Economic Development
 - Chambers of Commerce
 - Living and engaging in the communities





Service, Leadership + Community Engagement (SLCE)

The Big Event is an opportunity for UW students to say thank you to residents of the greater Laramie community for the support they provide to college students. 700 student volunteers serving nearly 150 locations in October 2017.





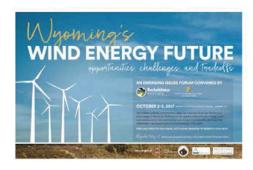


School of Energy Resources and Haub School of Environment and Natural Resources

School of Energy Resources - Transfer of technology and knowledge to Wyoming's energy stakeholders; collaborate with UW colleges, Wyoming community colleges, industry and state constituents lead to the staging of a variety programming Haub School and Ruckleshaus Institute — Sponsorship of a variety of forums, cooperation with agencies, neutral third-party facilitation and mediation services to help communities resolve natural resource challenges



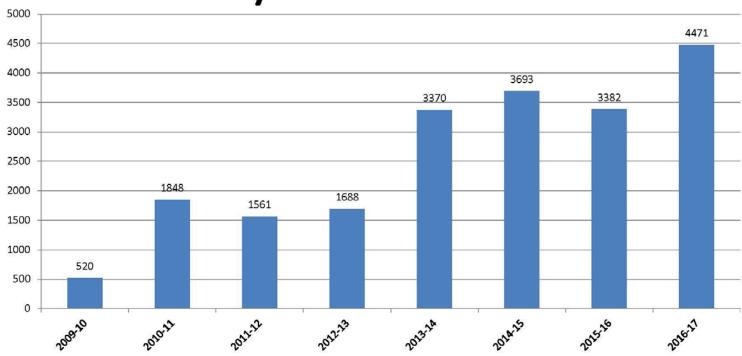
University of Wyoming School of Energy Resources and UW College of Law's Center for Law and Energy Resources in the Rockies in Collaboration with the Energy and Natural Resource Section of the Wyoming State Bar







Center for Global Studies Lecture Series by the Numbers





Engagement Opportunity at UW Now

- Coordinate and streamline engagement efforts to achieve enhanced consistency, follow-through, communication, marketing, and impact
- Provide a portal of access to UW for the citizens of Wyoming (and beyond)
- Strengthen UW's culture of engagement with enhanced recognition and reward
- Whenever possible, integrate engagement with other institutional initiatives and offices (e.g. admissions, distance education, community college/regional centers, Extension, entrepreneurship, etc.)
- 5. Become a Carnegie designated engagement university and use this designation in university marketing efforts



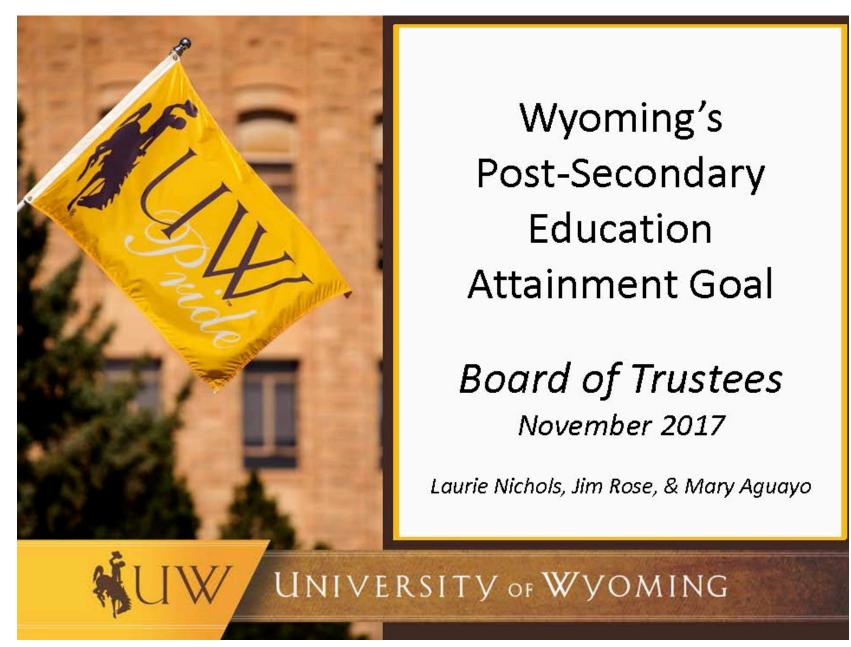
What's coming next for the task force?

- December 2017 Preliminary committee reports
- December website launch page
- December-February Inventory exercise, Dean/Dept. Head survey
- January-February Focus groups in 13 Wyoming communities
- Late March-Early April Report to the President and Provost and Campus Community for comment
- May 2018 Revised report submitted to President and Provost



Questions and Discussion?





Statewide Educational Attainment

- By 2025, 60% of the nation's workforce will need a post-high school credential, but Wyoming has just 46%
- ENDOW has identified the improvement of educational attainment as critical to meeting the state's future workforce needs and to diversify the economy



National Comparison

Wyoming

United States

High School Graduates: 92.3%

Among population 25 and older **RANKS #3 NATIONALLY**

High School Graduates: 87.1%

Among population 25 and older

Bachelor's Degree or Higher: 25.7%

RANKS #40 NATIONALLY

Bachelor's Degree or Higher: 30.6%

Advanced Degrees: 8.6%

Master's, Professional, or Doctoral

RANKS #40 NATIONALLY

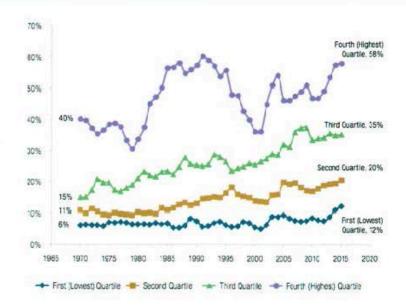
Advanced Degrees: 11.6% Master's, Professional, or Doctoral





Attainment Gaps based on Income

Equity Indicator 5a: Estimated bachelor's degree attainment rate by age 24 for dependent family members by family income quartile: 1970 to 2015



Source: "Indicators of Higher Education Equity in the U.S., 2017, based on U.S. Department of Education Data



States with Attainment Goals

(updated April 2017)

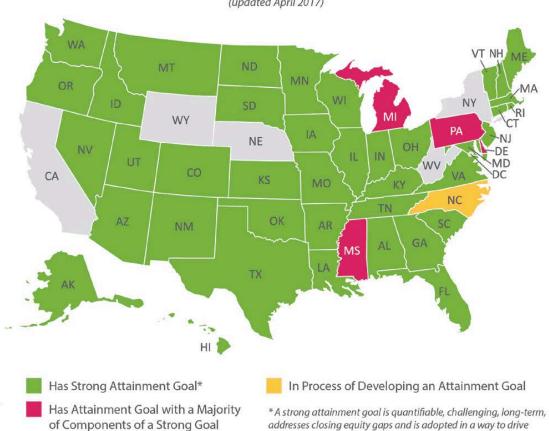


Image Courtesy of the Lumina Foundation

of Components of a Strong Goal

policy and practice.



Support from ENDOW

Draft Recommendations from ENDOW

- If the proposed attainment goal is approved, the December ENDOW report recommends:
 - Governor to endorse by executive order and Legislature to support the goal
 - Actions to achieve the goal should be aligned with priority sectors
 - ENDOW should adopt the goal as a performance benchmark



Support from Lumina Foundation

- The Lumina Foundation is the nation's largest private foundation focused on increasing Americans' success in higher education
 - Goal 2025 maintains that by 2025, 60% of Americans will hold a high-quality postsecondary degree
- Provides funds and consulting support
 - The funds can be used to present and learn about higher education policy information, research and nonpartisan analysis to advance Goal 2025



Setting the Goal

- Three ways to formalize:
 - Joint Resolution (ex: Wisconsin)
 - 2. Law (ex: Minnesota)
 - 3. Governor's executive order (ex: South Dakota)



Resolution Progress

- A Resolution to Establish a Statewide Goal for Higher Education Attainment in Wyoming was:
 - Jointly drafted by all 8 public college presidents
 - Unanimously approved by the Wyoming Community College Commission and signed by Chair Meyer on October 31, 2017
 - Awaits endorsement from UW's BOT



The Goal

- Increase the <u>percent of the working</u>
 <u>population 25-64 years old</u> that possess a
 valuable post-secondary credential (degree or certificate) to:
 - -60% by 2025, and to
 - -75% by 2040.



Next Steps

- UW Board of Trustees endorsement of attainment goal <u>sets the goal</u>
- Stakeholders will co-create an implementation plan with assistance from Lumina
 - -Timeline Development & Annual Updates





Salary Policy Task Force Recommendations

A presentation to the University of Wyoming Board of Trustees

November 16, 2017

Salary Policy Task Force

Charge:

- Review historical UW salary increases, investigate the policies of peer institutions, analyze market comparisons and salary adjustments
- Recommend criteria for annual salary increase and appropriate weight of each component
- Provide recommendations on the annual evaluation process

Participants:

- Representatives from:
 - Faculty and Staff senates
 - Deans and VPs
 - Athletics, Non-academic supervisor
 - Casper residency / professional school
 - Provost's office, HR, Legal

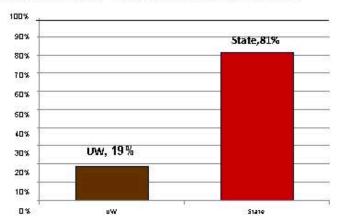
Two Main Salary Drivers Considered

- Market: Adjustments based on market analyses, intended to align salary ranges for University employment positions with appropriately identified equivalent positions at approved institutional close and stretch peers, Oklahoma State University survey of doctoral degree granting institutions, business or industry.
 - Human Resources will be responsible for extracting and compiling this data on an annual basis.
- Merit: Merit increases are individual percentage increases to an employee's salary based on the employee's level of performance as determined during the annual performance evaluation performed by the employee's supervisor.
 - Employees who receive performance evaluations of less than Meeting Expectations or Not According to Expectations are ineligible for merit increases. Additionally, the amount of the merit adjustment shall be differentiated based on level of performance.

Market Considerations: Staff

- Competitors, comparators have grown at approximately 2% per year recently
- Flat salaries → higher turnover costs
 - Adversely affects UW's educational mission
 - True for both faculty and support staff
- Vacation/Sick Leave payouts for departing former employees

Comparable Staff Classifications: Percent of jobs with a higher average wage



Implications of the Staff Salary Differential

- Two relevant competitors: public and private sector employers in the region
- As salaries fall behind market the lure to leave grows
 - UW then becomes a first stage trainer for other firms and institutions
 - Turnover costs include:
 - Loss of expertise
 - Lack of continuity
 - Advertising costs
 - Search and screen costs (including personnel)
 - Training costs

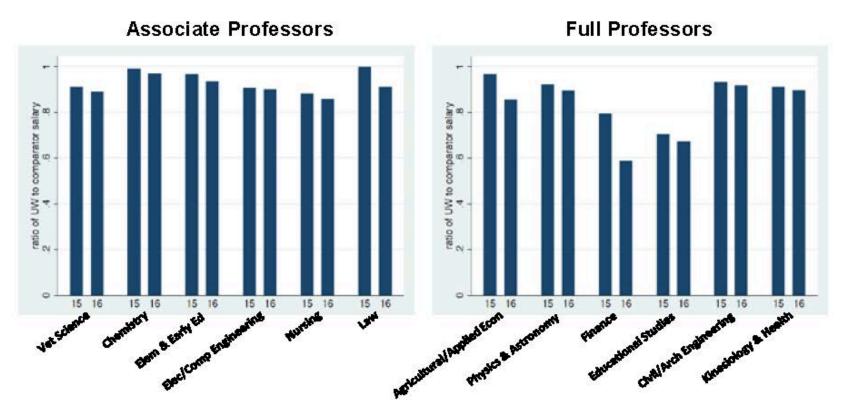
Market Considerations: Faculty

- Interpretation: resources tied to position
 - "Insurance" for possible future need to replace current individual
 - Short term vs. long term
- Use data from Oklahoma State University salary survey
 - Split out by rank (Full/Associate/Assistant), for
 - Entire survey
 - Subset of universities in our region
 - Information is available for many years
- Also consulted (limited) data from peer and stretch peers
 - Information was readily available for only last two academic years

Patterns in the Data

Ratio of UW Faculty Salary to Comparators (Peer and Stretch)

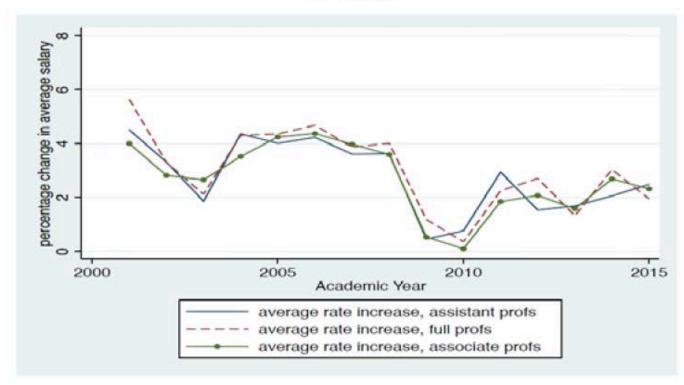
Academic Years 2015 and 2016



Patterns in the Data

Percentage Change in Faculty Salary

All Ranks



Merit Considerations: Staff

- Accurate position descriptions and performance management tools are already in place
- Substantive performance review training for supervisors initiated
- Training on usage of tool takes place annually
- Unit-level will have access to best practices to determine what good performance "looks like" in particular job groupings
- Need to increase supervisor training to establish appropriate differentiators between rating levels for meritorious performance

Merit Considerations: Executive & Administrative at Will

- Accurate position descriptions are being created
- Appropriate annual performance management tools are in process of design
- Need to increase training opportunities to establish appropriate differentiators between rating levels for meritorious performance

Merit Considerations: Faculty

- Initial performance evaluation tool is in place
- Tool differentiated from annual reviews for staff and administrative at will positions based on faculty expectations
- Future performance to include review of prior three year cycle
- Meritorious determined by best practices in the academic discipline
- Challenges
 - Joint projects
 - Across departments within college
 - Across colleges
- Where does the information come from?
 - Annual reports
 - Input from unit head (e.g., department chair)
 - Interpreted by Dean

Our Proposal

- Annual performance review establishes meritorious performance
- Fully utilize HR to acquire objective data to establish relevant market benchmarks
- Initial split: place majority of weight on merit, with substantial weight on market (60% merit, 40% market)
- Set aside percentage of dollars to address compression, inversion and equity issues identified during annual salary setting process
- Going forward, creation of salary adjustment committee to review data, funding, and make annual proposals to the President

University of Wyoming Commencement Review Task Force: Recommendations



MUW

UNIVERSITY OF WYOMING

Charge to Task Force

- Reduce Cost Current configuration costs university \$250,000.00 annually.
- Limit to a single day.
- Limit session length to 2 hours.





Process for Developing Recommendations

- Task Force meetings, beginning May 2017
- Reviewed best practice resources, including the American Association of Collegiate Registrars and Admissions Officers Guide to Graduation Ceremonies
- Reviewed peer institutions' graduation practices
- Drafted recommendations
- Facilitated discussions with Faculty Senate, Council of Deans and ASUW, as well as with University community through two Town Halls
- Incorporated feedback into a final set of recommendations



May 2018 Commencement

PAST

- College
- Multiple days
- Multiple venues

NEW

- All university
- Single day
- Single venue





May 2018 Commencement Three 2 hour sessions – 8:30 AM, Noon, 3:30PM

- Session 1: Undergraduate Arts & Sciences, Education,
 & Haub School
- Session 2: Graduate All University*
- Session 3: Undergraduate All other colleges and schools

*The College of Law will continue to hold its own ceremony; law graduates will be welcome to attend this ceremony as well.



May 2018 Commencement

OTHER RECOMMENDATIONS



Graduate Commencement Procedures

- Hooding of Master's graduates occurs off-stage.
 - Floor manager appointed to manage the queue or "chute."
 - Readers announce name and field of study for master's candidates using a pre-printed card.
 - Pre-select and train master's hooding marshals for hooding masters' candidates off-stage.



May 2018 Commencement

OTHER RECOMMENDATIONS



- Keynote Address
 - 1 speaker
 - 10 minute limit
 - Honorary Doctorate Recipients
 - High Profile Speakers are paid for through fund raising.
 - No Pay for high profile local, state or UW alumni speakers.





May 2018 Commencement

OTHER RECOMMENDATIONS

- Speakers
 - Student Speaker
 - One student speaker
 - 5-7 minute time limit
 - Open call for submissions to be selected by a student speaker selection committee.

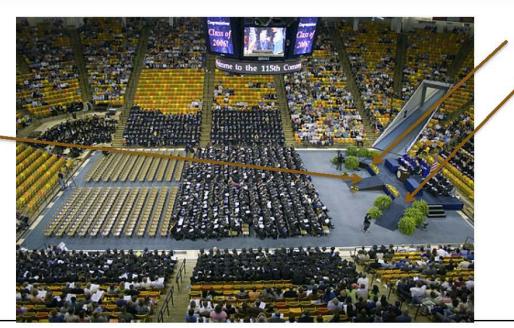




UW Commencement Taskforce Recommendations

May 2018 Commencement

DUAL RAMP - SINGLE RAMP EXIT SET UP





May 2018 Commencement

OTHER RECOMMENDATIONS

Online Graduates

- Invite online students to come to campus for commencement.
- Video invitation and congratulations from UW President to be emailed to online graduates one month prior to commencement.
 Be sure to let those who cannot attend that they are valued members of the UW community, joining a worldwide alumni group and always welcome to visit campus.





Discussion







Changes in Salary Rates for Academic Administrators

Board of Trustees Meeting November, 17, 201

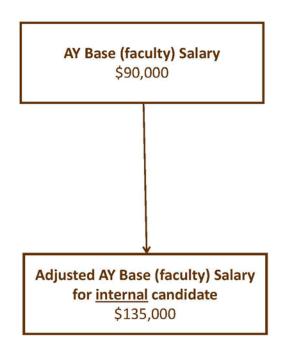
Overview



- Effect on salary under current regulation
 - Internal
 - External
- Implementation in the "spirit" of UW 5-135
- Specific examples
- Recommendations for the future

Return Salary for Internal Candidate



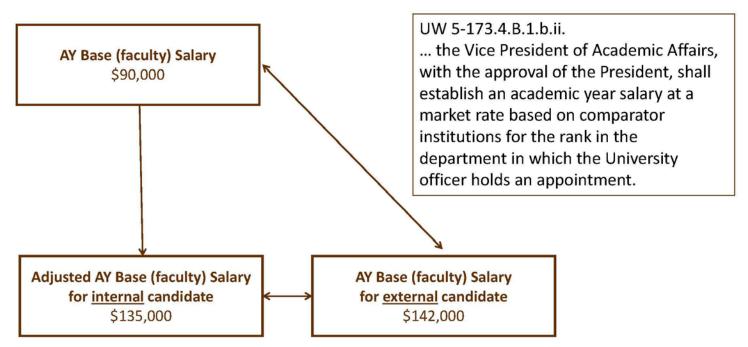


UW 5-173.4.B.1.b.ii.

For vice presidents, associate vice presidents, and deans of academic colleges returning to a previously held faculty position at the University, the academic year salary at the time of their appointment as a University officer increased by the average annual merit and market based salary increases within their department during their service as a University officer.

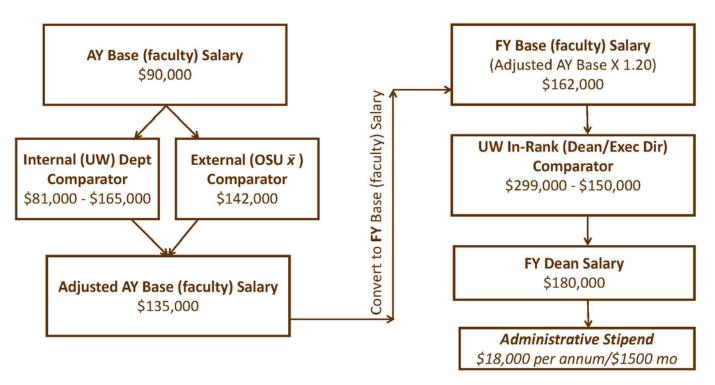
Return Salary for External Candidate





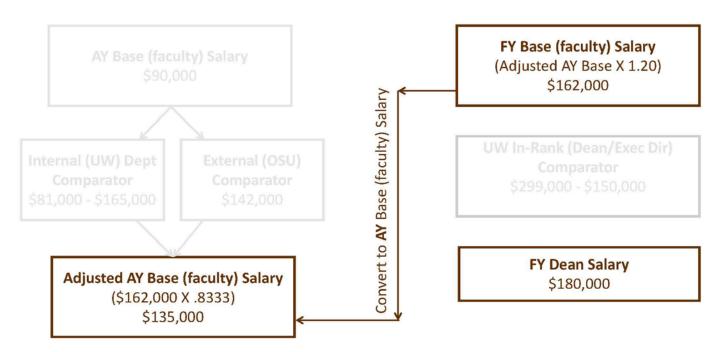
Calculating Administrative Salary





Return to Faculty Salary





Salary Comparisons for Associate Vice Provosts and Deans

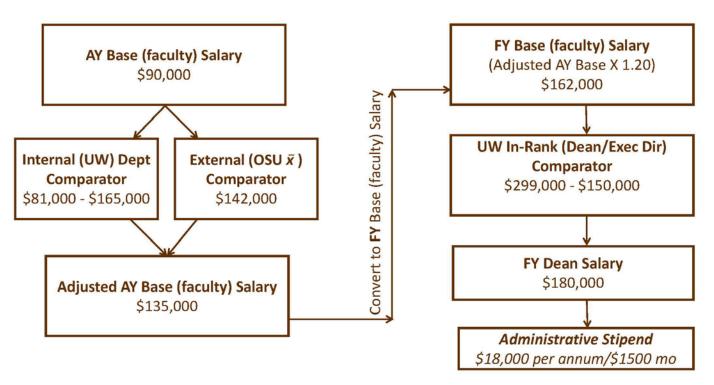


with starting dates effective September 1, 2015 or later.

Start Date	Name	Position	Current Admin Salary	Original 83% Rule	Actual Faculty Return Salary Offer ¹	UW Faculty or Administr. Return to original faculty base ²	External Candidate Return to faculty (based on market for tenured faculty) ³	Salary Difference Range Between Internal & External Appointment
09/18/17	Jim Ahern	Assoc. Vice Provost, Grad. Education	\$170,004	\$141,103	\$99,971	\$90,342	\$130,032 (dept. highest in- rank); \$113,698 (OSU \bar{x})	(\$39,690 - \$23,356)
09/18/17	Donal Skinner	Dean, Honors	\$180,000	\$149,400	\$134,946	\$116,132	\$165,924 (dept. highest in-rank); \$141,720 (OSU \bar{x})	(\$49,792 - \$25.588)
08/01/17	Melinda Harm Benson ⁴	Dean, Haub ENR	\$205,000	\$170,765	\$140,249 ⁴ \$162,000 ⁴	N/A	\$162,660 (dept. Excellence Chair)	N/A
07/01/17	Jefferson Edgens ⁵	Dean, UW/Casper	\$150,000	\$124,500	See footnote #5 on handout			
07/01/17	David Jones ⁶	(Interim) Dean, Health Sciences	\$215,004	N/A	N/A			

Proposed Process







Cost to University (salary + fringe benefits)



83% Rule: Return Salary for Internal Candidate @ \$170,004 \$141,103 + \$57,852 = **\$198,955**

Internal Candidate	Salary	Total Fringe Benefits ¹
AY Adjusted Base Salary AY Base Salary (no adjust) Difference	\$99,971 \$90,342 \$ 9,629	\$40,988 <u>\$37,040</u> \$ 3,948
Annual cost to UW for ad base (faculty) salary for in candidate	\$13,377	

Total annual cost is greater when external candidate is hired than when faculty base salary is adjusted toward market in discipline.

External Candidate	Salary	Total Fringe Benefits ¹	
AY Base Salary External Internal/no adjustment Difference	\$113,698 \$ 90,342 \$ 23,356	\$46,616 \$37,040 \$ 9,576	
Annual cost to UW for ex Annual savings if faculty willing to return at origin	\$160,314 ² \$ 32,932		
AY Base Salary External Internal/Adjusted Difference	\$113,698 \$ 99,971 \$ 13,727	\$46,61 <u>\$40,98</u> \$ <i>5,62</i>	
Annual cost to UW for ext Annual savings with interr	\$160,314 ² \$ 19,355		

¹Fringe Benefits Rate 41.0%

²Does not include search expenses, start- up costs