

# **THE UNIVERSITY OF WYOMING**

## **MINUTES OF THE TRUSTEES**

**May 10-12, 2017**

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

**TRUSTEES OF THE UNIVERSITY OF WYOMING AGENDA**  
**May 10-12, 2017**

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**Roll Call**

**Approval of Board of Trustees Meeting Minutes**

April 12, 2017 (conference call)

April 21, 2017 “Special” meeting (conference call)

**Approval of Executive Session Meeting Minutes**

April 12, 2017 (conference call)

April 21, 2017 “Special” meeting (conference call)

Election of Officers

Committee Appointments and Appointment of Committee Chairs

Administer Oath to Board Secretary (W.S. Sec 21-17-206)

**Reports**

ASUW

Staff Senate

Faculty Senate

**Public Testimony**

[Scheduled for Thursday, May 11, 2017, at 11:30 a.m.-12:00 p.m.]

**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

**PROPOSED ITEMS FOR ACTION:**

1. Approval of Contracts and Grants – Gern
2. Approval of Board Appointments for WRI – Gern
3. Approval of Personnel – Miller

[Note: Materials to be distributed in advance using the Trustee secure website]

4. Approval of Amendments to the University of Wyoming Athletic Coaches and Athletic Director Retirement Plan and the President's 403(b) Plan, – Evans
5. Execution of Bond Pursuant to W.S. 21-17-203 – McKinley/Mai/Evans
6. ASUW Senate Bills Requiring Action:
  - Senate Bill 2538 – ASUW Childcare Assistance Scholarship
  - Senate Bill 2554 – ASUW Senatorial Scholarship Program
  - Senate Bill 2561 – ASUW Funds for Union and Housing Plan  
[placeholder]
7. Master List of Degrees – Miller/Alexander  
[Final list will be posted pending the work session.]

Confirm the Out of Town Meeting Locations for the Year

### **New Business**

#### **Date of Next Meeting –**

June 7, 2017 (“special” conference call) – [budget approval]

June 14, 2017 (conference call)

### **Adjournment**



**THE UNIVERSITY OF WYOMING**  
**MINUTES OF THE BOARD OF TRUSTEES**  
**May 10-12, 2017**  
**Marian H. Rochelle Gateway Center, Salon D/E**

As will be reflected in the public session and executive session meeting minutes, the Board of Trustees of the University of Wyoming met in Laramie, Wyoming, Wednesday, May 10 through Friday, May 12, 2017. The meeting was held at the Marian H. Rochelle Gateway Center, Salon D/E. The Facilities, Fiscal and Legal Affairs, Budget, and Financial Management and Reporting committees met Wednesday morning, May 10. The Board began meeting at 12:45 p.m. in public session on May 10. Trustee Dave Bostrom motioned to enter Executive Session for the purposes of Real Estate, Personnel and Litigation. Trustee Jeff Marsh seconded the motion. The Board entered Executive Session at 3:08 p.m. on May 10. The Board adjourned executive session that evening.

On Thursday, May 11, the Board meet in public session and covered a variety of topics such as the budget, residence halls, and program elimination. Several board members also traveled to Casper to attend the UW at Casper commencement. That evening the President's commencement dinner was also held.

On Friday, May 12, the Board met in public session and covered topics such as UW's marketing plan, strategic plan, and the Honors College. On Friday, the Board entered executive session for the purposes of Litigation and Personnel at 10:20 a.m. The Board returned to public session at 10:39 a.m. and proceeded with their business meeting.

AGENDA ITEM TITLE: **Review and discuss Budget Committee's Timelines FY18 and FY19-20 Biennium including budget hearings**, McKinley

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

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MINUTES OF THE MEETING:

Trustee John McKinley stated that at the Budget Committee's past meeting, timelines for the approval of the operating budget and for the FY19-20 biennium budget were discussed. He noted that the trustees received these timelines electronically.

AGENDA ITEM TITLE: **Designate Depositories for UW Funds**, McKinley

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

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MINUTES OF THE MEETING:

Trustee McKinley stated that this was an annual topic for the Board to review and approve. Vice President for Administration Mai noted that the Board would review and approve this topic during the business meeting.

AGENDA ITEM TITLE: **FY18 Trustee's Budget,** McKinley

CHECK THE APPROPRIATE BOX(ES):

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

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MINUTES OF THE MEETING:

Trustee John McKinley explained that the trustees' budget was a small component of the President's budget. He noted that University President Laurie Nichols presented that budget at the budget hearings and gave the specific sums, and stated that it was the same number as 2017. He then commented that the Budget Committee had given the budget recommendations to the trustees, but they had not had a chance to distribute them to anyone else. He reviewed the changes to the budget, as was noted in the new draft, and recommended Board approval of the budget as presented (see Attachment XIII).

Trustee Bostrom moved to accept the recommendations from the Trustee Budget Committee with the amendments to the amount of \$213,000; as presented with the modifications; Trustee Sullivan seconded the motion. The motion passed with a unanimous decision. Trustees Scarlett and Gubbels were not in attendance.

AGENDA ITEM TITLE: **Annual Internal Audit Plan**, Marsh

CHECK THE APPROPRIATE BOX(ES):

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

MINUTES OF THE MEETING:

Trustee Jeff Marsh stated that the Fiscal and Legal Affairs Committee reviewed the audit for Campus Recreation, noting that there had been issues regarding payments made. He stated that he had recommended that Campus Recreation talk with the Huron Consulting Group about possible solutions to this problem.

Trustee Marsh then noted that they had discussed and dealt with the issue with athletics. He then discussed the graduate assistant audit, and stated that there was not a good process in place for the graduate assistants. He noted that he had asked them to come up with a new set of policies to make the process smoother. He requested to remove the audit schedule approval from the agenda and to include it as an item at the September Board Meeting (see attachment XIV).

Trustee President John MacPherson stated that it was fine to remove this item from the agenda.

AGENDA ITEM TITLE: **Fiscal Management Committee Report**, True

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

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MINUTES OF THE MEETING:

Trustee Dave True explained that the Financial Management and Reporting Committee had reviewed the implementation progress report. He noted that it seemed to be on time and on budget with minor “bumps” that were being addressed. He then discussed details about the next ‘Go Live’ date. He added that they planned to put FY19 budget information in the system in July.

Trustee Mel Baldwin agreed that the timeline looked good, and stated that the minor “bumps” were handled well.

AGENDA ITEM TITLE: **Proposed Modifications to the Investment Policy**, Marsh

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

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MINUTES OF THE MEETING:

Trustee Jeff Marsh noted that there was a change to the investment policy. He added that that currently there was a challenge in the short-term market, and changes that were being made, including making the duration an “average maturity.” He stated that this would be distributed to the Board for approval at an upcoming meeting.

AGENDA ITEM TITLE: **Presentation of Complete List of All Requested Additional Change Orders or Additive Alternates for the HBRF**, McKinley

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

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MINUTES OF THE MEETING:

Trustee John McKinley stated that the Facilities Contracting Committee had discussed the status of the change orders for the High Bay Research Facility. He noted that a summary was provided to the Board with this information (see attachment XV).

Deputy Director of Facilities Construction Matt Kibbon discussed the project's contingencies, noting that they had been consolidated. He added that copies would be provided to the Board.

Trustee McKinley then discussed the construction reserve account balance, as well as the amount recommended to maintain the construction costs of the facility. He also commented on the "alternative list of funds". He reminded the Board that the total of anticipated private gifts had not yet materialized, and discussed the state's matching funds and their uses.



AGENDA ITEM TITLE: **EERB - Waivers for Out of State Contractors**, Mai

CHECK THE APPROPRIATE BOX(ES):

- ☒ Work Session
  - ☐ Education Session
  - ☐ Information Item
  - ☒ Other                      Specify: Items for Approval
- 

MINUTES OF THE MEETING:

Trustee John McKinley stated that the next item was in regard to a technical waiver for out-of-state contractor issues. He noted that this would be a business item in the Business Meeting.

Deputy Director of Facilities Construction Matt Kibbon shared more information with the Board regarding the engineering project and a Wyoming statute on contractors.

Trustee McKinley moved to approve the waivers and provide approval for the President of the University, Vice President for Administration Bill Mai and University of Wyoming Board of Trustees President John MacPherson to approve signing these documents; Trustee Marsh seconded the motion. The motion passed with a unanimous decision. Trustees Gubbels and Scarlett were not in attendance.

AGENDA ITEM TITLE: **Construction Updates**, McKinley

CHECK THE APPROPRIATE BOX(ES):

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MINUTES OF THE MEETING:

Trustee John McKinley provided the Board with the construction updates.

*BSL-3 Lab*

Trustee McKinley began by discussing the BSL-3 Lab. He noted that the construction process was on schedule and was proceeding smoothly. He provided details regarding the general funding of the BSL-3 Lab, as well as the specific funding of the incinerator. He noted that the state would provide \$1.25 million for the project and the University would provide approximately \$1.3-1.4 million.

Trustee McKinley explained that during the budget hearings earlier in the week, the Agriculture College Permanent Land Income Fund was discussed with Dean of the College of Agriculture and Natural Resources Frank Galey. He noted that there was approximately \$2.6 million in the fund, and that money was available and could be used for this type of expenditure. He stated that the fund had been selected as the source of the funding needed, and noted that \$1.3 million would be left in the fund for the College of Agriculture and Natural Resources.

Trustee Jeff Marsh moved to identify funding from the Ag College Permanent Land Income Fund held in the State Treasurer's office as the source for funding UW's portion of the incinerator at the BSL-3 facility; second from Trustee Kermit Brown. There was clarification provided by Trustee True, stating that this motion was to approve the funding source, not to allow for expenditure of the funds; this was confirmed by Vice President for Administration Bill Mai. The motion passed with a unanimous decision. Trustees Gubbels and Scarlett were not in attendance.

*Arena Auditorium*

Trustee McKinley noted that the construction of the Arena Auditorium was on schedule and on budget.

*High Bay*

Trustee McKinley stated that the construction of the High Bay facility was on schedule and on budget. He noted that the grand opening would be sometime in August, and more information would be provided to the Board in the future.

*Engineering Building*

Trustee John McKinley updated the Board on the progress of the Engineering Building, noting that construction was on schedule. He summarized an issue that had arisen related to the Board's construction policy. He explained that no changes could be made to the exterior design of a building once the Board approved it; however, Deputy Director of Facilities Construction Matt Kibbon had noted that he had concerns with the design previously approved by the Board. Trustee McKinley noted that they met with the architect to identify the changes (See Attachment A). He reviewed each of the changes with the Board, noting that there were five major changes and five minor changes to what was originally approved by the Board. He stated that the Facilities Committee recommended that Board approve the changes outlined in the handout.

Trustee McKinley discussed the frequent issue of making changes to the design of buildings after the trustees had originally approved them. He stated that this issue led to a lot of confusion because the final buildings being built were very different from the original designs approved by the trustees.

Trustee Kermit Brown stated that this issue was not limited to UW, and he had seen similar situations at the state level. He noted that in the past, there had been a lot of money available for projects, which many people had become accustomed to. However, this was not a culture that could exist today, and the University should not allow situations like this to happen. Trustee Brown noted that he believed that all changes should be considered by the Board. There was further discussion on the changes that had been made and if they were significant or not.

Trustee Brown moved to approve the minor changes on the "CD Elevations" and changes 1, 2, 3, 4, 8, and 9 in the handout provided (Attachment III); second from Trustee McKinley. The motion passed with a majority decision [Trustees MacPherson and Tully opposed.]. Trustees Gubbels and Scarlett were not in attendance.

Trustee McKinley then moved that the Board disallow change item number 6 with the base stone and go back to the stone that was in the original scope and design; second from Trustee Brown. The motion passed with a unanimous decision. Trustees Gubbels and Scarlett were not in attendance.

The Board then discussed item number 5 and the proposed change. Trustee Brown moved that change item number 5 be referred back to the exterior design committee for further consideration and discussion with the architect and to be brought back to the full Board; Trustee Marsh seconded the motion. There was discussion by the Board regarding timeline, options to consider so the timeline was not affected, and the possibility of moving the discussion back to the committee this week.

There was further discussion on the changes that had been made to the design. Trustee Baldwin asked if not approving any of the changes that had been made by the architect would affect the construction timeline and delay the building. Deputy Director Kibbon responded that he would have to check with the contractor on this topic. Trustee McKinley noted there would be a delay,

as these changes needed to be reviewed by the Facilities Committee and Exterior Design Committee. There was discussion about who was responsible for the costs incurred by any delay.

Trustee Brown withdrew his original motion; Trustee Marsh seconded. Trustee McKinley clarified that changes 5, 7, 10, and the entryway on the north elevation on Bradley Street would refer back to the committee for discussion and report back to the full Board on Friday. The motion passed with a unanimous decision. Trustees Gubbels and Scarlett were not in attendance.

*Mick and Susie McMurry High Altitude Performance Center*

Trustee McKinley stated that the High Altitude Performance Center was proceeding on schedule and on budget. He noted there was an issue that would be discussed in executive session on this topic.

AGENDA ITEM TITLE: **WWAMI Timeline Follow-Up**, McKinley

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

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MINUTES OF THE MEETING:

Deputy Director of Facilities Construction Matt Kibbon provided an update on the WWAMI program. He noted that the architectural firm was on board with the project. He stated that design meetings would be held the next Monday and Tuesday for the WWAMI cadaver lab.

AGENDA ITEM TITLE: **Recommendations from EDAC for Signage at Mick and Susie McMurry HAPC and Willett drive area**, McKinley

CHECK THE APPROPRIATE BOX(ES):

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

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MINUTES OF THE MEETING:

Trustee John McKinley presented to the Board on the Mick & Susie McMurry High Altitude Performance Center (HAPC). He stated that it was the recommendation of the Facilities Committee to the Board that the exterior signage for the HAPC and the Willett signage for the Arena Auditorium be approved as shown in the handouts provided to the Board (See Attachment IV). Trustee McKinley commented that in the handout for the HAPC, the Board could see the mockup of the signs. He noted that the landscaping and other related items had yet to be designed, and the handout was solely for exterior recognition and signage.

Trustee McKinley moved that the Board approve the signage for the HAPC and for Willett Drive as presented; second from Trustee Fall.

Trustee Dave Bostrom stated that before the Board approved the motion, he wanted to see the donor recognition signage that would be visible from inside of the stadium. He noted that the Board would be approving this as the final product of signage on the building, and asked if there would be signage visible from inside of the stadium.

Trustee McKinley responded by explaining that the signage committee was made up of members from the UW Foundation and UW Athletics, Vice President for Administration Bill Mai, himself, and a community representative. He stated that those issues had been discussed, and the recommendation of the committee was that the exterior signage for the HAPC be approved as presented.

Trustee McKinley noted that the location of the HAPC signage would be viewable from the main location of the TV cameras. People entering on the north side of the stadium, and those seated in the west stands, would be able to see the signage. He commented that he was unsure if the people seated in the east stands or entering from the south side would be able to see the signage, but stated that as people entered and exited the stadium they would be able to see it. Trustee McKinley commented that one of the issues discussed by the committee was making sure that the signage was close enough to the building to be visible by the cameras and those seated in the west stands. He noted that the renditions were of both daytime and nighttime from the 20-yard line.

Trustee Bostrom asked if they were providing adequate and appropriate donor recognition for a donor that had been very good to the University. He commented that if the signage was not fully visible from the stadium, he would have to opine against the motion.

Trustee McKinley stated that both Vice President for Institutional Advancement Ben Blalock and UW Foundation Vice President for Marketing and Communications Toby Marlatt were present at the committee meetings, and noted that he assumed they had been in contact with the McMurry Family in that regard. He noted that the plan being presented had been narrowed down from 6 or 7 different designs to the two that were mocked up in the materials provided to the Board. He also commented that the plan was the recommendation from the Signage Committee to the Facilities Committee, which had unanimously approved the plan and were recommending it to the Board. Trustee McKinley noted that the plan did not address plaques that would be located on both the exterior and interior of the building. The plan only addressed signage recognition.

Trustee Kermit Brown commented that he disliked the prominence of the words “High Altitude” on the signage mockup for the HAPC. He noted that he approved of the mockup of the Arena Auditorium signage because it referenced the UW “Cowboys and Cowgirls,” and stated that it was tasteful and appropriate. Trustee Wava Tully agreed that the letters of “High Altitude” were too prominent.

Trustee Dave True suggested that the Board bifurcate the issue between the HAPC signage and the Arena Auditorium signage. Trustee McKinley stated that he would accept an amendment to deal with the two signages separately.

Trustee Brown moved to amend the motion to make the motion on the floor, “approval or disapproval of the HAPC signage”; second from Trustee Marsh. The amendment to the motion passed with a unanimous decision. Trustees Gubbels and Scarlett were not in attendance.

Trustee Brown moved on the amended motion to approve of the HAPC signage; second from Trustee Bostrom. Trustee McKinley noted that this was for signage, not for landscaping, as that would be presented to the Board at a later date.

Policy Director Mary Kay Hill asked if “University of Wyoming” would be put in large letters on the higher part of the HAPC. Trustee Brown agreed that it was difficult to get a perspective of the mockup, and noted that “Wyoming” on top of the central portal might provide a perspective that they could not get from the picture being presented.

Trustee McKinley clarified that the Exterior Signage Recognition Committee was charged with the only exterior signage recognition for the HAPC building. He reminded the Board that the name that was adopted by the trustees was the Mick and Susie McMurry High Altitude Performance Center. He noted that the exterior design of the building had not changed from what was originally approved, and called the trustees’ attention to the center pillar of the building, noting that there would be a bucking horse logo and underneath it would say “Wyoming”. Trustee McKinley stated that the exterior committee had made the decision that the pillar with the bucking

horse and “Wyoming” was sufficient branding for the University at the UW football games because it had the most prominent position in the center of the building. He explained that the signage the Board was discussing currently was the recognition signage that would be next to the building, and stated that the little UW branding there was intended not to detract from the branding of the building contained in the middle pillar. He shared further details on the discussions and decisions of the committee, and reminded the Board again that they were only discussing the recognition signage.

Trustee MacPherson asked if the Board had already approved the name of the building. Trustee McKinley responded that the name was approved by the trustees a year ago. He noted that the exterior committee was charged with signage recognition for the Mick and Susie McMurry High Altitude Performance Center and the joint landscaping for the Arena Auditorium and the HAPC. He stated that the committee had addressed the signage for both and was making a recommendation solely on the signage, and noted that the Board would address the landscaping at another time.

Trustee MacPherson asked where the name of the building would be designated if the Board were to do away with the sign. Trustee McKinley responded that if the Board voted not to approve the signage, there would need to be further direction from the Board to the Facilities Committee, and they would start over.

Trustee Dave True asked why there was such a dominance of the words “High Altitude” rather than the names of donors Mick and Susie McMurry. He noted that he felt the priorities were reversed in some way and he did not understand why.

Trustee McKinley explained that the committee had looked at 15 or 20 artists’ renderings of the signage, and then had narrowed those down to 7 or 8, and “High Altitude” was prominent on the majority of the renderings. He noted that the committee had considered the purpose of the facility and the message intended to be conveyed by the facility. He further discussed some of the options that the committee had considered, and stated that the final renderings had taken into account the different ideas that had been presented.

Deputy Director of Facilities Construction Matt Kibbon commented that the recognition signage for the project was driven by Director for Intercollegiate Athletics Tom Burman and the Department of Athletics, who had directed the Office of Administration in the process. He stated that Director Burman could explain more on why they had chosen this signage.

ASUW President Ben Wetzel commented that the branding seemed to go along with branding in the Arena Auditorium and War Memorial Stadium and the UW Athletic Programs of “Welcome to 7220’,” as UW had the highest altitude Division 1 athletics program in the nation.

Trustee MacPherson called for a vote to approve the signage for the Mick and Susie McMurry High Altitude Performance Center. Five trustees voted in favor, four against, Trustee MacPherson did not vote. The motion passed. Trustees Gubbels and Scarlett were not in attendance.



<u><b>Vote</b></u>	<u><b>Trustees</b></u>	<u><b>Board Officers</b></u>
Yes	Baldwin, Mel	
No	Bostrom, Dave	
No	Brown, Kermit	
Yes	Fall, David	
Did not vote	MacPherson, John	President
Yes	Marsh, Jeff	Secretary
Yes	McKinley, John	Vice President
Yes	Sullivan, Michelle	
No	True, Dave	Treasurer
No	Tully, Wava	

Trustee McKinley moved to approve the signage for Willett Drive as presented; second from Trustee Bostrom. The motion passed with a unanimous decision. Trustees Gubbels and Scarlett were not in attendance.

AGENDA ITEM TITLE: **Trustee Award of Merit Process Revisions**, Sullivan

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

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MINUTES OF THE MEETING:

Trustee Sullivan shared revisions made to the Award of Merit process, such as opening the process to allow nominations to be accepted at any time. She noted that based on comments and recommendations from Trustee True, additional lines had been added stating that the nominations were to be vetted as appropriate by the President's Office prior to being sent to the committee. She noted they were working on revising this with the Office of General Counsel and were not asking for Board action at this time.

AGENDA ITEM TITLE: Updates on Searches, True

CHECK THE APPROPRIATE BOX(ES):

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

MINUTES OF THE MEETING:

Trustee Dave True updated the Board on the recent activity of the Vice President and Dean Search Committee. He noted that five recent positions had been watched over by the committee.

Trustee True stated that Vice President for Student Affairs Search Committee co-chairs Vice President for Information Technology Robert Aylward and Dean of the College of Arts and Sciences Paula Lutz made a report to the committee, providing the strengths and the weaknesses of the final candidates. He noted that the report was advanced to University President Laurie Nichols and the process was moving forward with good results.

Trustee True then commented on the Dean Search for the Haub School for Environment and Natural Resources. He noted that the search was in its final stage and might come up in the Executive Session of the meeting. He stated that Provost Kate Miller and Interim Dean of the Haub School Doug Wachob chaired the search committee and made a report to the trustee committee.

Trustee True then commented on the Chief Diversity Officer Search, noting that the topic would come up in the Executive Session of the meeting with a proposal for action in open session. He thanked Dr. David Jones for his work as chair of the search committee.

Trustee True then noted that the Honors School Dean/Director Search committee was in the final formative stages, and Dr. Steve Barrett would serve as chair of this committee. He stated that it was currently designed as an internal search, and based on Dr. Barrett's timeline, the committee was expected to report strengths and weaknesses of candidates to Provost Miller by the end of June.

Trustee True discussed the search for the new Vice President for Research and Economic Development. He noted that the committee recently completed the fourth and final of the on-campus interviews, and Dean of the College of Engineering Michael Pishko and the search committee would meet tomorrow morning with the intent of having a final report ready for review by President Nichols by midday tomorrow. He stated that the Trustee Vice President and Dean Search Committee would also like to meet with Dean Pishko in the near future to discuss the search.

Trustee True stated that those were the reports of the five active searches, and noted that there would be two more searches coming in the next academic year: Dean of the College of Business and Dean of the College of Health Sciences. He noted that this was a busy time, but the search committees had made some great progress and had found great candidates for the positions. Trustee True then briefly discussed the search process, noting the involvement of the hiring authority in each search, and the different steps of the process.

Trustee MacPherson noted that the Regulation Review Committee was drafting some changes to help facilitate this process.

AGENDA ITEM TITLE: **UW's Operating Budget** (Implementation of UW Regulation 1-103),  
Trustee Regulation Committee

CHECK THE APPROPRIATE BOX(ES):

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

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MINUTES OF THE MEETING:

Trustee President John MacPherson noted that Board would be discussing UW's Operating Budget, a new regulation. He referred the Board to page 10 of the Board Report, and noted that the regulation dealt with the transfer of funds. He noted that once the accounting system was in place, the Budget Committee hoped to eliminate the necessity to further amend the budget. He explained that the regulation would put in place some "side boards" to keep the budget on track. Trustee MacPherson stated that the committee would recommend approval of the regulation (see Attachment V).

Trustee John McKinley noted that the Budget Committee briefly discussed the regulation at its meeting in the morning, and it was also discussed in depth at the March Board of Trustee meeting with Associate Vice President for Budgeting and Fiscal Planning David Jewell. He noted that the hope of Associate Vice President Jewell was consistent with the hope of the trustees to put a budget process in place correctly so there would be very minimal need to transfer funds. He stated that there was no specific process with regard to the formulation and approval of the operating budget, as they had wanted to test run the process before putting it in place. This dealt with the definitions and transfers delineated in sections 3 and 4 of the new regulation.

Trustee Brown moved to approve implementation of UW Regulation 1-103, which establishes a process for approval of the University's Operating Budget and Division of Administration budgets within the Operating Budget.; second by Trustee Sullivan. The motion passed with a unanimous decision. Trustees Gubbels and Scarlett were not in attendance.

AGENDA ITEM TITLE: **UW Regulatory Structure Review Update**, MacPherson

CHECK THE APPROPRIATE BOX(ES):

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| <input checked="" type="checkbox"/> | Work Session      |                             |
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MINUTES OF THE MEETING:

Trustee President John MacPherson named himself chair of the UW Regulation Review Committee, as the committee did not yet have a chair. He explained that the UW Regulation Review Committee had been working closely with General Counsel Tara Evans, and had developed the process by which they would review regulations as they came up. He noted that they were still honing the process, but had a good outline with which to begin working.

Trustee John McKinley commented on two draft regulations that were addressed by the Facilities Committee. He explained that the first had to do with necessary amendments to Regulation 1-102 to make the language consistent with the change order language in the Board policy. The committee recommended Board approval of those changes as drafted by General Counsel. Trustee McKinley then discussed the second regulation, which was a new draft naming regulation, and noted that the naming regulation with the associated policy was recommended for approval by the Board with the changes shown in red line in both drafts. He stated that this was an information only item as it was a report from the committee, and noted that there were copies of the drafts available.

Trustee President John MacPherson asked for more details on Regulation 1-102. Trustee McKinley explained that the old language in Regulation 1-102 was not cleaned up when the Board adopted its new policy for major construction projects. He noted that the amendments would clean up the language so that it was consistent with the language in the policy adopted by the Board. He stated that the amendment was a language cleanup to prevent misunderstanding. He emphasized that the change order policy was the new policy.

Trustee Baldwin moved to adopt the changes as reflected in the red line UW Regulations 1-102, Board of Trustees Directives, distributed 5-10-17; second by Trustee Brown (see Attachment XI). The motion passed with a unanimous decision. Trustees Gubbels and Scarlett were not in attendance.

AGENDA ITEM TITLE: **Naming Policy**, Nichols/Blalock

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

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MINUTES OF THE MEETING:

Trustee John McKinley noted that the UW Regulation Review Committee recommended approval of the naming regulation with the changes shown in red line. Trustee President John MacPherson stated that this regulation would be put on the agenda for the July meeting to give the Board an opportunity to look at it further.

AGENDA ITEM TITLE: **Amending Trustee By-Laws**, MacPherson

CHECK THE APPROPRIATE BOX(ES):

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

Trustee President John MacPherson noted that the trustees had the information for this item in their Board Reports. He explained that there were three reasons to undertake this issue. First, the language in the bylaws had led to some confusion on the difference between the 12 appointed trustees and the ex-officio trustees. He noted that General Counsel Tara Evans attempted to clear up that confusion in the redraft of the By-Laws. Second, there was a statute to allow a special meeting of the trustees to be called with eight hours' notice instead of 24 hours' notice. Third, there was previously a provision in the By-Laws providing committee appointments that lasted for three years, but Trustee MacPherson stated that since the Trustee President served for a term of two-years, he felt it would be appropriate if the new President could make the new committee appointments. Therefore, the committee appointments would be for a term of two years. He emphasized that the amendments would make these three changes.

Trustee Bostrom moved to authorize the changes to the Bylaws of the Trustees as presented to the Board in the redline version found in the Trustees Report; second by Trustee Baldwin. The motion passed with a unanimous decision. Trustees Gubbels and Scarlett were not in attendance.

Trustee MacPherson stated that the Regulation Review Committee was working on changes to several other regulations, and would come back to the Board with those changes in July.



AGENDA ITEM TITLE: **Introductions and Recognitions**

CHECK THE APPROPRIATE BOX(ES):

- ☒ Work Session  
☐ Education Session  
☐ Information Item  
☐ Other Specify:
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Vice President for Student Affairs Sara Axelson thanked the Board for allowing her to recognize Michael Rotellini, who had served as the ASUW President for the previous year. She stated that Mr. Rotellini had led ASUW in many significant ways and had been faced with many interesting and difficult challenges but had remained a great voice for the student body. Vice President Axelson added that Mr. Rotellini had spearheaded many different initiatives including making UW a Sanctuary Campus and providing resolutions regarding programmatic fees. She stated that it had been a great pleasure to work with Mr. Rotellini over the past year.

Trustees President John MacPherson added that he had always been impressed at the quality of students that had sat on the Board over the years, but Mr. Rotellini had made his way to the top of that list. He noted his appreciation for all that he had contributed. Former ASUW President Michael Rotellini thanked the Board and Vice President Axelson for their kind words, adding that it had been a wonderful opportunity to sit and work with each member of the Board. He stated that as he began his career as a State Auditor in Cheyenne, he hoped to emulate the work of each of the trustees.

Vice President Axelson introduced Ben Wetzel, ASUW President, and Jaynie Welch, ASUW Vice President. She added that Mr. Wetzel was from Powell, Wyoming and was studying Molecular Biology as a junior at UW. She noted that Ms. Welch was from Rock Springs, Wyoming and was studying Microbiology with a minor in Animal Physiology. Vice President Axelson added that both of these students had been very active across campus and she looked forward to all the work they would accomplish during their term.

Provost Kate Miller thanked the Board for allowing her to recognize Scott Shaw, who had served as the Faculty Senate President for the previous year. She added that she had greatly enjoyed working with Dr. Shaw over the past year. Provost Miller noted that Dr. Shaw had been at UW for 27 years, and had served on the Faculty Senate for the previous 8 years. She stated that Dr. Shaw was a real asset to the University, and she thanked him for all the work he had done during his time as chair. Provost Miller introduced Michael Barker, the incoming Faculty Senate President. She noted that he was a Professor of Civil and Architectural Engineering and had been at UW for 13 years.

Vice President for Administration Bill Mai thanked the Board for allowing him to recognize Mark Gunnerson, who had served as the Staff Senate President for the previous year. He noted that Mr. Gunnerson was born and raised in Wyoming and had attended UW. Vice President Mai added that Mr. Gunnerson was one of many individuals that helped keep the buildings running across

campus and had always been willing to volunteer for overtime or to go the extra mile. He stated that he had really enjoyed working with Mr. Gunnerson and greatly appreciated his service. Vice President Mai also introduced Rachel Stevens, the incoming Staff Senate President. He stated that she was currently a data communication manager for the School of Pharmacy and had been active with Staff Senate for many years.

Vice President for Student Affairs Sara Axelson introduced Anthony Farmer and Sarah Maze, winners of the Tobin Memorial Award and the Rosemarie Martha Spitaleri Award, respectively.

AGENDA ITEM TITLE: **Student Fees Increase**

[includes ASUW Resolution #2558/Combining Student Affairs Student Service Fees (\$28)],  
Nichols/Mai

CHECK THE APPROPRIATE BOX(ES):

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

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MINUTES OF THE MEETING:

Vice President for Administration Bill Mai referred the Board to page 41 of the Board Report. He explained that the goal of the Student Fees increase was to combine a list of fees into one. He noted that the increase was supported by ASUW Resolution #2558, and had two main purposes. Rather than specify the individual fees and be bound by the deposit of those fees to those purposes, the fee could be applied where it was needed. Vice President Mai discussed the different fees currently in place, and noted that the Wyoming Union fee was decreased by \$21 for FY18. He explained that each fee would be rolled up into a "Consolidated Student Service Fee". He stated that in FY17 the total of the fees was \$417.22, and in FY18 the total rollup would be \$396.22, and he emphasized that those would be the same fees, but with more flexibility in their allocation.

Trustee Michelle Sullivan asked for more information on the Student Success Fee. ASUW President Ben Wetzel discussed the ASUW Senate Resolution supporting the fee consolidation, and noted that it was important for the fees to be flexible as it was hard to predict where the money would be needed. He commented that ASUW had a good relationship with the Administration with regard to accountability and transparency of those fees. He noted that ASUW had asked the Vice Presidents to report the use of those fees to ASUW and to the Student Body at the start and end of each semester in order to maintain the same transparency.

Trustee Dick Scarlett asked why the fees were decreasing by \$21 when costs were increasing and the University was fighting budget problems. Vice President Mai responded that the issue came before the Board in March, and they voted to reduce this fee because there was a retirement of debt on the Student Union. He noted that the Student Union fees are connected to the debt on the Union, so as that debt was retired, those fees would go away as well.

Vice President Mai stated that there was also a request for a \$28 fee increase, and noted that the fee would be for tutoring and student help programs. He invited a representative from the Office of Academic Affairs to further explain. Associate Vice President for Undergraduate Education Anne Alexander confirmed that the fee would be for tutoring for high-challenge courses, as well as for building out of some advising training modules and advising capacity for the students.

Vice President Mai further discussed the logistics of the fees, and how they were labeled separately in the Fee Book.

Trustee Sullivan asked if a student doing a semester abroad or student teaching was still required to pay these fees, even though they were not on campus. Vice President Mai responded that if a student was enrolled at the University, they must pay the mandatory fees.

Trustee Baldwin moved to approve the Student Affairs fee roll-up and the Mandatory Student Success Fee of \$28 as presented; second from Trustee Bostrom. The motion passed with a unanimous decision. Trustee Gubbels was not in attendance.

AGENDA ITEM TITLE: **UW Budget Discussion**, McKinley/Scarlett/Bostrom/Brown

CHECK THE APPROPRIATE BOX(ES):

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

Trustee John McKinley began by noting that there was a great deal of information on the UW Budget, and there would not be time to discuss all of it. He stated that the trustees could continue to review these materials on their own time after the meeting. He noted that the presentation would focus on several key items and broader discussions with regard to the operation of the University and the service it provided to the State of Wyoming and students from Wyoming and surrounding areas.

Trustee McKinley thanked the Administration and all who worked on the budget for the immense amount of time and effort that went into the two days of budget hearings. He discussed some challenges of working between the old and new budgeting systems, and noted that they were on schedule to finish the budget updates within the schedule that was established in March. The completed budget would be brought before the Board in June.

Trustee McKinley discussed the budget hearings, and noted that some small items would be brought back to the Budget Committee for a follow-up.

Trustee Kermit Brown noted his unique perspective on the issue due to his leadership experience in the Wyoming State Legislature. He stated that he felt the budget of the University should be run in the same way the Legislative budget was run, and noted that this required a lot of grunt work, but allowed the committee to have a deep understanding of the inner workings of the organization. He discussed further similarities between the State Legislature and the Board of Trustees, noting the importance of the governing body at the University and its involvement in the operation of the different agencies within the University organization. Trustee Brown commented that the leadership of the University should be willing to have frank and robust discussions about what was happening and people should not be “tip-toeing around”. He emphasized the importance of real dialogue between the committee and agency heads, and noted that those involved in the discussions could not take them personally, as they must be robust and cover the necessary issues.

Trustee Brown stated that in the budget hearings, the committee examined the numbers and asked for explanations. He noted that those discussions frequently moved over into details about the operation of the agencies, which he felt was appropriate. He also commented that he felt the President of the University did not need as much flex authority as a State Governor because the Board of Trustees met regularly and could discuss issues and make decisions on a regular basis.

He further discussed the role of the CEO of the University, noting that he felt there should be constraints on their ability to make changes to the budget in order to maintain discipline. He noted that as time went on, both Deans and Vice Presidents would continue to improve and refine their budgets and make them more efficient. Trustee Brown also discussed the Central Personnel Management system, which reallocated personnel to wherever the highest need was, and how it affected the accounting system.

Trustee Dave Bostrom noted that the budget hearings would not have happened without the efforts of Vice President for Administration Bill Mai and Associate Vice President for Budgeting and Fiscal Planning David Jewell. He stated that the implementation of the accounting system was giving the University the ability to understand things that they had never understood before about the budget and what goes on. He noted that it had also opened the eyes of the deans and directors as to exactly what exactly was included in the budget. Everyone was now beginning to understand what was going on. Trustee Bostrom stated that comparing past performance and putting that into the FY 18 budget was a challenge, but the budget was a work in progress. He noted that he was impressed with the work and understanding that the department heads had, but there were some fuzzy areas that were covered as well. He expressed that he was most impressed with the discussions of the rationale behind what the University was doing. He appreciated the focus on the students and personnel, and everything else required to operate the University for the benefit of the students. Trustee Bostrom stated that as the trustees spent more time getting to know more of the inner workings of the University, they would have a better opportunity to manage the University from the '30,000 foot level' and know what was happening in the 'weeds'. He noted that he did not want to get too involved in what was happening in individual departments, but he felt it was important to know what was happening in the process, as it would better prepare them to respond when there were requests or needs to change things. He stated that it was a very good process, and the trustees were getting the understanding that they needed. He expressed support for the process and stated that it was very valuable to the Board, the students, and the University.

Trustee Dick Scarlett acknowledged the staff from each of the departments who worked hard to bring these numbers together.

Trustee Brown further discussed similarities between the budget of the University and the budget bill voted on by the State Legislature each year. He explained the budgeting process at the state level, and noted that this process could influence UW's process. He also commented that the public should be able to express their thoughts on the budget to the Board.

Trustee Bostrom commented on the hard work done in this process, and the quality of that work. He thanked Budget Committee Chairman Trustee John McKinley for his hard work and dedication as well.

Trustee MacPherson thanked Trustee McKinley and other members of the committee for their time. He noted that many had been nervous to go through the process, but it went very well and had positive results. He asked the trustees to think through the process and consider how it could be refined the next time around to make it more smooth, meaningful and expeditious.

Trustee Michelle Sullivan noted that she was not a member of the Budget Committee, but had come to the Budget Hearings on Monday and Tuesday and found them extremely informative. She stated that they fostered a different kind of conversation, which she felt was positive. She noted that one issue had been making sure there was not a quorum of trustees present in the room, as there were sometimes more than six or seven who wanted to be present. She asked the Board to consider how to make sure that the trustees could be present if they wanted to be.

Trustee MacPherson agreed that it would be important to consider the issue. He noted that he sat in on parts of the hearings, but could not stay for other parts to avoid having a quorum. He suggested that the hearings could be made part of a Board of Trustees meeting in the future.

Trustee McKinley commented that they had been very cautious because of how the hearings were noticed. He noted that there was no action taken by the committee, and the meeting was open to the public. He stated that in the future if trustees wanted to attend the meeting they should be able to do so.

Trustee Dave True noted that other committee meetings had run into the same situation. He commented that those meetings were open, noticed and accounted for in advance. He hoped there was a way to appropriately, legally, morally approach the issue to allow trustees to be present at different committee meetings of broad interest to the trustees, and not have to leave as more trustees arrived.

Trustee Brown noted that the meetings could be noticed, but would also have the ability to go into Executive Session if needed.

Trustee David Fall commented that he was able to sit in on the Budget Committee meeting, and it was very helpful to understanding the budget. He stated that having more open meetings would make sense.

ASUW President Ben Wetzel also agreed that the budget hearings should be open. He noted that students were interested in social activism and in getting more involved and asking hard questions. He stated that students should be able to attend, and potentially even speak more directly to the budget hearing process.

Trustee Bostrom stated that he supported having the meetings noticed and open to the public, but noted that every committee needed to run committee meetings that were not necessarily open meetings because the committees still had the work they needed to do.

Trustee McKinley clarified that all committee meetings were open meetings, unless there was a need to have an executive session per the statutes. He noted that he agreed that the University's budget process should mirror the Wyoming State budget process and the Legislative Joint Appropriations Committee. He reviewed the process of the 2019-2020 biennium budget, and shared some ideas to improve that process.

Trustee MacPherson suggested that the process should be reduced to a written format that laid out the ground rules so it could perpetuate for the future trustees.

Policy Director Mary Kay Hill commented that it was very positive for the trustees to understand the inner workings of the budget, which was essential to their governance role. She reminded the Board that the University had a privilege among state agencies, which should be protected and prized, because its budget came in the form of a block grant. She stated that the trustees should be careful to not invite that to carry forward into a legislative process where someone would determine that they must spend a certain amount. She noted that it was a delicate balance, and it was very important for the block grant concept to be allowed to continue.

Trustee Brown agreed that the budget process should be reduced and formalized. He noted that there would occasionally be tentative decisions made by the Budget Committee, which would then be recommendations to the Board, that the President and Deans might disagree with, which was a corollary to the legislative process. He further discussed potential involvement by the Deans and Directors, and how that should be considered by the Board.

Trustee MacPherson commented that there was a fine line between inviting the state legislature to meddle in the budget and avoiding criticism from other members of the legislature that the trustees were not paying attention and didn't know where the money went or how it was being spent. He noted that he was confident in the Budget Committee and their ability to work through the process and thanked them again for their hard work throughout the process.



AGENDA ITEM TITLE: **Trustees' Internal Budget Review**, McKinley

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

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MINUTES OF THE MEETING:

Trustee John McKinley stated that the Board had already discussed the topic, and noted that the final trustee budget would be sent to Associate Vice President for Budgeting and Fiscal Planning David Jewell so he could incorporate it into the President's overall budget. He summarized the changes, noting that the FY17 budget was approximately \$229,000 and would be reduced to \$213,000 for FY18. He noted that two new items were added to the FY18 budget.

Trustee Jeff Marsh asked where the FY17 historical data was found, as only FY18 was listed in the materials provided to the Board.

Trustee McKinley noted that the information provided was correct, and briefly explained the process used to get those numbers. He explained that the numbers from FY17 were not listed because they only had 9 months of data, as the year was not yet over. He also noted that the actual data from FY12-16 was used to create the trustees' FY18 budget.

Trustee Dave Bostrom commented that it was difficult to compare past budgets with the FY18 budget as the coding was now different. He noted that the process would be refined so they could be better able to track the budget versus actuals and projections in the future.

AGENDA ITEM TITLE: **Budget Reduction Plan Update FY18**, Nichols/Jewell

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

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MINUTES OF THE MEETING:

University President Laurie Nichols began by referring the trustees to pages 50 and 51 of the Board Report, noting that what would be shared was only an expansion of previously shared information. She stated that the plan being presented was final, and noted that they would explain the plan so the Board would be ready to vote on it. She briefly discussed the budget plan process, and reminded the trustees of previous Board action related to the budget. She commented on the voluntary separation program, stating that 44 applications were accepted for the program and there was a projected \$2 million that would be saved through the program. President Nichols discussed different positions that were eliminated around the University, and noted that there were 12 faculty and academic professional positions that had been open, and were eventually eliminated. She emphasized that these positions were all on the academic side, and were faculty positions, not staff positions, that were eliminated in this group. She noted that there was a fairly equal distribution of faculty and staff positions that were being eliminated.

President Nichols then discussed the division reductions, noting that each division was given a budget reduction amount, and then was asked to plan how they would reduce the budget by that amount. These requested reductions came through the Financial Crisis Advisory Committee. She noted that information on how each division reduced their budget was available in the Board materials. She discussed the positions that were eliminated, and noted that many divisions eliminated vacant positions as part of their budget reduction plan. President Nichols explained that most divisions were not able to get to full reduction just with elimination of vacancies, so there was a need for a reduction in force. She commented that this was the first time this had happened as part of these budget reductions, and stated that there was a series of individuals who would be notified the next week that their position was being eliminated. She recognized that this was the difficult part of budget reductions, as it affected real people.

President Nichols discussed the operating efficiencies, noting that some operating costs were reduced by gaining efficiencies. She stated that part of the contract of Huron Consulting Group with UW was to help the University make reductions simply by increasing efficiency. She noted that she had received 25 recommendations from them to improve the University's efficiency, and discussed how those recommendations were being implemented. President Nichols explained changes in long-term disability, noting that employees would now be responsible for this benefit, and stated that UW would now be more aligned with the benefits given by the State.

President Nichols discussed procurement, noting that UW would now do contracts with vendors, which would save a lot of money. Associate Vice President for Budgeting and Fiscal Planning David Jewell commented that they were working on a contract for office supplies that would also save several hundred thousand dollars per year, and would deliver office supplies the day after they were ordered. President Nichols discussed challenges of procurement, and stated that the contracts would help all departments to save money.

Associate Vice President Jewell then discussed operations, noting that money would be saved as the items purchased were bundled together.

Trustee Dick Scarlett asked whether individual departments could order on their own, rather than going through central purchasing. Associate Vice President Jewell replied that they could, but the new contract would have better pricing and more seamless service, and they hoped to avoid departments purchasing separately from that.

Trustee Scarlett suggested that there should be a central purchasing department, and all acquisitions should go through that department, especially at an institution as big as the University. Associate Vice President Jewell stated that they were working in that direction.

Trustee Kermit Brown asked if the program would be so rigid that the entire University would have to use either Mac or PC, and noted that there were reasons why individuals did different things. He stated that he did not want to destroy the creativity and innovation that they exercised. He also noted that many providers were upset that the University would have a “pipeline” down to Denver, and not do its purchasing in Wyoming. He stated that there were suppliers in Casper that would do a great job.

Associate Vice President David Jewell explained that the contracts for computers, office supplies, and research supplies were opened to the public, and the procurement process gave preference to Wyoming vendors, but the Wyoming vendors did not respond. He noted that they would continue to keep the future contracts open to Wyoming vendors.

Trustee Jeff Marsh asked about the reduction in force, noting that they had very limited options, and asked where they were in that process. President Nichols responded that there were really only two options for a reduction in force of faculty: to declare a financial crisis and an exigency, which would put the institution’s accreditation in jeopardy, or to do an academic program review, which she noted would be discussed later in the meeting. She noted that she was working with General Counsel Tara Evans on either a Financial Crisis University Regulation or a unique University Regulation that would be proposed for a reduction in force policy.

Trustee Jeff Marsh asked when that Regulation would be needed to help manage the situation. President Nichols responded that it was not needed at this point, but would be very necessary if the legislature were to give the University another budget reduction for the next biennium, as they would need to discuss other options. There was already a lot of cutting that had been done, so another reduction would be serious and they would need to make a new plan.

Trustee Jeff Marsh stated that it was important to have this plan in place before it was too late. Trustee Nichols stated that they would work on the plan, but there was no immediate rush.

Associate Vice President Jewell further discussed the contracts that would be used for procurement, noting that the University would still allow individuals to purchase the products they needed. The purpose of the contracts was a more standardized approach, but they would work with individuals to get them what they needed.

Trustee Dave Bostrom expressed concern that no Wyoming vendors were participating in the procurement process in certain areas. He asked why that was, and stated that while it was important to get the lowest price possible, that came at a cost to Wyoming. He noted that they should be sensitive to this, and have someone circle back to find out why they were not part of the process. Associate Vice President Jewell stated that they would look into the issue.

Trustee David Fall noted his experience working as a School Board member, and stated that it was important when cutting budgets to stay as far away as possible from directly affecting students. He asked if the cuts were starting to affect the students.

President Nichols responded that cuts to Academic Affairs and within the colleges were of most concern, because they would have the most direct impact on students. She stated that she had looked very carefully when the budget cuts came in, to see what they were cutting. She noted that there might be a slight impact on students, but there would not be any dramatic impacts. She emphasized that the students would still be able to take all the courses they needed. She stated that if issues were to arise, they would quickly be considered and addressed.

Trustee Brown commented that he represented the Laramie local businesses and was friends with many of the owners. He noted that he understood that the suppliers in Denver could produce in bulk, but stated that the University should try to work with local and Wyoming producers in order for them to become competitive and participate in the process.

Associate Vice President Jewell responded that they had been sensitive to that, and discussed the three categories mentioned in the report. He noted that laptops and desktops were bought directly from the vendors, and explained that there were only three vendors of scientific supplies in the nation, and no Wyoming vendors, so those were also bought directly from the suppliers. He also stated that office supplies were previously purchased mainly from the UW Bookstore, Amazon, or Walmart with Purchasing cards, and stated that they had been sensitive to that. He explained that as they moved forward, they would spend more locally on operations, electrical supplies, HVAC supplies, and maintenance, as those could all be purchased from local vendors. Associate Vice President Jewell stated that those items were not yet on the list, but would be included in the future. He noted that there were also national vendors for those same items, and the University would be working with both local and national vendors, which would be a win-win situation for all involved.

ASUW President Ben Wetzel asked whether ASUW would be able to access the vendors through their Foundation accounts. President Nichols responded that where the money was coming from should not be the issue, just how the items were purchased.

President Nichols continued discussion of the budget reductions, and explained operating efficiency. She discussed reductions to Fleet Services, noting that they were downsizing by seven or eight vehicles, but stated that the reductions would not affect UW's ability to get cars where they were needed across campus. She also noted that she had asked Fleet Services to consolidate their services under one umbrella, as there were currently cars from many units across campus, and explained that these cars should also be in the Fleet inventory and be permanently signed out under Fleet. She stated that there would be significant savings, and noted that it had been a very decentralized function for a long time, but they were working to make it more efficient.

President Nichols then discussed Information Technology, noting that its functions had been spread across campus for a long time, with about 40 people doing IT functions who weren't actually under IT. She stated that the program would be consolidated, and IT would now have all of Information Technology. People might be assigned out, but they would report directly to IT, making the process much more efficient. She also noted that they would be downsizing positions because they would become more efficient by consolidating their programs. She emphasized again the goal of efficiency in operations.

President Nichols then updated the Board on Positions Reductions, noting that the University was down 332 positions, including 44 VSIP retirements. She emphasized that almost all of the positions eliminated were through vacancies or retirements. She stated that by the time FY18 was implemented, they would be down 370 positions at the University. She noted that these were permanent reductions, and none of those positions were expected to be filled in the future. She stated that those were the block grant reductions, and in order to manage a \$41 million reduction, the University had to reduce its payroll. She again stated that 370 was an accurate number of positions eliminated.

Trustee Mel Baldwin commented that in the past, budget cuts had been made primarily to maintenance, but now they had to cut positions in order to achieve the budget reductions necessary. He noted that these cuts were difficult for everyone, but stated that he supported President Nichols and the Administration in the reduction decisions they had made, as they were really the only option open to the University.

Associate Vice President Jewell stated that all of the reallocations and reductions would be applied to FY18, and the budget would be approved at the June meeting. He stated that in the new budget, for the first time, there would be an all funds revenue budget in the range of approximately \$570 million, which would include block grants, tuition and fees, contracts and grants, and Foundation funds. He noted that there would be \$563.6 million of budget expenditures, with \$1 million left in the bottom line. Associate Vice President Jewell reminded the Board that at the March meeting they had discussed the use of the money left over, with possible uses including a salary increase in the future, and repaying the money that was used for the Voluntary Separation Incentive

Agreement Plan. He also noted that the rest of the money would be put towards the Trustees Capital Reserve Policy, which had a target set of \$40 million, but currently only had \$20 million.

Staff Senate President Gunnerson asked how soon people would know about the position reductions. President Nichols stated that they would be informed the next week, noting that they had needed to receive Board approval beforehand.

Trustee MacPherson thanked the presenters for their presentation.

AGENDA ITEM TITLE: **Reorganization of General Counsel – Modifications to UW Regulations 1-1, 1-2, 3-179, and 3-690**, Evans/Mai/Gern

CHECK THE APPROPRIATE BOX(ES):

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

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MINUTES OF THE MEETING:

General Counsel Tara Evans referred the trustees to page 52 of the Board Report. She noted that she and University President Laurie Nichols had looked at UW's General Counsel Unit and had discussed how it could be better organized. She discussed personnel and employees from each division of General Counsel, including the Legal Office, Risk Management and Safety, Employment and Diversity Practices, and the Investigations Unit. She noted that they were proposing that the Safety Employees be moved to the Administration and Research Units, and stated that this would be more efficient for all units. She discussed other relocations of personnel, noting that efficiency was the goal of all changes. General Counsel Evans stated that the Risk Management and Investigations employees would remain under General Counsel.

Vice President for Research and Economic Development Bill Gern stated that General Counsel Evans had done a good analysis of the reorganization, and noted that the Research and General Council offices worked very closely together. He commented that Safety divisions were part of the Research offices at most other Universities. He discussed cross-training that would be necessary for the Safety officers.

Vice President for Administration Bill Mai also thanked General Counsel Evans for her thorough analysis, and noted the high level of communication that she had maintained with the involved parties. He stated that the reorganization made sense and would help coordinate the efforts of the employees.

Trustee President John MacPherson thanked General Counsel Evans for her work on the issue.

ASUW President Ben Wetzel asked which office would deal with NCAA Athlete Injuries. General Counsel Evans responded that the Office of General Counsel would continue to do so.

Trustee Baldwin moved to authorize the change to University Regulations pertaining to the Office of General Counsel reorganization (Transfer of Safety Employees) and modifications to University Regulations 1-1, 1-2, 3-179, and 3-650, as presented in the redline version to the University of Wyoming Board of Trustees May 10-12, 2017 Report; second from Trustee Fall. The motion passed with a unanimous decision. Trustees Gubbels and Marsh were not in attendance.

AGENDA ITEM TITLE: **Residence Halls Update**, Nichols/Axelson/Mai

CHECK THE APPROPRIATE BOX(ES):

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

MINUTES OF THE MEETING:

Vice President for Administration Bill Mai began the residence halls update by stating that the administration was moving forward with a new analysis of the housing on campus. He proceeded to explain the timeline to the Board as outlined in their report. He then discussed the contract details and the firm's work plan.

Trustee MacPherson asked several questions regarding the timeline and purpose of the contract. Vice President Mai stated that the contract's purpose would be to provide an evaluation of the housing at UW and to propose solutions.

Vice President Axelson added that the study would look at the enrollment now and going forward, as well as the Laramie market and trending ideas. She noted that this would create a ten-year housing plan and help UW determine what plan could be brought forward for the residence halls in order to attract students. She added more details on the committee make-up for this project.

Trustee MacPherson asked for a clarification of the cost, and Vice President Axelson discussed the sources for the funding.

President Laurie Nichols noted that the most valuable part of this study would be to really look at the entire housing portfolio of UW. She added that they were asking for a ten-year housing plan as well as recommendations for the first group of new residence halls.

Vice President Mai added that as comments and information were received, they would provide details to the Board.

Trustee Marsh asked if any of the prior work done could be used going forward in this residence hall study. Vice President Axelson responded that information from the previous plan would be incorporated.

Faculty Senate Chair Scott Shaw asked about the location of the residence halls, as this was related to the discussion regarding 15<sup>th</sup> Street. Vice President Axelson noted that they were still focused on the Crane Hill area at that moment.



AGENDA ITEM TITLE: **Enrollment Update**, Miller/Aguayo

CHECK THE APPROPRIATE BOX(ES):

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

MINUTES OF THE MEETING:

Provost Kate Miller provided the Board with an update on enrollment (see Attachment VII). She began by noting that Enrollment and Policy Strategist Mary Aguayo would be better able to answer the more detailed questions, if the trustees had any. She then provided the Board with a presentation on enrollment, updating the Board on fall enrollment numbers, including new and transfer students, and strategies for increasing enrollment moving forward, including streamlining certain processes. Enrollment Strategist Aguayo commented on several other strategies that Academic Affairs had implemented in order to attract more students. Provost Miller then discussed graduation numbers.

Trustee David Fall asked if all of the credits from community colleges transferred to UW. Enrollment Strategist Aguayo responded that agreements were being signed across the State so that the transitions would be seamless. Trustee MacPherson noted that due to former Associate Vice President Alyson Hagy's efforts with community colleges, this process had been more successful.

Trustee Mel Baldwin noted that this information should be spread to the public. He added that he attended a UW signing day and thanked University President Laurie Nichols and her team for their work. Director of Admissions Shelley Dodd provided an update on UW signing days across the state, noting that these events were exciting and successful. Trustee Dave Bostrom noted that the signing days were very well done and were an effective marketing tool. ASUW President Ben Wetzel stated that signing days created excitement for all students attending UW.

Trustee Michelle Sullivan thanked everyone for their recruitment efforts. She then asked if there was a process to track course selections and a coordination from recruitment to attendance.

Vice President Axelson replied that there was a process, and provided the strategies UW would use to increase this coordination, noting that they would be meeting during Orientation each week.

Enrollment Strategist Aguayo shared that they were working to be proactive in providing classes for those students who needed them. Trustee Sullivan then asked how this would apply to transfer students. Enrollment Strategist Aguayo responded by discussing the strategies being used to aid in this coordination with transfer students. President Nichols asked if dual enrollment had been instated at Northwest College, to which Enrollment Strategist Aguayo responded that it had not been instated quite yet, but they were moving in the right direction.

AGENDA ITEM TITLE: **UW Board of Trustees 2018 Meeting Schedule**, MacPherson

CHECK THE APPROPRIATE BOX(ES):

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

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MINUTES OF THE MEETING:

Trustee MacPherson began discussion on the UW Board of Trustees meeting schedule. He noted that the Trustee Bylaws stated that the annual meeting schedule should be reviewed by the trustees. He reviewed the schedule (see Attachment VI) and discussed the “only if needed” language provided on the schedule.

Trustee McKinley commented on the language and noted that he thought it best to delete it, as May and December meetings were required by the bylaws and were important as commencement was occurring at the same time. He further noted the importance of graduation ceremonies.

Trustee McKinley moved to approve the University Board of Trustees’ Meeting Schedule for calendar year 2018 with the modifications that the language, “Only If Needed” be removed from the schedule; second from Trustee Baldwin.

University President Laurie Nichols commented on the motion to remove the brackets from the schedule. She noted that they were working hard to make sure face-to-face meetings were filled with meaningful content, and she added that conference calls were often cumbersome and did not work effectively. She noted that she did not think it was necessary to have all of the conference calls if the material could be organized well enough to fit into the face-to-face meetings.

Trustee Jeff Marsh noted that he understood the frustrations, but that he had had good experience with the Zoom technology for conference calls. Trustee MacPherson agreed.

Policy Director Mary Kay Hill recommended that certain procedures be adopted for teleconference meetings versus face-to-face meetings. Trustee Kermit Brown noted his duration with cellphones during conference calls. Trustee Marsh added that the Zoom technology allowed the Board to have a pop-up screen available to vote.

Trustee True stated that he did support the monthly conference calls. He added that a standardized itinerary for some of the meetings would be helpful as well. Trustee McKinley added that different information or action to be taken could be presented depending upon the meeting date.

The motion passed with a unanimous decision. Trustee Gubbels was not in attendance.

AGENDA ITEM TITLE: **Consolidation of Academic Departments in A&S and Education**, Miller

CHECK THE APPROPRIATE BOX(ES):

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

MINUTES OF THE MEETING:

Provost Kate Miller began the discussion of the consolidation of departments in the Colleges of Education and Arts and Sciences. She noted that in keeping with efforts to become more efficient, she, University President Laurie Nichols, and the deans of both the Colleges of Education and Arts and Sciences had decided to consolidate departments. She then explained the consolidations as proposed and the reasoning behind each change.

Trustee President John MacPherson asked if there was an anticipated reduction in cost as a result of these changes. Provost Miller referred the trustees to the materials in their packet with the exact numbers.

ASUW President Wetzel asked if the degree requirements would change. Provost Miller responded that for the most part the degree programs would stay the same.

Trustee David Fall commented that this consolidation seemed to work well with the Trustee Education Initiative. Provost Miller agreed and noted that Dean Reutzel led the College of Education well.

Staff Senate Chair Mark Gunnerson noted that one concern the staff had was the performance appraisal system.

Faculty Senate Chair Scott Shaw asked a question in regard to the language of “school” and “department”, to which Provost Miller responded that they were discussing the title “administrative unit”. She then noted that there were many ways to differentiate between schools, departments, and units. She shared these differences. She added that there was a flexibility in how these terms were used.

Dean of the College of Education Ray Reutzel explained the differences between these terms, especially within the College of Education. Associate Dean of the College of Arts and Sciences Audrey Shalinsky noted that the units in the College of Arts and Sciences would function as departments with department heads. She added that some units had the option to become schools. She then shared further details and reasons behind these distinctions.

Faculty Senate Chair Shaw noted his concern that these changes would impact the composition of the Faculty Senate, and added that this needed to be addressed.

Associate Dean Shalinsky responded that she understood the issue, and explained how the compositions could possibly work. Trustee MacPherson stated that this did not involve the trustees, and the Faculty Senate would need to work out a composition to make certain there was adequate representation.

Provost Miller noted that she would bring UW Regulation reviews to the next meeting for approval.

AGENDA ITEM TITLE: **Open Discussion**

CHECK THE APPROPRIATE BOX(ES):

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

MINUTES OF THE MEETING:

Trustee MacPherson began by discussing the dates and locations of the July Board meeting and related events. He stated that the Board would meet in Rock Springs, Wyoming, and noted that one of the events would be with the Lumina Foundation. Policy Director Mary Kay Hill then discussed the Lumina Foundation in detail.

Trustee Kermit Brown asked if legislators from Uinta County could be invited, to which Trustee MacPherson responded that they could.

Trustee Michelle Sullivan added some information on the Lumina Foundation and noted that she could send some information on the Foundation to the trustees later. University President Laurie Nichols noted that there two initiatives in Wyoming, including Complete College America and Complete College Wyoming, and the Lumina Foundation. She added that Lumina really worked toward collaborating and completing educational goals.

ASUW President Ben Wetzel then commented that he had previously discussed forming better relationships with the press, rather than solely reactionary relationships.

Trustee Dick Scarlett noted that the Board missed Trustee Larry Gubbels and asked for an update. Trustee MacPherson agreed that the trustees needed to do something for him. Deputy Secretary for the Board of Trustees Shannon Polk stated that she would get a card to send him. Trustee Jeff Marsh provided at update on Trustee Gubbels. Trustee MacPherson added that the Board should send flowers as well.

State Superintendent for Public Instruction Jillian Balow asked about the swing dancing record that had been promoted at the previous meeting, to which Trustee MacPherson responded that the record had not been broken.

AGENDA ITEM TITLE: **Academic Program Elimination Recommendations pursuant to UW Regulation 6-43**, Nichols/Miller/Alexander

CHECK THE APPROPRIATE BOX(ES):

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

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MINUTES OF THE MEETING:

Provost Miller began by summarizing the academic program review, and discussed its results (see Attachment VIII). She added that the trustees would make the final decision on which programs would be eliminated. She then discussed teach-out plans and provided an example. Provost Miller then provided detailed recommendations for these programs, which she noted could all be found in the Board materials.

State Superintendent for Public Instruction Jillian Balow asked about the industrial arts education program. She noted that she appreciated the process the University had taken. She asked Dean of the College of Education Ray Reutzel to speak to this elimination.

Dean Reutzel provided the Board with a history of industrial arts education, noting that many universities had moved away from this area of specialization. Policy Director Mary Kay Hill noted that she agreed with Dean Reutzel, but she stated that she did not believe that Wyoming was ready to see this program leave at the university level. She added that if UW was not preparing students to teach in those content areas, such as industrial arts, the vision of the University came into question. Superintendent Balow noted that many of the issues in K-12 schools noted by Policy Director Hill were being addressed. Trustee Michelle Sullivan noted the importance of continued conversations regarding this topic, even after the program was potentially eliminated.

Trustee Wava Tully asked if the new STEM Education Center would help prepare teachers as the previous center did. Dean Reutzel replied that he anticipated this work to continue in the new center, as they continued to make the center more accessible to teachers and schools alike.

Trustee Dave True asked about the status of the need for industrial arts education teachers in Wyoming. Superintendent Balow responded that there were many vocational educators close to the retirement age. She noted that high schools needed to shift along with workforce data to provide dynamic programs for students and not just vocational programs.

Trustee President John MacPherson thanked Provost Miller and her team for their hard work and noted that he would endorse the conclusions made by that group of people.

Trustee True asked if there was an education degree that could be coupled with the engineering technology concept. Dean Reutzel replied that there was. Trustee True suggested having a well thought out transition from the industrial arts education program to an engineering program. Vice President Alexander responded that she agreed, and stated that there would be a transition process involving the deans.

Faculty Senate Chair Shaw stated that he spoke in favor of UW Regulation 6-43. He added that the process was successful. ASUW President Wetzel thanked everyone involved in the process.

Trustee Baldwin moved to approve the elimination of the B.S. Secondary Education: Industrial Technical Education, B.A. Russian, M.A. French, M.A. German, M.S. Neuroscience, pursuant to UW Regulation 6-43. He then moved to approve the attached policies for accommodating students in the eliminated programs and direct the University to complete the notice and appeal provisions outlined in UW Regulation 6-43; second from Trustee Bostrom. The motion passed with a unanimous decision. Trustee Gubbels was not in attendance.

AGENDA ITEM TITLE:

**Board Policy and Process for Determining UW Fund Raising Priorities**, Nichols/Blalock

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

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MINUTES OF THE MEETING:

UW Foundation President Ben Blalock began discussion on fundraising priorities for UW. He noted that he had been working with University President Laurie Nichols and Provost Kate Miller on fitting this into the Strategic Plan. He added that the UW Foundation had a good year, and noted that the summary was included in the Board materials. He then stated that he would focus on the history of fundraising priorities, rather than naming those priorities during the meeting.

University President Laurie Nichols commented that she felt that the Strategic Plan should have been created first. She then shared the UW Foundation fundraising priority goals, including increasing enrollment, outreach, marketing, and UW Foundation-based scholarships. She noted that the fundraising plan would be in line with the Strategic Plan.



AGENDA ITEM TITLE:

**Student Loan Fund Agreements Change in Use of Funds**, Evans/Blalock

CHECK THE APPROPRIATE BOX(ES):

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

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MINUTES OF THE MEETING:

UW Foundation President Ben Blalock then discussed the student loan fund agreements change in use of funds. He noted that one important topic of discussion was the use of donor dollars toward student loans. He added that following discussions regarding the use of these dollars, they were proposing to move funds into a new or existing endowment fund. He stated that they wanted to ensure dollars were used effectively.

Trustee Dave Bostrom asked if there would be any legal concerns with this process. General Counsel Tara Evans replied that she did not think there would be legal issues.

Trustee Jeff Marsh asked about the location of the agreement, and if it needed to be included as a footnote. UW Foundation President Blalock noted that since it was not new fundraising, it would not be noted that way.

Trustee John McKinley reminded the Board of when funds were transferred from UW-held scholarships. He noted that this was a similar process. UW Foundation President Blalock said that this was the case. Trustee Marsh noted his support.

Trustee Baldwin moved to approve changing \$3,904,151.45 in funds that were gifted to the University for use originally as student loans to use as permanent endowments for student scholarships pursuant to the Uniform Prudent Management of Institutional Funds Act (UPMIFA) and the terms and intent of the original agreements; second from Trustee Bostrom. Trustee McKinley proposed an amendment to the motion; that it would be subject to the necessary Attorney General and court approval. Trustees Baldwin and Bostrom accepted the friendly amendment. The motion passed with a unanimous decision. Trustee Gubbels was not in attendance.

Trustee Bostrom thanked those involved for their hard work.

AGENDA ITEM TITLE:

**UW Marketing Plan and Unit Reorganization Discussion**, Baldwin/Boswell

CHECK THE APPROPRIATE BOX(ES):

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

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MINUTES OF THE MEETING:

Vice President for Governmental and Community Affairs Chris Boswell began discussion on the UW Marketing Plan and unit reorganization. He noted that prior to this plan, UW's marketing plan was not doing so well, and University President Laurie Nichols had given a clear directive to ramp up UW's marketing efforts. He added that the campaign was initiated this past year from FY17 funds, and stated that the Board would hear results from the campaign.

Director for Institutional Communications Chad Baldwin presented UW's marketing plan to the Board, noting that this plan included social media, the UWYO magazine, and media releases (see Attachment IX). He shared where the funds for this plan came from. He added that UW changed its website and would complete a test to determine its usability. He then discussed more information on UW's new marketing scheme, noting that they stayed with the theme "Go for Gold", as it was a marketing strength. Director Baldwin discussed the emphases for the new campaign, and shared the results of the campaign with the Board. He then shared the next steps of the marketing campaign and suggestions they had received on improvement.

Trustee Dick Scarlett and Content Strategist Jen Petty discussed the costs of the campaign. Director Baldwin explained that the calculations were based on actual confirmed students. There was further discussion on billboards, television marketing, using club sports to advertise as they traveled, and having a staff listening session to share input.

Trustee President John MacPherson thanked President Nichols and Director Baldwin for their work on UW's marketing campaign. He further commented about the importance of increasing enrollment and using UW's facilities to their full capacity. Trustee John McKinley also commented on finding the correct amount to charge for tuition for in state and out of state students. There was further discussion on tuition and work that Rose Martinelli with Huron had done on enrollment and tuition.

University President Laurie Nichols noted that they had looked into firms that could analyze what rate UW should charge for its tuition and could determine what UW's enrollment capacity was. There was discussion on how the Wyoming State Legislature had considered this topic as well.

Trustee Brown moved to hire an outside firm, authorizing the administration to retain services from an outside firm and do a study on capacity; second from Trustee Scarlett. The motion passed with a unanimous decision. Trustee Gubbels was not in attendance.

Trustee McKinley noted his concerns and encouraged the Board to hire the consultant to complete a broad range of work addressing various levels of concern. There was further discussion by Trustees Brown and MacPherson on the need to have good information when making this decision.

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

CHECK THE APPROPRIATE BOX(ES):

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

Specify:

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MINUTES OF THE MEETING:

Provost Kate Miller updated the Board on the current status of the Strategic Plan (see Attachment XII). She noted the changes that had been made to the plan since the March meeting, including the preamble and redefined sub-goals and action items. She added that they were happy to continue to receive feedback just as they had done in the town hall meetings held throughout the year. She noted the timeline for finalizing the Strategic Plan.

University President Laurie Nichols stated that she had seen the plan the previous week and had made suggestions. She reminded the trustees to look over the plan and note any changes they thought should be made.

Trustee Michelle Sullivan noted that she had attended the Casper town hall meeting and that she was grateful to have been there.

AGENDA ITEM TITLE: **Establishment of an Honors College**, Miller/Alexander

CHECK THE APPROPRIATE BOX(ES):

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

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MINUTES OF THE MEETING:

Provost Kate Miller began the presentation on the establishment of an Honors College, stating the intentions of their presentation.

Associate Vice President for Undergraduate Education Anne Alexander explained the reasons for the establishment of the College, including creating more of an asset for recruiting high-achieving students. She noted that establishing this college would require students to take advantage of high-impact practices and explained what those practices looked like. She added that there were goals to have colleges work together to create specific Honors coursework. Vice President Alexander then shared the possibilities of what Honors College programs would look like (see Attachment X). She discussed the steps of this establishment, which would begin with hiring a dean for the Honors College. She explained the process in further detail. She noted that a search committee had been created and provided the timeline. Vice President Alexander shared the funding estimate numbers for each phase. She noted that there were a few regulations which would need to be adjusted and brought forward at the July meeting.

Trustee Michelle Sullivan asked how the new Honors College would translate into credits for students. Vice President Alexander explained how credits would be figured into this new college. She noted that it was important to be mindful of who was tracking the credits and how they were being tracked.

Trustee Mel Baldwin asked questions regarding the budget, noting his concerns for where the funding would come from. Trustee McKinley noted that he was supportive of this transition. He stated that he thought the funding was coming from the general Academic Affairs budget. Provost Miller added that that the start-up phase was included in the budget.

Faculty Senate Chair Shaw asked what changes would be made to the regulations. Associate Vice President Alexander explained that most of the changes would be non-substantive, as some minor details regarding Faculty Senate representation would need to be cleared up. Faculty Senate Chair Scott Shaw clarified that this would likely not be an issue as Faculty Senate elected its senators from departments and not colleges.

Trustee Baldwin moved to approve the establishment of an Honors College at the University of Wyoming with a Dean of Honors pursuant to UW Regulation 8-2 and UW Regulation 1-102(P);

second from Trustee Sullivan. The motion passed with a unanimous decision. Trustee Gubbels was not in attendance.

Trustee MacPherson added that the funding would be carved out as a separate item in the budget.

**Friday, May 12, 2017**

**Business Meeting**

Marian H. Rochelle Gateway Center, Salon D/E

Trustee President John MacPherson began by expressing the Board's gratitude for the service of Vice President for Research and Economic Development Bill Gern and Vice President for Student Affairs Sara Axelson, as this would be their last Board meeting.

Vice President Gern noted that he had the pleasure of working with terrific faculty across campus and that he truly took thrill in the success of others.

**Roll Call**

The business meeting was called to order at 10:41 a.m. Secretary for the Board of Trustees Jeff Marsh took roll.

Trustees participating: Mel Baldwin, Dave Bostrom, Kermit Brown, David Fall, John MacPherson, Jeff Marsh, John McKinley, Dick Scarlett, Michelle Sullivan, Dave True, and Wava Tully. Trustee Larry Gubbels was not in attendance. Ex-officio Trustees: University President Laurie Nichols, ASUW President Ben Wetzel, and State Superintendent of Public Instruction Jillian Balow were in attendance. Governor Matt Mead was not in attendance; Policy Director Mary Kay Hill participated on his behalf. Wyoming Community College Commission Executive Director Jim Rose was not in attendance.

**Approval of Board of Trustees Meeting Minutes**

April 12, 2017 (conference call)

April 21, 2017 "Special" meeting (conference call)

**Approval of Executive Session Meeting Minutes**

April 12, 2017 (conference call)

April 21, 2017 "Special" meeting (conference call)

**Election of Officers**

Trustee Bostrom noted that there was a tradition that a slate of officers typically would serve for two terms. He added that there were currently completing the first term of those slated, and he nominated them to serve for a second term. Trustee Tully seconded.

All trustees were in favor; the motion passed unanimously. Trustee MacPherson abstained from the vote.

The following officers were re-elected:

John MacPherson: President; Dave True: Vice President; Jeff Marsh: Secretary; John McKinley: Treasurer.

### **Committee Appointments and Appointment of Committee Chairs**

Trustee President John MacPherson noted that the by-laws stated that committee appointments lasted two years, so the committees would remain the same for another term.

### **Administer Oath to Board Secretary (W.S. Sec 21-17-206)**

Trustee MacPherson noted that the oath for the Board Secretary would be performed.

Deputy Secretary for the Board of Trustees Shannon Sanchez read the oath and Secretary Marsh repeated the language.

### **Reports**

#### *ASUW*

ASUW President Ben Wetzel shared updates on the beginning of the new ASUW administration. He noted specific pieces of legislation that ASUW had passed, including: support of Faculty Senate Resolution 337, establishment of a sanctuary campus, support of the High School Summer Leadership Conference for incoming high school students, support for flying the LGBTQIA+ pride flag for the month of June, as well as a campus flag management process, and support of reviewing the sexual misconduct procedures.

Trustee Wava Tully asked if the specifics of each flag needed to be approved prior to hanging them. ASUW President Wetzel responded that that policy had not been outlined thus far, but he noted that they would work closely with the Vice President for Student Affairs during this process. Trustee Marsh suggested that ASUW seek help from entities on campus familiar with flag protocols.

General Counsel Evans noted that this had not been vetted by the administration and would still need to be considered prior to any action being taken. ASUW President Wetzel clarified to the Board that this was not a resolution, and ASUW was not looking for Board approval at this time.

#### *Staff Senate*

Staff Senate Chair Mark Gunnerson noted the timeline for membership and officer elections. He added that there would be listening sessions this summer and a retreat for new senators in July. He then thanked the Board for the opportunity to serve with them.

#### *Faculty Senate*

Faculty Senate Chair Scott Shaw thanked the Board for the opportunity to serve and noted that Michael Barker would be the new chair of the Faculty Senate. He shared a bit more about his experience as a faculty member and added that it had been a pleasure working with the Board.

### **Public Testimony**

There was no public testimony. However, Trustee Mel Baldwin used the time to recognize Senior Administrative Assistant Laura Shevling for completing her Master's Degree.



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

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

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

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

John McKinley (Chair)

Trustee John McKinley provided a supplemental report from the Facilities Committee. He began by noting that the committee had another meeting to discuss issues dealing with the exterior design of the Engineering Building. He then provided a timeline of the exterior design changes and updated the Board on the progress of the changes. He noted that it was recognized that some of the changes could not be reversed entirely. He noted that the committee recommended that the Board make instruction to go back as much as possible to the post-de-scoping exterior elevation, recognizing that some features may not be able to be incorporated. Trustee McKinley added that with these changes, the timeline for the finish of the building could be moved back.

Trustee Jeff Marsh further shared the changes to the site plan and the pilasters. Trustee McKinley added that the pilaster issue related back to the fact that the foundation had already been poured, and fixing the foundation would greatly increase costs.

Senator Phil Nicholas noted that maintaining the character of UW was important in conjunction with the historical preservation plan. He added that the changes that had been made were disheartening.

Trustee McKinley noted that the changes made to the design that the Board had previously approved were significant and that the financial responsibility for these changes should sit with the architect. He noted he wanted to state that point, but that was not part of his formal motion and would be addressed later.

Trustee McKinley moved to rescind the motion made by the Board the previous day that approved of the minor changes; see below.

*Motion to approve the minor changes on the “CD Elevations” and changes 1, 2, 3, 4, 8, and 9 in the handout provided.*

Trustee Brown seconded the motion, which passed with a unanimous decision. Trustees True and Gubbels were not in attendance.

Trustee McKinley moved that the University of Wyoming Board of Trustees direct the architect to the Vice President for Administration’s office, Facilities Office and Matt Kibbon, to go back as much as possible to the original exterior design of the engineering building approved by the Board of Trustees in February 2016, and charge the administration to work with the architect to come back to the UW Board of Trustees as soon as possible with the exterior design as close as possible as originally approved; second from Trustee Bostrom. It was noted that this action by the Board

would not forgive the architect for what was done. The motion passed with a unanimous decision. Trustees True and Gubbels were not in attendance.

Trustee Kermit Brown asked if after the work had been done, it would be subject to approval by the Board before it was implemented. Trustee McKinley noted that it would come back to the Board for approval.

Trustee Marsh invited Board members to look at the mock-up document.

#### Liaison to Other Boards

- *UW Alumni Association Board – Wava Tully*  
Trustee Wava Tully noted that the Alumni Association spent a lot of effort on trying to connect graduates. She added that they recently held their scholarship reception and auction, where they were able to raise money for student scholarships. She then reported on the other endeavors the Alumni Association had been working on, including their strategic planning process.
- *Foundation Board – Jeff Marsh & Dave Bostrom*  
Trustee Dave Bostrom provided an update on the Foundation Board. He noted that they deserved congratulations for their hard work. He added that the Foundation was a strong supporter of the University. Trustee Jeff Marsh noted that the next Foundation Board meeting would be June 8-9 in Laramie and that all trustees were invited to attend.
- *Haub School of Environment & Natural Resources – Michelle Sullivan*  
Trustee Michelle Sullivan began by updating the Board on the search process for the new dean of the Haub School. She added that the Haub School had continued to grow in diversity of graduates and degrees. She noted that the Haub School board meeting was focused on the broader strategic plan and its partnerships. ASUW President Ben Wetzel noted that the Haub School now had a representative in ASUW.
- *Energy Resources Council – Dave True*  
There was no report provided for the Energy Resources Council.
- *Cowboy Joe Club – John McKinley*  
Trustee John McKinley updated the Board on the membership revenue, adding that they anticipated to meet their fundraising goals. He then provided the Board with important Cowboy Joe Club event dates.

#### PROPOSED ITEMS FOR ACTION:

*Approved 5-12-17 @ 11:48 a.m.*

#### ***Approval of Contracts and Grants – Gern***

Trustee Baldwin moved to approve the contracts and grants as presented in the Board Report. Second by Trustee Fall. The motion passed with a unanimous decision. Trustees True and Gubbels were not in attendance.

*Approved 5-12-17 @ 11:49 a.m.*

***Approval of Personnel (Attachment I) – Miller***

Trustee Marsh moved to approve the appointments of those individuals listed in the personnel section (Attachment I and including Addendum A) based on the recommendation of President Nichols. Second by Trustee Fall. The motion passed with a unanimous decision. Trustees True and Gubbels were not in attendance.

*Approved 5-12-17 @ 11:50 a.m.*

***Approval of Board Appointments for WRI – Gern***

Trustee Baldwin moved to approve the recommendation for appointments to the Board of Directors for the University of Wyoming Research Corporation (WRI) beginning July 1, 2017, as presented in the UW Board of Trustees Report. Second by Trustee Bostrom. The motion passed with a unanimous decision. Trustees True and Gubbels were not in attendance.

*Approved 5-12-17 @ 11:51 a.m.*

***Approval of Execution of Bond Pursuant to W.S. 21-17-203 – McKinley/Mai/Evans***

Trustee Bostrom moved to approve the Deputy Treasurer to execute a \$1,000,000.00 bond to fulfill the requirement of Wyoming Statute 21-17-203. Second by Trustee Scarlett. The motion passed with a unanimous decision. Trustees True and Gubbels were not in attendance.

*Approved 5-12-17 @ 11:52 a.m.*

***Approval of ASUW Senate Bills Requiring Action (Bills 2538, 2549, 2554, and 2561)***

Trustee Baldwin moved to approve ASUW Senate Bills 2538, 2554, 2561 and 2549 as presented to the Board. Second by Trustee Fall. The motion passed with a unanimous decision. Trustees True and Gubbels were not in attendance.

*Approved 5-12-17 @ 11:53 a.m.*

***Approval of the Resolutions and Amendments to the University of Wyoming Athletic Coaches and Athletic Director Retirement Plan and the President's 403(b) Plan – Evans***

Trustee Baldwin moved to authorize UW administration to execute the amendments to the UW athletic coaches and athletic director retirement plan and the President's 403(b) plan as presented in the Board of Trustees Report. Second by Trustee Bostrom. The motion passed with a unanimous decision. Trustees True and Gubbels were not in attendance.

*Approved 5-12-17 @ 11:54 a.m.*

***Approval of Master List of Degrees – Miller/Alexander***

Trustee Baldwin moved to approve the updated Master List of Degrees and Majors for 2017 as presented in the Board of Trustees May Report packet. Second by Trustee Bostrom. The motion passed with a unanimous decision. Trustees True and Gubbels were not in attendance.

*Approved 5-12-17 @ 11:55 a.m.*

***Approval to authorize naming the Pi Beta Phi Sorority House as the 'Tobin House' – Evans/Blalock***

Trustee Baldwin moved to authorize naming the Pi Beta Phi Sorority House as the 'Tobin House' pending closing on the purchase of the Pi Beta Phi property and with the reservation of the right

of the University to rename the building should the building be repurposed. Second by Trustee Bostrom. The motion passed with a unanimous decision. Trustee Brown abstained from the vote. Trustees True and Gubbels were not in attendance.

*Approved 5-12-17 @ 11:56 a.m.*

***Approval to Designate Depositories for UW Funds – Mai (added during work session discussion)***

Trustee Baldwin moved to approve the depositories for UW funds as presented in the attached document (see Attachment II). Second by Trustee Bostrom. The motion passed with a unanimous decision, Trustee Marsh abstained from the vote. Trustees True and Gubbels were not in attendance.

**New Business**

Trustee MacPherson noted that the next item was not on the agenda, but he began discussion on the Jacoby bike/walk path area. Vice President for Administration Bill Mai noted that the facilities committee did not have time to review this. He suggested that this item be tabled until the meeting in June. Trustee MacPherson agreed.

**Date of Next Meeting**

Conference Call (Special) – June 7, 2017

Conference Call (Regular) – June 14, 2017

Trustee Mel Baldwin announced that Dean of Students Sean Blackburn was approved as the new Vice President for Student Affairs when the Board approved the personnel section.

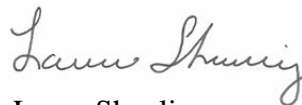
**Adjournment**

The Board adjourned the meeting at 11:57 a.m.

Respectfully submitted,



Shannon Polk  
Deputy Secretary, Board of Trustees



Laura Shevling  
Senior Administrative Assistant

**Action Already Taken at Meeting:**

- ✓ FY18 Trustees' Budget – Attachment XIII
- ✓ EERB – Waivers for Out of State Contractors
- ✓ Incinerator at BSL-3
- ✓ Exterior Architectural Design Advisory Committee for College of Engineering Building Façade Design Revisions (De-Scoping)
- ✓ Exterior Architectural Design Advisory Committee for Signage at Mick and Susie McMurry High Altitude Performance Center (HAPC) and Willett drive area
- ✓ UW Regulation 1-102
- ✓ UW Regulation 1-103
- ✓ Trustee By-Laws
- ✓ Student Success Fee
- ✓ UW Regulations related to the Office of General counsel Reorganization
- ✓ UW Board of Trustees 2018 Meeting Schedule
- ✓ Academic Program Elimination
- ✓ Student Loan Fund Agreements Change in Use of Funds
- ✓ Hiring Consultant to Review Capacity

**Wednesday, May 10, 2017**

*Approved 5-10-17 @ 12:52 p.m.*

***FY18 Trustees' Budget – Attachment XIII***

Trustee Bostrom moved to accept the recommendations from the Trustee Budget Committee with the amendments to the amount of \$213,000; as presented with the modifications; Trustee Sullivan seconded the motion. The motion passed with a unanimous decision. Trustees Scarlett and Gubbels were not in attendance. (See Attachment XIII)

*Approved 5-10-17 @ 1:12 p.m.*

***EERB – Waivers for Out of State Contractors***

Trustee McKinley moved to approve the waivers and provide approval for the President of the University, Vice President for Administration Bill Mai and University of Wyoming Board of Trustees President John MacPherson to approve signing these documents; Trustee Marsh seconded the motion. The motion passed with a unanimous decision. Trustees Gubbels and Scarlett were not in attendance.

*Approved 5-10-17 @ 1:24 p.m.*

***Incinerator at BSL-3***

Trustee Marsh moved to identify funding from the Ag College Permanent Land Income Fund held in the State Treasurer's Office as the source for funding UW's portion of the incinerator at the BSL-3 facility; second from Trustee Brown. There was clarification provided by Trustee True, stating that this motion was to approve of the funding source, not to allow for expenditure of the funds; this was confirmed by Vice President Mai. The motion passed with a unanimous decision. Trustees Gubbels and Scarlett were not in attendance.

*Approved 5-10-17 @ 2:14 p.m.*

***Exterior Architectural Design Advisory Committee for College of Engineering Building Façade Design Revisions (De-Scoping)***

***Motion #1 – minor changes***

Trustee Brown moved to approve the minor changes on the “CD Elevations” and changes 1, 2, 3, 4, 8, and 9 in the handout provided (Attachment III); second from Trustee McKinley. The motion passed with a majority decision [Trustees MacPherson and Tully opposed.]. Trustees Gubbels and Scarlett were not in attendance.

***Motion #2 – change 6***

Trustee McKinley moved that the Board disallow change item number 6 with the base stone and go back to the stone that was in the original scope and design; second from Trustee Brown. The motion passed with a unanimous decision. Trustees Gubbels and Scarlett were not in attendance.

***Motion #3 – change 5***

Trustee Brown moved that change item number 5 be referred back to the exterior design committee for further consideration and discussion with the architect and to be brought back to the full Board; Trustee Marsh seconded the motion. There was discussion by the Board regarding timeline, options to consider so the timeline was not affected, and the possibility of moving the discussion back to the committee this week. Trustee Brown withdrew his original motion; Trustee Marsh seconded. Trustee McKinley clarified that changes 5, 7, 10, and the entryway on the north elevation on Bradley Street would refer back to the committee for discussion and report back to the full Board on Friday. The motion passed with a unanimous decision. Trustees Gubbels and Scarlett were not in attendance.

*Approved 5-10-17 @ 2:19 p.m.*

***Exterior Architectural Design Advisory Committee for Signage at Mick and Susie McMurry High Altitude Performance Center (HAPC) and Willett drive area***

***Motion #1 – approve signage for HAPC and Willett Drive as presented***

Trustee McKinley moved that the Board approve the signage as presented for the HAPC and for Willett Drive as presented (see Attachment IV) second from Trustee Fall. There was discussion regarding how the signage appears from inside the stadium, who were the members of the committee that reviewed this matter, the recommendation from the committee, and providing adequate and appropriate donor recognition for the donor. There was then discussion regarding the size of the words “High Altitude” and how the committee came to these versions as the final recommendation and perhaps why the words were so pronounced.

***Amendment to Motion #1 – separate the HAPC and Willett Drive signage for the vote***

Trustee Brown moved to amend the motion to make the motion on the floor, “approval or disapproval of the HAPC signage”; second from Trustee Marsh. The amendment to the motion passed with a unanimous decision. Trustees Gubbels and Scarlett were not in attendance.

**Motion #1 as amended 2:20 p.m.**

Trustee Brown moved on the amended motion to approve of the HAPC signage; second from Trustee Bostrom. Trustee McKinley noted that this was for signage, not for landscaping, as that would be presented to the Board at a later date.

Trustee MacPherson called for a vote to approve the signage for the Mick and Susie McMurry High Altitude Performance Center. Five trustees voted in favor, four against, Trustee MacPherson did not vote. The motion passed. Trustees Gubbels and Scarlett were not in attendance.

<u><b>Vote</b></u>	<u><b>Trustees</b></u>	<u><b>Board Officers</b></u>
Yes	Baldwin, Mel	
No	Bostrom, Dave	
No	Brown, Kermit	
Yes	Fall, David	
Did not vote	MacPherson, John	President
Yes	Marsh, Jeff	Secretary
Yes	McKinley, John	Vice President
Yes	Sullivan, Michelle	
No	True, Dave	Treasurer
No	Tully, Wava	

**Motion #2 – approve signage for Willett Drive as presented**

Trustee McKinley moved to approve the signage for Willett Drive as presented; second from Trustee Bostrom. The motion passed with a unanimous decision. Trustees Gubbels and Scarlett were not in attendance.

*Approved 5-10-17 @ 2:24 p.m.*

***UW Regulation 1-102 – Attachment XI***

Trustee Baldwin moved to adopt the changes as reflected in the red line UW Regulations 1-102, Board of Trustees Directives, distributed 5-10-17; second by Trustee Brown. The motion passed with a unanimous decision. Trustees Gubbels and Scarlett were not in attendance.

*Approved 5-10-17 @ 2:39 p.m.*

***UW Regulation 1-103 – Attachment V***

Trustee Brown moved to approve implementation of UW Regulation 1-103, which establishes a process for approval of the University's Operating Budget and Division of Administration budgets within the Operating Budget.; second by Trustee Sullivan (see Attachment V). The motion passed with a unanimous decision. Trustees Gubbels and Scarlett were not in attendance.

*Approved 5-10-17 @ 2:45 p.m.*

***Trustee By-Laws***

Trustee Bostrom moved to authorize the changes to the Bylaws of the Trustees as presented to the Board in the redline version found in the Trustees Report; second by Trustee Baldwin. The motion passed with a unanimous decision. Trustees Gubbels and Scarlett were not in attendance.

**Thursday, May 11, 2017**

*Approved 5-11-17 @ 8:40 a.m.*

***Student Success Fee***

Trustee Baldwin moved to approve the Student Affairs fee roll-up and the Mandatory Student Success Fee of \$28 as presented (see page 41 of report); second from Trustee Bostrom. The motion passed with a unanimous decision. Trustee Gubbels was not in attendance.

*Approved 5-11-17 @ 10:46 a.m.*

***UW Regulations related to Office of General Counsel Reorganization***

Trustee Baldwin moved to authorize the change to University Regulations pertaining to the Office of General Counsel reorganization (Transfer of Safety Employees) and modifications to University Regulations 1-1, 1-2, 3-179, and 3-650, as presented in the redline version to the University of Wyoming Board of Trustees May 10-12, 2017 Report; second from Trustee Fall. The Motion passed with a unanimous decision. Trustees Gubbels and Marsh were not in attendance.

*Approved 5-11-17 @ 11:14 a.m.*

***UW Board of Trustees 2018 Meeting Schedule***

Trustee McKinley moved to approve the University Board of Trustees' Meeting Schedule for calendar year 2018 with the modifications that the language, "Only If Needed" be removed from the schedule; second from Trustee Baldwin (see Attachment VI). The motion passed with a unanimous decision. Trustee Gubbels was not in attendance.

*Approved 5-11-17 @ 1:35 p.m.*

***Academic Program Elimination***

Trustee Baldwin I move to approve the elimination of the B.S. Secondary Education: Industrial Technical Education, B.A. Russian, M.A. French, M.A. German, M.S. Neuroscience, pursuant to UW Regulation 6-43. I also move to approve the attached policies for accommodating students in the eliminated programs and direct the University to complete the notice and appeal provisions outlined in UW Regulation 6-43; second from Trustee Bostrom. The motion passed with a unanimous decision. Trustee Gubbels was not in attendance.

**Friday, May 12, 2017**

*Approved 5-12-17 @ 8:25 a.m.*

***Student Loan Fund Agreements Change in Use of Funds***

Trustee Baldwin moved to approve changing \$3,904,151.45 in funds that were gifted to the University for use originally as student loans to use as permanent endowments for student scholarships pursuant to UPMIFA (Uniform Prudent Management of Institutional Funds Act) and the terms and intent of the original agreements; second from Trustee Bostrom. Trustee McKinley



proposed an amendment to the motion, that is be subject to the necessary Attorney General and court approval. Trustees Baldwin and Bostrom accepted the friendly amendment. The motion passed with a unanimous decision. Trustee Gubbels was not in attendance.

*Approved 5-12-17 @ 9:17 a.m.*

***Hiring Consultant to Review Capacity***

Trustee Brown moved to hire an outside firm, authorizing the administration to retain services from an outside firm and do a study on capacity; second from Trustee Scarlett. The motion passed with a unanimous decision. Trustee Gubbels was not in attendance.

*Approved 5-12-17 @ 9:54 a.m.*

***Honors College***

Trustee Baldwin moved to approve the establishment of an Honors College at the University of Wyoming with a Dean of Honors pursuant to UW Regulation 8-2 and UW Regulation 1-102(P); second from Sullivan. The motion passed with a unanimous decision. Trustee Gubbels was not in attendance.

**THE UNIVERSITY OF WYOMING  
BOARD OF TRUSTEES MEETING  
May 10-May 12, 2017  
Laramie, Wyoming**

*For approval during the Business Meeting Friday, May 12, 2017.*

***Personnel Section***

**AGENDA ITEM TITLE: Personnel Appointments and Updates**

CHECK THE APPROPRIATE BOX(ES):

- ☐ Work Session  
☐ Education Session  
☐ Information Item  
☒ Other      Specify: Committee of the Whole (Items for Approval)

BACKGROUND AND POLICY CONTEXT OF ISSUE

**Personnel Section**

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

**APPOINTMENTS**

**1. Administrators**

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

**President's Office**

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Starts</u>
<i>Diversity</i>			
<b>Monago, Emily</b>	Chief Diversity Officer	\$150,000/FY	07/17/2017

Emily Monago received a B.A. (1993) in General Studies with the concentration areas of Economics and English, and an M.P.A. (1999) from Kent State University. She then received a Ph.D. (2008) in Communication Studies from Bowling Green State University. Ms. Monago has been the Interim Administrator-in-Charge for Equity, Diversity, and Inclusion since July 2016 and the Director of the Office of Multicultural Affairs since 2010 at Bowling Green State University.

**College of Health Sciences**

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Period</u>
<i>Dean's Office</i>			
<b>Jones, David L.</b>	Interim Dean	\$215,000/FY	07/01/2017

David Jones received a B.S. (1980) from Westminster College, a M.A. (1983) and a Ph.D. (1987) from the University of Iowa. Dr. Jones has been a Professor in the Division of Communication Disorders since 2001. Dr. Jones has also served as Associate Dean in the College of Health Sciences and Vice President of Academic Affairs. Dr. Jones's temporary salary increase reflects his base salary plus a \$3,000/month administrative stipend.

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## 2. Faculty

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

### College of Agriculture and Natural Resources

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Period</u>
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#### *Department Animal Science*

<b>Stewart, Whitney C.</b>	Assistant Professor	\$91,500/FY	07/31/17
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Whitney Stewart received a B.S. (2008) in Agricultural Education from Brigham Young University-Idaho, a M.S. (2010) in Animal Science from Oregon State University, and a Ph.D. (2015) in Animal Science from New Mexico State University. Dr. Stewart has been an Assistant Professor at Montana State University since 2015.

### College of Arts & Sciences

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Period</u>
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#### *Department of Zoology & Physiology*

<b>Krist, Amy C.</b>	Assistant Professor	\$74,376/AY	03/01/2017
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Amy Krist received a B.A. (1991) in History from the State University of New York College at Potsdam, NY, and a Ph.D. (1998) in Ecology and Evolutionary Biology from Indiana University. Dr. Krist has been an extended-term Research Scientist at the University of Wyoming since 2006.

### College of Education

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Period</u>
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#### *Department of Secondary Education*

<b>Hall, Leigh A.</b>	Professor	\$140,004/AY	07/01/2017
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Leigh Hall received a B.S. (1996) in Elementary Education from the University of South Florida, a M.Ed. (1997) in Elementary Education from Vanderbilt University, and a Ph.D. (2005) in Literacy from Michigan State University. Dr. Hall has been an Associate Professor at the University of North Carolina, Chapel Hill since 2011. Dr. Hall will be the Wyoming Excellence Chair in Adolescent Literacy in the Department of Secondary Education with tenure.

## PROMOTIONS

### 1. Faculty

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

### Academic Affairs

<u>Name</u>	<u>New Rank</u>
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#### *American Heritage Center*

<b>Kilander, Ginny L.</b>	Archivist
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**College of Agriculture and Natural Resources**

<u>Name</u>	<u>New Rank</u>
<i>Department of Agricultural and Applied Economics</i>	
<b>Bastian, Christopher Todd</b>	Professor
<i>Department of Family &amp; Consumer Sciences</i>	
<b>Cameron, Bruce A.</b>	Professor
<b>Larson-Meyer, Dawnine E.</b>	Professor

**College of Arts & Sciences**

<u>Name</u>	<u>New Rank</u>
<i>Department of Chemistry</i>	
<b>Dutta, Debashis</b>	Professor
<i>Department of Criminal Justice</i>	
<b>Culhane, Scott E.</b>	Professor
<i>Department of English</i>	
<b>Watson, Wilton Brad</b>	Professor
<i>Department of Geology &amp; Geophysics</i>	
<b>Clementz, Mark T.</b>	Professor
<i>Department of Mathematics</i>	
<b>Ginting, Victor E.</b>	Professor
<i>Department of Political Science</i>	
<b>Anderson, Stephanie B.</b>	Professor
<i>Department of Theatre &amp; Dance</i>	
<b>Aragon, Cecilia J.</b>	Professor

**College of Education**

<u>Name</u>	<u>New Rank</u>
<i>Department of Elementary &amp; Early Childhood Education</i>	
<b>Moran, Peter W.</b>	Professor

**College of Engineering and Applied Science**

<u>Name</u>	<u>New Rank</u>
<i>Department of Chemical Engineering</i>	
<b>Alvarado, Vladimir</b>	Professor
<i>Department of Petroleum Engineering</i>	

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**Piri, Mohammed** Professor

#### **College of Health Sciences**

Name

New Rank

*Division of Kinesiology and Health*

**Wallhead, Tristan** Professor

*School of Pharmacy*

**Hornecker, Jamie** Clinical Professor

*Wyoming Family Medicine Residency – Casper*

**Veauthier, Brian** Clinical Professor

**Works, Cynthia** Clinical Associate Professor

#### **College of Law**

Name

New Rank

**Cover, Danielle R** Associate Professor

**Pritchett, Suzan M** Associate Professor

**Righetti, Tara K.** Associate Professor

### **2. Academic Professionals**

It is recommended to the Trustees of the University of Wyoming that the following promotions of academic professionals be approved as indicated.

#### **College of Education**

Name

New Rank

*Department of Elementary & Early Childhood Education*

**Spiker, Amy B.** Senior Lecturer

### **TENURE APPOINTMENTS WITH PROMOTION**

It is recommended to the Trustees of the University of Wyoming that the following faculty be granted tenure with a promotion in rank.

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### College of Agriculture and Natural Resources

Name

New Rank

#### *Department of Plant Sciences*

**Dhekney, Sadanand A.**

Associate Professor

Dr. Sadanand Dhekney (Ph.D, Horticulture, Univ. Florida) was appointed to the Plant Sciences faculty in 2012 and is based in Sheridan, WY. Dr. Dhekney teaches plant biotechnology and horticultural courses at all levels and focuses on grape production, tissue culture, and herbs, spices, and medicinal plants. He teaches courses online but hosts face-to-face lab sections in Laramie. His research involves improving cold tolerance in grape through precision breeding. He has published 33 refereed publications, 8 proceeding articles and 8 book chapters, hosted four visiting scientists, was major advisor for 1 PhD student and served on 5 graduate committees. Dr. Dhekney received the Young Scientist Award from the Society of In Vitro Biology and currently serves on committees in that organization. Dr. Dhekney also received the Wyoming Agricultural Experiment Station's Early Career Research Achievement award.

### College of Arts & Sciences

Name

New Rank

#### *American Studies Program*

**Soto, Lilia M.**

Associate Professor

Lilia Soto (Ph.D., University of California Berkley) was appointed to the American Studies and Latino/a Studies faculty in 2010. Professor Soto teaches courses ranging from the 1000 to the 5000 level including such contemporary courses as Introduction to Latino(a) Studies and Women, Gender, and Migration. She has seven refereed publications and has chaired ten master's committee. Soto is much engaged with on and off campus service.

#### *Department of Anthropology*

**Toohey, Jason Leigh**

Associate Professor

Jason Toohey (Ph.D., University of California Santa Barbara) was appointed to the Anthropology faculty in 2011. Professor Toohey has published a total of seven refereed articles and book chapters in his time at the University of Wyoming. He is a bioarchaeologist with a primary focus in Peru. He teaches many introductory courses including Introduction to Archaeology and World Archaeology as well as allowing advanced students to explore complex cultures such as the Inca, Maya, and Aztecs. He has taken UW students to his field school in Peru.

#### *Department of Art*

**Fine, Peter C.**

Associate Professor

Peter Fine (Ph.D., University of Arizona) was appointed to the Art faculty in 2013. Professor Fine has published a book while at the University of Wyoming and has another under contract. He teaches various courses and levels of graphic design, his area of artistic endeavor. Often students create their own projects or portfolios in his classes. He currently advises 19 undergraduates.

#### *Department of Botany*

**Currano, Ellen D**

Associate Professor

Ellen Currano (Ph.D., Penn State University) was appointed to the Botany and Geology & Geophysics faculty in 2014. Professor Currano has been awarded nearly \$480,000 in grants during her time at the University of Wyoming. She teaches courses ranging from general biology at the introductory level to paleobotany, her area of specialization. She has published six refereed publications while at UW but 21 throughout her career and has 21 undergraduate advisees.

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*Department of English*

**Forbes, Erin E.**

Associate Professor

Erin Forbes (Ph.D., Princeton University) was appointed to the English faculty in 2009. Professor Forbes teaches courses from the sophomore to graduate level, for example, African American literature and American Gothic literature. She received an Andrew W. Mellon Foundation Fellowship to conduct research at the Huntington Library and has completed five refereed publications.

*Department of History*

**Ryan Larson, Carolyne L.**

Associate Professor

Carolyne Ryan Larson (Ph.D., University of Wisconsin--Madison) was appointed to the History faculty in 2011. Professor Larson published a book with Pennsylvania State University Press in 2015 titled, *Our Indigenous Ancestors: Museum Anthropology and Nation-Making in Argentina, 1862-1943*. Her expertise in Latin America has led her to develop courses in that area. She also teaches historical methods, a required course for history majors in addition to others.

*Department of Modern & Classical Languages*

**Domenech, Concepcio (Conxita)**

Associate Professor

Concepcio Domenech (Ph.D., University of Colorado Boulder) was appointed to the Modern & Classical Languages faculty in 2011. Professor Domenech has been awarded over \$160,000 in grants while at the University of Wyoming as principal or co-principal investigator. She teaches a variety of courses in Spanish literature and culture. She has published 20 refereed publications while at the University of Wyoming and has chaired or is chairing a total of 13 masters theses overall.

*Department of Physics & Astronomy*

**Jang-Condell, Hannah**

Associate Professor

Hannah Jang-Condell (Ph.D., Harvard University) was appointed to the Physics & Astronomy faculty in 2011. Professor Jang-Condell has received \$4.7 million in grants since her arrival at the University of Wyoming. She has published 18 refereed articles. One of her areas of expertise is exoplanets, that is, planets in star systems other than ours. While she primarily teaches graduate students, she also teaches engineering physics at the introductory level.

*Department of Zoology & Physiology*

**Carling, Matthew D.**

Associate Professor

Matt Carling (Ph.D., Louisiana State University) was appointed to the Zoology & Physiology faculty in 2011. Professor Carling has been awarded nearly \$260,000 in grants in his time at the University of Wyoming. He teaches courses in ornithology, the study of birds, primarily at the advanced undergraduate and graduate student level. Professor Carling published 18 refereed journal articles and has advised more than 35 student per semester during his UW career.

**Cherrington, Brian D.**

Associate Professor

Brian Cherrington (Ph.D., Colorado State University) was appointed to the Zoology & Physiology faculty in 2011. Professor Cherrington has been awarded over \$400,000 in grants during his time at the University of Wyoming. He teaches the genomics of mammals, the physiology of humans, and writing in the biosciences to provide some examples. Professor Cherrington has published 13 refereed publications while at the University and has 27 undergraduate advisees.

**Krist, Amy**

Associate Professor

Amy Krist (Ph.D., Indiana University) was appointed to the Zoology & Physiology faculty in 2006. Professor Krist has emphasized teaching the sophomore class, "Animal Biology" and participating in the senior capstone "Writing in Biology." She has written 20 refereed publications in her career and has been awarded nearly \$170,000 in grants. Her research primarily is about invasive species in water/lake ecosystems, a topic highly relevant in Wyoming as well as other locales.

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**Pratt, Kara G.**

Associate Professor

Kara Pratt (Ph.D., Brandeis University) was appointed to the Zoology & Physiology faculty in 2011. Professor Pratt has received \$175,000 in grant funding while publishing 12 refereed articles during her time at the University of Wyoming. As a neuroscientist, she teaches courses in developmental biology and neurodevelopment primary for advanced undergraduate and graduate students.

### **College of Business**

Name

New Rank

#### *Department of Management & Marketing*

**Brewer, Barry L.**

Associate Professor

Barry Brewer (Ph.D., Arizona State University) was appointed to the Management and Marketing department as an Assistant Professor of Decision Science in 2011. Professor Brewer came to the University of Wyoming with extensive Supply Chain experience and teaching experience gleaned while serving in the US Air force. He teaches undergraduate courses in Production and Operations Management and Supply Chain Management as well as Graduate courses in Operation Management and Supply Chain Management in the Energy Industry. Professor Brewer has received \$32,400 in grant funding to enhance student experiential learning in both the undergraduate and graduate levels.

### **College of Education**

Name

New Rank

#### *Department of Professional Studies*

**Hvidston, David J.**

Associate Professor

David J. Hvidston (Ed.D., University of Wyoming) was appointed to the College of Education in 2011. Professor Hvidston teaches educational leadership courses at the masters and doctorate level utilizing face-to-face intensive weekends, online, and by using ZOOM (online video delivery system). He has published 15 refereed publications in his field as well as chairing or co-chairing 21 doctoral committees and 20 masters committees for his department since 2011. Presently he is advising 103 educational leadership students.

**McKim, Courtney A.**

Associate Professor

Courtney McKim (Ph.D, University of Nebraska - Lincoln) was appointed to the Educational Research faculty in 2011. Professor McKim teaches educational research courses for all graduate students. She teaches some courses online through the Outreach School and some classes on campus. She has published 13 refereed publications in her field and is co-chairing 9 doctoral committees for her department.

#### *Department of Secondary Education*

**Burrows, Andrea C.**

Associate Professor

Andrea C. Burrows (Ed.D., University of Cincinnati) was appointed to the Education faculty in 2011. Professor Burrows teaches secondary science methods and research courses as well as others. Her scholarship focuses on science, technology, engineering, and mathematics (STEM) partnerships with pre-service and in-service K-12 teachers. She engages in extensive grant work (~2M) including serving as a NSF Noyce PI and developing STEM professional development workshops. She has published 11 refereed publications and 1 book chapter in her field. She has chaired seven masters' and doctoral committees for the Curriculum and Instruction Department. She is the CITE-Science Journal co-editor and has been elected to AERA, ASEE, and SITE professional organization leadership positions.

**Haynes, James C.**

Associate Professor

J. Chris Haynes (Ph.D., Oklahoma State University) was appointed to the College of Education; Department of Secondary Education faculty in 2011. Dr. Haynes teaches courses at all levels leading to a degree in Agricultural Education with teacher certification in Wyoming. Dr. Haynes's research line falls under the umbrella of student



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achievement with an emphasis on STEM relationships between agricultural education and core-curriculum courses in (PK-12) public education. He has published 10 refereed publications in his field as well as presenting 24 papers and 14 posters at Regional, National, and International conferences in his field.

*Department of Elementary & Early Childhood Education*

**Houseal, Anne K** Associate Professor

Anne Houseal (Ph.D., University of Illinois at Urbana-Champaign) was appointed to the College of Education Faculty in 2011. Dr. Houseal teaches graduate courses for the College of Education and the Science and Mathematics Teaching Center (SMTC) in science education pedagogy, research methodology, and spends a significant amount of time conducting professional development in science education for Wyoming's K-12 educators and administrators. She has secured \$1.4M in grant funding for science education work, has published 6 refereed articles, 1 invited article, 2 articles for practitioners, and 3 sets of curriculum (>10,000 downloads), presented 44 times at international, national, and regional conferences, and has chaired 20 master's committees for the SMTC.

**College of Engineering and Applied Science**

Name New Rank

*Department of Computer Science*

**Banic, Amy C.** Associate Professor

Amy Banic (Ph.D., University of North Carolina at Charlotte) was appointed to the Computer Science faculty in 2010. Professor Banic teaches at all levels especially focusing on computer graphics and UI/UX design, and also mentors women in Computer Science. She has published 3 journal publications and 19 refereed publications in her field as well as chairing 16 masters' and 2 doctoral committees for her department.

**Clune, Jeffrey M.** Associate Professor

Jeff Clune (Ph.D., Michigan State University) was appointed to the Computer Science faculty in 2012. Professor Clune teaches courses focusing on artificial intelligence and modern robotics. He has published 12 journal publications and 36 refereed publications in his field as well as chairing 1 masters' and 7 doctoral committees for his department.

*Department of Mechanical Engineering*

**Fertig, Ray Stuart III** Associate Professor

Ray Fertig (Ph.D., Cornell University) was appointed to Mechanical Engineering faculty in 2011. Professor Fertig teaches at all levels especially focusing on structural modeling and properties of materials. He has published 16 journal publications and delivered 38 conference papers in his field as well as chairing 6 master's and 3 doctoral committees for his department.

**College of Health Sciences**

Name New Rank

*Division of Kinesiology and Health*

**Dai, Boyi** Associate Professor

Boyi Dai (Ph.D., University of North Carolina at Chapel Hill) has been a member of the Division of Kinesiology and Health faculty as an assistant professor since August 2012. Dr. Dai has published 26 journal peer-reviewed journal articles and he has made 29 national presentations since starting at the University of Wyoming. He is an editorial board member for two journals, Sports Biomechanics and Research in Sports Medicine. He teaches courses in biomechanics to both undergraduate and graduate students. He has supervised five master's students' thesis projects

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and 17 undergraduate students' research credits.

**Gaudreault, Karen M.**

Associate Professor

Dr. Gaudreault instructs in Physical Education teaching methods and Qualitative Research Methods (at the graduate level). Her research involves examining teachers' work lives and the marginalization of physical education in schools. Specifically, Dr. Gaudreault examines teacher socialization, schools as workplaces, and how the structure of schools impacts teachers' agency and feelings about their work. She is the Director and Principal Investigator for the Healthy Pokes program. Healthy Pokes is an after-school enrichment program for at-risk youth focusing on the development of healthy behaviors in the areas of: physical activity, nutrition, and behavioral health. Dr. Gaudreault's work has appeared in the Journal of Teaching in Physical Education (JTPE), Physical Education and Sport Pedagogy, The Teacher Educator, and Quest. In addition, she has presented numerous papers to scholarly societies in the USA, Japan, Spain, and China.

*School of Pharmacy*

**Thyagarajan, Baskaran**

Associate Professor

Baskaran Thyagarajan (M. Pharm., Ph.D., Karl-Franzens University of Graz, Austria) joined the School of Pharmacy faculty in August 2011. Dr. Thyagarajan leads the Molecular Signaling Laboratory at the School of Pharmacy, University of Wyoming. He has received over \$850,000 in grant funding as Principal Investigator. He has 28 peer reviewed publications in high impact journals, 11 of those articles were published since he joined the School of Pharmacy, University of Wyoming. He has authored a chapter on Botulinum Neurotoxin in Springer's Handbook of Toxinology: Biological Toxins and Bioterrorism. He has received a US patent for developing a novel target site-specific delivery system of a natural product to counter obesity in humans. He teaches Pharmaceutics for the professional students in the Doctor of Pharmacy program.

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#### TENURE-TRACK REAPPOINTMENTS

It is recommended to the Trustees of the University of Wyoming that the following tenure-track faculty be reappointed in probationary positions.

##### Academic Affairs

<u>Name</u>	<u>Rank</u>	<u>Review Year</u>
<i>Haub School of Environment &amp; Natural Resources</i>		
<b>Carlson, Courtney Bethel</b>	Assistant Professor	2
<b>Monteith, Kevin L.</b>	Assistant Professor	2
<b>Stoellinger, Temple L.</b>	Assistant Professor	2
<i>Honors Program</i>		
<b>McConigley, Nina S.</b>	Assistant Professor	2

##### College of Agriculture and Natural Resources

<u>Name</u>	<u>Rank</u>	<u>Review Year</u>
<i>Department of Agricultural and Applied Economics</i>		
<b>Hovhannisyan, Vardges</b>	Assistant Professor	2
<b>Jones Ritten, Chian</b>	Assistant Professor	4
<i>Department of Animal Science</i>		
<b>Bisha, Bledar</b>	Assistant Professor	4
<b>Guo, Wei</b>	Assistant Professor	4
<i>Department of Ecosystem Science and Management</i>		
<b>Scasta, John Derek</b>	Assistant Professor	3
<b>van Diepen, Linda T.A.</b>	Assistant Professor	2
<b>Vaughan, Karen L.</b>	Assistant Professor	2
<b>Zhu, Mengqiang</b>	Assistant Professor	4
<i>Department of Family &amp; Consumer Sciences</i>		
<b>Harmon, Jennifer L</b>	Assistant Professor	2
<b>Irick, Erin M.</b>	Assistant Professor	4
<b>McElwain, Alyssa D.</b>	Assistant Professor	2
<b>Steinman, Bernard A.</b>	Assistant Professor	2
<i>Department of Molecular Biology</i>		
<b>Bowman, Grant R.</b>	Assistant Professor	5
<b>Gigley, Jason P.</b>	Assistant Professor	5
<i>Department of Plant Sciences</i>		

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<b>Jabbour, Randa</b>	Assistant Professor	3
<b>Sbatella, Gustavo M.</b>	Assistant Professor	3
<b>Stump, William L.</b>	Assistant Professor	3
<i>Department of Veterinary Sciences</i>		
<b>Munoz-Gutierrez, Juan F.</b>	Assistant Professor	2
<b>Sondgeroth, Kerry S.</b>	Assistant Professor	3

### College of Arts & Sciences

<u>Name</u>	<u>Rank</u>	<u>Review Year</u>
<i>Department of Art</i>		
<b>Gellis, Brandon S.</b>	Assistant Professor	2
<i>Department of Botany</i>		
<b>Wagner, Catherine E.</b>	Assistant Professor	2
<i>Department of Communication &amp; Journalism</i>		
<b>LeFebvre, Leah</b>	Assistant Professor	3
<i>Department of Criminal Justice</i>		
<b>Boman, John H. IV</b>	Assistant Professor	4
<b>Mowen, Thomas J.</b>	Assistant Professor	2
<i>Department of English</i>		
<b>Baskin, Jason M.</b>	Assistant Professor	5
<b>Henkel, Scott</b>	Assistant Professor	4
<b>Zibrak, Arielle M.</b>	Assistant Professor	2
<i>Department of Geography</i>		
<b>Xu, Chen</b>	Assistant Professor	3
<i>Department of Geology &amp; Geophysics</i>		
<b>Grana, Dario</b>	Assistant Professor	4
<i>Department of Modern &amp; Classical Languages</i>		
<b>Alexandrova, Ekaterina R</b>	Assistant Professor	5
<b>Checa-Garcia, Irene</b>	Assistant Professor	5
<i>Department of Music</i>		
<b>Dalrymple, Holly A</b>	Assistant Professor	4
<i>Department of Physics &amp; Astronomy</i>		
<b>Chien, TeYu</b>	Assistant Professor	4
<b>Rice, William D.</b>	Assistant Professor	2

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*Department of Political Science*

<b>Piccorelli, Justin T.</b>	Assistant Professor	2
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*Department of Psychology*

<b>Minear, Meredith E.</b>	Assistant Professor	4
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*Department of Sociology*

<b>Noy, Shiri</b>	Assistant Professor	4
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*Department of Statistics*

<b>Piccorelli, Annalisa</b>	Assistant Professor	2
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*Department of Theatre & Dance*

<b>Inouye, Kevin S.</b>	Assistant Professor	3
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<b>Konesko, Patrick M.</b>	Assistant Professor	2
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*Department of Zoology & Physiology*

<b>Benson-Amram, Sarah</b>	Assistant Professor	2
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<b>Lanier, Hayley Christine</b>	Assistant Professor	4
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<b>Navratil, Amy M.</b>	Assistant Professor	5
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<b>Tarwater, Corey E</b>	Assistant Professor	2
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**College of Business**

<u>Name</u>	<u>Rank</u>	<u>Review Year</u>
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*Department of Accounting and Finance*

<b>Glasscock, Robson C.</b>	Assistant Professor	3
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<b>Oler, Mitchell J.</b>	Assistant Professor	2
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<b>Xu, Xin</b>	Assistant Professor	3
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<b>Zheng, Kenneth W.</b>	Assistant Professor	2
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*Department of Economics*

<b>Gilbert, Benjamin T.</b>	Assistant Professor	4
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<b>Gogineni, Sridhar</b>	Assistant Professor	4
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<b>Naschold, Felix</b>	Assistant Professor	3
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<b>Thunstrom, Linda H.</b>	Assistant Professor	3
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*Department of Management & Marketing*

<b>Arnette, Andrew N.</b>	Assistant Professor	5
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<b>Harvey, Bruce</b>	Assistant Professor	4
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<b>Jones, Stephen L.</b>	Assistant Professor	2
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<b>Lewellyn, Krista B.</b>	Assistant Professor	4
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<b>Minton, Elizabeth A.</b>	Assistant Professor	3
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### College of Education

<u>Name</u>	<u>Rank</u>	<u>Review Year</u>
<i>Department of Educational Studies</i>		
<b>James, Joan K</b>	Assistant Professor	2
<i>Department of Professional Studies</i>		
<b>Dousay, Tonia Anne</b>	Assistant Professor	4
<b>Morris-Howe, Lay-nah Blue</b>	Assistant Professor	2
<b>Teman, Eric D.</b>	Assistant Professor	3
<i>Department of Elementary &amp; Early Childhood Education</i>		
<b>Robertson, Dana A</b>	Assistant Professor	5

### College of Engineering and Applied Science

<u>Name</u>	<u>Rank</u>	<u>Review Year</u>
<i>Department of Atmospheric Science</i>		
<b>French, Jeffrey R.</b>	Assistant Professor	2
<b>Lebo, Zachary J</b>	Assistant Professor	2
<b>Murphy, Shane M</b>	Assistant Professor	4
<i>Department of Chemical Engineering</i>		
<b>Li, Dongmei</b>	Assistant Professor	5
<b>Wawrousek, Karen E.</b>	Assistant Professor	2
<i>Department of Civil &amp; Architectural Engineering</i>		
<b>Ahmed, Mohamed M.</b>	Assistant Professor	4
<b>Griffiths, Shawn C.</b>	Assistant Professor	2
<b>Judd, John P.</b>	Assistant Professor	2
<b>Ohara, Noriaki</b>	Assistant Professor	5
<b>Wang, Liping</b>	Assistant Professor	3
<i>Department of Electrical and Computer Engineering</i>		
<b>Duan, Dongliang</b>	Assistant Professor	5
<b>Novak, Domen</b>	Assistant Professor	3
<i>Department of Mechanical Engineering</i>		
<b>Aidhy, Dilputneet Singh</b>	Assistant Professor	2
<i>Department of Petroleum Engineering</i>		
<b>Aryana, Saman</b>	Assistant Professor	3

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### College of Health Sciences

<u>Name</u>	<u>Rank</u>	<u>Review Year</u>
<i>Division of Communication Disorders</i>		
<b>Bush, Erin J.</b>	Assistant Professor	2
<b>Cooley Hidecker, Mary Jo</b>	Assistant Professor	4
<i>Division of Kinesiology and Health</i>		
<b>Guseman, Emily H.</b>	Assistant Professor	4
<b>Johnson, Evan C.</b>	Assistant Professor	2
<i>School of Nursing</i>		
<b>Carron, Rebecca C.</b>	Assistant Professor	3
<b>Fischer, Shelly</b>	Assistant Professor	4
<b>Kooienga, Sarah A.</b>	Assistant Professor	3
<i>School of Pharmacy</i>		
<b>Bushman, Jared S.</b>	Assistant Professor	3
<b>He, Guanglong</b>	Assistant Professor	4
<b>Singh, Reshmi L.</b>	Assistant Professor	4

### College of Law

<u>Name</u>	<u>Rank</u>	<u>Review Year</u>
<b>Alexander, Melissa B.</b>	Associate Professor	4
<b>Bremer, Emily S.</b>	Assistant Professor	2
<b>Chestek, Kenneth D.</b>	Associate Professor	5
<b>Cover, Danielle R.</b>	Associate Professor	3
<b>Glover, Mark B.</b>	Associate Professor	4
<b>Jackson, Darrell D.</b>	Associate Professor	5
<b>Pritchett, Suzan M.</b>	Associate Professor	3
<b>Righetti, Tara K.</b>	Associate Professor	3
<b>Robison, Jason A.</b>	Associate Professor	4
<i>Law Library</i>		
<b>Duncan, Casey D.</b>	Assistant Professor	2

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## EXTENDED-TERM APPOINTMENTS WITH PROMOTION

### 1. Academic Professionals

It is recommended to the Trustees of the University of Wyoming that six-year extended-term appointments with promotion in rank for the following academic professionals be approved as indicated.

#### College of Agriculture and Natural Resources

<u>Name</u>	<u>New Rank</u>	<u>Extended Term Number</u>
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##### *Agricultural Experiment Station*

<b>Zalesky, Douglas D</b>	Associate Research Scientist	1
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Doug Zalesky (Ph.D., Texas A&M University) was appointed as Director of the Laramie Research and Extension Center in 2011. Dr. Zalesky's position is 100% administrative and he oversees the day-to-day activities of the center, the development and management of budgets for the center as well as supervises a full-time staff of nine. The Laramie Research and Extension Center is comprised of a diverse set of resources to include a livestock farm (sheep, cattle and swine), a greenhouse complex, laboratory animal facilities and extensive forage resources. He also teaches in the Animal Science Department.

##### *Cooperative Extension Service*

<b>Sebade, Brian M.</b>	Associate Extension Educator	1
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Brian Sebade (M.S., University of Wyoming) is an Extension Educator located in southeast Wyoming. He is based in Laramie and serves Albany, Carbon, Goshen, Platte, and Laramie Counties. Brian's focus for Extension is related to agriculture and horticulture with a smaller focus on county coordinator leadership, 4-H, and youth development. A few of the major programs and subjects Brian has taught and facilitated include: native plant identification and awareness, range monitoring, poisonous plants, edible plants, weed management and identification, Master Gardeners, wildflowers for reclamation and pollination, and pesticide certification. Some of the groups Brian has partnered with are conservation districts, Wyoming Stockgrowers, Wyoming Native Plant Society, Society for Range Management, and other various government agencies. Brian earned a BS (2008) and MS (2010) in rangeland ecology and watershed management from the University of Wyoming.

<b>Smith, Mae Lynn</b>	Associate Extension Educator	1
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Mae Smith (M.S., Colorado State University) started with UW Extension as an area educator specializing in range management and natural resources in 2011. She started in Rawlins serving southeast Wyoming and moved to Greybull serving northwest Wyoming in 2014. Mae's efforts include research, teaching and outreach/Extension and involve adult and youth audiences. She works with ag producers, researchers, agency and Extension specialists, educators, natural resource advisors and members of the general public. Some highlights of her career are serving as coordinator of Barnyards & Backyards magazine, lead for the educational video series Exploring the Nature of Wyoming, organizing several youth in natural resources camps and teaching classes on native plant identification, landscaping, grazing management, invasive weeds and many more.

##### *Department of Ecosystem Science and Management*

<b>Cook, Craig S.</b>	Associate Research Scientist	1
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Craig Cook (B.S., University of Utah) was appointed Director of the University of Wyoming Stable Isotope Facility (UWSIF) in 2010. Under Mr. Cook's directorship, the UWSIF is a nationally recognized stable isotope analytical facility. Mr. Cook teaches Stable Isotope Ecology (RNEW 5500), a graduate course teaching the applications of stable isotopes as integrators of ecological and environmental processes. Mr. Cook is a founding member and instructor of the internationally recognized short course "Stable Isotope Biogeochemistry and Ecology", which brings graduate



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students and researchers together from around the world, teaching them about stable isotopes in biogeochemistry and ecology. Mr. Cook has co-authored 22 peer-reviewed publications, with topics ranging from plant physiology to plant ecology to stable isotopes.

*Department of Molecular Biology*

**Watson, Rachel M.** Senior Lecturer 2

Rachel Watson (M.S., University of Wyoming) joined the UW faculty in 2001 and teaches General Microbiology, Biochemistry, Microbiology Capstone, practicum in teaching and for the Haub School. She is the Director of the Science Initiative's LAMP and the Queer Studies Minor. She serves on campus/statewide committees such as the Shepard Symposium on Social Justice and the Roadmap to STEM. Rachel has authored nine peer-reviewed publications, a book chapter and article, produced hundreds of educational vodcasts, given presentations at professional conferences, community events and public schools and been the Keynote Speaker at the American Society for Microbiology conference. Rachel serves on four graduate committees, has mentored hundreds of advisees and 10 undergraduate honors theses. She has received 50 teaching and advising awards including the John P. Ellbogen Meritorious Classroom Teaching Award. Rachel has co-coached the 13-time National Champion Ski Teams and was the coach for team USA at four World University Games.

**College of Arts & Sciences**

Name New Rank Extended Term Number

*Department of Art*

**Jones, David Lawrence Jr.** Associate Research Scientist 1

David Jones (M.F.A., University of Tennessee) was appointed to the Art faculty in 2011. As a research scientist or perhaps more accurately, a person who facilitates creative activity for his department, Mr. Jones is in charge of skilled preparation for the Main Gallery of his department and facilitates the activities of his colleagues as well as his own professional creative exhibits in other locales. This means he is likely involved in every exhibit for every faculty member in his department from helping design innovative ways to transport art to maintaining studio areas in the Art Building. He also teaches in a variety of areas depending on departmental needs.

*Department of Chemistry*

**Beckett, Carla D.** Senior Lecturer 2

Carla Beckett (M.S., University of Wyoming) was appointed to the Chemistry faculty in 2008. Ms. Beckett primarily teaches general chemistry I and II, courses required for majors in several colleges. She has served as an instructional laboratory coordinator for the Chemistry Department, that is, she has been an important organizer/instructor for certain labs and testing in the department.

*Department of Communication & Journalism*

**Cram, Travis J.** Associate Lecturer 1

Travis Cram (Ph.D., University of Kansas) was appointed to the Communication and Journalism faculty in 2010. Dr. Cram teaches many courses about the construction of arguments. He also teaches research methods to students in the departmental major. He is the Director of Forensics, perhaps more popularly known as the debate coach. The debate team has been incredibly successful and nationally competitive under Dr. Cram's leadership.

**Stewart, Justin D.** Senior Lecturer 2

Justin Stewart (M.A., University of Wyoming) was appointed to the Communication and Journalism faculty in 2012. Mr. Stewart is the Director for the introduction to public speaking course, which served as a University Studies requirement for many years. He now focuses on teaching introduction to human communication. Mr. Stewart has made many conference presentations and has won awards in both teaching and advising.

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*Department of Geology & Geophysics*

**Dewey, Janet C** Associate Research Scientist 1

Janet Dewey (M.S., Auburn University) was appointed to the Geology and Geophysics faculty in 2011. As a research scientist, Ms. Dewey mentors students, participates in publication, and obtains grants. All these activities are in aid of the Geochemical Analytical Lab, which she directs. She has rebuilt and revitalized the lab in her time here as well as participating in college, university, and disciplinary service.

*Department of Mathematics*

**Anton, David W.** Senior Lecturer 2

David Anton (M.S., University of Wyoming) was appointed to the Mathematics faculty in 2007. Mr. Anton teaches a variety of math courses including problem-solving and college algebra. For over ten years, he also has served as the Director of the Math Assistance Center and the Math Placement Coordinator. In the former position, he plays an important role in student success and in the latter, he ensures that students are placed into the correct level of math coursework.

*Department of Modern & Classical Languages*

**Person, Mark W.** Senior Lecturer 2

Mark Person (ABD, Rutgers University) was appointed to the Modern and Classical Languages faculty in 2012. Mr. Person teaches first and second year German language as well as some classes in German literature. Among his many achievements, he translated the work of Alexander von Humboldt, *Views of Nature (Ansichten der natur)*, which was published by the University of Chicago Press in 2014.

*Department of Music*

**Turpen, Jennifer L.** Senior Lecturer 2

Jennifer Turpen (D.M.A., University of Georgia) was appointed to the Music faculty in 2008. She teaches the saxophone at different levels in addition to courses such as the theory of music and historical survey of music. She has performed in many different venues, local, regional, and national. She also has mentored many students who have participated in local and national competitions.

*Department of Psychology*

**Kuznetsova, Maria I** Associate Lecturer 1

Maria Kuznetsova (Ph.D., Virginia Commonwealth University) was appointed to the Psychology faculty in 2011. Dr. Kuznetsova is based at University of Wyoming—Casper where she teaches classes including cognitive development, psychology of adulthood, introduction to clinical psychology and adolescent development. She also participates in a variety of professional activities in which she attends and presents papers at local, regional and national conferences. Although she is the only member of the psychology department based in Casper, Dr. Kuznetsova is much valued in her Laramie home department.

*Department of Religious Studies*

**Fall, Tyler S.** Associate Lecturer 1

Tyler Fall (M.F.A., University of Wyoming) was appointed to the Religious Studies faculty in 2012. Mr. Fall teaches a variety of courses for his program including the popular "Introduction to Religion." In fact, he calculates that in his time at the university he has taught over 4000 students. In addition to the Religious Studies Program, he has devoted much time and effort to his teaching in the Honors Program.

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### College of Education

<u>Name</u>	<u>New Rank</u>	<u>Extended Term Number</u>
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#### *Department of Educational Studies*

<b>Burant, Theresa J.</b>	Associate Lecturer	1
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Terry Burant (Ph.D., University of Arizona) joined the faculty of the Department of Educational Studies in August of 2010. Dr. Burant teaches undergraduate courses in learning and in practical teaching methods. In her junior-level methods course, she travels to multiple schools to supervise and mentor students in practicum experiences. As an Academic Professional Lecturer, she focuses most of her attention on teaching and as a result, earned John P. "Jack" Ellbogen Meritorious Teaching Award in 2016, the Top Prof Award given by the University of Wyoming Cap and Gown Chapter of Mortar Board in 2015 and 2016, and the College of Education Dean's Award for Outstanding Teaching in 2014. Although publishing is not a part of her job description, she co-authored a book chapter for a refereed handbook on service learning. She also presented at several conferences, often with undergraduate students.

### College of Engineering and Applied Science

<u>Name</u>	<u>New Rank</u>	<u>Extended Term Number</u>
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#### *Department of Electrical and Computer Engineering*

<b>Anderson, Jeffrey R.</b>	Senior Lecturer	2
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Jeff Anderson (Ph.D., University of Wyoming) was appointed as an Academic Professional Lecturer in 2006 and was granted his first extended-term appointment in 2007. Professor Anderson teaches undergraduate courses for both Electrical and Computer Engineering and Mechanical Engineering, as well as Engineering Science.

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## EXTENDED-TERM APPOINTMENTS

### 1. Faculty

It is recommended to the Trustees of the University of Wyoming that five-year extended-term appointments with no promotion in rank for the following faculty be approved as indicated.

#### Academic Affairs

<u>Name</u>	<u>Rank</u>	<u>Extended Term Number</u>
<i>American Heritage Center</i>		
<b>Waggener, John R.</b>	Associate Archivist	3
<b>Waggener, Leslie C.</b>	Associate Archivist	3

#### College of Law

<u>Name</u>	<u>Rank</u>	<u>Extended Term Number</u>
<i>Law Library</i>		
<b>Person, Debora A.</b>	Librarian	3

#### University Libraries

<u>Name</u>	<u>Rank</u>	<u>Extended Term Number</u>
<i>Collection Development</i>		
<b>Hert, Tamsen L.</b>	Librarian	6
<i>Research &amp; Instruction</i>		
<b>Calkins, Kaijsa J.</b>	Associate Librarian	2

### 2. Academic Professionals

It is recommended to the Trustees of the University of Wyoming that six-year extended-term appointments with no promotion in rank for the following academic professionals be approved as indicated.

#### College of Agriculture and Natural Resources

<u>Name</u>	<u>Rank</u>	<u>Extended Term Number</u>
<i>Cooperative Extension Service</i>		
<b>Hill, Hudson R.</b>	Senior Extension Educator	3

#### College of Arts & Sciences

<u>Name</u>	<u>Rank</u>	<u>Extended Term Number</u>
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*Department of Botany*

<b>Driese, Kenneth I.</b>	Senior Lecturer	3
<b>Nelson, Burrell E.</b>	Senior Research Scientist	5
<b>Sivanpillai, Ramesh</b>	Senior Research Scientist	2

*Department of Geology & Geophysics*

<b>Swapp, Susan M.</b>	Senior Research Scientist	5
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*Department of Modern & Classical Languages*

<b>Krafczik, Joseph F. III</b>	Senior Lecturer	4
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*Department of Physics & Astronomy*

<b>Thayer, David R.</b>	Senior Lecturer	3
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**College of Engineering and Applied Science**

<u>Name</u>	<u>Rank</u>	<u>Extended Term Number</u>
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*Department of Computer Science*

<b>Ward, James S.</b>	Senior Lecturer	2
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**College of Education**

<u>Name</u>	<u>Rank</u>	<u>Extended Term Number</u>
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*Department of Elementary and Early Childhood Education*

<b>Geringer, Jennifer</b>	Assistant Lecturer	1
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**College of Health Sciences**

<u>Name</u>	<u>Rank</u>	<u>Extended Term Number</u>
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*Division of Kinesiology and Health*

<b>Smith, Marci L.</b>	Senior Lecturer	2
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## EXTENDED-TERM-TRACK REAPPOINTMENTS

### 1. Faculty

It is recommended to the Trustees of the University of Wyoming that probationary, one-year reappointments for the following extended-term-track faculty be approved as indicated.

#### Academic Affairs

<u>Name</u>	<u>Rank</u>	<u>Review Year</u>
<i>American Heritage Center</i>		
<b>Cline, Tyler G.</b>	Assistant Archivist	4
<b>Jacinto, Irlanda E.</b>	Assistant Archivist	2
<b>Marcusse, Molly E.</b>	Assistant Archivist	2
<b>Stow, Amanda M.</b>	Assistant Archivist	5

#### University Libraries

<u>Name</u>	<u>Rank</u>	<u>Review Year</u>
<i>Hughes, Cynthia D</i>		
	Assistant Librarian	3
<i>Coe Reference Department</i>		
<b>Conerton, Kate L</b>	Assistant Librarian	4
<i>Research &amp; Instruction</i>		
<b>Martin, Piper A.</b>	Assistant Librarian	2

### 2. Academic Professionals

It is recommended to the Trustees of the University of Wyoming that probationary, one-year reappointments for the following extended-term-track academic professionals be approved as indicated.

#### Academic Affairs

<u>Name</u>	<u>Rank</u>	<u>Review Year</u>
<i>Ellbogen Center for Teaching and Learning</i>		
<b>Seeley, Janel M.</b>	Assistant Lecturer	5
<i>LeaRN</i>		
<b>Bray, David D.</b>	Assistant Lecturer	4

#### College of Agriculture and Natural Resources

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<u>Name</u>	<u>Rank</u>	<u>Review Year</u>
<i>Cooperative Extension Service</i>		
<b>Balis, Laura E.</b>	Assistant Extension Educator	2
<b>Buchholz, Stacy Ann</b>	Assistant Extension Educator	4
<b>Carter, Caleb M.</b>	Assistant Extension Educator	4
<b>Cotton, Scott E.</b>	Associate Extension Educator	5
<b>Fleenor, Sara Jane</b>	Assistant Extension Educator	4
<b>Marshall, Chance L.</b>	Assistant Extension Educator	3
<b>Owings, Glenn C</b>	Assistant Extension Educator	2
<b>Perry, Abby A</b>	Assistant Extension Educator	2
<b>Pierce, Michelle R.</b>	Assistant Extension Educator	2
<b>Swanbom, Hannah E.</b>	Assistant Extension Educator	5
<b>Vardiman, Jeremiah D</b>	Assistant Extension Educator	2
<b>Youngquist, Caitlin Price</b>	Assistant Extension Educator	3
<i>Department of Agricultural and Applied Economics</i>		
<b>Lee, Brian P</b>	Assistant Research Scientist	5
<i>Department of Animal Science</i>		
<b>Abushaban, Vincent Omar</b>	Assistant Research Scientist	2
<b>Boardman, Caleb J</b>	Assistant Lecturer	2
<b>Ingwerson, Jennifer A</b>	Assistant Lecturer	3
<i>Department of Molecular Biology</i>		
<b>Decker, Bridget L</b>	Assistant Lecturer	2
<b>Willford, John D.</b>	Assistant Lecturer	3

#### **College of Arts & Sciences**

<u>Name</u>	<u>Rank</u>	<u>Review Year</u>
<i>Department of Geology &amp; Geophysics</i>		
<b>Carr, Bradley J.</b>	Assistant Research Scientist	4
<i>Department of Mathematics</i>		
<b>Clements, Nathan P</b>	Assistant Lecturer	4

#### **College of Education**

<u>Name</u>	<u>Rank</u>	<u>Review Year</u>
<i>Department of Professional Studies</i>		
<b>Dobler, Tiffany L.</b>	Assistant Lecturer	3

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**College of Health Sciences**

<u>Name</u>	<u>Rank</u>	<u>Review Year</u>
<i>Division of Kinesiology and Health</i>		
<b>Sewczak-Claude, Gretchen</b>	Assistant Lecturer	3
<i>School of Nursing</i>		
<b>Hall, Marilyn P.</b>	Assistant Lecturer	4
<i>School of Pharmacy</i>		
<b>Brown, Antoinette K.</b>	Assistant Lecturer	4

**Outreach School**

<u>Name</u>	<u>Rank</u>	<u>Review Year</u>
<i>UW at Casper</i>		
<b>Wasilik, Oksana</b>	Assistant Lecturer	2



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## SABBATICALS AND PROFESSIONAL LEAVES

### 1. Academic Professionals

The purpose of professional development leave is to allow academic professionals to enhance their performance, to conduct special studies, or in some other way to undertake planned activities related in a substantial manner to the individual's role at the University.

To be eligible to apply for professional development leave, academic professionals must have been granted an extended-term contract. Initial requests may be submitted no earlier than the seventh year of academic service. If granted, the leave may be taken no earlier than the eighth year. Subsequent leaves must be preceded by a minimum of six additional years of academic service, although no right accrues automatically through lapse of time. Other conditions for professional development leave are generally those that apply to sabbatical leave for faculty.

An academic professional who fails to return to the University for at least one academic year immediately following a sabbatical leave is obligated to repay the amount of compensation received from the University during the period of his or her leave.

### College of Arts & Sciences

<u>Name</u>	<u>Rank</u>	<u>Period</u>	<u>Year(s)</u>
<i>Department of English</i>			
<b>Fisher, Richard</b>	Associate Lecturer	Academic Year	2017-2018

Rick Fisher plans to apply the concept of "genre systems" to study representations of "research" within upper-level undergraduate classrooms. In other words, he will explore the ways that assignments and other documents form a system that may both support and hinder students' progress towards career or graduate education. Given that the ability to independently conduct research is a central outcome for many majors, this study will contribute to generalizable knowledge that can produce a more effective and efficient model for higher education, and that may help ease learners' transition from undergraduate to graduate education.

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## **GLOSSARY OF PERSONNEL TERMS**

### **Academic Professional**

Person other than faculty, engaged primarily in activities that extend and support the teaching, research, extension, and service missions of the University. There are four categories of academic professional: Extension Educators, Lecturers, Research Scientists, Post-Doctoral Associates. Individuals belonging to any of the first three categories can hold extended-term-track appointments under certain conditions.

### **Academic-Year (AY) Appointments**

Appointments in which the regular period of employment includes the fall and spring semesters (nine months) of each year, with no accrual of vacation leave. Most faculty members and academic professionals hold AY appointments. AY employees typically receive their nine-month salaries and benefits spread out over the 12 months of each calendar year.

### **Adjunct Faculty**

An adjunct appointment is the appointment of an individual to an academic unit that recognizes special discipline-related expertise but carries no financial obligation per se. Adjunct appointments can include qualified non-academic personnel or faculty with other academic affiliations. Adjunct appointments carry no rights to remuneration, tenure, or employment-related privileges and are normally for three years, with renewal possible.

### **Archives Faculty**

This special faculty designation is reserved for archivists of the American Heritage Center. Archivists are responsible for acquiring original resource material to support academic research and teaching, organizing the material physically and intellectually, and teaching faculty, students and others to use these materials. There are three archivist ranks: Assistant Archivist, Associate Archivist, Archivist.

### **Assistant Professor**

Indicates tenure-track appointments of individuals who hold the terminal degree in their discipline. This is the usual entry-level faculty rank.

### **Associate Professor**

In addition to the qualifications of an Assistant Professor, Associate Professors have established a strong reputation in scholarship and teaching. Generally, faculty hired as Assistant Professors are promoted to the rank of Associate Professor at the time tenure is granted.

### **Clinical Faculty**

Clinical faculty appointments allow experts in health-related fields to contribute to the training of UW students in allied disciplines. Clinical appointments are for at most one year at a time and carry no rights to tenure or extended terms. Clinical faculty members may be salaried members of the UW faculty, in which case their reappointment is subject to annual performance reviews. There are also adjunct clinical faculty appointments, which typically involve health-care professionals whose normal employment is outside the university. Adjunct clinical appointments carry no financial commitment from the University.

### **Emeritus Faculty**

Tenured faculty who retire after long and distinguished service are eligible for emeritus status upon their retirement. The designation is honorary and carries no necessary commitment of space or remunerative employment. By analogy, extended-term academic professionals may be eligible for emeritus status upon retirement. (Emeritus=masculine, emerita=feminine, emeriti=plural)

### **Extended-Term Appointment**

Academic professionals who have successfully completed probationary terms (usually six years) may receive six-year appointments called extended-term appointments. The term also applies to certain librarians and archivists who hold faculty status. These employees are eligible for extended-term appointments after five-year probationary periods. Extended terms for these employees are five years in length. Academic professionals, librarians, and archivists who are in the probationary period are on the extended-term-track.

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**Extension Educator**

These academic professionals provide non-credit education to off-campus clientele through UW's Cooperative Extension Service. There are three ranks of Extension Educators: Assistant Extension Educator, Associate Extension Educator, Senior Extension Educator. All Extension Educators are in the College of Agriculture.

**Faculty**

Members of the permanent faculty include tenured or tenure-track Assistant Professors, Associate Professors, and Professors. Also included are tenure-track individuals who hold the rank of Instructor while completing their terminal degrees. Librarians and archivists also hold faculty status. They are eligible for extended terms instead of tenure.

**Fiscal-Year (FY) Appointments**

Appointments in which the regular period of employment is the entire calendar year, with accrual of annual vacation leave. Faculty members who hold administrative positions with summer responsibilities often have FY appointments for the duration of their administrative terms.

**Full-Time Equivalent (FTE)**

A measure of the time commitment expected of an employee or a set of employees. For example, two full-time employees or four half-time employees constitute 2.0 FTE.

**Instructor**

Tenure-track faculty member who does not yet hold the terminal degree in the appropriate field. UW requires verification of degrees in the form of official transcripts. UW does not grant tenure to faculty members who hold Instructor status at the time of the decision.

**Leave of Absence Without Pay**

Academic and administrative personnel may request leaves without pay for periods normally not in excess of one year, for purposes consistent with the professional enhancement of the employee and the advancement of the University's stature.

**Lecturer**

A category of academic professional involved largely in classroom instruction. Lecturers may be appointed to three ranks: Assistant Lecturer, Associate Lecturer, Senior Lecturer.

**Library Faculty**

This faculty designation applies to employees of the University Libraries. There are three ranks of library faculty: Assistant Librarian, Associate Librarian, Librarian.

**Part-Time Employee**

Any employee holding less than a full-time equivalent position (FTE less than 1.0).

**Post-Doctoral Associate**

Post-Docs are doctorally qualified academic professionals seeking greater professional development and research investigation, before obtaining permanent employment. Post-Doctoral appointments are temporary.

**Probationary Faculty**

This term refers to tenure-track faculty members who are working toward tenure and to academic professionals, library faculty, and archive faculty who are working toward extended-term contracts. The probationary term for academic professionals is generally six years, with yearly reviews and re-appointments. For librarians and archivists, it is five years. Faculty members who are on tenure-track appointments typically undergo the review for tenure in the sixth year of employment.



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**Professional Development Leave**

Extended-term academic professionals who have completed six years of service at the University are eligible for professional development leave. The purpose of development leave is to enhance performance, to conduct special studies, or in some other way to enhance an individual's ability to contribute to the University. Development leaves can be granted with or without pay, are the prerogative of the academic unit in which the academic professional is located, and are generally similar to sabbatical leaves for faculty.

**Professor**

In addition to the qualification of an Associate Professor, "full" Professors have attained wide recognition in their professional fields for scholarship or other creative activity and have gained recognition for superior teaching and service.

**Research Professor**

Person with demonstrated superior capacity for research contributions, who is employed solely on external funds, and who holds a terminal degree. These appointments are made only at the Professor level and for not more than one year at a time. They are renewable.

**Research Scientist**

An academic professional whose primary responsibility is to conduct research. There are three ranks for Research Scientists: Assistant Research Scientist, Associate Research Scientist, Research Scientist.

**Review Year**

Year in which a reappointment review occurs for probationary employees. Normally, tenure-track faculty members undergo mandatory reappointment reviews in their first, second, and fourth years, with optional reviews in the third and fifth years. A review for the tenure decision occurs no later than the sixth year. An explanatory flow chart appears at the end of this glossary. In some cases employees start with credit toward a tenure or extended-term decision, based on their previous experience. In these cases the review year is the number of years of service at UW plus the number of years of credit.

**Sabbatical Leave**

Sabbatical leave may be granted to any tenured member of the faculty for the purposes of increasing professional competence and usefulness to the University. A minimum of six years service at the University must precede each period of sabbatical leave, although no right accrues automatically through lapse of time. Sabbatical leaves are normally granted for either a half year (full pay) or a full year (60% of salary). A faculty member who fails to return to the University after a sabbatical leave must repay the amount of compensation received from the University during the sabbatical. Faculty members may not use sabbatical leaves to pursue degrees.

**Temporary Appointment**

A short-term appointment without rights to tenure or extended term. Most temporary appointments are for one semester or one academic year.

**Tenure-Track Appointment**

Indicates a probationary faculty appointment prior to the award of tenure. Tenure-track positions generally require six years to tenure, but fewer years may be required based upon level of previous experience and accomplishments.

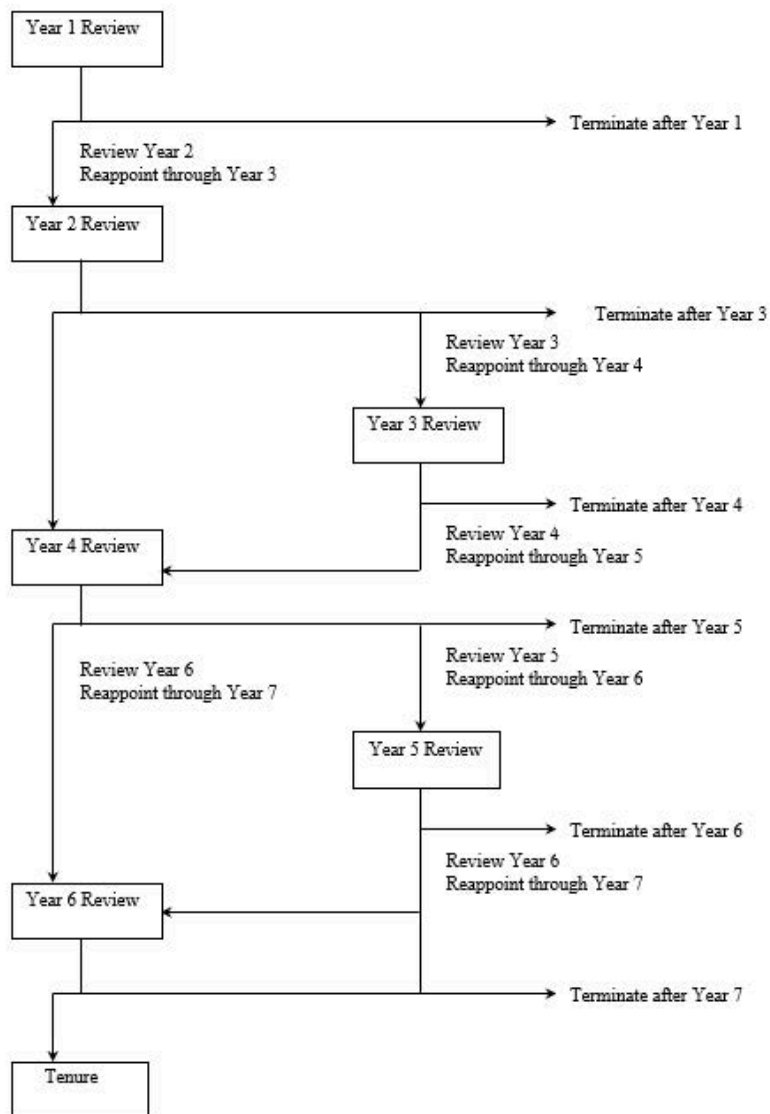
**Terminal Degree**

Typically the highest earned degree in a field of study. Examples include the Ph.D. (a variety of fields), the M.D. (medicine), the Ed.D. (education), M.F.A. (fine arts), M.Arch. (architecture), and J.D. (law).

**Visiting Appointment**

Indicates a non-permanent, non-tenure-track faculty appointment. Most visiting appointments are for one year.

### FLOW CHART FOR FACULTY REAPPOINTMENTS



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## B. Items for Information

The changes in appointments and reappointments listed below are for the information of members of the Board of Trustees.

### REAPPOINTMENTS

#### 1. Faculty

##### College of Health Sciences

<u>Name</u>	<u>Rank</u>	<u>Appointment Period</u>
<i>Family Medicine Residency Program - Casper</i>		
<b>Deiss, Zachory F.</b>	Clinical Associate Professor	07/01/2017 to 06/30/2018
<b>Dunn, Mesha L.</b>	Clinical Assistant Professor	07/01/2017 to 06/30/2018
<b>Kirsch, Caroline F.</b>	Clinical Associate Professor	07/01/2017 to 06/30/2018
<b>Miller, Michael V.</b>	Clinical Associate Professor	07/01/2017 to 06/30/2018
<b>Oland, Sharon</b>	Clinical Assistant Professor	07/01/2017 to 06/30/2018
<b>Robitaille, Beth</b>	Clinical Professor	07/01/2017 to 06/30/2018
<b>Veauthier, Brian M.</b>	Clinical Professor	07/01/2017 to 06/30/2018
<b>Works, Cynthia Ann</b>	Clinical Associate Professor	07/01/2017 to 06/30/2018
<i>Family Medicine Residency Program - Cheyenne</i>		
<b>Broomfield, Kimberly R.</b>	Clinical Associate Professor	07/01/2017 to 06/30/2018
<b>Healey, John P.</b>	Clinical Associate Professor	07/01/2017 to 06/30/2018
<b>Khan, Afzal H.</b>	Clinical Assistant Professor	07/01/2017 to 06/30/2018
<b>Norby, Evan D.</b>	Clinical Assistant Professor	07/01/2017 to 06/30/2018
<i>School of Nursing</i>		
<b>Gilman-Kehrer, Esther H.</b>	Clinical Assistant Professor	07/01/2017 to 06/30/2018
<b>McGee, Nancy Irene</b>	Clinical Assistant Professor	07/01/2017 to 06/30/2018
<b>Proctor, J'Laine</b>	Clinical Assistant Professor	07/01/2017 to 06/30/2018
<i>School of Pharmacy</i>		
<b>Biehle, Lauren R.</b>	Clinical Assistant Professor	07/01/2017 to 06/30/2018
<b>Doxtater, Jed M.</b>	Clinical Assistant Professor	07/01/2017 to 06/30/2018
<b>Fox, Lanae L.</b>	Clinical Assistant Professor	07/01/2017 to 06/30/2018
<b>Harshberger, Cara A.</b>	Clinical Assistant Professor	07/01/2017 to 06/30/2018
<b>Hornecker, Jamie R.</b>	Clinical Professor	07/01/2017 to 06/30/2018
<b>Hilaire, Michelle</b>	Clinical Professor	07/01/2017 to 06/30/2018
<b>Krueger, Janelle</b>	Clinical Associate Professor	07/01/2017 to 06/30/2018
<b>Linn, Becky</b>	Clinical Assistant Professor	07/01/2017 to 06/30/2018
<b>Mann, Allison</b>	Clinical Associate Professor	07/01/2017 to 06/30/2018
<b>Myran, Leena</b>	Clinical Assistant Professor	07/01/2017 to 06/30/2018

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<b>Nyuyen, Thanh-Nga</b>	Clinical Assistant Professor	07/01/2017 to 06/30/2018
<b>Onysko, Mary</b>	Clinical Associate Professor	07/01/2017 to 06/30/2018
<b>Oung, Alvin</b>	Clinical Assistant Professor	07/01/2017 to 06/30/2018
<b>Vandiver, Jeremy</b>	Clinical Assistant Professor	07/01/2017 to 06/30/2018
<b>Woods, Tonja</b>	Clinical Associate Professor	07/01/2017 to 06/30/2018
<b>Zarbock, Sommer</b>	Clinical Assistant Professor	07/01/2017 to 06/30/2018

*WWAMI Medical Education Program*

<b>Doherty, Alison R.</b>	Clinical Assistant Professor	07/01/2017 to 06/30/2018
<b>Haeblerle, Yvette M.</b>	Clinical Assistant Professor	07/01/2017 to 06/30/2018

*Wyoming Institute for Disabilities*

<b>Carrico, Catherine P</b>	Clinical Assistant Professor	07/01/2017 to 06/30/2018
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## CHANGES IN APPOINTMENTS

### 1. Administrators

#### Academic Affairs

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Period</u>
<i>UW Casper</i>			
<b>Edgens, Jefferson</b>	Dean	\$150,000/FY	05/15/2017

Dr. Edgens will serve as Dean of UW Casper. He will also hold an appointment of Senior Lecturer, extended-term track in the Department of Agricultural and Applied Economics in the College of Agriculture and Natural Resources. Dr. Edgens received a B.A (1989) in History from Presbyterian College, a M.P.A. (1992) from the University of West Florida, and a Ph.D. (1997) in Water Policy and Law from Michigan State University. Dr. Edgens had been an Associate Vice President of Academic Affairs and Associate Professor at Thomas University before coming to the University of Wyoming in 2016.

**THE UNIVERSITY OF WYOMING  
BOARD OF TRUSTEES MEETING  
May 10-May 12, 2017  
Laramie, Wyoming**

*For approval during the Business Meeting Friday, May 12, 2017.*

***Personnel Section – Addendum A***

**AGENDA ITEM TITLE: Personnel Appointments and Updates**

CHECK THE APPROPRIATE BOX(ES):

- ☐ Work Session  
☐ Education Session  
☐ Information Item  
☒ Other      Specify: Committee of the Whole (Items for Approval)

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

**APPOINTMENTS**

**1. Administrators**

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

**Student Affairs**

<u>Name</u>	<u>Rank</u>	<u>Salary</u>	<u>Appointment Starts</u>
<i>Student Affairs</i>			
<b>Blackburn, Sean</b>	Vice President	\$180,000/FY	05/17/2017
Sean Blackburn received a B.A. (2001) in Political Science and a M.A. (2003) from Virginia Polytechnic Institute and State University. Mr. Blackburn has been the Associate Vice President for Student Affairs & Dean of Students since July 1, 2014. Mr. Blackburn will serve as Vice President for Student Affairs with an annual salary of \$180,000/year.			



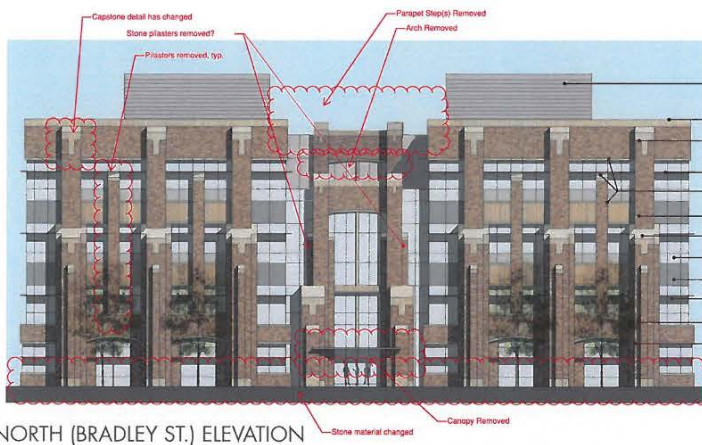
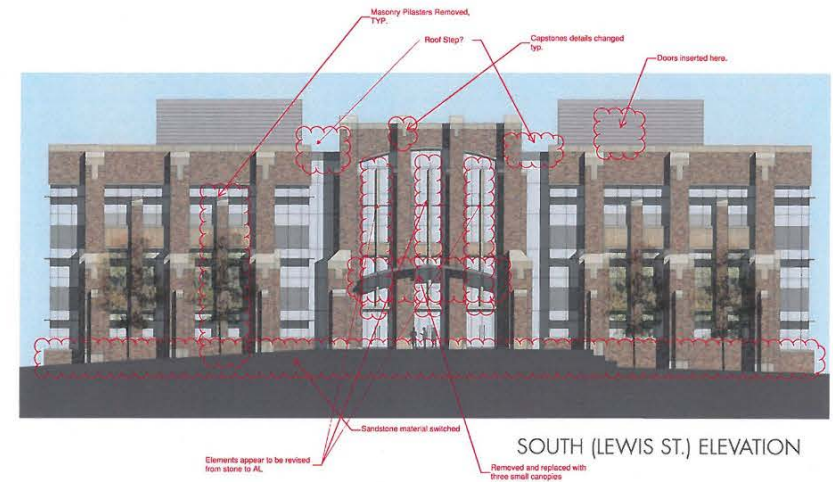
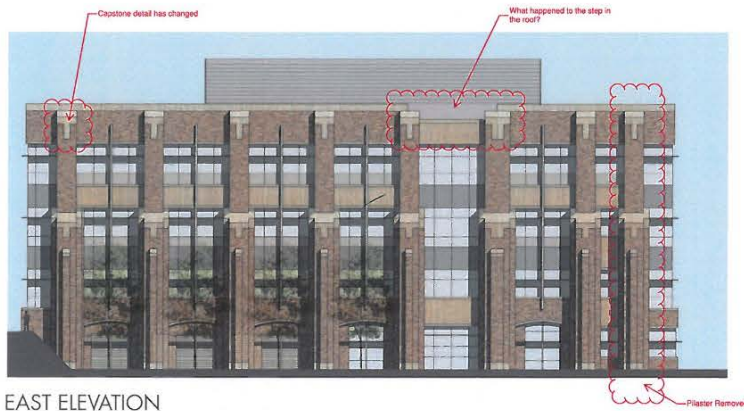
**ATTACHMENT II**

**State Banks eligible to be designated as State Depositories**

Financial Institution	City or Town
ANB Bank	Buffalo, Casper, Cheyenne, Gillette, Laramie, Worland
Bank of Bridger NA	Greybull, Lovell, Powell, Thermopolis
Bank Of Commerce	Rawlins
Bank of Jackson Hole	Alpine, Dubois, Jackson, Pinedale, Teton Village, Wilson
Bank of Star Valley	Afton, Alpine, Thayne
Bank of the West	Big Piney, Casper, Cheyenne, Cody, Douglas, Evanston, Gillette, Green River, Jackson, Kemmerer, Lander, Laramie, Lusk, Meeteetse, Rawlins, Riverton, Rock Springs, Saratoga, Sheridan, Wheatland, Worland
Big Horn Federal Savings Bank	Cody, Greybull, Lovell, Powell, Thermopolis, Worland
Buffalo Federal Bank	Bank of Buffalo, Bank of Gillette, Bank of Sheridan
Central Bank and Trust	Cheyenne, Ft Washakie, Lander, Riverton, Thermopolis
Cheyenne State Bank	Cheyenne
Commerce Bank of Wyoming, a branch of NebraskaLand	Rock Springs
Converse County Bank	Douglas
Cowboy State Bank	Sheridan
Farmers State Bank	Pine Bluffs
First Federal Bank & Trust	Sheridan
First Interstate Bank	Buffalo, Casper, Cheyenne, Gillette, Jackson, Lander, Laramie, Mills, Riverton, Sheridan
First National Bank of Gillette	Gillette
First Northern Bank Of Wyoming	Buffalo, Gillette, Sheridan
First State Bank of Newcastle	Newcastle
First Western Trust Bank	Jackson Hole
FirsTier Bank	Cheyenne, Upton
Glacier Bank	Afton, Alpine, Cody, Evanston, Guernsey, Kemmerer, Mountain View, Lovell, Pinedale, Powell, Rock Springs, Torrington, Wheatland
Hilltop National Bank	Casper, Glenrock
Jonah Bank of Wyoming	Casper, Cheyenne

Financial Institution	City or Town
Lusk State Bank	Lusk
Oregon Trail Bank	Cheyenne, Chugwater, Guernsey
Pinnacle Bank - Wyoming	Cheyenne, Cody, Gillette, Moorcroft, Newcastle, Thermopolis, Torrington, Worland
Platte Valley Bank	Casper, Cheyenne, Evansville, Torrington, Wheatland,
Points West Community Bank	Douglas, Lingle, Pine Bluffs, Torrington
Rawlins National Bank	Hanna, Rawlins, Saratoga
Rocky Mountain Bank	Jackson, Pinedale, Rock Springs
Security State Bank	Greybull, Gillette, Sheridan, Worland
State Bank	Green River, Rock Springs
Summit National Bank	Hulett
Sundance State Bank	Sundance
Uinta Bank	Evanston, Mountain View,
US Bank NA	Casper, Cheyenne, Cody, Evanston, Gillette, Green River, Jackson, Lander, Laramie, Riverton, Rock Springs, Sheridan, Torrington, Worland
Wells Fargo Bank	Afton, Casper, Cheyenne, Cody, Dubois, Evanston, Gillette, Green River, Jackson, Laramie, Lyman, Pinedale, Powell, Riverton, Rock Springs, Sheridan, Thayne, Wheatland, Wilson
Western States Bank	Cheyenne, Laramie
Wyoming Bank & Trust	Burns, Cheyenne
Wyoming Community Bank	Lander, Riverton

## POST DESCOPING EXTERIOR ELEVATIONS



- MECHANICAL PENTHOUSE- HEIGHT MINIMIZED, SETBACKS MAXIMIZED, NEUTRAL COLOR METAL PANELS
- STONE COPING
- SLOPING STONE CAPS
- METAL / GLASS SUNSCREENS REDUCED SIZE
- DRESSED SANDSTONE DETAILS
- ASHLAR SANDSTONE PATTERN
- SLOPING STONE CAPS
- FRITTED GLASS
- DARK SPANDREL GLASS
- VISION GLASS
- ASHLAR SANDSTONE PATTERN
- ADDITIONAL "CASCADES"





## CD ELEVATIONS



EAST ELEVATION ◀



SOUTH (LEWIS ST.) ELEVATION



NORTH (BRADLEY ST.) ELEVATION

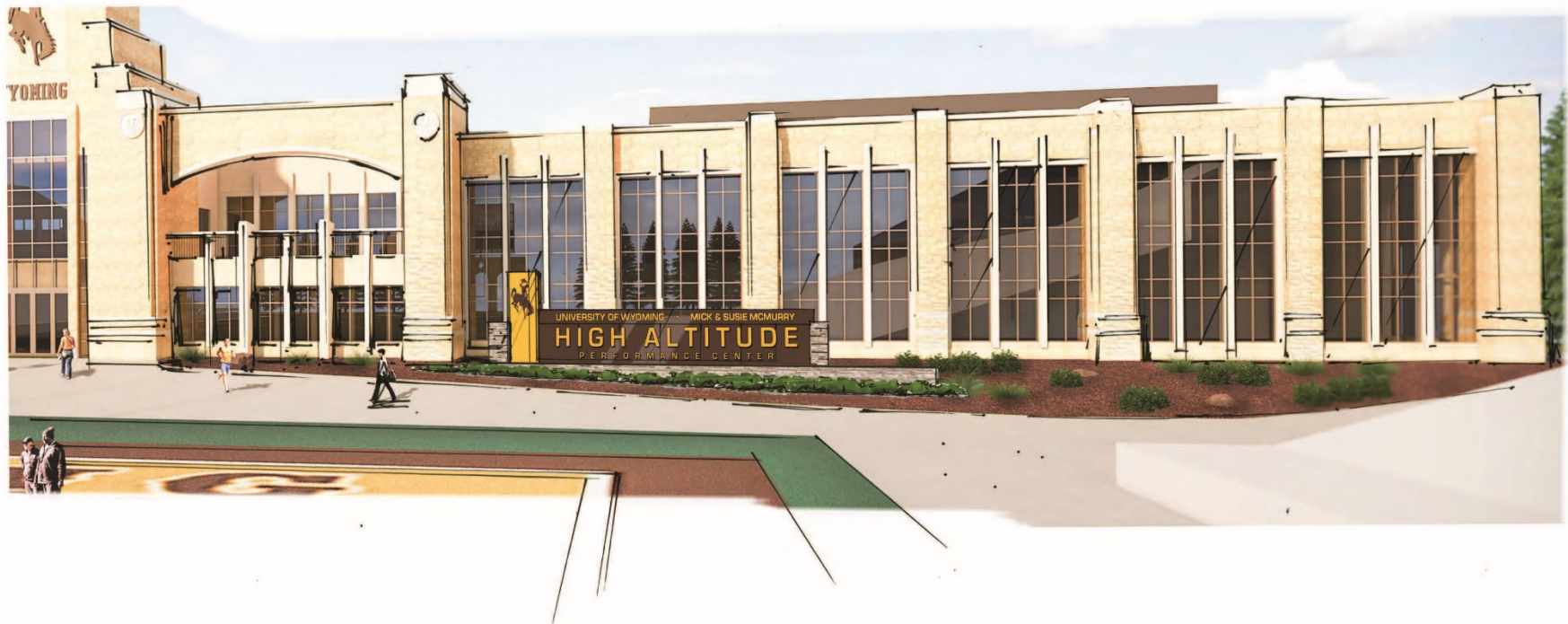
Stone Change: typical

- ◀ 10/01/15 EDAC meeting #4  
Direction provided to delete "T" dressed stone detail at top of plasters
- ◀ 10/01/15 EDAC meeting #4  
Direction provided to remove Arched canopy
- ◀ 10/01/15 EDAC meeting #4  
Acceptance of further refinement of stone plaster proportions
- ◀ 03/10/16 DD User Meeting #2  
East elevation revisions reviewed and approved
- ◀ 04/13/16 DD User Meeting #3  
Exterior design revisions presented and approved, in response to program refinement, windows into student spaces
- ◀ 06/09/16 GC/stone mason working session:  
Proportions of plasters refined based on stone modules. More durable base stone.
- ◀ 06/19/16  
Portion of wall setback 40'. Windows looking onto roof simplified.
- ◀ 06/19/16  
Constructability feedback: simplified detailing at roof line
- ◀ 06/30/16  
Mechanical design finalized, with perthouse doors and lower locations identified.
- ◀ 06/19/16  
Constructability issue addressed during pre-construction review with GC, stone fin attachment/size not possible



WEST ELEVATION

UNIVERSITY OF WYOMING: HAPC EXTERIOR SIGNAGE SKETCHES



DESIGN

UNIVERSITY OF WYOMING: HAPC EXTERIOR SIGNAGE SKETCHES



DESIGN

UNIVERSITY OF WYOMING: HAPC EXTERIOR SIGNAGE SKETCHES



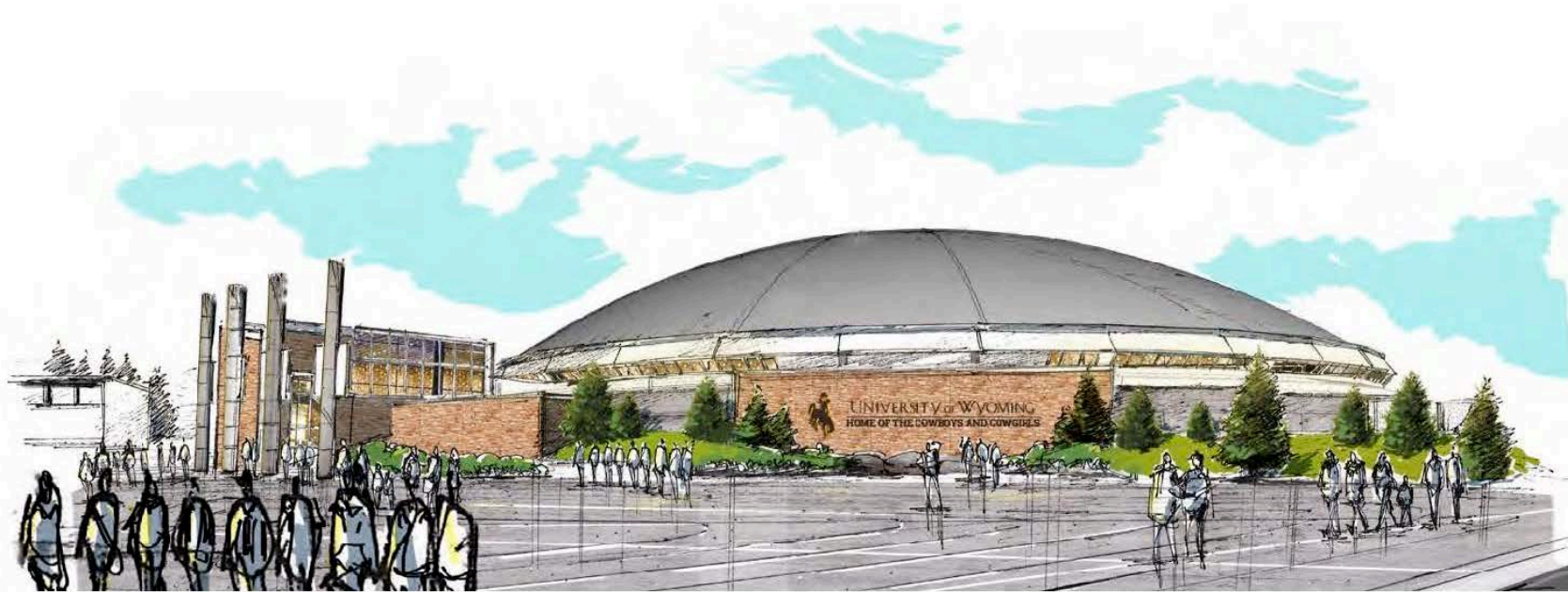


The University of Wyoming Arena - Auditorium  
Phase II Addition/Renovation

PROPOSED EXTERIOR SIGNAGE

April 2017





PROPOSED EXTERIOR SIGNAGE AT WILLET EAST ADDITION - OPTION D  
*Views of Willet East Building Addition*

2D

UNIVERSITY OF WYOMING  
ARENA AUDITORIUM PHASE 2

Page 5 of 6



*Views of Willet East Building Addition*

3D

UNIVERSITY OF WYOMING  
ARENA AUDITORIUM PHASE 2

Page 6 of 6



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## UNIVERSITY OF WYOMING REGULATIONS

**Subject:** University's Operating Budget  
**Number:** UW Regulation 1-103

---

### I. PURPOSE

To establish a process for approval of the University's Operating Budget and administration of Division budgets within the Operating Budget.

### II. DEFINITIONS

**Administrative Officer:** Includes the Provost and Vice President for Academic Affairs, the Vice President for Administration, the Vice President for Governmental and Community Affairs, the Vice President for Information Technology, the Vice President for Institutional Advancement, the Vice President for Research and Economic Development, the Vice President for Student Affairs, the Director of Intercollegiate Athletics, and the General Counsel.

**Division:** Includes the Office of the President, the Office of Academic Affairs, the Division of Administration, the Office of Governmental and Community Affairs, the University of Wyoming Foundation, the Division of Information Technology, the Office of Research and Economic Development, the Division of Student Affairs, the Department of Intercollegiate Athletics, and the Office of General Counsel.

**Expenditure Classification:** Includes (1) salaries, wages, and benefits; (2) services, travel and entertainment, and supplies; (3) student financial aid; (4) utilities, repairs and maintenance, and rentals; (5) interest, claims, and other expenses; and (6) non-operating expenditures.

**Fiscal Year:** July 1-June 30.

**Operating Budget:** The general operating budget of the University including (1) Unrestricted Operating Funds (i.e., block grant appropriations, tuition and fees, self-generated funds); (2) Designated Operating Funds (i.e., line-item or special state appropriations, designated fee revenue); and (3) Restricted Operating Funds (i.e., sponsored contracts and grants, foundation gift and endowment payout funds). The Operating Budget shall include all sources of revenue, of whatever nature, all expenditures, and all cash & cash equivalent funds or reserves.



**Unit (Organization):** The academic, administrative, and auxiliary operating units of the University (i.e., College of Business Dean's Office, Department of Mathematics, Dean of Student's Office, Transit & Parking).

### III. POLICY

- A. At least sixty (60) days prior to the beginning of each fiscal year, each Administrative Officer shall present to the President of the University and the Budget Committee of the Board of Trustees ("Board") the proposed budget for their Division for the upcoming fiscal year. The final approval of the Operating Budget rests with the Board prior to the beginning of the fiscal year.
- B. Until final approval of the Operating Budget by the Board, no expenditures chargeable to the budget for the next fiscal year shall be made.
- C. After Board approval of the Operating Budget, the President of the University may transfer between Units within a Division, between Divisions, or between Expenditure Classifications, an amount not to exceed ten percent (10.0%) of the respective budget or \$100,000.00, whichever is less, per single transfer. Prior Board approval is required for any single transfer which exceeds a fiscal year cumulative transfer of fifteen percent (15.0%) of the respective budget or \$200,000.00, whichever is less. All other transfers of any nature require prior Board approval.

### IV. QUARTERLY REPORT

The President shall provide a quarterly written report to the Budget Committee of the Board of Trustees identifying each transfer or authorization made pursuant to Paragraph III(C).

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**Responsible Division/Unit:** Office of the President and the Division of Administration

**Source:** Wyoming Statutes 21-17-203 and 21-17-204.

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

**Associated Regulations, Policies, and Forms:** None.

**History:** None.

*Approved by UW Board of Trustees  
May 2017 Meeting*

**2018**  
**UW Board of Trustees' Meeting Schedule**

<b>January 17-19, 2018</b> (Wednesday-Friday) <i>[Classes are scheduled to begin January 22, 2018]</i>	<b>Board Meeting in Laramie</b>
<b>February 14, 2018 (8:00-9:30 a.m.)</b> (Wednesday)	<b>Board Conference Call</b>
<b>March 21-23, 2018</b> (Wednesday-Friday) <i>[The Legislative Session generally ends on the first Friday in March; the MWC Basketball Tournament is generally the second weekend in March – official dates TBD. Spring Break – March 12-16, 2018]</i>	<b>Board Meeting in Laramie</b>
<b>April 11, 2018 (8:00-9:30 a.m.)</b> (Wednesday)	<b>Board Conference Call</b>
<b>May 9-11, 2018</b> (Wednesday-Friday)	<b>Board Meeting in Laramie</b> (Commencement Weekend)
<b>June 13, 2018 (8:00-9:30 a.m.)</b> (Wednesday)	<b>Board Conference Call</b>
<b>July 10-13, 2018</b> (Tuesday-Friday) <i>[Business Meeting to be held, Friday, July 13, 2018]</i>	<b>Board Out-of-Town Meeting</b> <b>Location TBD</b>
<b>August 8, 2018 (8:00-9:30 a.m.)</b> (Wednesday)	<b>Board Conference Call</b>
<b>September 12-14, 2018</b> (Wednesday-Friday)	<b>Board Meeting in Laramie</b>
<b>October 10, 2018 (8:00-9:30 a.m.)</b> (Wednesday)	<b>Board Conference Call</b>
<b>November 14-16, 2018</b> (Wednesday-Friday)	<b>Board Meeting in Laramie</b>
<b>December 12, 2018 (8:00-9:30 a.m.)</b> (Wednesday)	<b>Board Conference Call</b>

*Note: A "Special" Board of Trustees Meeting may be called between regularly scheduled Board meetings for topics that require immediate attention.*

A yellow flag with a black silhouette of a cowboy on a bucking horse and the letters 'UW' in a large, stylized font. Below the letters, the word 'Pride' is written in a cursive script. The flag is flying in front of a brick building with arched windows.

# Fall 2017 Enrollment

## *Board of Trustees*

*May 2017*

*Kate Miller & Mary Aguayo  
Academic Affairs*



UNIVERSITY OF WYOMING

## Freshman Confirmation Overview

- New, incoming freshman students are required to confirm their enrollment and pay a \$300 deposit by May 1
  - Secures scholarships
  - Allows orientation registration
  - Alerts departments of class needs
  - Funds the housing deposit and is a pre-payment on tuition



UNIVERSITY OF WYOMING

## Year-to-year Comparison

	2015	2016	2017
May 1	1,627	1,453	1,688
Fall Number	1,695	1,551	Up to 1,750*

*\*Projected*

*Result: up to +199 Freshman, a 13% increase*



UNIVERSITY OF WYOMING



## What made the difference?

- Efforts to increase the number of admitted students who enroll
  - Yield increased from 32% to 42%
- Recruitment-driven collaborations with faculty (“top 10” lists), colleges, and alumni
- *Admitted Student Days* and *Signing Days*
- Early scholarship and aid awarding
- “Just in time” communication



UNIVERSITY OF WYOMING

## Transfer Update

- Transfer students tend to apply later in the cycle, often in the summer
- Early indicators are favorable:

	Admitted	Confirmed
2017 v 2016 as of April 28	+15%	+23%

- Prediction is 1,050, +99 from 951 or 10%



UNIVERSITY OF WYOMING

## What is making the difference?

- *Advising & Registration Days* for each Wyoming community college
- Next-day transcript processing
- Reduction of enrollment deposit to \$100
- Streamlining housing and vaccination record forms and processes
- Summer communication to statewide community college graduates
- Website update and inquiry development
- Now a *Yellow Ribbon* school for Veterans



UNIVERSITY OF WYOMING

## Graduation Update

- Preliminarily, approximately 112 more students will graduate from UW this spring and summer than last year, which is +5%

	2016	2017
Spring + Summer Graduates	2,199	2,311*

*\* Projected*



UNIVERSITY OF WYOMING

## Expectation for Fall

- Flat overall enrollment expected
  - More new students offset by fewer continuing students
  - Declining enrollments for several terms mean fewer students advancing
  - Increase in 4, 5, and 6 year graduation rates
- It is early in the cycle for transfer and distance enrollments, and many factors will influence those numbers over the coming months
- More information available in July









## Background

- Beginning in 2016, Academic Affairs initiated a process to review academic programs.
- Trigger for a review was low demand as measured by number of graduates over the last 5 years.
  - Undergraduate programs with less than 50 graduates total from 2010-2015;
  - Masters programs with less than 25 total graduates from 2010-15;
  - Dean's request



UNIVERSITY OF WYOMING



## Background

- Criteria for making recommendations were expected to also include centrality to the university mission and quality of the program, including
  - External demand for graduates
  - Internal demand for courses
  - Quality of inputs (e.g. faculty credentials and facilities)
  - Quality of outputs (e.g. attainment of student learning outcomes, placement of graduates, grants, publications, scholarly and creative work of faculty.)



UNIVERSITY OF WYOMING

## Multiphase Process

- Academic departments conducted their own review and made recommendations to the Dean, who in turn made a recommendation to Academic Affairs to retain the program, retained with further review, revised, or eliminate.
- After conducting its own review of unit recommendations, Academic Affairs released a list on October 16, 2016 of 15 programs that would be subject to continued review for potential elimination as outlined in UW Regulation 6-43.



UNIVERSITY OF WYOMING



## Multiphase Process

- A 60-day period for public comment was initiated.
- Deans and department heads and were expected to use this time to provide further commentary on behalf of their college or department.
  - Comments were to provide arguments, statements and facts in support of or in opposition to the proposal to eliminate an academic program, and could contain alternative proposals regarding the program, its elimination or modification.
- Prior to the end of the comment period, two programs were withdrawn from the process upon mutual agreement between the Dean of Engineering and Applied Science and the two department heads to put performance improvement plans in place.



## Multiphase Process

- Academic Affairs compiled public comments as well as responses from deans and department heads received both via email and hard copy between October 16- December 16, 2016.
  - This was provided to the Faculty Senate, including the Academic Planning Committee, the Graduate Council, and the Faculty Senate Executive Committee.
  - In addition, all information was shared with ASUW and Staff Senate.
  - Recommendations and reviews from these bodies were provided to Academic Affairs on or before March 24, 2017.





## Multiphase Process

- Provost's recommendations to President were distributed to you in your Board Book. President concurs with recommendations.
- Trustees will make the final decision on eliminations, performance improvements, and modifications to the recommendations, in accordance with UW Regulation 6-43.



UNIVERSITY OF WYOMING

## Teach Out Plans

- As required by UW Regulation 6-43 and HLC accreditation, teach-out plans for proposed eliminations have been constructed.
- [Link to Draft Teach Out Plans document](#)



UNIVERSITY OF WYOMING

## Teach Out Plan Example – B.A. RUSSIAN

- Starting Fall 2017: No new majors will be allowed to declare, and no new beginning courses will be offered.
- Teaching capacity: Russian Fulbright Language Teaching Assistant awarded to UW for next year. Assistant Professor in French, Dr. Alexandrova, a native Russian, is willing to teach at least one course per year.
- Sequence: Anticipate stacking two courses per semester for the next 4 semesters. Adjunct to take the place of the Fulbright TA in 2018-19. Students must take courses when they are offered, in the sequence they are offered. They may also complete majors or minors with study abroad in Saratov, Russia, or with other university-level transferrable credits.

SUMMARY Fall 2017 RUSS Needs					
RUSS 2040	RUSS 2140	RUSS 3050	RUSS 3060	RUSS 4070	RUSS 4080
4	5	5	5	1	
SUMMARY Spring 2018 RUSS Needs					
RUSS 2040	RUSS 2140	RUSS 3050	RUSS 3060	RUSS 4070	RUSS 4080
		4	5	5	6
SUMMARY Fall 2018 RUSS Needs					
RUSS 2040	RUSS 2140	RUSS 3050	RUSS 3060	RUSS 4070	RUSS 4080
			4	5	5
SUMMARY Spring 2019 RUSS Needs					
RUSS 2040	RUSS 2140	RUSS 3050	RUSS 3060	RUSS 4070	RUSS 4080
				4	5



## Web information

- [Link to this phase's recommendations](#)

All notification of recommendations went out via email on May 4, 2017; hard copy followed via mail.

Notifications per UW Regulation 6-43 sent to:

- Affected students
- Affected faculty
- Affected Department Heads and Deans
- All other deans, Faculty Senate, Staff Senate, and ASUW



UNIVERSITY OF WYOMING



## Programs Retracted with Performance Improvement Plans

### **Adult and Post Secondary Education Graduate Programs**

*Program is revising curriculum to reflect national trends in higher education administration. Dean supports this new concentration.*

### **Energy Systems Engineering**

*Program has initiated marketing and outreach plan to grow enrollments; responsible program coordinator has been tasked with growing program from 30 majors to 60 by 2018, and to 100 majors by 2021. Dean will review annually.*

### **Environmental Engineering**

*Program has initiated change to administration as interdisciplinary program with two senior faculty tasked with oversight.*



UNIVERSITY OF WYOMING



## UW Institutional Marketing & Communications

## Role of Institutional Marketing & Communications

- Build and Protect the University of Wyoming Brand
- Tell the University of Wyoming Story
- Drive Results



## Advertising History

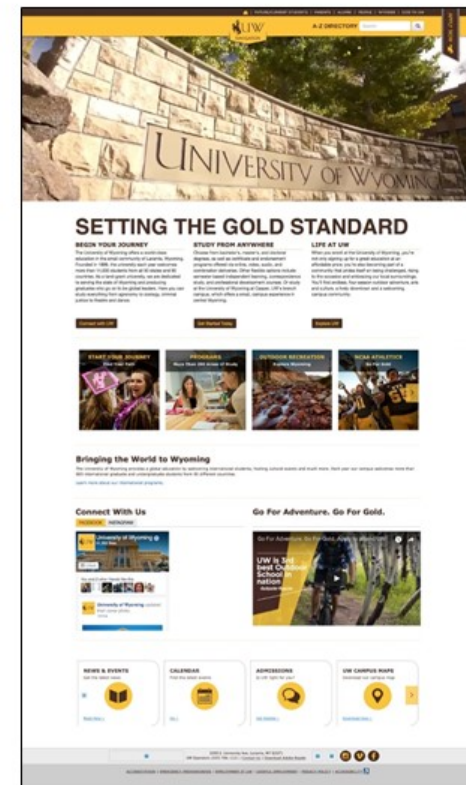
- Annual expenditures of \$80,000-\$90,000 from 2010-2014.
- General brand awareness focus, not specifically student recruitment.
- Most went to ad at Denver International Airport; insufficient return on investment.

## Student Recruitment Advertising Campaign

- President Nichols directed Institutional Marketing to craft campaign in summer 2016.
- Plan approved by the president, and funding secured:
  - \$160,000 from two years' savings by Institutional Marketing
  - \$50,000 from Admissions Office.
  - \$200,000 from President's Office.
- Intended primarily to boost fall 2017 inquiries and on-campus enrollment.

# Preparation for Advertising Campaign

- Redesign of UW website.
- Use of Hubspot inbound marketing software and landing pages.



# HubSpot

- Inbound marketing software purchased in December 2015
- Two case study “clients” – COB and CEAS
- Used for:
  - Creating and Measuring Marketing Campaigns that include:
    - Landing Pages
    - Social Media Publishing
    - Blog
    - Email Marketing
    - Calls to Action
    - Keyword/SEO Tools





## Landing Pages

- Foundation of inbound marketing
- Allows tracking of digital and traditional marketing channels
- Captures prospective student information

The image displays two screenshots of the University of Wyoming's website, specifically landing pages designed for inbound marketing. Both pages feature a yellow header with the UW logo and a search bar. The top page is titled "Go For Inspiration Explore the Arts at the University of Wyoming" and includes a photo of a student playing a piano. The bottom page is titled "Ranked the No. 3 Outdoors School in the Nation Endless opportunities for outdoor adventure at the University of Wyoming" and includes a photo of a student climbing a rock. Both pages contain a form to capture prospective student information, including fields for First Name, Last Name, Birthdate, High School, Email, Phone Number, Street Address, City, State/Region, Postal Code, Country, and Major. The forms also include dropdown menus for "I am" and "Term of Entry".

**Go For Inspiration**  
**Explore the Arts at the University of Wyoming**  
Do you have a passion for the arts? Turn your passion into a college degree at the University of Wyoming. Located in the stunning Rocky Mountains, UW has brand-new facilities to help visual and performing artists hone their skills, along with top-notch teachers to help students achieve their artistic dreams. Go for inspiration. Go for gold.

**Ranked the No. 3 Outdoors School in the Nation**  
**Endless opportunities for outdoor adventure at the University of Wyoming**  
If your idea of college is more than learning in a classroom, if you crave fresh air and the great outdoors or the adrenaline rush of scaling boulders or mountain biking, then the University of Wyoming might be the place for you. We believe in building the next generation of leaders by combining our top-tier university education with the best teacher of them all: Mother Nature.

**Adventure at the University of Wyoming includes:**

**Download Campus Recreation Guide**

First Name\*  
Last Name\*  
Email\*  
What Semester Will You Start at UW? \*  
Birthdate\*  
City\*  
State\*  
Postal Code  
Country

**Required Fields**  
First Name\*  
Last Name\*  
Birthdate  
High School  
I am:  
Term of Entry  
Email\*  
Phone Number\*  
Street Address  
City\*  
State/Region\*  
Postal Code  
Country  
Major



## Campaign Recap



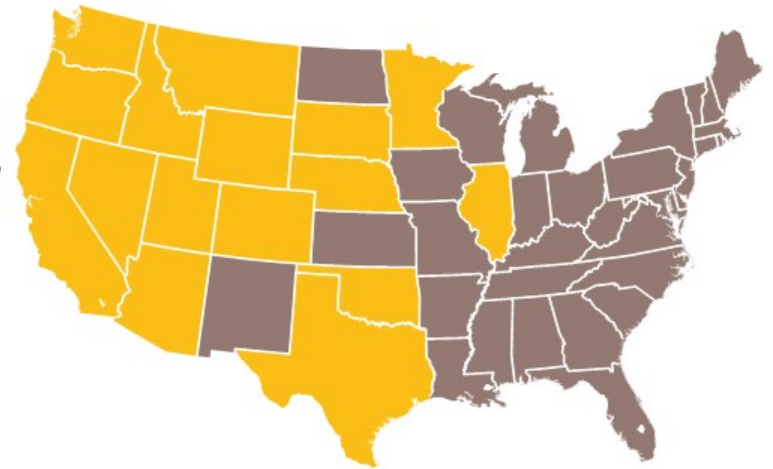
## Campaign Recap

- Tasked with creating first ever enrollment marketing campaign
- Moved to inbound marketing model in 2016
- Benchmark Year – first year of measuring and tracking marketing activity
  - Utilized HubSpot marketing software to track and measure

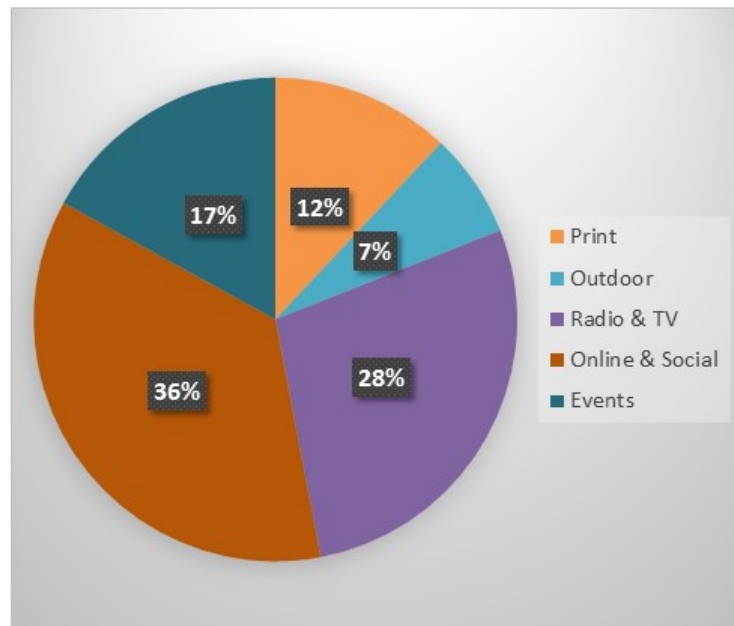


## Campaign Timeline

- Launched campaign 9/1/16
- Media buying began in mid-October
- Targeted 16 state geographies



## Marketing Mix



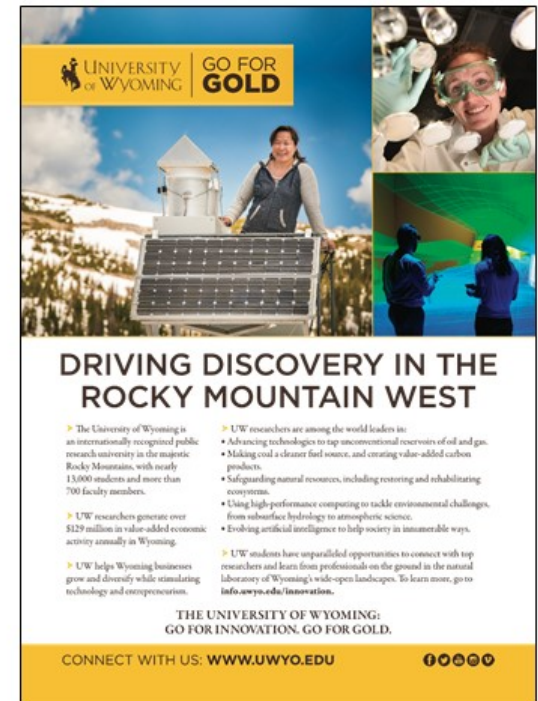
- Shifted media buying to skew digital to align with media consumption habits of younger demographic

## Campaign Messaging



## Campaign Messaging

- A new take on the Go For Gold campaign that was action-oriented and targeted
- Identified aspirational keywords that could be used across channels
- Pattern of messaging across marketing channels



# Go For Adventure

- Landing page:  
[info.uwyo.edu/adventure](http://info.uwyo.edu/adventure)



 UNIVERSITY of WYOMING

LOOKING FOR AN  
**ADVENTUROUS EDUCATION?**



At the University of Wyoming, we believe learning shouldn't be limited to a classroom, which is why we were recently ranked as the nation's No. 3 outdoors college by *Backpacker Magazine*. Located in the majestic Rocky Mountains, we offer endless opportunities for year-round recreation, and an Outdoors Program that integrates activities like rafting, hiking and rock climbing into your education. With options like these, you can make your college experience a memorable one.

DOWNLOAD OUR CAMPUS RECREATION GUIDE

**GO FOR ADVENTURE.  
GO FOR GOLD.**

University of Wyoming | 1000 E. University Ave. | Laramie, WY 82071  
[www.uwyo.edu](http://www.uwyo.edu) | (307) 766-5160 | [admissions@uwyo.edu](mailto:admissions@uwyo.edu)







## Go For Inspiration

- Landing page:  
[info.uwyo.edu/inspiration](http://info.uwyo.edu/inspiration)



**ROCKY MOUNTAIN INSPIRATION**



Do you have a passion for the arts? Turn your passion into a college degree at the University of Wyoming.

Located in the stunning Rocky Mountains, UW has brand-new facilities to help visual and performing artists hone their skills, along with top-notch teachers to help students achieve their artistic dreams. From theater and dance to vocal and instrumental music to visual arts and creative writing, UW has a thriving artistic community, and you're invited to join us.

**FIND YOUR INSPIRATION AT UW**

**GO FOR INSPIRATION.  
GO FOR GOLD.**

University of Wyoming | 1000 E. University Ave. | Laramie, WY 82071  
[www.uwyo.edu](http://www.uwyo.edu) | (307) 766-5160 | [admissions@uwyo.edu](mailto:admissions@uwyo.edu)





## Go For Innovation

- Landing page: [info.uwyo.edu/innovation](http://info.uwyo.edu/innovation)



**GO FOR INNOVATION**  
Low Debt + High Earnings  
World-class Facilities + Research

 UNIVERSITY of WYOMING

[info.uwyo.edu/innovation](http://info.uwyo.edu/innovation) **GO FOR GOLD**

**GO FOR INNOVATION**  
Cutting-edge Technology Right Here in Wyoming

 UNIVERSITY of WYOMING

[info.uwyo.edu/innovation](http://info.uwyo.edu/innovation) **GO FOR GOLD**

 UNIVERSITY of WYOMING

**A LIFE-CHANGING EDUCATION  
AT A TOP-TIER UNIVERSITY**



Imagine a university with world-class facilities, cutting-edge technology and top-flight teachers that continuously put their students on the path to success. You might be surprised to find all of that at the University of Wyoming. Our facilities and technology are among the best in the Rocky Mountain West. Our teachers and researchers are world renowned. And because our classes are small – the average teacher-to-student ratio is 1:15 – you'll have opportunities as early as your freshman year that you could never dream of having at other universities.

**DISCOVER WHAT UW CAN OFFER YOU**

**GO FOR INNOVATION.  
GO FOR GOLD.**


University of Wyoming | 1000 E. University Ave. | Laramie, WY 82071  
[www.uwyo.edu](http://www.uwyo.edu) | (307) 766-5160 | [admissions@uwyo.edu](mailto:admissions@uwyo.edu)


# Go For Your Future | Go For Opportunity

- Landing page: [info.uwyo.edu/transfer](http://info.uwyo.edu/transfer)



UNIVERSITY of WYOMING

**TAKE YOUR DEGREE  
TO THE NEXT LEVEL  
WHEN YOU TRANSFER TO UW**




Are you attending a community college and thinking about further education? The University of Wyoming will help you turn that two-year degree into a valuable bachelor's degree. UW's tuition is already among the lowest in the country, and a number of new scholarships worth thousands of dollars each have been created, especially for transfer students.

**FIND YOUR TRANSFER SCHOLARSHIP**

**GO FOR YOUR FUTURE.  
GO FOR GOLD.**

University of Wyoming | 1000 E. University Ave. | Laramie, WY 82071  
[www.uwyo.edu](http://www.uwyo.edu) | (307) 766-5160 | [admissions@uwyo.edu](mailto:admissions@uwyo.edu)





## Campaign Results



## Overall Campaign Results

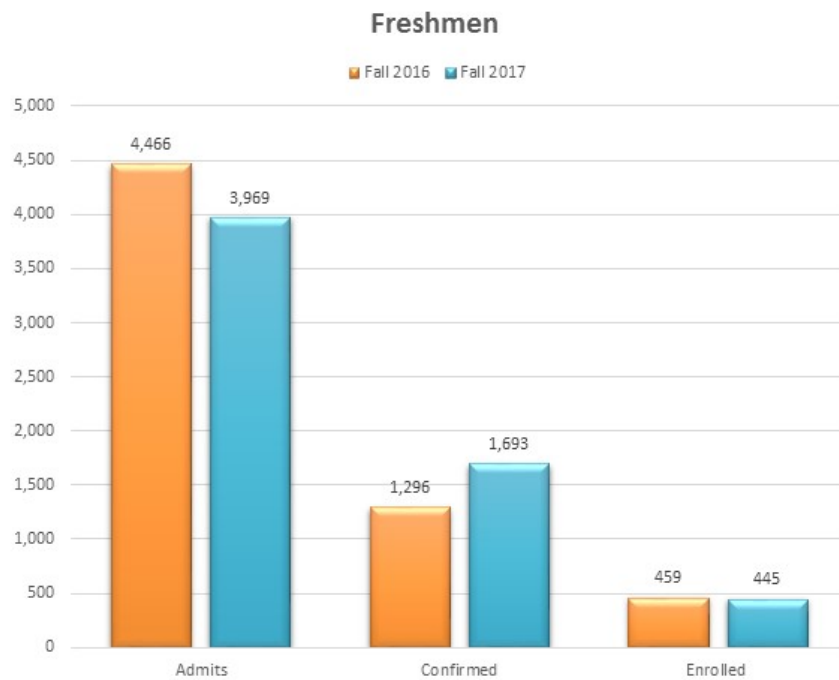
- **4,330** prospective student leads entered the Admissions funnel from 9/1 to date
- **2,894** leads were for Fall 2017
- Landing pages had **61,000** views
- Landing page view to completed conversion = **7%**
- UWyo.edu website traffic **increased 40%** with almost 6 million visits

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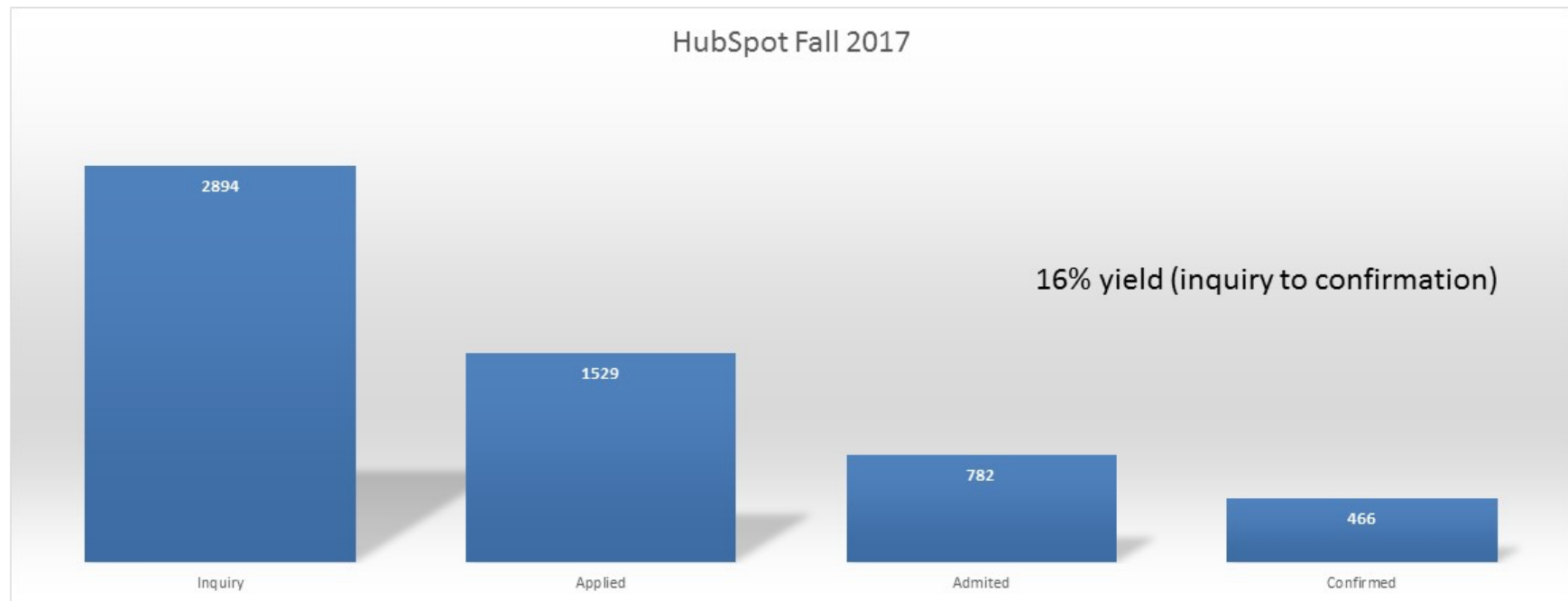
\*As of 3/23



## Overall Admissions Results



## Institutional Marketing Campaign Results



\*As of 5/3





## Estimated Marketing ROI (MROI)

- Confirmed Freshmen Estimated Lifetime Revenue: \$6.3 million
- Confirmed Transfer Estimated Lifetime Revenue: \$2.6 million
- Enrolled Graduate Estimated Lifetime Revenue: \$170k
- Total Estimated Campaign Generated Revenue = **\$8.6 million**
- Cost Per Acquisition = \$892

---

Note: This is a rough estimate based on tuition and fees only. Additional revenue from ResLife and the University Store was not used in this estimation. This estimate uses current retention and persistence numbers (77% and 80%). This total does not include Outreach students as they do not confirm enrollment. The cost per acquisition number will decrease as more students from this campaign confirm.



## Opportunities & Next Steps



## Opportunities & Next Steps

- Wyoming Tourism Potential Collaboration
- BVK Findings
- Advertising Proposal for 2017-18
- Institutional Marketing Communications Restructuring



## Advertising Proposal for 2017-18

- President directed drafting of \$375,000 proposal, down from \$410,000.
- Work with Office of Tourism and its ad agency to determine media mix and messaging.
- Launch late summer, earlier than October start in 2016-17.
- Solar eclipse opportunities.
- Decision: New campaign language, or continue “Go For...”?
- Following completion of UW strategic plan, develop new marketing/communications plan.



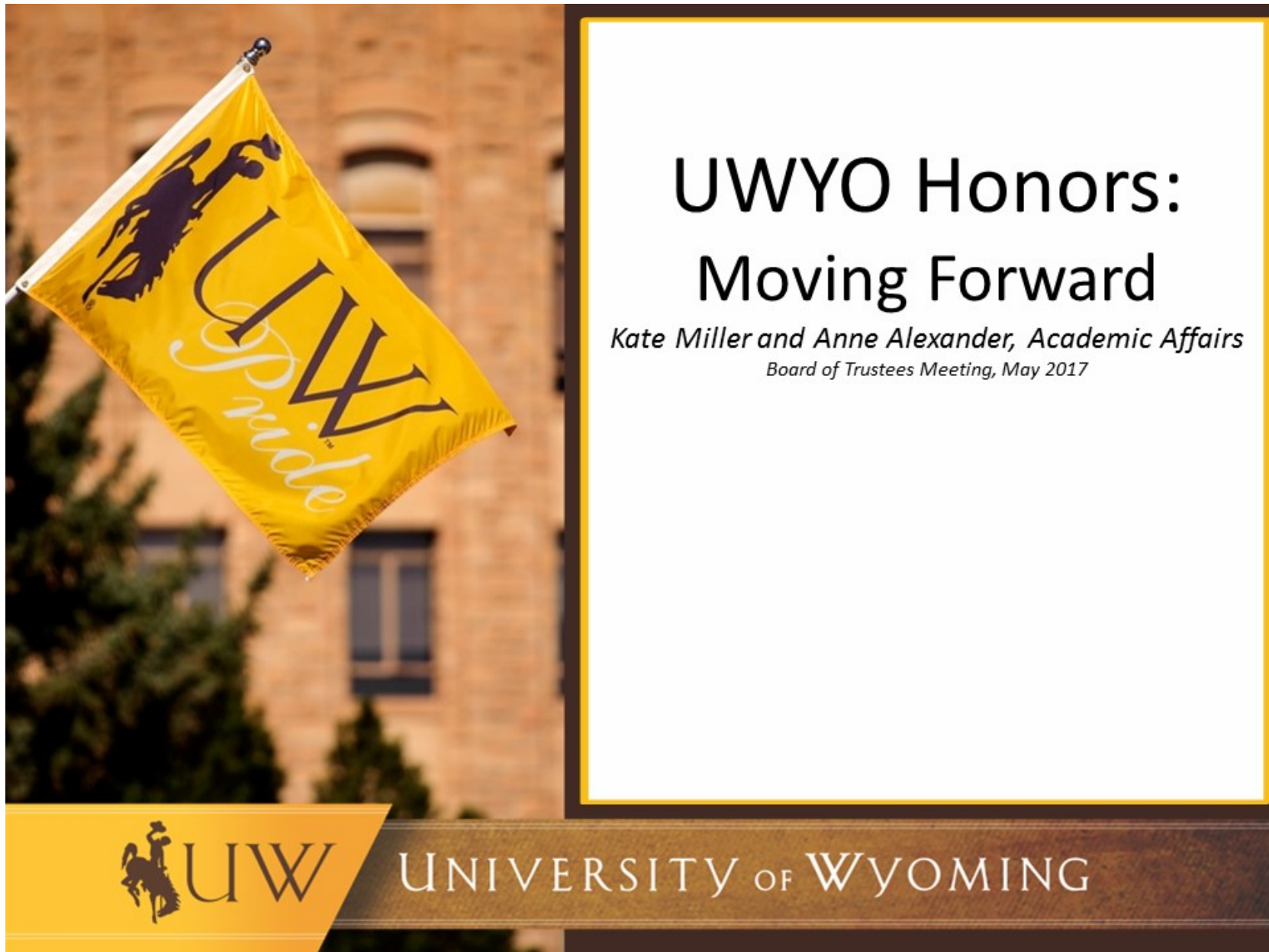
## Potential Restructuring of Marketing and Communications

- Marketing functions are filled by employees across campus
- Institutional Marketing Communications will absorb four marketing/communications positions from Outreach School
- UW College of Engineering and Applied Science funds a full-time marketing/communications person
- Inventory of marketing and communications functions across campus is underway



# Questions?





## Recruitment

- Of the 18 schools listed by the College Board as our major competitors for high achieving students 11 have Honors Colleges
  - As universities seek to attract high-achieving students, the move to an Honors College has become a national trend.
  - We need to be competitive to Wyoming residents and internationally for the highest achieving students. And, we need to be mindful of the fact we'll find them in unexpected places.



UNIVERSITY OF WYOMING



## Enriched Undergraduate Experience

- The Honors College would infuse and formalize High Impact Practices (HIP) throughout the Honors experience.
  - HIP are teaching and learning practices “widely tested and... shown to be beneficial for college students from many backgrounds, especially historically underserved students, who often do not have equitable access to high-impact learning.”
    - AAC&U



UNIVERSITY OF WYOMING

## HIP Defined

First-Year Experiences

Common Intellectual Experiences

Learning Communities

Writing-Intensive Courses

Collaborative Assignments and  
Projects

Undergraduate Research

Diversity/Global Learning

Service Learning, Community-Based  
Learning

Internships

Capstone Courses and Projects





## Positioning Students for Professional Success

- The HC Dean will be charged with structuring and providing a structured HIP– an Experiential Learning Portfolio (Passport)
  - As employers look for evidence of students’ experiences beyond the classroom, many university are implementing “passports” or “engagement” credentials showing they’ve been engaged in HIP.
  - Of our competitors, only Boise State has a defined program, although a few others, such as the University of Washington, require a service or experiential learning component.



UNIVERSITY OF WYOMING

## Positioning Students for Academic Success

- The HC Dean will invite colleges and departments to identify – if appropriate to departmental circumstances - an Honors track in discipline with upper division courses – which can be existing courses – to fill out the track. Honors in field will:
  - Allow students to document their discipline-specific Honors education
  - Provide support for students working on their capstone research projects.
  - Prepare students for professional and graduate school success.



UNIVERSITY OF WYOMING

“Honors in Field”  
Examples of Possibilities for Honors Dean to  
Explore with Colleges and Departments

- In colleges
  - Honors Agriculture; Honors Business; Honors Sciences; Honors Liberal Arts; Honors Health Sciences; **Honors Engineering**.
- 3+2 or 3+3 programs
  - Law, MBA, Nursing, MA programs across campus
- Certificates
  - Sustainability, Data Science
- Departments
  - English, **Economics**, Chemistry, COJO, Physiology, Marketing

## **EAS College - Future Engineering Honors Course Options Under Development**

---

- HONR section of multiple section ES courses
- FY Seminar Honors Courses
- Internship
- New Engineering Courses





## Honors Track to Law (conceptual only)

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An Honors/Law track could offer highly motivated undergraduate students a way to earn both a bachelor's degree and a law degree in 6, rather than 7, years of study.

- After completing 3 years as an undergraduate and gaining admission to the law school through a specified process, a participant could become a full-time, first-year law student at the College of Law. The student would need to have their required courses for their undergraduate curriculum done, but have free electives they need to complete.
- Participants could follow the usual course of study for a 1L student
- Upon successful completion of the first year of law study, the credits earned could be counted toward the JD degree **and** as elective credits sufficient to complete their undergraduate university's requirements for the bachelor's degree.

Examples: George Mason, Gonzaga, Florida State, University of Arizona, University of Iowa, University of Kansas, Columbia, Rutgers

## Timeline for College Multiphase Staged Approach

- Near Term: August 2017
  - Hire Honors Dean and one supporting staff (added to current Program Coordinator in HP).
- Startup Phase: Fall 2017-Spring 2018
  - Honors Dean strategically evaluates all previous studies, current landscape, and develops their collaborative vision for curriculum and programming
- Incubation Phase: Fall 2018 – Spring 2020
  - Advising and instructional staffing, fundraising, and curriculum development
- Established Phase: Fall 2020 and beyond
  - Honors College is fully established; departments and colleges have developed curriculum with Honors Dean's assistance; HIP portfolio fully deployed





## Recommended Phase-In

### **Startup phase: By August 2017**

1. Convert Honors Program Director position to Honors College Dean position.

Current Honors Program Director is interim and going back to faculty at end of AY 2016-17)

2. Hire Office Associate to augment support staff (one FTE program coordinator, currently)

**Note: Existing HP funding is ~\$400,000**



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## **Startup phase: By August 2017**

Search for Director/Dean has commenced, applications due May 26, 2017 (internal search).

Chair of search advisory committee: Dr. Steve Barrett, Associate Dean, Engineering and Applied Science.

Committee has broad campus representation, including students, faculty, and staff. They aim to bring candidates in during weeks of June 12 and June 19, 2017 for public presentations and campus interviews.

Summary of strengths/weaknesses of candidates to Provost Miller by June 26, 2017.



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## **Startup phase: Fall 2017 – Spring 2018**

### **Actions/Projects for Honors Dean**

1. Working with departments and colleges, coordinate and negotiate development of upper division courses and college track curriculum, as appropriate
2. Develop faculty advisory committees
3. Begin fundraising



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## Startup phase: Fall 2017- Spring 2018 – additional budget required (marginal budget requirements)

Startup Budget - Honors College	Salary + EPB's	Existing funding, Salary + EPB's	Net new req'd
Honors College Dean	\$ 220,976.00	\$181,250*	\$ 220,976.00
Office Associate	\$ 47,311.00		- \$ 47,311.00
Total Startup Budget			\$ 268,287.00
* Line and funding return to college/dept of interim director			
<b>Total marginal startup + existing funding</b>			<b>\$652,741.00</b>



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## Startup phase: Fall 2017- Spring 2018 additional budget required (margin requirements)

This will be a  
 required cost  
 regardless if  
 college/program

Startup Budget - Honors College	Salary + EPB's	Existing funding, Salary + EPB's	Net
Honors College Dean	\$ 220,976.00	\$181,250*	\$ 220,976.00
Office Associate	\$ 47,311.00		- \$ 47,311.00
<b>Total Startup Budget</b>			<b>\$ 268,287.00</b>
* Line and funding return to college/dept of interim director			
<b>Total marginal startup + existing funding</b>			<b>\$652,741.00</b>



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## Recommended Phase-In

**Incubation phase: Fall 2018 – Spring 2020**

### **Actions/Projects for Honors Dean**

- 1. Developing and begin managing Experiential Learning portfolio with formalized HIP**
- 2. Continue working with faculty to develop college curriculum and tracks**
- 3. Continued fundraising**



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# Recommended Phase-In

## Incubation phase: Fall 2018 - Spring 2020

Potential Incubation Budget	Salary + EPBs marginal budget	<i>Running Total Total Marginal Incubation + Startup Marginal = \$ 710,388.00</i>
Associate Dean	\$ 151,477.00	
1 new faculty hire	\$ 98,850.00	
3 50/50 college liaison hires	\$ 148,274.00	<i>Total Marginal Incubation, Marginal Startup, and existing funding = \$1,094,842.00:</i>
3 Faculty Fellows	\$ 43,500.00	
<b>Total marginal incubation budget</b>	<b>\$ 442,101.00</b>	

## Recommended Phase-In

**Established phase: Fall 2020 and forward**

### **Actions/Projects for Honors Dean**

- 1. Manage and expand Experiential Learning portfolio with formalized HIP's**
- 2. Develop 2+2 agreements with community colleges**
- 3. Continue to develop college tracks and other curricular options**
- 4. Continued fundraising**



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## Recommended Phase-In

**Established phase: Fall 2020 and forward**

### **Marginal budget requirements**

Potential established phase budget	Salary + EPB's	Running Total
		Total incubation, startup, and sustainability= \$ 1,001,012.00
1 new faculty hire	\$ 98,850.00	
3 50/50 college liasion hires	\$ 148,274.00	
3 Faculty Fellows	\$ 43,500.00	Total with existing = \$ 1,385,466.00
<b>Total marginal sustainability budget</b>	<b>\$ 290,624.00</b>	

## If you approve:

- **Change Honors Program → Honors College**
- **Change Honors Director → Honors Dean**
- **There are four UW Regulations pertaining to the Honors Program and/or colleges. We would bring them to you for revision at your July meeting.**
  - **1-1**
  - **6-701**
  - **6-702**
  - **6-703**





# Questions?



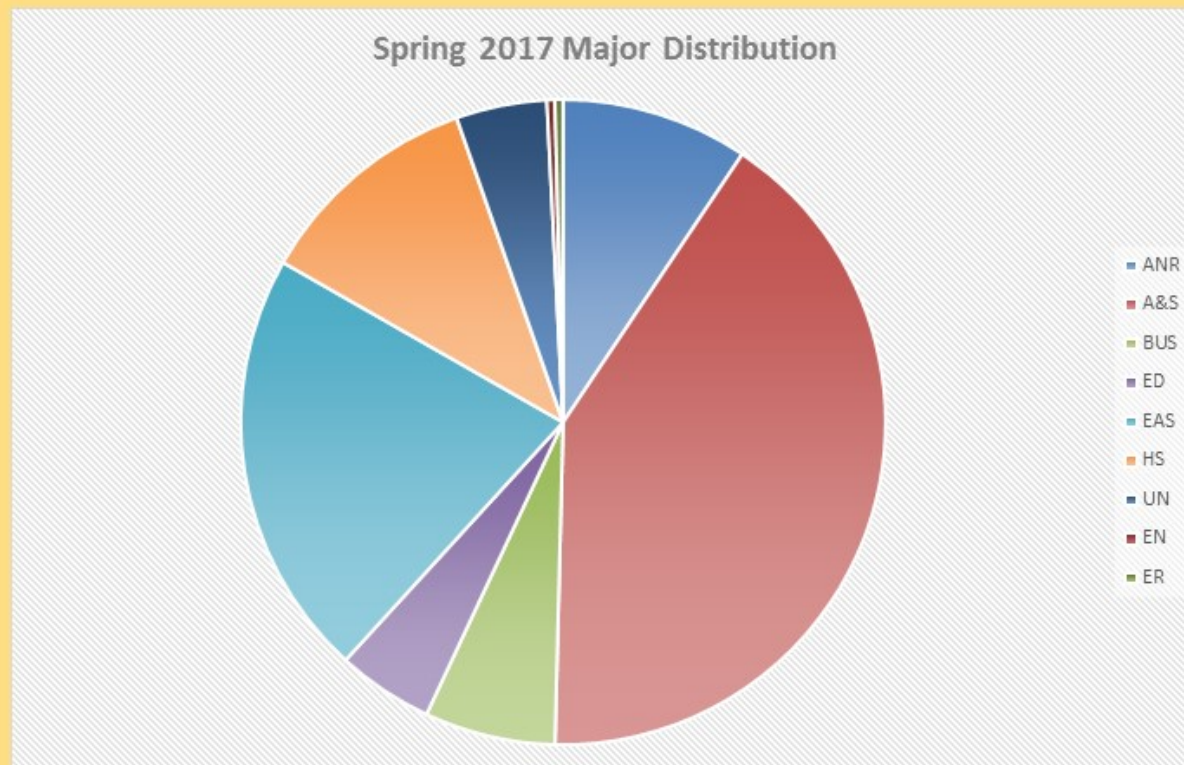
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## Ancillary Information

## Current Honors Program is designed to recruit high-achieving students to UW

- Incoming Freshmen must have either a 3.7 unweighted GPA or a 28 ACT
- Average Freshman class 2014-2016: 275 students
- Of the 215 students already accepted for 2017, 86 meet both requirements
- Transfer or continuing students must have and maintain a 3.25 university GPA

## Serves 900 students across every college



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## The Honors Minor

- **Honors Colloquiums I and II**
  - Fall Semester fulfills COM1 or H. Spring Semester fulfills COM2
- **Non-Western Perspectives**
  - Fulfills A&S G requirement and USP H
- **Modes of Understanding**
  - Fulfills H or PN requirement, Some classes also fulfill A&S D requirement
- **Issues and Choices**
  - Fulfills H or PN requirement. Some classes also fulfill A&S D requirement
- **Honors Project**
  - An independent research or creative project. Fulfills COM 3 requirement.

## Offers innovative seminars, research and study abroad opportunities

Spring 2016- Spring 2017

- 72 on-campus seminars
- 23 online classes
- 5 faculty-led study abroad classes
- 143 Senior Research Projects Completed as of December 2016



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## Provides UW with Student Credit Hours and USP seats

- 6501 Student Credit Hours Fall 2014-Spring 2016
  - 90-92% fill rate at the 1000—3000 level
  - 80% fill rate at the 4000 level
- USP: Spring 2016-Spring 2017
  - 80 COM1 seats
  - 367 COM2 seats
  - 55 Com3 seats
  - 1102 additional USP seats
    - including 167 Gs and 517 Ds



# How:

## Develop Honors in Field



## Example of a Program Under Development

### Engineering Honors

## **Engineering Honors Program Objectives**

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- Recruiting competitiveness
- Enhanced experience
- Distinguish top performers
- Complement existing UW Honors



## Goals of the Engineering Honors Program

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In the creation of an Engineering Honors program it is the goal of the College of Engineering & Applied Science to provide Honors students with an enhanced educational experience within the CEAS that complements the liberal arts curriculum currently offered by the Honors Program. This experience should foster creativity and critical thinking, and also provide distinction for HP EN students.



## CEAS CURRENT STATUS DATA

AY 2015-2016—of the 349 graduates, number of students able to maintain GPA level all semesters of attendance

AY 2015-2016 Graduates	
GPA	# of Students
3.75	19
3.5	23
3.25	39

FR EN Full Time	> or = to 3.75
ARE	13
CHE	11
COSC	13
CPEN	6
CVLE	9
EE	7
ENUN	32
ME	20
PETE	10
<b>Total</b>	<b>122</b>

AY 2016-2017—Number of first time freshman by department eligible to participate in the Honors program



## CEAS CURRENT STATUS DATA

AY 2016-2017—  
 Current Honors  
 Program enrollment  
 by grade level

Current EN Honors Students	
Freshman	40
Sophomore	37
Junior	31
Senior	43
<b>Total</b>	<b>152</b>

Current EN Honors Students	
ARE	10
CHE	25
COSC	32
CPEN	6
CVLE	10
EE	13
ENUN	2
ESE	4
ME	4
PETE	7
<b>Total</b>	<b>152</b>

AY 2016-2017—Current  
 Honors Program  
 enrollment by  
 department



# Eligible Students

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- GPA 3.70 or 26 ACT com—First time freshman
- GPA 3.50—EN transfer students
- 3.50 GPA for AY 2017-2018 EN students currently enrolled in the UW Honors Program
- 3.50 GPA Maintenance required for Engineering Honors students continuing in the EN Honors program
  - Leniency suggested in the 1<sup>st</sup> year
  - One semester probation for GPA recovery





## **Program Incentives for Students**

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- Up to \$1000 to EN HP Students
  - Use toward EN HP study abroad or technical conference experience
  - Application required for \$1000 award
  - Benefit applied to actual costs only
  - Can be applied to multiple events up to the \$1000 award amount





## Impact on Faculty Teaching Load

- 6 credit hours of HP UG research per year = 1 grad student per year
- HP UG research efforts require an “Honors Thesis”
  - Formally written
  - Documented and reproducible
- No fiscal compensation from college – but count towards load



## **Future Engineering Honors Course Options**

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- HONR section of multiple section ES courses
- FY Seminar Honors Courses
- Internship
- New Engineering Courses





## Engineering Honors Course Options

UW Honors Program Requirements		CEAS Honors Program Requirements
<b>General</b>	HP Colloquium (3)[COM1 or H] HP Colloquium (3)[COM2] HP 215 (3) [H] HP 315 (3) [H] HP 415 (3) [H]	<b>Required:</b> HP EN Independent Study/Research (3) [HP, ULEL] or HP EN Methods/Seminar (3) [HP, COM3, ULEL]  <b>Select for 6 CREDIT HOURS:</b> HP EN Independent Study/Research (3-6) [HP, ULEL] HP EN Methods/Seminar (3) [HP, COM3, ULEL] HP EN Study Abroad (3) (w/ advisor approval) HP EN Grad (3-6) [HP, ULEL] HP EN HONR sect (3) [HP]

# Engineering Honors Specific Program Options

## EN Honors Class Options

- Methods/Seminar (3) [HP, UL Elective, COM3]
- Independent Study/Research (3) [HP, UL Elective]
- Graduate Level Course (3) [HP, UL Elective]
- Existing Course Honors Section (3) [HP, UL Elective]

## Interdisciplinary EN Honors Class Options

- ARE 3030 (3) [H, HP 315 Mode of Understanding]

## Identified EN Honors Section Courses

- COSC 1020 (3) [Q, HP for COSC]
- ARE 1600 (3) [HP for ARE]
- EE 4620 (3) [HP UL Elective]

- Independent study required or methods/seminar class open to all HP EN students
- HP EN students able to choose from EN Honors class options to make up the additional 6 required credit hours
- Honors section courses can be a separate section with designation for HP EN students or a cross listed course



**UW REGULATION 1-102  
Board of Trustees Directives**

**I. DIRECTIVES OF THE BOARD OF TRUSTEES**

**A. Settlement Authority**

(Minutes of the Trustees – March 3-4, 2000, Budget Committee).  
The President is authorized to settle claims against the University up to \$100,000.

**B. Change Orders for Construction and Capital Construction for Major Projects**

(Minutes of Trustees – September 14-16, 2006 – Consent Agenda, p. 35).  
The Executive Director of University of Wyoming Operations ~~Physical Plant~~ is authorized to approve change orders for non-capital construction or major maintenance projects up to \$50,000. The Vice President for Administration is authorized to approve change orders for non-capital construction or major maintenance projects up to 20% of the total project amount approved by the Trustees.

(Minutes of the Trustees – July 16, 2015, revised September 10, 2015 and January 21, 2016). Approval of Change Orders for capital construction projects shall comply with the Project Development Policy and Procedure for UW Capital Construction for Major Projects. All change orders will be reported to the Trustees. Attachment H is the Project Development Policy and Procedure for UW Capital Construction for Major Projects.

**C. Retention or Disposal of Real Property**

(Minutes of the Trustees – July 25, 1998, Physical Plant & Equipment Committee). Attachment A is the policy for retention and disposal of real property.

**D. Graduate Faculty**

(Minutes of the Trustees – December 8, 1990, Item #10, p. 45 & December 14, 1991, p. 30). The Graduate Faculty of a department will be reviewed for participation in graduate committees and the quality of supervised graduate student degree programs. Any member of the Graduate Faculty who has not served on any graduate committee since the last review period will have the designation of “Graduate Faculty” terminated.



*Approved 1-21-16 @ 2:18 p.m.*

**Project Development Policy and Procedure for UW Capital Construction for Major Projects**  
*Revised policy approved 1-21-16*

Each Capital Construction Project shall be subject to this process. Effective July 16, 2015, the process for developing capital construction projects shall be as follows:

- 1) Planning: Major capital construction projects shall be developed by the Division of Administration in consultation with campus and other university constituencies and approved by the Board of Trustees. Major capital construction projects are those projects that require Level I, II and III steps under Wyoming law. These projects are typically funded in whole or in part by state funds that are generally provided as a result of a budget request approved for submission by the Board of Trustees. The current Capital Facilities Plan is reaching the end of its term, and the Capital Facilities Plan for 2017 to 2022 is being developed. Meanwhile, through the state budget process there are clearly a set of major projects being considered by UW. The Guiding Principles in Appendix A shall apply to this policy and procedure.
- 2) Project Concept and Intent: For major capital construction projects, UW's Planning Team, as appointed and charged by the UW Vice President for Administration, shall meet with the primary campus department(s) requesting the project to create a "Statement of Need" or "Project Vision Statement" with the essential purpose and basic elements of the program requirements for the project. The Statement of Need shall include basic information, e.g. "this building renovation is planned to renovate the engineering building with program elements to assist UW in achieving Tier 1 Engineering status." This document may be relatively short with only the basic information regarding the purpose and functionality of the project.
- 3) Level I (Reconnaissance Study): For major capital construction projects, the Facilities Planning Office will prepare the Level I reconnaissance study. UW typically does not request state funds for Level I reconnaissance studies, but pays for the work from available resources. The Facilities Planning Office shall work with the Planning Team (which shall consist solely of university employees and appropriate stakeholders) to develop the Level I reconnaissance study. The Division of Administration shall ensure that stakeholders working with the Planning Team include a variety of constituencies, including policymakers and at least one member of the Board of Trustees. The Vice President for Administration shall advise the Board of Trustees of the membership of the Planning Team and the stakeholders identified to work with the consultant, prior to the Facilities Planning Office commencing work.

The Level I reconnaissance study shall include all information required by Wyoming law (W.S. 9-5-108).

Upon completion of the Level I reconnaissance study, the Vice President for Administration shall review and may direct further work or modifications to the Document. If the Vice President, after review, approves the Document, the Vice President, subject to the approval of the President, will submit it to the Facilities Construction Committee of the Board for review, prior to consideration by the Board of Trustees.





*Approved 1-21-16 @ 2:18 p.m.*

- 4) Level II (Feasibility Study): Upon completion of the Level I reconnaissance study and review and approval by the Board of Trustees, the Vice President for Administration, subject to the approval of the President, shall submit a recommendation for funding for a Level II feasibility study to the Facilities Construction Committee for review prior to consideration by the Board. This typically includes a recommendation for a state budget request for funding.

If funding is secured for a Level II feasibility study, a Consultant will be selected through an RFP/RFQ process with criteria including a focus on planning and conceptual estimating to achieve an appropriate initial or preliminary budget in advance of design drawings. The Vice President for Administration shall recommend, through the Facilities Construction Committee, to the Board of Trustees the firm to be selected. No contract shall be executed for Level II services except upon prior approval by the Board of Trustees.

The Consultant shall prepare a Level II feasibility study in collaboration with the Planning Team and stakeholders. The Board of Trustees shall be advised of any changes in the Planning Team and stakeholders compared with those who were engaged in the Level I reconnaissance study process.

The Level II feasibility study shall include all information required by Wyoming law (W.S. 9-5-108) and additionally shall include the following: a program of spaces required in the facility; the functional, adjacency and proximity requirements for each space; conceptual illustrations, including floor plans as required for conceptual construction cost estimating; and the anticipated project budget. The Level II feasibility study shall also identify target dates for occupancy and operational use of the project. Further:

- a. In the Level II feasibility study, the project requirements—including time and the space requirements, primary building systems, and unique attributes of the various program elements—shall be identified through meetings with the UW Planning Team, stakeholders, and other UW staff, as appropriate. The project requirements and space program shall determine the total assignable square feet (ASF) of new space to be included in the proposed project. The total ASF shall be multiplied by an appropriate building efficiency factor (such as 1.55 for 65% efficiency) to arrive at the gross square feet of new construction required to meet the program requirements.
- b. If the project involves a new building, the Level II feasibility study shall also include analysis of the appropriate location for the building. The Vice President for Administration shall develop a recommendation for location for the building in consultation with campus and external constituencies. The Vice President for Administration, subject to the approval of the President, shall submit a recommendation for location for the new building to the Facilities Construction Committee of the Board for review, prior to consideration by the Board of Trustees. Depending upon the nature and complexity of the project, this recommendation may be submitted prior to completion of the Level II feasibility study in accordance with paragraph 3. The location of any new building must be approved by the Board of Trustees.





*Approved 1-21-16 @ 2:18 p.m.*

- c. UW shall utilize external consultants with planning/design experience in the particular building type and the regional construction market to estimate the anticipated design and construction costs for the building being considered, including costs associated with landscaping. This information—together with the anticipated durations—shall be used to establish the Initial Project Budget and Initial Project Schedule.
- d. The project cost estimate may be prepared by an independent cost estimating subconsultant of the Consultant hired by UW, and shall be reviewed and adjusted as appropriate in collaboration with the Planning Team and, once approved, shall become the Initial Project Budget for the project.
- e. In developing the Initial Project Budget, the Consultant and their cost estimating subconsultant, if any, shall use their expertise and relevant knowledge of the local construction market along with recognized industry publications, government labor and material cost indexes, available costs of similar projects by peer institutions, the knowledge of the Facilities Planning Office, stakeholder input, and any illustrations, examples, drawings or other information available or developed as part of their contract deliverables. The construction cost estimate will also include adjustments for cost escalation as appropriate based upon the approximate schedule for construction.
- f. The Level II feasibility study shall include an estimate of the additional operations and maintenance costs for the project when it is fully operational.
- g. The construction cost component of the Initial Project Budget is used as a basis for estimates for the cost of other components. The following are typical percentages of the construction cost for the listed components, but may vary depending upon the project:
  - 5% Owner's Construction Contingency
  - 15% Owner's Design Contingency
  - 10% Design Fees (Including CMAR Preconstruction Services fee, if CMAR is used)
  - 4% Furniture, Furnishings & Equipment (FF&E)
  - 3% Audio-Visual/Information Technology (AV/IT)
  - 0.75% Moving Expenses
  - 4% Administrative Expenses, including but not limited to:
    - Owner's Consultants (Geotechnical Engineer, Site Surveyor, Industrial Hygienist, Commissioning Authority, Quality Control Engineer, Interior Designer);
    - City and state plan review fees;
    - Facilities Planning Office staff time allocated to the project;
    - Physical Plant staff time and materials; and
    - Temporary utilities.



Approved 1-21-16 @ 2:18 p.m.

The Initial Project Budget would be presented in categories similar to the example below:

FOR ILLUSTRATION ONLY

Construction Budget	\$ -
Construction/GMP	\$ -
Owner Contingency for Bid Alternates	\$ -
<i>Total Construction Budget</i>	\$ -
Soft Costs	\$ -
Owner Construction Contingency	\$ -
Design & Project Administration Costs	\$ -
Furniture, Furnishings & Equipment (FF&E)	\$ -
AV/IT	\$ -
<i>Total Soft Costs</i>	\$ -
<b>Total Project Budget</b>	<b>\$ -</b>

5) Level III (Design and Construction) – Funding

Upon completion of the Level II feasibility study, and after review and approval by the Vice President for Administration, the Vice President for Administration, subject to approval of the President, shall submit a recommendation for funding to the Facilities Construction Committee for review prior to submission to the Board. The recommendation shall include both sources of funding for the project and a proposed project budget. This typically includes a recommendation for a state budget request for funding.

6) Level III (Design and Construction) – Design

If Level III design and construction funding is secured, the Vice President for Administration, subject to approval of the President, shall submit a recommendation for construction delivery method to the Facilities Construction Committee for review prior to submission to the Board. The construction delivery methods under law are: Design-bid-build; Construction Manager at Risk (CMAR); and Design-Build.

After the Board approves the construction delivery method, the Vice President for Administration shall ensure that an RFQ/RFP process is used to select the firm(s) that will design the project. Except in unusual circumstances, the design process shall not commence unless adequate funding for construction of the project has been secured.

The Vice President for Administration, subject to approval of the President, shall submit a recommendation for selection of a design firm to the Facilities Construction Committee for review prior to submission to the Board. After the Board approves that negotiations with a particular design firm may commence, the Vice President for Administration shall pursue negotiations with such firm. The negotiations shall be based on contract templates with terms



*Approved 1-21-16 @ 2:18 p.m.*

and conditions that have been reviewed and approved by the Board of Trustees. No agreement shall be executed until the Vice President for Administration has consulted with the Facilities Construction Committee as regards the terms of the agreement. The Committee may request that the Board review and approve the agreement prior to its execution.

Prior to execution of the agreement, the Vice President for Administration shall establish a project budget which shall be submitted to the Facilities Construction Committee for review prior to submission to the Board for approval. Once the Board approves the project budget, no modifications to that project budget shall be made without the approval of the Board.

When work under the design agreement commences, the Vice President for Administration shall designate a project manager who will be responsible for all communications on behalf of the university with the design firm. The Vice President for Administration shall also establish in writing a chain of command – organizational chart for the design phase of each project. This org chart will identify lines of authority and reporting responsibilities. The project manager shall follow the guidelines in Appendix B. The Planning Team shall serve as an advisory group to the project manager. The Vice President for Administration shall keep the Facilities Construction Committee apprised of progress of the design process.

The design process shall have the following guiding principles:

- a. The exterior design of the facility and associated landscaping shall be consistent with campus design standards pursuant to the UW Historical Preservation Plan.
- b. The facility will be constructed as to comply with all applicable code requirements, including the Americans with Disabilities Act.
- c. The facility will be designed so that operations and maintenance can be accomplished effectively and efficiently.
- d. The facility shall meet the program requirements envisioned by the principal users of the facility.

Exterior design advisory committee - On all new building construction projects or major renovations subject to this policy, the Vice President for Administration shall appoint an exterior design advisory committee, in consultation with the Board's Facilities Construction Committee. Landscaping for all projects in excess of \$500,000 shall be referred to the Exterior Design committee for review and input. The committee shall have members as follows:

- One member of the Board of Trustees, appointed by the President of the Board
- One member of the Wyoming Legislature
- One member of the Division for Administration
- One representative of the community who is not an employee of the University
- One representative of the unit that will primarily use the building
- If private funds are used to fund the project, one representative of the UW Foundation.



*Approved 1-21-16 @ 2:18 p.m.*

The committee shall be chaired by the appointee who is a member of the Board of Trustees. The Vice President for Administration shall provide staff support for the committee and such information as the committee requires. This committee shall meet with the design firm and provide input on the exterior design of the project buildings. The design of all new or renovated buildings shall be consistent with the existing historical buildings on campus and incorporate elements consistent with the UW Historic Preservation Plan. The Committee shall hold at least one community/public meeting to seek input.

The design firm shall take the Committee's input into consideration in designing the exterior of the building and associated landscaping. The design firm shall document departures from the Historic Preservation Plan in creating the exterior building design and landscaping. The proposed exterior design and landscaping shall be submitted to the Board of Trustees for review and approval. The balance of the design process shall thereafter continue. The proposed exterior design and landscaping shall not be modified from that approved by the Board of Trustees except upon prior approval of the Board.

7) Level III (Design and Construction) – Construction

The selection of a contractor and agreement for construction services will reflect the construction delivery method approved by the Board. The Vice President for Administration shall ensure that a competitive process is used to select the firm(s) that will construct the project. The construction process shall not commence unless adequate funding for construction of the project has been secured.

The Vice President for Administration, subject to approval of the President, shall submit a recommendation for selection of a construction firm to the Facilities Construction Committee for review prior to submission to the Board. After the Board approves that negotiations with a particular construction firm may commence, the Vice President for Administration or his designee shall pursue negotiations with such firm. The negotiations shall be based on contract templates with terms and conditions that have been reviewed and approved by the Board of Trustees. No agreement shall be executed until the Vice President for Administration has consulted with the Facilities Construction Committee as regards the terms of the agreement. The Committee may request that the Board review and approve the agreement prior to its execution. The Vice President for Administration shall also establish in writing a chain of command – organizational chart for the construction phase of each project. This org chart will identify lines of authority and reporting responsibilities. The project manager shall follow the guidelines in Appendix B.

Construction process – If construction manager at risk (CMAR) is the approved construction delivery method, the following apply:

- The Board of Trustees must approve the Guaranteed Maximum Price (GMP) prior to authorization to proceed to construction. Except in unusual circumstances, the GMP shall be based on approximately 90% completion of construction documents.



*Approved 1-21-16 @ 2:18 p.m.*

- No changes resulting in a use of the owners' contingency without prior approval of the Trustees can be made except for changes which are not more than \$25,000. However, in no event shall the cumulative total of all changes result in an amount which exceeds 40% of the owner's contingency fund without board approval.
- No project components which are designated as contingency funds shall be expended without the prior approval of the Vice President for Administration. The Vice President for Administration shall keep the Facilities Construction Committee apprised of the extent to which these funds are expended.

*Approved by the UW Board of Trustees July 2015  
Amended September 2015  
Amended January 2016*



*Approved 1-21-16 @ 2:18 p.m.*

## APPENDIX A

### University of Wyoming Major Construction Projects Guiding Principles

(These guiding principles are intended to address issues which have arisen during recent construction projects. They are intended to be the initial set of guiding principles and are expected to be modified, refined and adapted as UW proceeds with major construction projects.)

1. The exterior design of the facility and associated landscaping shall be consistent with campus design standards pursuant to the UW Historical Preservation Plan. The A&E shall focus its objectives to achieve a varied but cohesive architectural style that enhances the character of the University and respects its history.
2. The building shall be located and sited consistent with the current UW Long Range Development Plan.
3. Facilities will incorporate today's most advanced thinking in construction design, programmatic design, and sustainability, while providing flexibility for programmatic growth, new technologies and long term use and functionality of the facility.
4. Investments in facilities will demonstrate wise stewardship of funds, taking full advantage of opportunities to reduce costs through standardization, shared resources and institutional collaboration.
5. Anticipate and provide plans to address infrastructure requirements of the campus in the most efficient and least intrusive manner possible.
6. Each major construction project shall have its own guiding principles developed by the college or unit intended to address the programmatic and functionality of the proposed facility which supplement, but not deviate from, these guiding principles for that specific project. The project specific guiding principles shall be submitted to the Facilities Construction Committee for review and approval.



*Approved 1-21-16 @ 2:18 p.m.*

## APPENDIX B

### University of Wyoming Major Construction Projects Project Management Guidelines

The following guidelines shall be incorporated by the University Project Manager into the management of all major construction projects:

1. The University Project Manager shall maintain a document continuously tracking outstanding/unresolved issues for the project. The document shall contain the following information:
  - a. Issue number
  - b. Description of the outstanding item
  - c. Responsible party
  - d. Date created
  - e. Date required
  - f. Date resolved
2. The University Project Manager shall create a project list serve that identifies all individuals associated with each project. This list shall include the following information:
  - a. Name
  - b. Firm/ Organization
  - c. Role
  - d. Phone number
  - e. Email address
3. The University Project Manager shall host and manage a project document sharing website. The site shall be accessible by all parties included on the project list serve. The site shall be updated weekly with the most current documents. The website, at a minimum, shall contain the following documents:
  - a. Meeting minutes
  - b. An open items/ issues log
  - c. Audio recordings of all design and construction meetings
  - d. Current design/ construction documents
  - e. Value engineering/ cost control logs
  - f. Project list serve



**ATTACHMENT XII**

*Draft Strategic Plan for the University of Wyoming  
University Strategic Planning Leadership Council Second Pass Document  
May 11, 2017*

**Preamble**



At the “gateway” to the University of Wyoming, a women rider breaking through a sandstone wall welcomes all to campus. “Breakin’ Through” captures the spirit of Wyoming and its university: our students break through to the future for the Cowboy State *and* the Equality State.

Wyoming’s dual identity has shaped this university from its origins through to the present day. John Hoyt, as territorial governor and UW’s first president, was determined that Wyoming’s lack of statehood would not stand in the way of its citizens’ access to higher education. If the Morrill Act excluded territories from the land grant mission, he determined, that was no reason to wait to build Wyoming’s university. Indeed, the law would have to change. So he “broke through”—twice. He worked with western governors to get the Morrill Act changed, eventually allowing UW to become land grant university. But in 1887, three years before Wyoming became a state, this university opened its doors to 42 students and 5 faculty members. And on this first day, the university became the flagship for Wyoming’s future. It welcomed women and men alike. Then in 1890, when Wyoming gained statehood, the state’s first legislators went further. Recognizing the rich humanity that made up their new state, they declared that UW should stand “equally open to students of both sexes, irrespective of race or color.” Wyoming’s university ushered in the “Equality State.”

Here, on the high plains of a windswept territory, John Hoyt built the foundations for a world-class University. His UW was the flagship for a state, meeting the wide land grant mission “to promote the liberal and practical education of the industrial classes in the several pursuits and professions of life.” Its trademark became innovation and ingenuity in pursuit of educational access, excellence and relevance. For Hoyt, this heritage mandated that UW provide its students with a complete education, one that balanced agriculture and engineering with Arts and Humanities. With that aim, he provided a rich curriculum, teaching classes from History to Engineering, while his wife, Elizabeth, took on Psychology and Logic. Hoyt set the pattern for generations of Wyoming faculty, who “break through” to bring their students tomorrow’s opportunities today.

Hoyt’s refusal to accept barriers for Wyoming, its citizens, and the education that the state’s university would offer to all of its students set the tone for UW’s future. To this flagship and land grant university, student opportunity is everything. Indeed, the University of Wyoming is poised to break through once again.

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***Vision***

As the state's flag-ship and land-grant university, dedicated to the free and open pursuit of knowledge, we aim to bring Wyoming and Western intelligence, energy, grit and innovation to the economic, social and environmental challenges of today, and to create a thriving, equitable and sustainable world for tomorrow.

***Mission***

We honor the heritage of the Equality State and its commitment to education by providing an 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 co-curricular 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, free expression, academic freedom, personal integrity, and mutual respect; and
- Promote opportunities for personal growth, physical health, athletic competition, and leadership development for all members of the university community.

As Wyoming's only 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.

***Values***

Our values represent beliefs and principles that drive the culture and priorities of the entire University community and provide the crucial framework within which decisions are made. Regardless of role: student, faculty, staff, trustee, alumni, and other stakeholders alike, recognize the importance of embedding these values in their day to day activities to assure that the institution and its graduates succeed and are exemplars of the best of Wyoming and the world.

***Exploration and Discovery***

Free and open exploration and discovery supported by rigorous peer review, and the communication and application of that scholarship, constitute the core principles and practices of this university.

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*Innovation and Application*

Collaborative, creative thinking leads to new knowledge, inspires student achievement, and brings practical innovation to our communities.

*Disciplinarity and Interdisciplinarity*

Knowledge advances through intense and focused study, and also in the intersection of ideas and disciplines. UW cultivates the energy of individual and collaborative advances.

*Integrity and Responsibility*

Outstanding teaching, learning and scholarship relies on the principles of integrity, responsibility and trust throughout our community.

*Diversity and Internationalization*

A diverse and international community that respects different ethnicities, genders, cultures and worldviews multiplies our capacity to explore, innovate and educate.

*Engagement and Communication*

Engagement with local, state, national and global constituencies inspires our daily work. We are committed to active involvement and clear communication with our extensive communities.

***Goals and Objectives***

- 1) *Enrich an intellectual community already renowned for its regional, national and global relevance and impact by fostering and rewarding excellence in teaching, scholarship, innovation and creative endeavor.*
  - Promote and strengthen the university as a scholarly and creative enterprise:
    - Build national reputation and stature through strategic academic initiatives
    - Elevate expectations for research and creative activities
    - Expand Office of Research and Economic Development
    - Establish distinguished professorships
    - Invest in computational and library resources
    - Expand and promote undergraduate research opportunities
  - Generate entrepreneurship and collaboration in research and teaching to bridge disciplines and engage public concerns:
    - Fund seed grants
    - Recognize the interplay of teaching, research, service and engagement in tenure & promotion decisions
    - Promote excellence in academic programs and develop offerings to address workforce needs of the state and region
  - Enhance local and global relevance, engagement and impact by recruiting a regional, national, international and diverse community of students and faculty:

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- Structure and resource international functions to expand recruitment of international students and broaden faculty and student international exposure; host international conferences and fellows
- Increase faculty and student exchange programs abroad
- Build exchanges with historically black and tribal colleges
- Achieve consistently excellent teaching and mentoring that gives students the knowledge, ability, determination and innovation to meet tomorrow's challenges with sustainable solutions:
  - Hiring for core, foundational and leading-edge programs
  - Develop professional advising and faculty mentor programs for students
  - Develop a mentoring program for faculty and staff
  - Increase course development grants
  - Reward faculty contributions to high-impact teaching practices

*2) Inspire students to pursue a productive, engaged, and fulfilling life, and prepare them to succeed in a sustainable global economy.*

- Welcome, support and graduate students of differing backgrounds, abilities and needs, and from different cultures, communities and nations:
  - Grow enrollment and enhance recruitment of students
  - Build new living and learning communities
  - Augment student support services to ensure that students thrive emotionally and physically
  - Offer a balanced curriculum that enables students to realize their academic potential and positions them to achieve successful lives and careers
- Engage and graduate well-rounded and creative thinkers, capable of meeting unpredictable and complex challenges:
  - Provide high impact mentored opportunities in research, creative activities, internationalization, internships, entrepreneurship, leadership, and community service
  - Incentivize faculty and staff integration into student life
  - Institute an experiential transcript
  - Establish an alumni mentoring initiative
- Build pathways to academic, cultural, professional and entrepreneurial opportunity and leadership at undergraduate and graduate levels:
  - Establish an Honors College
  - Establish an office to support Graduate Education
  - Prioritize a university-wide commitment to international engagement

*3) Improve and enhance the health and well-being of our communities and environments through outreach programs and in collaboration with our constituents and partners.*

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- Facilitate collaboration between the university and its constituents to address complex economic, environmental and social challenges through research, education, entrepreneurship, economic diversification and growth:
    - Establish a UW resource center
    - Establish a center for entrepreneurship and infuse innovation throughout the university
  - Build a statewide community of learners by collaborating with schools, colleges and tribal nations to connect students and citizens:
    - Further enhance collaboration with Wyoming's community colleges
    - Bring athletic and cultural opportunities to the state
    - Build outreach educational programs to meet constituents' needs
    - Enhance Extension programs
    - Increase UW on-the-road community programs
    - Establish "state" professorships
    - Provide state travel grants to enable collaboration
  - Engage strong and celebratory alumni who connect UW to regional, national and international communities, welcome graduates into a lifetime association with the university, and boost all our endeavors through a culture of giving:
    - Offer UW alumni email accounts
    - Coordinate alumni contacts
    - Develop a UW activities app
- 4) *Assure the long-term strength and stability of the University by preserving, caring for, and developing human, intellectual, financial, structural and marketing resources.*
- Build Human Resources
    - Enhance workplace conditions to recruit, retain, and reward UW employees in all roles at all location and encourage innovation and commitment:
      - Implement staff career tracks
      - Incentivize professional development
      - Develop a partner-hiring policy
      - Redesign the Excellence Chair program
      - Hire strategically to ensure a robust disciplinary and transdisciplinary curriculum and to develop the resources to support academic and co-curricular opportunities that meet the needs of twenty-first-century students
  - Strengthen Marketing Effectiveness
    - Effectively communicate UW's opportunities to prospective students, regional partners, and national, and global markets:
      - Institute a centralized plan that tells our story and positions UW for recognition in all of these contexts

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- Enhance Financial Resources
  - Increase recruitment and retention:
    - Enhance our relationship with Wyoming and regional high schools
    - Showcase pre-college summer and academic opportunities on campus
    - Establish a dual-enrollment process with the state's community colleges
  - Stabilize, diversify and enhance revenue streams:
    - Launch a substantial and strategic capital campaign
    - Develop a coordinated plan for managing intellectual property, entrepreneurship, and technology development and transfer
- Ensure Structural Resources
  - Embrace transparency at all levels of administration and operations, aiming for efficiency and confidence in university plans and functions.
  - Revise University regulations and policies to streamline, update, and consistently implement so as to build a higher functioning university.
  - Infuse planning throughout the university including unit level strategic plans, campus master plan, housing plan, budget/fiscal plans, etc.
  - Honor UW's commitment to the environment:
    - Institute cross-campus sustainability initiatives in daily operations, renovations and new construction.

**Key Performance Indicators (still very preliminary)**

*Goal 1: Enrich an intellectual community already renowned for its regional, national and global relevance and impact by fostering and rewarding excellence in teaching, scholarship, innovation and creative endeavor.*

PERFORMANCE INDICATORS	BASELINE	2022 TARGET
Research expenditures		
Science, Engineering, and Teaching initiatives		
Number of Proposals submitted		
Citation of Scholarly work		
External rankings of our academic programs	Not compiled	20% improvement
Invention disclosures		
Royalty-bearing IP licenses		
Start-up companies and collaborating businesses		
Teaching awards		
Number of students who study abroad or international agreements?		

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Goal 2: *Inspire students to pursue a productive, engaged, and fulfilling life, and prepare them to succeed in a sustainable global economy.*

PERFORMANCE INDICATORS	BASELINE	2022 TARGET
Overall Enrollment		
Enrollment of honors-eligible students		
Enrollment of transfer students		
Retention rate – definitions ---		
Enrollment of underrepresented students: Must meet three (or more) of the following criteria: <ul style="list-style-type: none"> <li>• First-generation student</li> <li>• Under-represented minority</li> <li>• Pell-eligible</li> <li>• Less than 50% of financial need met</li> <li>• ACT of 19 or lower</li> <li>• Veteran</li> <li>• Student with disability</li> </ul>		
Graduation of underrepresented students: Must meet three (or more) of the following criteria: <ul style="list-style-type: none"> <li>• First-generation student</li> <li>• Under-represented minority</li> <li>• Pell-eligible</li> <li>• Less than 50% of financial need met</li> <li>• ACT of 19 or lower</li> <li>• Veteran</li> <li>• Student with disability</li> </ul>		
CAT score		
% of undergraduates that participate in at least two individualized academic experiences to include:		
§ An international experience		
§ A research or scholarly experience § Capstone course		
§ Internship		
§ Community service experience §...		
Number of graduates per year		
Number of STEM graduates		
4- and 6- year graduate rate for undergraduates		
Graduate rates for graduate and professional students, as appropriate by degree		



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Job/Graduate School placement – 6 months post-graduation		
Job/Graduate School placement – 5 years post-graduation		

*Goal 3: Improve and enhance the health and well-being of our communities and environments through outreach programs and in collaboration with our constituents and partners.*

PERFORMANCE INDICATORS	BASELINE	2022 TARGET
National, regional or disciplinary-related competitive grants and sponsored programs Regional and national award recognitions obtained		
People annually attending on-campus and off-campus sponsored events		
Degrees offered online and at Regional Centers		
Campus Sustainability Ranking (e.g. STARS)	Not designated	Bronze
Carnegie Foundation Community Engagement Classification	Not designated	Designated
Active agreements with other universities, community colleges and technical institutes		

*Goal 4: Assure the long-term strength and stability of the University by preserving, caring for, and developing human, intellectual, financial, structural and marketing resources.*

PERFORMANCE INDICATORS	BASELINE	2022 TARGET
Endowed faculty positions		
Employee job satisfaction		
Alumni satisfaction		
Campus climate and environment	Fall 2017 Campus Climate Survey	TBD from survey data
University endowment		
Biennial funding to state block grant		
Deployment and full utilization of Enterprise Management Systems (aka "Huron" project)		
Technology-related expenditures per student FTE		
Faculty and staff satisfaction with shared governance		
Leadership development programs completed by faculty and staff		

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Decentralized budget implementation		Completion
Design and Master Plan and associated capital projects		

**ATTACHMENT XIII**

University of Wyoming						
Board of Trustees--Fiscal Year 2018 BUDGET						
CATEGORY	Description	New Category Code	FY18 Budget	Change from FY17 budget	Actual Expenses FY 2017*	FY17 Budget
Supplies	Office Supplies	4301	\$ 100.00	\$ -		
	Office Supplies				\$ -	\$ 50.00
	Copies				\$ -	\$ 50.00
	Non-Capital Equipment - Computers	4304	\$ 1,500.00	\$ (500.00)	\$ -	\$ 2,000.00
	Books, Subscriptions, and Media	4306	\$ 2,000.00	\$ (1,500.00)		
	Subscriptions & Databases				\$ -	\$ 2,000.00
	Newspapers				\$ -	\$ 1,000.00
	Books				\$ -	\$ 500.00
	Other Supplies	4311	\$ 1,500.00	\$ (1,000.00)		
	Decorative Items				\$ -	\$ 1,000.00
	Education/Instructional Supplies				\$ -	\$ 1,500.00
	Building and Facility Rental	4604	\$ 4,000.00	\$ (3,200.00)		
	Building/Office Rental				\$ 2,100.00	\$ 5,700.00
	Room Rentals				\$ -	\$ 1,500.00
<b>Subtotal Supplies</b>			<b>\$ 9,100.00</b>	<b>\$ (6,200.00)</b>	<b>\$ 2,100.00</b>	<b>\$ 15,300.00</b>
Travel	Domestic Travel	4200	\$ 153,250.00			
	In-State Travel					
	Rental Cars & Shuttle Buses		\$ 13,000.00	\$ (2,000.00)	\$ 7,638.30	\$ 15,000.00
	Mileage Reimbursement		\$ 11,000.00	\$ (1,000.00)	\$ 7,160.57	\$ 12,000.00
	Per Diem Allowance			\$ (100.00)	\$ -	\$ 100.00
	Meals on One-Day Trips		\$ 200.00	\$ -	\$ 6.46	\$ 200.00
	Other Travel (Parking, Wifi, etc)		\$ 100.00	\$ -	\$ 22.95	\$ 100.00
	Actual Lodging Expenses		\$ 30,000.00	\$ -	\$ 21,975.93	\$ 30,000.00
	Actual Meal & Gratuity Expense		\$ 1,500.00	\$ -	\$ -	\$ 1,500.00
	Airfare (incl. UW Plane, State Jet)		\$ 90,000.00	\$ -	\$ 54,398.60	\$ 90,000.00
	Out-of-State Travel			\$ -		
	Rental Cars & Shuttle Buses		\$ 300.00	\$ -	\$ -	\$ 300.00
	Mileage Reimbursement		\$ 700.00	\$ -	\$ 210.79	\$ 700.00
	Per-Diem Allowance			\$ -	\$ -	\$ -
	Meals on One-Day Trips		\$ 200.00	\$ -	\$ -	\$ 200.00
	Other Travel (Parking, Wifi, etc)		\$ 50.00	\$ -	\$ 38.88	\$ 50.00
	Actual Lodging Expenses		\$ 2,000.00	\$ (1,000.00)	\$ 866.93	\$ 3,000.00
	Actual Meal&Gratuity Expense		\$ 200.00	\$ -	\$ 66.10	\$ 200.00
	Airfare (incl. UW Plane, State Jet)		\$ 3,000.00	\$ -	\$ 214.90	\$ 3,000.00
	Non-Employee Travel		\$ 1,000.00	\$ -	\$ 10.00	\$ 1,000.00
<b>Subtotal Travel</b>			<b>\$ 153,250.00</b>	<b>\$ (4,100.00)</b>	<b>\$ 92,610.41</b>	<b>\$ 157,350.00</b>
Food & Beverage	Catering	4110	\$ 22,000.00	\$ (10,000.00)	\$ 13,133.83	\$ 32,000.00
	Snacks (NEW)	4309	\$ 500.00	\$ 500.00	\$ 317.76	\$ -
	Meals during BOT Meetings	4200	\$ 5,000.00	\$ (3,000.00)	\$ 1,237.82	\$ 8,000.00
<b>Subtotal Food &amp; Beverage</b>			<b>\$ 27,500.00</b>	<b>\$ (12,500.00)</b>	<b>\$ 14,689.41</b>	<b>\$ 40,000.00</b>
Services	Attorney Services	4102	\$ 100.00	\$ 100.00	\$ 100.00	\$ -
	Postage, Freight, and Shipping	4310	\$ 1,000.00	\$ -	\$ 125.42	\$ 1,000.00
	Telecom Services	4105	\$ 2,500.00	\$ 500.00	\$ 1,968.84	\$ 2,000.00
	Training/Professional Development	4712	\$ 5,000.00	\$ 2,600.00	\$ -	\$ 2,400.00
	Visiting Speakers	4107	\$ 400.00	\$ -	\$ -	\$ 400.00
	Commercial Printing	4706	\$ 3,000.00	\$ (2,000.00)	\$ 293.09	\$ 5,000.00
	Professional Services	4100	\$ 5,550.00	\$ -		
	Professional Service Fee				\$ 2,580.00	\$ 3,500.00
	Other Professional Services				\$ 2,423.50	\$ 1,800.00
	Communication/Photography Serv				\$ -	\$ 250.00
	Marketing Services			\$ -	\$ 437.85	\$ -
<b>Subtotal Services</b>			<b>\$ 23,550.00</b>	<b>\$ 7,200.00</b>	<b>\$ 7,490.85</b>	<b>\$ 16,350.00</b>
<b>Total</b>			<b>\$ 213,400.00</b>	<b>\$ (15,600.00)</b>	<b>\$ 116,890.67</b>	<b>\$ 229,000.00</b>

\*actual FY17 expenses are reconciled plus encumbered expenses through 3/31/17

**\*\*NOTES\*\***

- 1) FY17 actuals are only 9 months of actual cost data (6/1/16--3/31/17).
- 2) Items: Snacks (row 42) and UW Event Tickets or Registration (row 56) are new.
- 3) FY18 Budget is a \$33,600 decrease from FY17 Budget and a 14.67% decrease (cut) year over year.

**ATTACHMENT XIV**

## Audit Schedule for 2017-2018

Student Media
Follow Up Literacy Center
Follow up on Endowed Chairs
Property
follow up for Gen Counsel
Follow up for Health Science
Health Insurance Fees
International Students
IT Sinking Fund for High Performance Computing
Cashiering (Touch Net)
NCAA-
Work Flow for Wyo-Cloud
University-wide Requisition Sampling
Alumni (Annual)

ATTACHMENT XV

Contingency Tracking				Notes	
<b>Contingency Running Balance</b>		\$6,208,876			<b>**\$8,209M less \$2M donor loss</b>
<i>Construction Contingency Use</i>					
1	Additional Concrete Work, Gas Meter, Manifold & Piping, Equipment Relocation	\$86,647	\$6,122,229		
2	Additional Costs for Extended Contract Date and Mechanical Systems Changes	\$4,952,341	\$1,169,888		
3	Door and Exterior Detail Changes, Bike Racks	\$10,563	\$1,159,325		
4	Radiation Shielding at South Walls	\$15,411	\$1,143,914		
5	Credits: Door Card Reader, Roof Davit	(\$11,559)	\$1,155,473		
6	Deleted Casework, Truck Turning Layout, Floor Radiation Shielding	(\$13,366)	\$1,168,839		
7	Heat Recovery, Fume Hoods, Electrical Changes	(\$76,674)	\$1,245,513		
8	Chiller Vibration Isolation, Epoxy Flooring, Add End Switches to Control Valves	\$7,791	\$1,237,722		
9	Vibration Isolation for Pumps, Vertical Wire Management Sleeve	\$9,226	\$1,228,496		
10	Isolation valves, Additional ceramic tile, Elimination of tempered at lead glazing, Credit for UW personnel related to a hit conduit within steam tunnel, Destat fan, Electrical panel	(\$563)	\$1,229,059		
11	Balancing dampers, Catwalk guard, fire hydrant extensions, VPS power	\$11,980	\$1,217,079		
12	Mechanical: Circulation pump sequence	\$5,132	\$1,211,947		
<i>Design Contingency Use</i>					
1	Amendment #3 - MBA	\$121,195	\$1,090,752		
<i>Owner Requested Contingency Use</i>					
1	Uninterrupted Power Supply	\$ 250,000	\$840,752	BoT Approved Feb 2017	
2	Nitrogen System: Procure and Install	\$ 77,364	\$763,388	BoT Approved March 2017	
3	Install Ceiling Lattice System	\$ 33,750	\$729,638	BoT Approved April 2017	
4	Mechanical Room Ventilation	\$ 63,263	\$666,375	BoT Approved April 2017	reconciles with amount above in grid (rounding issue off 2K)
5	Structures Lab Equipment Request	\$ 603,000	\$63,375		Discussion Point
6	Revised Piri Office and Conf. Rm Furniture	\$ 34,329	\$29,046	May BoT Request	
7	Seminar Room Extra Chairs	\$ 1,728	\$27,318		
8	Large Trash Bins (25 EA)	\$ 2,190	\$25,128		
9	Medium Trash Bins (20 EA)	\$ 313	\$24,815		
10	Clothes Racks 60" Wide (18 EA)	\$ 10,737	\$14,078		
11	Clothes Racks 48" Wide (6 EA)	\$ 3,259	\$10,819		
12	Clothes Hangers (100 EA)	\$ 130	\$10,689		
13	Wet/Dry Vacuums (5 EA)	\$ 2,253	\$8,436		
14	Dust Mops (3 EA)	\$ 210	\$8,226		
15	Install Bottled Gas Storage Cabinets	\$ 18,750	(\$10,524)		
16	Cell Phone Booster System	\$ 85,000	(\$95,524)		
17	High Speed Data Connections	\$ -	(\$95,524)		
18	Machine Shop Equipment	\$ -	(\$95,524)		
19	Third Gen Set for Bldg	\$ -	(\$95,524)		
<i>Contingency Balance within CMAR Contract</i>				\$0	
1	Construction Contingency	\$ 534,521	\$ 534,521		
2	Owner's Buyout Contingency	\$ 171,276	\$ 705,797		
3	Free Zone Fee Return	\$ 6,519	\$ 712,316		

Restricted for Technology	11,200	0	0	11,200	(6,196)	(5,004)	0	
Restricted Equip								
Donation	2,500	0	0	2,500	0	0	2,500	Ops hasn't had access to this, assume dept. plans on utilizing.
Total Restricted	13,700	0	0	13,700	(6,196)	(5,004)	2,500	

(In Thousands)	Budget (a)	Additional Funding (b)	Use of Contingency (c)	Adj Budget (a + b + c) - (d)	Expenditures (e)	Obligations (f)	Remaining Balance (d + e + f) - (g)	Notes
Construction	42,926	0	4,996	47,922	(47,018)	(904)	0	
Contingency	3,125	3,084	(5,541)	668	0	0	668	Reflects shortfall of \$1.0M private Funds and \$1.0M State Match (b). We've consolidated all add'l funding from Jan. 2016 report and adjusted for the \$2.0M shortfall.
Design	4,741	0	121	4,862	(4,543)	(145)	174	\$121K was contingency used for the design costs associated with the large electrical change order. Anticipated design obligations are complete, we'd like to shift balance to contingency.
FF&E	1,288	0	0	1,288	(39)	(1,330)	(81)	
Technology	644	0	0	644	(185)	(251)	208	
Admin	876	0	424	1,300	(514)	(115)	671	Structures Lab Move, Dr. Alvarado Move, Salary handling, Misc. Office Purchases - suggest removing these items from contingency obligations to admin. We'd also use this balance to backfill the (81K) in FF&E. The \$424K reflects the BoT previously approved contingency uses highlighted in green on page 2.
Total	53,600	3,084	0	56,684	(52,299)	(2,745)	1,640	